

Finance and General Purposes Committee

Agenda

Meeting reference: F&GP2019-20/03

Date: Wednesday 04 March 2020 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 11 December 2019		Chair	Paper 1
5	Minutes of the Extraordinary Joint Meeting of F&GP Committee & Audit Committee held on 11 February 2020		Chair	Paper 2
6	Actions arising from previous minutes			
7	Accounts			
*7.1	Perth College Management Accounts: 6 months to 31 January 2020 & Mid-Year Forecast to 31 July 2020	Interim Head of Finance	Interim Head of Finance	Paper 3a Paper 3b (closed)
7.2	AST Management Accounts: 6 months to 31 December 2019	Interim Head of Finance	Interim Head of Finance	Closed Paper 4
*8	Estates			
8.1	Estates Update	Estates Officer	Depute Principal (Academic)	Paper 5
8.2	Tenders: Catering Contract (a) Invitation to Tender (Draft) (b) Contract Strategy	APUC	Depute Principal (Academic)	Closed Paper 6 Paper 7

9	Human Resources			
	HR Update	Head of HR & Organisational Development	Head of HR & Organisational Development	Paper 8
10	Policies			
10.1	Procurement Strategy & Policy (Equalities Impact Assessment to follow)	Procurement Manager	Depute Principal (Academic)	Paper 9 Paper 10
11	Compliance			
11.1	Review of Risk Register (Committee to review current Risk position within responsibility area and advise on any items discussed affecting the Risk Profile of the College or individual departments)	Clerk	Chair	Paper 11
12	Performance Management			
	Balanced Scorecard	Project & Planning Officer	Clerk	Paper 12
13	Committee Minutes (for noting by Committee)			
13.1	JNC Support Staff <ul style="list-style-type: none"> 12 December 2019 			Paper 13
13.2	JNC Lecturing Staff <ul style="list-style-type: none"> 22 January 2020 			Paper 14
13.3	JNC Consultation Meetings <ul style="list-style-type: none"> 03 December 2019 11 December 2019 15 January 2020 (Summary) 			Paper 15a Paper 15b Paper 15c
14	Date and Time of next meeting <ul style="list-style-type: none"> 27 May 2020 		Clerk	
15	Review of Meeting (Committee to check against the Terms of Reference to ensure all competent business has been covered)			Paper 16

Finance & General Purposes Committee

DRAFT MINUTES

Meeting reference: F&GP 2019-20/02

Date and time: Wednesday 11 December 2019 at 5:00pm

Location: Room 019

Members present: David Littlejohn, Board Member
Brian Crichton, Board Chair
Craig Ritchie, Board Member
Debbie Hutchison, Board Member (from Item 6)
Katrina Hodgson, Board Member (from Item 15)
Margaret Cook, Principal

In attendance: Lorenz Cairns, Depute Principal (Academic)
Veronica Lynch, Vice Principal (External)
Catherine Etri, Associate Principal (Curriculum)
Graham Little (Interim Head of Finance)
Katy Lees (Head of HR & Organisational Development)
Ian McCartney, Clerk to the Board of Management

Apologies: Amy Studders (HISA Perth President)

Chair: **David Littlejohn**

Minute Taker: Ian McCartney

Quorum: 3

Summary of Action Items

Ref	Action	Responsibility	Time Line
1	Welcome Clerk to ensure that papers for extraordinary meeting of F&GP/Audit/ Board are circulated at least 1 week in advance of meeting	Clerk	Feb 2020
7	Estates Update Depute Principal (Academic) to prepare brief based on Paper 3 for a competitive procurement process re Estates Strategy, inclusive of options appraisal.	Depute Principal (Academic)	February F&GP (scheduled)
14	External Audit 2018-19: Status Rationale on Paper 10 to be amended to avoid pre-judgement of outstanding investigations	Principal	ASAP
14	External Audit 2018-19: Status Disclosures summary actions on Paper 10 to be qualified to reflect no guarantee that all issues identified	Principal	ASAP
15.1	Business Development Strategy Defer to future Board for approval to allow for wider consultation (including Board Development Day).	Clerk	March or June Board
15.2	International Strategy Insert additional info re product ranges and present to next scheduled Board meeting	Vice Principal (External)	March Board

Minutes:

Item		Action
1.	<p>Welcome and Apologies</p> <p>The Chair welcomed everyone to the meeting, and introduced Interim Head of Finance to first meeting.</p> <p>Apologies were received from Amy Studders, HISA Perth President.</p> <p>On invitation from Chair, Principal outlined unusual context of this meeting, noting that there are no auditable accounts tabled for scrutiny and approval as the requirements of the External Auditors are not fully available, despite substantial work conducted by the Finance Team. The issue is further complicated by outstanding issues raised to the Auditor General meaning that the External Auditors are not in a position to move forward with production of the accounts at this stage.</p> <p>Principal noted that SMT were working on an action plan to work on issues to ensure robust financial management and to pull strands together arising from investigations to be in a position for the Board to meet in February to approve accounts.</p> <p>Principal further noted that UHI had been alerted to issue of normal reporting deadline of 31st December for to allow accounts to be forwarded to the Funding Council, however contingencies were being discussed to minimise problems in this regard.</p> <p>Meeting was advised that extraordinary meetings would be organised with dates allowing papers at least one week in advance, and with enough time in hand to ensure compliance deadlines.</p>	Clerk
2.	<p>Additions to the Agenda</p> <p>An additional Closed item was added to the Agenda for consideration by Independent Board members. This CLOSED item would be discussed prior to the joint F&GP/Audit section of the meeting.</p>	
3.	<p>Declaration of Interest in any Agenda Item</p> <p>There were no declarations of a conflict of interest.</p>	
4.	<p>Minutes of Meeting held on 23 September 2019</p> <p>The minutes were accepted as an accurate record.</p>	

5.	Matters Arising from Previous Minutes	
	<p><u>7.1 2019/20 Budget Proposals</u></p> <p>Action: Full Budget position to be presented at Board meeting on 9 October 2019</p> <p>Action Update: Completed</p> <p><u>8.1 Estates Update</u></p> <p>Action: Timescale for design and implementation of Estates Strategy to be presented at next Committee meeting,</p> <p>Action Update: Refer to Item 7 on Agenda</p> <p><u>10 Aviation Academy for Scotland – Tay Cities Deal</u></p> <p>Actions: Engage in additional dialogue with other key partners before presenting final proposals to the Board.</p> <p>Action Update: Completed</p> <p><u>10 Review of Meeting</u></p> <p>Actions: Update references to Chief Operating Officer.</p> <p>Action Update: Completed</p>	
6	Accounts	
	<p>Perth College Management Accounts – 3 months to 31 October 2019</p> <p>Interim Head of Finance presented a set of Management Accounts for the first quarter of the current financial year, noting a positive variance of £237k ahead of Budget, however a note of caution was sounded in that variances needed to be unpicked against a phased budget to provide more meaningful data. Provision of a half-year forecast within the next meeting cycle would look to be provided.</p> <p>Following a question from the Chair, Interim Head of Finance noted that more information from UHI would be required to better understand the phasing of funding mechanisms, however this was a 2-way process.</p> <p>Board Member, while welcoming the positive update, asked whether there should be any caution around the veracity of the figures, given the nature of the ongoing investigations. Principal noted that there is little spend in August, therefore an unphased</p>	

	<p>budget would be expected to give positive results. Interim Head of Finance further advised that a complex forecasting model was currently being developed within the Finance team.</p> <p>Board Member sought clarity on expenditure incurred against commercial activity. Vice Principal (External) noted that, whilst activities that are commercially delivered are fully costed, additional work is required to extract information, for example costs absorbed within teaching staff.</p> <p>In response to a Board members question regarding a £93k under-spend in academic budget, Interim Head of Finance noted that the approach to the consequences of national bargaining (ie accrual or phased budget) had yet to be determined, and this would be addressed shortly. Principal further noted that there still needed to be improvements to current systems and processes to ensure accidental permanisation does not occur.</p>	
7	Estates	
	<p>Estates Update</p> <p>Depute Principal (Academic) presented a first draft plan and outline sketches developed to provide a framework for future strategic development/expansion of the campus, which had taken 18 months to pull together in consultation with key stakeholders. Depute Principal (Academic) noted that the work identified some key issues that would need addressed, most pertinently with regard to the likely costs of either redevelopment or relocation.</p> <p>Following a robust discussion over the information provided, it was agreed that further work would need to be conducted on the draft before further consideration, including:</p> <ul style="list-style-type: none"> - initial discussions required with PKC re future primary school provision and likely impact on Perth College; - full options appraisal including location, strategy and funding; - Green travel plan. <p>In addition, the project would likely incur costs in excess of £25k for a feasibility study to be produced, therefore a brief for a competitive tender process would also be required. Brief to include a full options appraisal.</p>	Depute Principal (Academic)
8	Human Resources	
	<p>HR Update</p> <p>Head of HR & Organisational Development presented Paper 4</p>	

	<p>drawing particular attention to the Healthy Working Lives Gold Award review, which will be achieved on completion of a staff survey early in the new year.</p> <p>In response to a query from a Board Member regarding sickness absence statistics, Head of HR & Organisational Development noted that changes were being made to the methodology for recording types of sickness which should help counteract some of the current issues.</p> <p>Principal commended the HR team for the work they had conducted over the last few months during a particularly busy time.</p>	
9	Performance Management	
	<p>Balanced Scorecard</p> <p>Clerk to the Board of Management presented Paper 5, noting that only one KPI area was scheduled for presentation at the meeting.</p> <p>Board Chair noted that, in addition to RAG indicators, consideration should be given to other options such as happy/neutral/sad visuals to cater for colour-blind users.</p>	
10	Standing Committee Minutes	
	<p>Papers 6, 7 and 8 (minutes of JNC and JNC Consultation meetings) were presented to Committee for noting. Principal provided a verbal update on progress re the Consultation meetings, noting in addition that a meeting had taken place earlier that day; that over 60 emails had been received from staff via the Consultation email address; and that the next Consultation meeting was scheduled for January 2020.</p>	
2	Addition to the Agenda – CLOSED Item	
	<p>Independent Board Members and Principal discussed an urgent & confidential staff matter. This item was dealt with as a CLOSED item for minuting purposes.</p>	
11	Date & Time of next meeting	
	<p>Wednesday 04 March 2020 at 5:50pm</p>	
12	Review of Meeting	
	<p>The Committee agreed the meeting had covered its Terms of Reference.</p>	

<p>13</p>	<p>Joint Meeting</p> <p>At this stage, the Committee were joined by members of the Audit Committee to consider matters of mutual interest.</p> <p>Principal reiterated unusual context of this meeting, as outlined within Item 1,</p>	
<p>14</p>	<p>External Audit 2018-19: Status</p>	
	<p>Principal introduced paper 10, and outlined current position regarding 2018-19 Financial Statements and External Audit, noting that the Finance team had worked hard to provide a significant amount of information required for the External Auditors, however the issue raised to the Auditor General meant that it was not competent for the Auditor to recommend that the accounts be signed off at this time.</p> <p>Principal advised that UHI had been made aware of the issue, before outlining the required timescales which would allow sufficient time for the audit process to be completed, accounts to be signed off and Financial Statements and Audit Report to be lodged with the Scottish Funding Council by the end of April, noting the requirement for an additional cycle of F&GP, Audit and Board during late January and into February.</p> <p>Chair of F&GP provided a clear instruction that paperwork for these meetings is circulated in good order for to provide ample time for scrutiny by Board members.</p> <p>Chair of F&GP proposed taking each recommendation outlined within Paper 10 individually.</p> <p><u>1 - Rationale</u></p> <p>Board Member noted that the rationale outlined in Paper 10 makes a link to the ongoing investigation being undertaken with UHI Internal Audit, and queried whether timescales can be asserted at this stage pending the outcome of that investigation. Committee AGREED that the Rationale statement pre-judges a positive outcome from the UHI investigation and instructed Principal to amend accordingly.</p> <p>Pending amendment as outlined above, the Rationale was APPROVED.</p> <p><u>2 – Disclosures</u></p> <p><u>a) Payroll</u></p> <p>Board Member noted that previous Audit Committee had expressed concern to ensure that all payroll items were flushed out</p>	<p>Principal</p>

<p>and asked whether management were satisfied that errors identified would be all. Principal noted that such a guarantee could not be provided at this time. Chair of Board suggested that this position be clarified within the Disclosures. This approach was AGREED.</p> <p>Board Member enquired whether any underpayment of pensions contributions had been identified. Vice Principal noted that only overpayments had been identified at this stage, but a deep-dive was still to take place, the findings of which will be reported back to Committee.</p> <p>Board Chair asked whether monies could be claimed back. Head of HR & Organisational Development noted that there were strict limitations on both amounts and timelines in this regard.</p> <p><u>b) Equalities Duties</u> Committee noted that a draft mainstreaming report had been completed, however this needs to approved via Committee structures.</p> <p><u>c) Settlement Agreements</u> Principal noted that 2 Agreements had been processed without receiving formal permission, for which the Principal took responsibility, as these Agreements had no additional financial impact beyond contractual matters. It was noted that the Board Chair was involved in the matter at that time, and had also interpreted the guidelines in the same way.</p> <p><u>d) Procurement</u> Principal noted the long-term concerns in this area, and the contracted involvement of an APUC staff member to address these concerns.</p> <p><u>e) Contract Terms & Conditions</u> Principal noted the link in this item to Procurement and informed Committee that this item related to items such as the telecom masts on the roof whereby only a partial recoup of electricity costs had been claimed.</p> <p><u>f) Deferred Income</u> Principal noted that, while this item had been discussed numerous times at various Board meetings, it had now been identified by EY that the value of Deferred Income was not as material as had previously been thought.</p> <p>Principal noted that the Senior Management Team were being proactive in these matters, and in some of the areas highlighted under the parallel UHI investigation, and a robust Action Plan was being prepared to respond promptly to issues raised. It is recognised that there are elements of concern being raised that will need to be dealt with as soon as possible, that some items are</p>	<p>Principal</p>
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	<p>long-standing in nature, and there is a clear need to achieve compliance.</p> <p>EY noted that the Risk Profile of the Audit had altered as a result of the issues described, and that EY were liaising with the UHI Internal Auditor on these matters.</p> <p>Committee NOTED the Disclosures as outlined.</p> <p><u>3 – Approval Timeline & Dates For Completion</u></p> <p>Committee APPROVED amendments to the approval timeline as outlined.</p>	
15	Business Development	
15.1	<p>Business Development Strategy</p> <p>Vice Principal (External) presented Paper 11, referring to discussions that had taken place at the Board Strategy Day in September 2019, and noting the focus on margins of contribution rather than purely levels of income; the desire to meet the needs of existing and future workforces; and the links to curriculum development outlined within the Strategy.</p> <p>Board Member expressed concern that there was limited ambition with regards to strategic and market context, and noted the document could be viewed as quite insular, quoting only one reference to other businesses.</p> <p>In contrast, another Board Member felt that the Strategy was a very positive directional document with the potential to drill down to specific elements at a later date.</p> <p>Vice Principal clarified that the Committees' endorsement was sought on the direction of travel at this stage, with a revised version being tabled to the full Board for approval.</p> <p>Board Member queried how confident management were of the levels of staff and other resources available to deliver all the KPIs identified within the Strategy. Vice Principal acknowledged that certain areas within the organisation will need to be joined up better than is currently the case, but also noted that the KPIs for the 1st window had been set at achievable levels.</p> <p>Board Chair advised that, while the paper needs more detailed analysis of competitive environment to determine basis on which Perth College will compete and to provide insight into compelling reasons for choices, and there needs to be realistic objectives and stretch targets set, it does provide a higher degree of confidence in what is being promised.</p>	

	<p>Board Member queried the lack of baseline income to allow for a sense of proportion re income in 5 years' time. Vice Principal noted that targets were modelled to ensure they were realistic against budgets, and that the emphasis had been place on income not profitability to provide a link to core team costs and provide "true margins".</p> <p>Board Member identified that Phase 1 was scheduled for 2019/20 and discussions indicated a need to defer this timescale. Vice Principal noted that business development will continue in key areas but the full strategy will result in revised timescales, for example the proposed CRM system could be implemented quickly but system requires new ways of working.</p> <p>Committee AGREED that further consultation on the Business Strategy was required before being submitted to the Board. In addition, it was AGREED to utilise time at a Board Development session to further discuss the matter.</p>	
<p>15.2</p>	<p>International Strategy</p> <p>Vice Principal (External) presented Paper 12, noting the parallels between the International Strategy and the Business Development Strategy, and the focus on key markets building on existing provision.</p> <p>Vic Principal drew attention to the targeted growth in revenues from £900k in Year 1 to £2.7m in Year 5.</p> <p>Board Member sought clarification over Chinese Ministry of Education final approval. Vice Principal noted that current regulations allowed for a maximum of 3 partnerships in the in-market delivery of trans-national provision.</p> <p>Board Member asked for some additional information regarding product ranges. Vice Principal noted that there were opportunities in research partnerships and MBAs amongst other options. Vice Principal would provide more detailed information prior to any Board approval.</p> <p>Committee noted its broad approval of the International Strategy, noting that additional information regarding product ranges was requested prior to the final paper being tabled for approval at the scheduled Board meeting in March 2020.</p>	<p>Vice Principal (External)</p>
	<p>F&GP Committee concluded at this point, with Audit Committee continuing with its scheduled business.</p>	

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

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

Status of Minutes – Open* Closed
* Excepting Item 2

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 1998. It is important that fact, rather than opinion, is recorded.

Do the minutes contain items which may be contentious under the terms of the Data Protection Act 1998?

Yes
No

Extraordinary Joint Meeting of Finance & General Purposes & Audit Committee

DRAFT Minutes

Meeting reference: F&GP_Audit 2019-20/EM

Date and time: Tuesday 11 February 2020 5.00pm

Location: Room 019

Members present: Ann Irvine, Board Member (Audit)
David Littlejohn, Board Member (F&GP) (by teleconference)
Brian Crichton, Board Chair (F&GP)
Katrina Hodgson, Board Member (F&GP)
Lynn Oswald, Board Member (Audit)
Craig Ritchie, Board Member (F&GP)
Margaret Cook, Principal (F&GP)
John Dare, Staff Board Member (F&GP)
Debbie Das-Chaudhury, Student Board Member (Audit)

In attendance: Lorenz Cairns, Depute Principal (Academic)
Catherine Etri, Associate Principal (Curriculum)
Veronica Lynch, Vice Principal (External)
Graham Little, Interim Head of Finance
Henry Nicholson, Financial Accountant
Stephen Reid, EY
Grace Scanlin, EY
David Archibald, Henderson Loggie
Ian McCartney, Clerk to the Board of Management

Apologies: Debbie Hutchison, Board Member (F&GP)
Andrew Comrie, Board Member (Audit)
Amy Studders, Student Board Member (F&GP)

Chair: Ann Irvine
Minute Taker: Ian McCartney
Quorum: n/a

Summary of Action Items		
Ref	Action	Responsibility
4	Inconsistencies between the Financial Statements and the External Auditors' draft audit report to be addressed	Vice Principal/EY
4	Investigate assertion that Financial Regulations had been approved by F&GP and Audit Committees.	Vice Principal/ Clerk
4	Project Plan to be added to Agenda for next meetings of Audit Committee & Board of Management	Clerk

Summary of Action Items		
Ref	Action	Responsibility
5	UHI input to Scottish Funding Council to be pursued	Interim Head of Finance
5	External Auditor noted they would be happy to provide additional context to be provided re complexities of a catering contract linked to the curriculum	EY
5	External Auditors to revisit financial analysis assertions re Learning Centres decision-making	EY
5	Amendments to External Auditors Report to be summarised to allow Board members to identify differences	EY
5	Wording to be amended in Recommendation 2 re "wider Board awareness"	Vice Principal/EY
7	Audit Committee Annual Report to the Board of Management to be updated per agreed amendments	Clerk
8	Alternative date for next scheduled Audit Committee within the current Board cycle to be sought	Clerk

Minutes:

Item	Action
<p>1. Welcome and Apologies</p> <p>The Chair welcomed everyone to the meeting.</p>	
<p>2. Declaration of Interest in any Agenda Item</p> <p>There were no declarations of a conflict of interest.</p>	
<p>3. Extract of Decisions & Actions from F&GP and Audit Meetings of 11 December 2019</p> <p>Extracts were provided for information, as they allowed the framework for this meeting to proceed.</p>	
<p>4. Draft Perth College Group Report and Financial Statements for the Year ended 31 July 2019</p>	
<p>Interim Head of Finance outlined Financial Statements per Paper 3, noting the improved position due to deferred income and a</p>	

	<p>reduction in Net Assets from £26m to £24m, before opening the floor for questions from the Committees.</p> <p>Board member queried the narrative within the Report, highlighting inconsistencies between the Financial Statements and the External Auditors' draft audit report. Vice Principal clarified that such inconsistencies had been noted, but were primarily down to timings in when papers were prepared and issued. Some work was still required to finalise both the Financial Statements and Audit Report.</p> <p>Chair of Board noted that Note 31 should read Note 32.</p> <p>Board member queried Statement's assertion that Financial Regulations had been approved by F&GP and Audit Committees. This matter would be further investigated and concluded within the final draft process.</p> <p>Chair of meeting brought attention to the table of significant control issues and weaknesses, noting timescales proposed for certain areas that had started to be addressed within the reporting process, and specifically sought assurances that those areas identified for completion by end March 2020 would be completed. Principal stated that actions were in train and those items identified with impending completion date were near the end of the identified activities, and a project planning approach was being taken to the remaining items to ensure prompt delivery, including targets and milestones being set.</p> <p>Vice Principal further noted that work on Equalities Mainstreaming had been ongoing for some time and was very close to completion, and other work in areas of non-compliance regarding procurement and the Staff Code of Governance was well advanced.</p> <p>Board member asked whether the Project Plan identified by the Principal was to be shared at the next Audit Committee. This was AGREED and Clerk will add this item to the agendas of Audit Committee and Board of Management.</p> <p>Staff Board member requested a progress update regarding the ongoing National Insurance and Pensions payments situation. Interim Head of Finance noted that a provision for these issues had been made within the accounts, and further noted that work was being prioritised to resolve issues affecting staff within this financial year in the first place by the end of March, with legacy issues being resolved by the end of the calendar year.</p> <p>Board member not in attendance sought clarification by email regarding when operational issues become matters of significance for the Board. Chair of Board noted that these are judgement calls undertaken on a case-by-case basis.</p>	<p>Vice Principal/EY</p> <p>Vice Principal/ Clerk</p> <p>Clerk</p>
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	<p>Student Board member not in attendance sought clarification by email as to why a number of Key Performance Measures were down on previous year. Depute Principal noted the Self-Evaluation process conducted each year which sought to address such shortfalls had identified alternative processes for improving the methods of attracting and supporting adult returners.</p> <p>It was clarified at this point that it would be inappropriate for the meeting to approve the Financial Statements for 2018/19 at this point as the External Auditor's Report would need scrutinised.</p>	
5	External Audit Annual Report 2018-19 – CLOSED ITEM	
	<p>Chair of meeting noted the Executive Summary of Paper 4 before passing to External Auditors to provide summery.</p> <p>External Auditors provided a detailed presentation of the key conclusions of their 2018/19, noting that, due the challenges in getting the information provided together with regard to both the Financial Statements audit and the wider scope dimensions, within prescribed timescales, the Report had been issued in draft form and remains a work in progress.</p> <p>External Auditors noted the additional issues in gaining agreement of the underlying position with the Scottish Funding Council, which required UHI input (Interim Head of Finance to pursue this matter), and making a consideration on regularity.</p> <p>External Auditors confirmed that, since the issuing of Paper 4, and following management responses to recommendations, 2 items within the Key Conclusions had been down-graded from Red to Amber within the RAG rating, namely the sections on Audit Opinion and Governance & Transparency.</p> <p>External Auditors clarified that the Report would be finalised once Statements and Auditor's Opinion were concluded and signed off.</p> <p>External Auditors noted that the Audit Plan presented at the Audit Committee meeting of May 2019 did not take cognisance of the significant changes, as summarised, that were required for completion, not least the requirement to reduce the testing threshold due to increased risk.</p> <p>External Auditors noted that the Regularity Opinion was linked to the appropriate use of public funds and identified weaknesses in procurement processes. External Auditors referenced the procurement of the current catering contract that had been in existence since 2004 with no additional tender processes and regular extensions to the existing contract.</p>	Interim Head of Finance

<p>Chair of Board asked whether cognisance had been taken in this particular context to the complexities of a catering contract linked to the curriculum. External Auditor noted they would be happy to provide additional context.</p> <p>External Auditors drew specific attention to the reassessment of risk identified in addition to those highlighted in the original plan, namely payroll expenditure, before noting satisfaction that the Financial Statements appeared materially compliant.</p> <p>External Auditors noted that Financial Statements for Air Service Training (Engineering) Ltd had still to be concluded but that no issues were expected in this regard, and that arrangements within the Development Trust had changed albeit with no material impact on the College's financial statements.</p> <p>External Auditors summarised the Audit Opinion section, noting that the annual report materially meets requirements, before noting that the Payroll issue had been recoded as an Additional Significant Risk.</p> <p>External Auditors clarified the outcome of their deliberations regarding Deferred Income crystallised around 2 specific items (Foundation Apprenticeships income and LUPS income), but that these were determined to be below the materiality threshold.</p> <p>Chair of Board sought to clarify the inconsistencies in views between investigations in this area. External Auditors had liaised with UHI Internal Auditor to ensure appropriate division of responsibility. Chair of Board queried whether the issue should have been reported to EY sooner than it was. External Auditor noted the timelines involved and agreed with the Chair of Board that this was an issue of attitude rather than a systematic fault of the organisation.</p> <p>External Auditors noted for consideration that the new Statement of Recommended Practice (SORP) for FE and HE will be effective for the 2019/20 financial statements, whilst not as wide-ranging as previous amendments, will require some upfront planning to implement.</p> <p>External Auditors provided an explanation of the Wider Scope work undertaken, highlighting in particular the impact that turnover of Finance staff had in terms of capacity, and how this in turn impacted on Board's opportunity to provide scrutiny.</p> <p>Chair of Board noted that such shortfalls were not deemed acceptable at the time, and such matters were discussed fully by the Board and sub-Committees.</p> <p>External Auditors noted some systems-based weaknesses affecting financial controls that will need addressed, including the</p>	<p>EY</p>
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<p>reliance on paper-based systems, segregation of duties and a number of extraneous bank accounts. External Auditors also noted the overdue completion of the National Fraud Initiative self-assessment process.</p> <p>External Auditors referred to the insufficient time allocated to allow appropriate levels of scrutiny of the Financial Forecast Return prior to submission, noting the potential impact of this on appropriate medium-term planning.</p> <p>External Auditors considered that there were a range of governance weaknesses within the statements, and noted that management had not fully implemented plans and recommendations within expected timescales.</p> <p>External Auditors expressed concerns regarding the effectiveness of the Balanced Scorecard system being used to monitor effectiveness, in part due to the timeliness of reporting. Chair of Board noted that the system had been reviewed within the last few months however this was an ongoing process.</p> <p>External Auditors advised Committee of the fee levels for work provided, noting that significantly more time had been spent on this audit than previously budgeted, however final fee levels were still to be determined.</p> <p>External Auditors concluded presentation of Auditors Report by summarising Action Plan, noting the intention to conduct a follow-up exercise during the final Board cycle of the academic year to provide independent insurance that the Plan is being actioned.</p> <p>Vice Principal informed Committee that an Action Plan for the Management Responses was in hand, which provides additional levels of detail and timelines. Principle noted that this Plan would be combined with that resulting from the UHI Internal Auditor's report to provide one single project plan, with resources allocated as required.</p> <p>Chair of Board sought clarity over assertion that insufficient financial analysis had taken place with regard to the closure of the Learning Centres on the basis that the decision made was effectively determined by the fact that the Learning Centres had been losing money. External Auditors accepted that the decision-making process may have been understated within the Minutes, and they would be happy to revisit with management</p> <p>Chair of meeting requested that, when an updated version of this report was being presented, that amendments be summarised to allow Board members to identify difference. External Auditors agreed to this request.</p> <p>External Auditors expressed their appreciation to the Finance</p>	<p>EY</p> <p>EY</p>
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Team, the Principal and the Vice Principal for their approach and attitude during a difficult process.

Student Board member asked a number of questions via email related to the Auditors Report, which were answered in turn:

1. Why were the financial statements not prepared and work incomplete?
 - This was due to ongoing staffing issues;
2. Why are there significant errors and what were they?
 - These were identified and detailed within Exhibit 1 of the Report and adjustments/accruals made where appropriate;
3. What actions are in place to ensure better communication between departments?
 - These will be detailed within the project plan to be undertaken, with much clearer relationships identified to provide clear milestone completion;
4. Why were key Financial Management reports late and verbal? Should financial reports not be given as evidence?
 - This was a staffing matter which is being addressed within the Finance department;
5. why were the credit targets noted in Exhibit 4 not met?
 - Every effort was made to achieve these targets, and credit targets (but not ESF targets) were met, however a variety of factors affect achievement of credit targets, and it is a balance to achieve target without going over as extra numbers are zero-funded;
6. what actions are in place to rectify the problems re systems of internal control?
 - These will be addressed within the project plan;
7. why wasn't the NFI self-assessment conducted?
 - This was the situation at the time, but this matter is now close to completion

Chair of Board sought clarification on the clear deficiencies identified by EY in their Audit, and the position reported within the Internal Audit report. Internal Auditor noted that the Internal Audit recommendations were not yet complete and statements were

	<p>partly based on work done to mitigate issues throughout the year.</p> <p>Board Member sought clarification on the assertion within the management response to Recommendation 2 that “wider Board” were aware of capacity issues within Finance at the same time as others identified. Vice Principal agreed that there were timing issues here and the wording here should be amended to reflect this.</p> <p>Board Member queried the issues asserted re accruals as this is provided as basic training at most levels within Finance departments. Financial Accountant noted that, rather than a lack of training awareness re accruals, errors were made due to insufficient information being provided to make correct decisions re accruals, indicating a requirement for increased awareness among budget holders to ensure sufficient information is provided.</p> <p>Principal extended thanks to the EY team, the Finance department and other contributors for their work, effort and co-operation during the Audit process</p>	Vice Principal/EY
6	Internal Audit Update – HR & Payroll Systems	
	<p>Internal Auditor provided an update on the fieldwork conducted re the Payroll & Pensions Contributions audit, summarising the issues identified previously around National Insurance contributions and the links to work conducted by EY for the External Audit in order to provide comfort of non-materiality.</p> <p>Internal Auditor outlined the main findings within Paper5, drawing particular attention to the strengths and weaknesses identified within the Summary and the processes adopted to identify the scope and scale of the issue.</p> <p>Internal Auditor noted that estimating the size of overpayment at around £66,000 proved difficult due to various factors, and line-by-line analysis had not taken place, but this estimated figure did not present an issue of materiality. Internal Auditor further noted that the agreed Management Response was to focus on 2019/20 errors then tackle remedial work by end November 2020, however it was also recommended that communication to staff at various points be considered to ensure that those impacted are aware of the issue and how it may affect them.</p> <p>Staff Board member queried whether the timescales were achievable. Interim Head of Finance confirmed confidence in the timescales, as work so far had revealed the issue affecting around 15 staff.</p> <p>Principal raised the ongoing issues around systems that</p>	

	contributed to this issue, and noted the need to consider how to finance improvements in these areas.	
7	Audit Committee Annual Report to the Board of Management	
	<p>Clerk to the Board introduced the draft version of the Audit Committee Annual Report, noting that this document relies on information received from Audit Reports and Financial Statements to be completed, and is therefore a work in progress.</p> <p>Clerk sought the view of the meeting re potential amendments to the draft document.</p> <ul style="list-style-type: none"> • Internal Auditor noted there was an opportunity to provide context of areas within their scope re Section 2; • Board member requested that APUC acronym be explained in Section 5; • External Auditor recommended expanding on timings within Section 6 to provide a better reflection of process; • Board member suggested timescales within Section 7 be extended to June 2020 Board Meeting to allow appropriate time for implementation; • Vice Principal noted that Section 8 reference the disclosures summary noted in Appendix 3; • Appendix 1 should include notification to changes in membership within Terms of Reference; <p>Clerk to amend Report per these agreed amendments.</p> <p>Chair of meeting noted that all actions noted for Items 4, 5, 6 & 7 will need to be enacted and papers updated before being presented to the Extraordinary Board meeting on Thursday 20 February, with amendments made clear for Board Members.</p> <p>All present were reminded to ensure confidentiality over the draft versions of documents and discussions that had taken place until approved documents are finalised and ready to appear online.</p> <p>Meeting ENDORSED IN PRINCIPLE Papers 3, 4, 5 & 6, pending amendments per minutes.</p>	Clerk
8	<p>Date & Time of next meetings:</p> <ul style="list-style-type: none"> • Audit: 25 February 2020 10 March 2020 • F&GP: 04 March 2020 	
	<p>Chair of Audit Committee noted that a new date was required for the next scheduled meeting of Audit Committee due to a diary clash. Clerk to source alternative date with members of Audit Committee within the current Board cycle.</p>	Clerk

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

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

Status of Minutes – Open (excepting Item 5, which will remain CLOSED until approved by Auditor General)

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 1998. It is important that fact, rather than opinion, is recorded.

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

Perth College UHI

Paper 3a

Committee	Finance & General Purposes Committee
Subject	Perth College Management Accounts to 31 January 2020
Date of Committee meeting	04/03/2020
Author	Graham Little, Interim Head of Finance
Date paper prepared	27/02/2020
Executive summary of the paper	Accounts pack includes 6 months to 31 January 2020 and Forecast to 31 July 2020
Consultation How has consultation with partners been carried out?	N/A
Action requested	<input checked="" type="checkbox"/> For information <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
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information 	

Perth College UHI

<p><u>Equality and diversity</u></p> <p>Yes/ No</p> <p>If yes, please give details:</p>	No
<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>	No
<p><u>Data Protection</u></p> <p>Does this activity/ proposal require a Data Protection Impact Assessment?</p>	No
<p>Status (e.g. confidential/non confidential)</p>	Non-Confidential
<p>Freedom of information</p> <p>Can this paper be included in "open" business?*</p>	Open Business

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

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


For how long must the paper be withheld? [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

AUGUST 2019 - JANUARY 2020				
Management Accounts				
				
Actual 6 MONTHS to 31-01-2019	PERTH COLLEGE GROUP	Actual 6 MONTHS to 31-01-2020 £000's	Budget 6 MONTHS to 31-01-2020 £000's	Budget 12 MONTHS to 31-07-2020 £000's
	FINANCIAL STATEMENT			
	6 MONTHS to 31st January 2020			
	INCOME			
7,236	Funding Council Grants excluding Research based	7,904	7,949	15,897
1,836	Tuition Fees & Education Contracts	1,753	1,962	3,924
620	Catering & Residences	638	595	1,190
0	European Income	0	0	0
70	UHI Non Recurrent Income	74	82	164
693	Other Income Generating Activities	656	864	1,728
74	Research Centre Activity Income & Grant Funding	156	59	118
98	Release of Deferred Capital Grant	98	98	196
214	ASW & Climbing Centre Income	263	247	494
500	Other Income	481	321	641
11,340	INCOME SUB TOTAL	12,023	12,176	24,353
1,239	Bursary/ Hardship Grant(Excluding Childcare)	1,373	1,252	2,503
12,579	TOTAL INCOME	13,396	13,428	26,856
	EXPENDITURE			
	Staff Costs			
5,267	Teaching Departments	5,870	5,918	11,835
724	Teaching Support Services	930	1,009	2,018
901	Administration & Central Services	1,069	1,001	2,002
0	Restructuring costs	0	0	0
414	Premises	397	443	886
210	ASW & Climbing Centre	227	206	411
286	Other Income Generating Activities	263	262	524
120	Research Centres	144	116	231
7,922	TOTAL STAFF COSTS	8,901	8,954	17,907
	Non Staff Costs			
412	Teaching Departments	396	325	650
190	Teaching Support Services	220	233	465
762	Administration & Central Services	783	739	1,477
619	Premises	710	786	1,572
128	ASW & Climbing Centre	111	92	183
637	Catering & Residences	617	574	1,148
213	Other Income Generating Activities	135	288	575
19	Research Centres	19	9	18
100	Other Expenses - Childcare	148	268	536
0	Student Support Funds Overspend (incl. Childcare)	0	0	0
8	Interest Payable	8	8	15
464	Depreciation	464	465	929
3,552	NON STAFF COSTS SUB TOTAL	3,611	3,784	7,568
0	LESS:Reduction in Early Retirement Pension Provision	0	0	0
3,552	TOTAL NON STAFF COSTS	3,611	3,784	7,568
11,474	EXPENDITURE SUB TOTAL	12,512	12,738	25,475
1,239	Bursary/ Hardship Payments (Excluding Childcare)	1,373	1,252	2,504
12,713	TOTAL EXPENDITURE	13,885	13,990	27,979
(133)	COLLEGE SURPLUS/(DEFICIT)	(489)	(562)	(1,123)
0	PROFIT/(LOSS)CONTRIBUTION FROM A.S.T.	0	0	0
	EFFICIENCY SAVING	0	0	0
(133)	TOTAL GROUP SURPLUS/DEFICIT(-)	(489)	(562)	(1,123)
140	REVALUATION DEPRECIATION ADD BACK	0	0	0
7	Group Historical Cost Surplus/(Deficit) for the Period	(489)	(562)	(1,123)
0	Less: Transfers to ALF	0	0	0
7	Amount to be transferred to retained earnings	(489)	(562)	(1,123)
			(73)	
	Amount transferred to ALF to date	7,916		
	Amount received from ALF to date	(7,850)		
	Balance retained within ALF	66		

PERTH COLLEGE

BALANCE SHEET

as at 31st January 2020

	AS AT 31/01/2020	AS AT 31/01/2019
	£000	£000
FIXED ASSETS		
TANGIBLE ASSETS	35,608	35,911
INVESTMENTS	20	20
	35,628	35,931
CURRENT ASSETS		
STOCKS	22	28
DEBTORS	5,024	3,284
CASH AT BANK AND IN HAND	1,091	1,261
AMOUNTS DUE FROM SUBSIDIARY COMPANY	0	207
	6,137	4,780
CREDITORS:AMOUNTS DUE WITHIN ONE YEAR		
BANK TERM LOAN	0	100
TRADE CREDITORS	41	146
OTHER TAXATION AND SOCIAL SECURITY	346	324
OTHER CREDITORS	343	212
ACCRUALS AND DEFERRED INCOME	5,952	5,594
DEFFERED INCOME - CAPITAL GRANT	99	99
UNSPENT STUDENT SUPPORT FUNDS	0	395
AMOUNTS DUE TO SUBSIDIARY COMPANY	0	0
	6,782	6,870
NET CURRENT ASSETS/(LIABILITIES)	(645)	(2,090)
TOTAL ASSETS LESS CURRENT LIABILITIES	34,983	33,841
CREDITORS:AMOUNTS DUE AFTER MORE THAN ONE YEAR		
PROVISION FOR LIABILITIES AND CHARGES / DEFERRED GRANT LOANS	5,478 0	4,839
NET ASSETS Excluding Pension Liability	29,504	29,002
Pension Liability	5,683	2,883
NET ASSETS Including Pension Liability	23,820	26,119
REPRESENTED BY:		
REVALUATION RESERVES	17,645	17,809
INCOME & EXPENDITURE ACCOUNT	11,859	11,194
PENSION RESERVE	(5,683)	(2,883)
TOTAL RESERVES	23,820	26,119
TOTAL	23,820	26,119
	0	0

PERTH COLLEGE						
	GRANTS			6		
2019-20	ACTUAL V BUDGET		2019-2020	2019-2020	2019-2020	ACTUAL V BUDGET
6 MONTHS ACTUAL	to 31-01-2020		6 MONTHS ACTUAL	6 MONTHS BUDGET	12 MONTH BUDGET	VARIANCE +/-
	CODE					
3,805,323	FE MAIN RECURRENT GRANT		£4,231,206	£4,231,206	£8,462,411	0
0	FE LUPS	123	£75,000	£75,000	£150,000	0
3,805,323			£4,306,206	£4,306,206	£8,612,411	0
3,109,374	HE MAIN RECURRENT GRANT	108	£3,198,121	£3,198,121	£6,396,242	(0)
-144,000	MICRORAM		-£144,000	-£144,000	-£288,000	0
99,606	CHILDCARE	524	£147,932	£268,052	£536,103	(120,120)
10,000	ADDITIONAL ESOL GRANT FUNDING	148	£10,000	£10,000	£20,000	0
11,500	UHI KNOWLEDGE TRANSFER		£1,937	£0	£0	1,937
4,000	EMA ADMIN SUPPORT & OTHER SUNDRY GRANTS	121	£4,000	£4,000	£8,000	0
0	ESTATES GRANT RELEASE - F.E.	386	£0	£0	£0	
4,250	FE Funding Sanitary Products 18-19 - B801010.EPC15	613	£3,864	£0	£0	3,864
177,281	FE CAPITAL Maintenance Back log B801010 EPC01 387	387	£170,376	£170,376	£340,751	0
0	UHI Estate Grant HE B801010.EPC01	132	£205,407	£102,396	£204,791	103,011
0	ESTATES CAPITAL FORMULA FUNDING	389	£0	£33,536	£67,072	(33,536)
158,372	ESTATES CAPITAL FORMULA FUNDING	388	£0	£0	£0	
0	ESTATES GRANT RELEASE - H.E.	385	£0	£0	£0	0
0	ESTATE GRANT RELEASE - ADDITIONAL MAINTENANCE - F.E.	381	£0	£0	£0	0
0	ESTATES GRANT RELEASE - H.E.	379	£0	£0	£0	0
0	ESTATE GRANT RELEASE - ADDITIONAL MAINTENANCE - H.E.	382	£0	£0	£0	0
7,235,706			£7,903,841	£7,948,685	£15,897,370	(44,844)
0	LESS:UHI FUNDING SHOWN UNDER RESEARCH		£1	£0	£0	1
7,235,706	PER ACCOUNTS		£7,903,841	£7,948,685	£15,897,370	(44,844)
	UHI NON RECURRENT					
69,031	PL & Module Unit Payments (Excluding Research Centres)	U26 & U41	£69,284	£69,284	£138,567	1
750	EXAM BOARD	U11	£4,600	£3,000	£6,000	1,600
0	OTHER	U03/U23/U25	£0	£0	£0	0
	CIAF College Innovation Fund	U04	£0	£10,000	£20,000	
69,781		114	£73,884	£82,284	£164,567	1,601
0	LESS:COURSE MANAGEMENT SHOWN UNDER RESEARCH		£0	£0	£0	0
69,781	PER ACCOUNTS		£73,884	£82,284	£164,567	1,601
7,305,487			£7,977,725	£8,030,969	£16,061,937	(43,244)

PERTH COLLEGE				
ESTATES /CAPITAL GRANT RELEASE - 2019-20				
MAKE UP OF FIGURES				
	CODE	2019-20 ORIGINAL BUDGET	EXPENDITURE January 2020 ACCOUNTS	COVERED BY GRANT RELEASE
Planned Building Maintenance etc	B 201001 EPC15	£612,614	£165,737	£165,737
FURNITURE BIDS	B 201001 EPC15 617	£0	£4,672	£4,672
Sanitary Products	B201001.EPC15 613	£0	£6,528	£0
Environmental Sustainability	B 201001 EPC15 619	£0	£343	£343
Brahan Refectory Furniture	B 201001 EPC15 620	£0	£0	£0
Summer Refurbishments	B 201001 EPC15 626	£0	£66,911	£66,911
Asbestos Removal	B 201001 EPC15 625	£0	£1,148	£1,148
Maintenance of Academic Equipment	B 201001 EPC15 635	£0	£9,678	£9,678
Carbon Management	B 201001 EPC15 652	£0		£0
Consultancy & Feasibility Studies	B 201001 EPC15 654	£0	£9,852	£9,852
Boiler Replacement	B 201001 EPC15 665	£0		£0
Legionella Works	B 201001 EPC15 691	£0	£6,182	£6,182
Lift Replacement	B 201001 EPC15 581	£0	£0	£0
<i>Sub Total</i>		<i>£612,614</i>	<i>£271,051</i>	<i>£264,523</i>
ACADEMIC EQUIPMENT Curriculum RAG	B 702005 Various	£0	£0	£0
SOFTWARE	B 302051 BMI01	£15,000	£7,024	£7,024
<i>Sub Total</i>		<i>£15,000</i>	<i>£7,024</i>	<i>£7,024</i>
Total		£642,614	£278,075	£271,547
ALLOCATION TO PLANNED MAINTENANCE	B 201002 EPC15	£100,000	£32,107	£32,107
ALLOCATION TO UNPLANNED MAINTENANCE	B 201003 EPC15	£130,000	£72,129	£72,129
REVENUE EXPENDITURE FUNDED OUT OF ESTATES GRANT		£872,614	£382,311	£375,783
		£872,614	£382,311	£375,783

PERTH COLLEGE				
TUITION FEE SUMMARY			6	
ACTUAL 6 MONTHS to 31-01-2019	6 MONTHS to 31st January 2020	ACTUAL 6 MONTHS to 31-01-2020	BUDGET 6 MONTHS to 31-01-2020	BUDGET 12 MONTHS to 31-07-2020
2,890,813	H.E.FULL TIME	2,833,717	1,460,490	2,920,981
244,571	H.E.PART TIME	312,664	52,883	105,765
85,654	F.E.PART TIME	51,361	15,000	30,000
101,756	EVENING NON VOCATIONAL	27,734	34,558	69,117
0	CENTRAL ADMIN	0	0	0
15,230	OPEN/DISTANCE LEARNING Highers	9,779	2,500	5,000
0	OPEN ACCESS	0	0	0
-1,664,881	MONTH END ACCRUAL (PREPAYMENT)	-1,669,825		
		1,565,431	1,565,431	3,130,863
29,672	SKILLSEEKERS (Managing Agents)	27,329	52,000	104,000
101,799	TRAINING AGENCY - Mod Appr	77,375	90,000	180,000
20,138	SDS/Foundation Apprenticeships	31,496	185,923	371,845
0	Employability (Ready to Work)	0	0	
11,048	Flexible Workforce Dev Fund	51,628	68,626	137,251
1,835,800		187,828 0	396,548	793,096

PERTH COLLEGE					
INTERNATIONAL FEE SUMMARY				6	
ACTUAL 6 MONTHS to 31-01-2019	6 MONTHS to 31st January 2020		ACTUAL 6 MONTHS to 31-01-2020	BUDGET 6 MONTHS to 31-01-2020	BUDGET 12 MONTHS to 31-07-2020
UNDERGRADUATE					
2,000	Early Education Childcare	FSC03	0	0	0
6,450	Social Sciences	FSC04	3,427	9,253	18,505
2,799	Hospitality	FSC06	0	8,305	16,610
1,250	Business and Accounting	FSC07	7,405	4,500	9,000
0	Computing	FSC08	0	3,428	6,855
0	Sport and Fitness	FSC09	0	0	0
6,500	Music and Music Business	FTC02	7,192	8,678	17,355
27,000	- Zhoukou	FTC02 867	24,750	27,500	55,000
4,500	Art and Creative Technologies	FTC03	1,250	4,678	9,355
4,920	Sound and Audio Engineering	FTC04	3,427	3,428	6,855
36,289	Aeronautical and Aircraft Engineering	FTC09	49,650	78,678	157,355
0	- Zhengzhou International Centre	FIC01 880	0		
0	- Zhengzhou	FTC09 880	27,025	25,875	51,750
0	- Chenjdu	FTC09 873	0	0	0
0	Electrical and Mechanical Systems	FTC10 842	0	44,000	88,000
119,737	- Hunan	FTC00 842	154,424	115,000	230,000
95,650	- HUUC	FTC00 868	75,750	71,250	142,500
	- Kuwait	FTC00 789		38,500	77,000
	- Zhengzhou	FTC00 880		20,125	40,250
307,095	Total Undergraduate		354,300	463,195	926,390
POST GRADUATE					
4,368	Management	FSC05	0	1,000	2,000
0		FIC01 L65	0		
4,368	Total Post Graduate		0	1,000	2,000
	TOTAL		354,300	464,195	928,390

6 MONTHS ACTUAL to 31-01-2019	STUDENT RESIDENCES	6 MONTHS ACTUAL to 31-01-2020	6 MONTHS BUDGET to 31-01-2020	12 MONTHS BUDGET to 31-07-2020
	INCOME			
£151,701	RENTAL INCOME	£155,273	£150,000	£300,000
£21,689	SUMMER LETS	£19,386	£30,000	£60,000
£1,715	SUNDRY INCOME	£1,394	£625	£2,500
£175,105	TOTAL INCOME	£176,053	£180,625	£362,500
	EXPENDITURE			
	PLANNED MAINTENANCE	£0	£0	£0
£17,651	UNPLANNED MAINTENANCE	£12,260	£12,000	£24,000
£8,830	ELECTRICITY, WATER & GAS	£12,250	£10,213	£20,425
£0	WARDEN SALARIES	£0	£0	£0
£2,069	EQUIPMENT/MATERIALS/HOSPITALITY	£3,419	£1,500	£3,000
£49	BANK CHARGES	£11	£0	£0
£5,650	Contract Cleaning of Halls	£5,650	£5,650	£11,300
£75,498	SUB CONTRACTED SERVICES - SYHA	£78,660	£76,932	£153,864
£17,500	AGENTS COMMISSION	£41,677	£17,500	£35,000
£127,247	TOTAL EXPENDITURE	£153,927	£123,795	£247,589
£47,858	SURPLUS / (DEFICIT) before Depreciation and Interest	£22,126	£56,831	£114,911
£43,083	DEPRECIATION	£43,083	£43,083	£86,166
	LOAN INTEREST	£0	£0.00	£0
£4,775	SURPLUS / (DEFICIT) after Depreciation and Interest	-£20,957	£13,748	£28,745
	CATERING			
	INCOME			
£95,608	BRAHAN	£94,938	£95,716	£191,431
£198,551	GOODLYBURN	£208,035	£183,496	£366,991
£151,054	SHOP	£159,014	£133,700	£267,399
£445,213	TOTAL INCOME	£461,987	£412,911	£825,821
	EXPENDITURE			
£184,521	BRAHAN	£90,935	£167,000	£334,000
£191,510	GOODLYBURN	£212,117	£190,195	£380,390
£134,169	SHOP	£159,327	£92,649.50	£185,299
£510,200	TOTAL EXPENDITURE	£462,379	£449,845	£899,689
-£64,987	OPERATING SURPLUS / (DEFICIT)	-£392	-£36,934	-£73,868

PERTH COLLEGE											
OTHER INCOME GENERATING ACTIVITIES											
SUMMARY BY FACULTY/UNIT											
YEAR TO 31st January 2020											
To 31st January 2020											
FACULTY	INCOME BUDGET YEAR TO 31-07-2019	EXPENDITURE BUDGET YEAR TO 31-07-2019	CONTRIBUTION BUDGET YEAR TO 31-07-2019	INCOME BUDGET 6 MONTHS 31-01-2020	EXPENDITURE BUDGET 6 MONTHS 31-01-2020	CONTRIBUTION BUDGET 6 MONTHS 31-01-2020	INCOME ACTUAL 6 MONTHS 31-01-2020	EXPENDITURE ACTUAL 6 MONTHS 31-01-2020	CONTRIBUTION ACTUAL 6 MONTHS 31-01-2020	CONTRIBUTION ACTUAL 6 MONTHS 31-01-2019	
BMCL	113,345	54,500	58,845	56,673	27,250	29,423	27,268	24,969	2,299	9,500	
STEM	857,895	185,932	671,963	428,948	92,966	335,982	332,287	51,105	281,182	231,560	
CI	88,565	16,000	72,565	44,283	8,000	36,283	37,619	4,877	32,742	30,653	
HESS	113,505	14,000	99,505	56,753	7,000	49,753	53,639	2,765	50,874	57,169	
NURSERY	300,000	397,757	(97,757)	150,000	198,879	(48,879)	140,210 *	181,000	(40,790)	(43,427)	
INTERNATIONAL RECRUITMENT - FEES	FIC 01	4,000	334,597	(330,597)	2,000	167,299	(165,299)	3,996 *	105,627	(101,631)	(134,220)
INTERNATIONAL RECRUITMENT - ACCOM.	FIC01.L01/5	120,000	120,000	0	60,000	60,000	0	0	0	13	
Sub Total	1,597,310 0	1,122,786 0	474,524	798,655 0	561,393 0 0	237,262 0	595,019 0	370,343	224,676 0	151,248	
LANGUAGE SCHOOL - Commercial Income	132,940	9,000	123,940	66,470	4,500	61,970	60,625 *	26,566	34,059	42,041	
Grand Total	1,730,250	1,131,786	598,464	865,125	565,893	299,232	655,644	396,909	258,735	193,289	
			598,464			299,232			258,735		
Note 1 - In the current year all teaching delivery costs have been charged through the funded cost centre (ALS01). No transfer of teaching costs has been made from the funded cost centre (ALS01) to the commercial cost centre (FLS01).											
In addition to Note 1 above there may be other expenditure incurred in relation to commercial activity that is not charged through the commercial cost centres due to the difficulty in accurately splitting these costs out.											
Comparatives to 31st January 2019							692,655	499,366	193,289		

PERTH COLLEGE											
INCOME & EXPENDITURE SUMMARY SHEET											
RESEARCH CENTRES											
To 31st January 2020											
	INCOME BUDGET YEAR TO 31-07-2020	EXPENDITURE BUDGET YEAR TO 31-07-2020	#	CONTRIBUTION BUDGET YEAR TO 31-07-2020	INCOME BUDGET 6 MONTHS 31-01-2020	EXPENDITURE BUDGET 6 MONTHS 31-01-2020	CONTRIBUTION BUDGET 6 MONTHS 31-01-2020	INCOME ACTUAL 6 MONTHS 31-01-2020	EXPENDITURE ACTUAL 6 MONTHS 31-01-2020	CONTRIBUTION ACTUAL 6 MONTHS 31-01-2020	CONTRIBUTION ACTUAL 6 MONTHS 30-01-2019
CENTRE FOR MOUNTAIN STUDIES	117,820	249,370		(131,550)	58,910	124,685	(65,775)	155,588	162,771	(7,183)	(64,608)
CENTRE FOR CULTURE, HERITAGE & TOURISM	0	0		0	0	0	0	0	0	0	0
CENTRE FOR RURAL CHILD	0	0		0	0	0	0	0	0	0	0
CENTRE FOR ALZHEIMERS RESEARCH	0	0		0	0	0	0	0	0	0	0
TOTAL RESEARCH	117,820	249,370		(131,550)	58,910	124,685	(65,775)	155,588	162,771	(7,183)	(64,608)
SURPLUS / (DEFICIT) AT 31st January 2019								73,707	138,315	(64,608)	

PERTH COLLEGE				
BREAKDOWN OF 'OTHER INCOME'				
6 MONTHS to 31st January 2020				
6 MONTHS to 31-01-2019 ACTUAL		6 MONTHS to 31-01-2020 ACTUAL	6 MONTHS to 31-01-2020 BUDGET	12 MONTHS TO 31-07-2018 BUDGET
743	HIRE OF ACCOMMODATION	£310	£0	£0
15,377	LIBRARY	£9,669	£8,500	£17,000
30,345	SCHOOLS DIRECT	£30,345	£30,500	£61,000
3,251	LEARNING TECHNOLOGY CENTRE	£0	£0	£0
5,455	CENTRAL ADMIN/FINANCE/MIS	£9,094	£0	£0
22,053	ACADEMIC CENTRAL ADMIN	£200	£0	£0
565	EXAM FEES	£0	£0	£0
16,379	SECONDMENT SALARY RECHARGES	£79,161	£67,500	£135,000
15,000	RECHARGES TO UHI	£17,500	£0	£0
29,461	COMMUNITY DEVELOPMENT/SVS PROJECTS	£26,230	£0	£0
204	NEW OPPORTUNITIES	£700	£18,500	£37,000
24,938	ADULT LITERACY PROJECT - 470	£26,883	£0	£0
365	SUNDRY INCOME & PROJECTS / STUDENTS UNION	£375	£0	£0
20,895	SALES OF BEAUTY THERAPY KITS	£19,182	£5,000	£10,000
4,088	CURR DEV FUND L & T PROJECTS - DSYW	£0	£0	£0
0	H.I.T.SCOTLAND BURSARY AWARDS	£0	£0	£0
43,699	PROPERTY	£-188	£17,500	£35,000
-246	APUC Fees from Partners	£0	£0	£0
13,136	PROPERTY CAR PARKING	£8,044	£25,000	£50,000
13,617	PRIZEGIVING / GRADUATION	£12,467	£6,000	£12,000
3,818	INTEREST RECEIVED	£4,997	£0	£0
2,900	ABD07 / WEE Centre Project	£2,908	£5,000	£10,000
76	H.R.& STAFF DEVELOPMENT	£3,038	£0	£0
0	STUDENT SERVICES	£8,233	£0	£0
30,318	STUDENT SUPPORT - ELS	£52,707	£15,000	£30,000
-2,130	LEARNING CENTRES	£-2,601	£0	£0
68,929	CURRICULUM OTHER INCOME	£51,357	£51,000	£102,000
45,229	Essential Student Equipment - Bursary Funded	£36,175	£9,500	£19,000
0	FUTURE SKILLS FOR CREATIVE INDUSTRIES	£0	£0	£0
50,000	MANAGEMENT CHARGE TO AST	£50,000	£50,000	£100,000
0	NQ Sports	£0	£0	£0
19,991	TCI - Other Income	£6,187	£7,500	£15,000
1,556	Conference & Hospitality Services	£11,047	£0	£0
2,130	Materials Development	£2,601	£0	£0
0	DONATION FROM AST	£0	£0	£0
11,980	Sale/Purchase of Books	£8,713	£0	£0
0	Development Trust	£3,068	£0	£0
0	IMF Heritage Research Project	£0	£0	£0
0	Student on line Counselling	£0	£0	£0
4,622	CREATIVE IND BURSARY FUND	£2,796	£4,000	£8,000
	Non Government Funded Grant	£0		
498,744		£481,196	£320,500	£641,000

PERTH COLLEGE				6	
6 MONTHS ACTUAL to 31-01-2019	ANALYSIS OF PROPERTY COSTS		6 MONTHS ACTUAL to 31-01-2020	6 MONTHS BUDGET to 31-01-2020	12 MONTHS BUDGET 31-07-2020
£214,344	PLANNED BUILDING PROJECTS		£271,051	£306,307	£612,614
£0	FURNITURE REPLACEMENT		£0	£0	£0
£48,315	PLANNED MAINTENANCE		£32,107	£50,000	£100,000
£0	ADDITIONAL PLANNED MAINTENANCE		£0	£0	£0
£69,460	UNPLANNED MAINTENANCE	EPC15	£72,129	£65,000	£130,000
£0	UNPLANNED MAINTENANCE -Acad Equip		£840	£500	£1,000
£4,988	CAR PARK REPAIRS AND MAINTENANCE		£416	£14,420	£28,840
1,886	CATERING COSTS		£1,416	£3,500	£7,000
£13,528	GROUND UPKEEP		£11,790	£13,000	£26,000
£93,773	ELECTRICITY		£131,214	£134,295	£268,590
£40,922	GAS	EPC17	£41,301	£34,913	£69,825
£35,404	RATES	EPC17	£46,813	£47,250	£94,500
£0	RATES - REBATE		£0	£0	£0
£15,566	WATER METERED RATES	EPC17	£14,008	£19,000	£38,000
£4,491	CLEANING EQUIPMENT	EPC16	£7,247	£9,270	£18,540
£14,592	JANITORIAL SUPPLIES	EPC16	£13,462	£13,390	£26,780
£3,637	PROPERTY SECURITY	EPC15	£4,139	£8,000	£16,000
£27,447	HIRE OF SKIPS	EPC15	£37,008	£31,500	£63,000
£0	Hire of Portacabins	EPC01	£0	£0	£0
£2,562	SUPPLIES & SERVICES ETC.	EPC01	£1,732	£3,750	£7,500
£11,520	TRANSPORT HIRE/TRAVEL	EPC16	£11,354	£18,025	£36,050
£2,325	Vehicle Maintenance		£3,088	£4,120	£8,240
£0	Insurance Claims		£0	£500	£1,000
£8,138	CAR PARK MANAGEMENT		£8,941	£9,270	£18,540
612,898	PER BOARD ACCOUNTS - NON STAFFING COSTS		£710,056	£786,010	£1,572,019
£72,869	ADMIN SALARIES		£55,609	£73,601	£147,201
£45,116	TECHNICIAN SALARIES		£35,795	£46,118 *	£92,236
£138,054	CARETAKERS SALARIES		£139,735	£153,071	£306,142
£158,143	CLEANERS SALARIES		£165,610	£170,142	£340,283
414,182	PER BOARD ACCOUNTS - STAFFING COSTS		£396,749	£442,931	£885,862

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PERTH COLLEGE			6		
6 MONTHS ACTUAL to 31-01-2019	ANALYSIS OF International Activity	6 MONTHS ACTUAL to 31-01-2020	6 MONTHS BUDGET to 31-01-2020	12 MONTHS BUDGET 31-07-2020	ACTUAL V BUDGET VARIANCE
	China				
	Income				
£242,887	Fees - Partners (China)	£281,949	£260,750	£521,500	21,199
	Total Income	£281,949	£260,750	£521,500	21,199
	Expenditure				
	Staff				
£9,461	Teaching - (China)	£4,453	£0	£0	4,453
£0	Management	£0	£0	£0	0
£9,461	Total Staff	£4,453	£0	£0	4,453
	Non Staff				
£16,132	Supplies & Services - China	£9,177	£11,130	£22,260	(1,953)
£40,397	Travel - China	£31,047	£7,000	£14,000	24,047
£0	Agents Commission	£0	£0	£0	0
£0	Membership fees & Subscriptions	£0	£0	£0	0
£56,529	Total Non Staff	£40,224	£18,130	£36,260	22,094
£176,897	OPERATING SURPLUS / (DEFICIT)	£237,272	£242,620	£485,240	(5,348)
	Other International				
	Income				
£69,076	Fees - Students	77,951	£221,123	442,245	(143,172)
£11,639	Fees - Summer School	8,394	£16,400	£32,800	(8,006)
£65,476	Fees - Language School	48,315	£48,470	£96,940	(155)
£48,286	Residences - Host Family	0	£60,000	£120,000	(60,000)
£973	Other Income	3,916	£2,100	£4,200	1,816
£195,450	Total Income	£138,576	£348,093	£696,185	(209,517)
	Expenditure				
	Staff				
£0	Teaching - (Others)	£0	£0	£0	0
£1,877	Summer School	£3,706	£4,000	£8,000	(294)
£86,348	Admin Salaries - International Centre	£71,332	£119,279	£238,557	(47,947)
£8,492	Language School	£4,689	£4,000	£8,000	689
£96,717	Total Staff	£79,727	£127,279	£254,557	(47,552)
	Non Staff				
£48,273	Residences Costs - Host Family	£0	£60,000	£120,000	(60,000)
£2,467	Supplies & Services	£1,675	£5,250	£10,500	(3,575)
£3,937	Supplies & Services - Summer School	£2,678	£2,000	£4,000	678
£2,928	Supplies & Services - Language School	£4,297	£2,213	£4,425	2,085
£28,109	Travel	£18,010	£20,000	£40,000	(1,990)
£2,500	Bad Debt	£2,500	£2,500	£5,000	0
£0	Advertising - India	£2,500	£1,500	£3,000	1,000
£2,730	Advertising - Other Overseas	£0	£1,500	£3,000	(1,500)
£9,331	Membership fees & Subscriptions	£9,500	£5,000	£10,000	4,500
£8,158	Agents Commission	£13,696	£6,950	£13,900	6,746
£108,433	Total Non Staff	£54,856	£106,913	£213,825	(52,057)
-£9,700	OPERATING SURPLUS / (DEFICIT)	£3,993	£113,902	£227,803	(109,909)

PERTH COLLEGE			6	
6 MONTHS ACTUAL to 31-01-2019	ANALYSIS OF ASW	6 MONTHS ACTUAL to 31-01-2020	6 MONTHS BUDGET to 31-01-2020	12 MONTHS BUDGET 31-07-2020
	<u>ASW</u>			
	<u>Income</u>			
£30,482	Sports Hall Income	£38,102	£38,500	£77,000
£6,027	Gym Income	£7,704	£92,500	£185,000
£375	Gym Income Other	£2,570		£0
£811	Hire of Rooms	£0	£0	£0
£1,582	Other Income	£1,006	£26,500	£53,000
£0	Events Income	£0	£3,500	£7,000
£1,040	Other Income Fitness services	£1,774	£0	£0
£50	Other Income Fitness Attendance	£19	£0	£0
	Other Income ASW Sports Clinic	£1,561	£0	£0
	Other Income Merchandising Shop	£958	£0	£0
£33,268	Membership - Students	£34,042	£0	£0
£47,021	Membership - Commercial	£78,691	£0	£0
£7,925	Membership - Staff	£9,226	£0	£0
£128,580	Total Income	£175,654	£161,000	£322,000
	<u>Pay Expenditure</u>			
£133,484	Admin Salaries	£143,059	£134,996	£269,991
	External Instructors	£1,536	£2,500	£5,000
£133,484		£144,595	£134,996	£274,991
	<u>Non Pay Expenditure</u>			
£7,431	Planned Maintenance	£5,572 *	£4,000	£8,000
£8,210	Unplanned Maintenance	£9,923 *	£0	£0
£32,831	Electricity	£25,133 *	£26,250	£52,500
£4,921	Gas	£4,290 *	£5,250	£10,500
£0	Rates	£0	£0	£0
£0	Water Meter	£0	£0	£0
£1,632	Cleaning Equipment	£1,698 *	£0	£0
£0	Janitorial Supplies	£414 *	£0	£0
£2,470	Hire of Skips	£2,797 *	£0	£0
£5,226	Supplies & Services	£16,383 *	£8,500	£17,000
	Supplies & Services OP Plan 006	£0	£0	£0
£60	Supplies & Services Events	£0	£0	£0
	Supplies & Services Sports Clinic	£102 *	£0	£0
	Supplies & Services UHI Merchandising Shop	£5,674 *	£0	£0
£48,800	Equipment Rental	£26,652 *	£29,000	£58,000
£4,507	Copyright Charges	£0	£0	£0
£5,554	Computer Maintenance Agreements	£4,622 *	£7,500	£15,000
£480	Travel	£326 *	£1,000	£2,000
£1,048	Marketing	£2,265	£2,500	£5,000
£123,170	Total Expenditure	£105,851	£84,000	£168,000
-£128,074	OPERATING SURPLUS / (DEFICIT)	-£74,792	-£57,996	-£120,991
	<u>Climbing Centre</u>			
	<u>Income</u>			
£65,462	Climbing Centre Income	£62,766	£75,000	£150,000
£4,538	Hire of Equipment	£5,075	£2,500	£5,000
£0	Other Income	£0	£7,500	£15,000
£12,565	Other Income NICAS	£17,074	£0	£0
£696	Membership Fees - Students	£720	£0	£0
£2,071	Membership Fees - Commercial	£2,003	£1,000	£2,000
£0	Membership Fees - Staff	£20	£0	£0
£85,331	Total Income	£87,657	£86,000	£172,000
	<u>Pay Expenditure</u>			
£76,473	Salaries	£82,764	£68,145	£136,289
£76,473		£82,764	£68,145	£136,289
	<u>Non Pay Expenditure</u>			
£4,051	Equipment/Materials	£5,211	£6,000	£12,000
£602	Equipment/Materials NICAS	-£438	£0	£0
£0	Equipment Rental	£0	£0	£0
£140	Marketing	£400	£1,500	£3,000
£4,793	Total Expenditure	£5,173	£7,500	£15,000
4,065	OPERATING SURPLUS / (DEFICIT)	-£280	£10,356	£20,711

Board of Management Finance & General Purposes Committee

Management Accounts Six Months to 31st January 2020

1. OVERVIEW

The report sets out the College Management Accounts for the period August – January 2020. The College is slightly ahead of the budgeted I&E position to Qtr2 Aug-Jan 20, reporting a positive variance against budget of £72k at the bottom line. This has arisen due to small underspends on both pay and non-pay costs offsetting a slight underachievement of income.

I&E Structure	Final Manaccs	Actuals 2019-20 Qtr2	Budget 2019-20 Qtr2		Budget v Actual
			£'000	£'000	
Income	Funding Council Grants excluding Research based	-7904	-7949		(45)
	Tuition Fees & Education Contracts	-1753	-1962		(209)
	Catering & Residences	-638	-595		43
	European Income				0
	UHI Non Recurrent Income	-74	-82		(8)
	Other Income Generating Activities	-656	-864		(208)
	Research Centre Activity Income & Grant Funding	-156	-59		97
	Release of Deferred Capital Grant	-98	-98		0
	ASW & Climbing Wall	-263	-247		16
	Other Income	-480	-321		160
	Bursary/ Hardship Grant (Excluding Childcare)	-1373	-1252		122
	ALF				0
Income Total		-13395	-13428		(33)
Pays	Teaching Departments	5870	5918		48
	Teaching Support Services	931	1009		78
	Administration & Central Services	1069	1001		(68)
	Premises	397	443		45
	Other Income Generating Activities	263	262		(1)
	Research Centre Activity Income & Grant Funding	144	116		(29)
	ASW & Climbing Wall	227	206		(22)
Pays Total		8901	8954		52
Non Pay Expenditure	Teaching Departments	396	325		(71)
	Teaching Support Services	220	233		13
	Administration & Central Services	783	739		(44)
	Premises	711	786		75
	Catering & Residences	616	574		(42)
	Other Income Generating Activities	135	287		152
	Interest Payable	8	8		0
	Other Expenses - Childcare	148	268		120
	Research Centre Activity Income & Grant Funding	19	9		(10)
	ASW & Climbing Wall	111	92		(20)
	Depreciation	464	464		0
	Bursary/ Hardship Grant (Excluding Childcare)	1374	1252		(122)
Non Pay Expenditure Total		4984	5036		52
Grand Total		490	561		72

2. INCOME

Income is ahead of budget by £33k to Qtr2 with positive variances in Bursary Income £122K (matching expenditure) and Other Income £160K due to unbudgeted sources of income including within secondment recharges, student support ELS and in additional conference, hospitality income, Community Development Projects, Adult Literacy Project, Sale of Beauty Therapy Kits, Essential Student Equipment (bursary funded).

Income Stream	Actuals 2019-20 Qtr2 £'000	Budget 2019-20 Qtr2 £'000	Budget v Actuals Qtr2 £'000
Funding Council Grants excluding Research based	-7,904	-7,949	(45)
Tuition Fees & Education Contracts	-1,753	-1,962	(209)
Catering & Residences	-638	-595	43
UHI Non Recurrent Income	-74	-82	(8)
Other Income Generating Activities	-656	-864	(208)
Research Centre Activity Income & Grant Funding	-156	-59	97
Release of Deferred Capital Grant	-98	-98	0
ASW & Climbing Wall	-263	-247	16
Other Income	-480	-321	160
Bursary/ Hardship Grant (Excluding Childcare)	-1,373	-1,252	122
	-13,395	-13,428	(33)

TUITION FEES

Income from HE and FE Tuition Fees are calculated on the assumption that the budgeted figure will be achieved with no information to suggest this will not be the case. There is however an adverse variance of £184k on Training Agency Income arising from milestones on Foundation Apprenticeships not yet drawn down, primarily due to contract changes in year.

Tuition Fees & Education Contracts	Actuals 2019-20 Qtr2 £'000	Budget 2019-20 Qtr2 £'000	Budget v Actual Qtr2 £'000
Further Education - Part Time	-33	-15	18
Higher Education - Full Time (SAAS)	-901	-1460	(560)
Higher Education - Full Time (Self Financing)	-263	0	263
Higher Education - Part Time	-313	-49	264
HIGHERS	-18	-3	15
Non Vocational	-28	-31	(3)
Open Learning - Further Education	-2	0	2
Open Learning - Higher Education	-8	0	8
OTHER INCOME	0	-4	(4)
Skillseekers	-27	-52	(25)
TRAINING AGENCY INCOME	-161	-345	(184)
Vocational - Higher Education	0	-4	(4)
	-1,753	-1962	(209)

OTHER INCOME GENERATING ACTIVITIES

Total Commercial Income to Qtr2 is £656k and is lower than that budgeted by £208k. Within Business Management Computing & Leisure (BMCL), FSC06 Hospitality is behind budget by £8k while FSC09 Sport & Fitness is behind budget by £12K.

Engineering Science & Technology (EST), (now Science, Technology, Engineering & Maths (STEM)), is lower than budgeted by £96k to Qtr2, with the main areas being, FTC09 Engineering (£29k) and FT10 Electrical (£44k).

International Centre variance of £58k is a result of China partnerships that will begin in 2020/21 instead of 2019/20.

Language School commercial income is £61K to second Qtr. 6/12ths of the full time fee income has been taken into these accounts.

OIGA Area	Actuals 2019-20 Qtr2 £'000	Budget 2019-20 Qtr2 £'000	Budget v Actuals £'000
BMCL	-27	-57	(29)
CI	-38	-44	(7)
HESS	-54	-57	(3)
EST	-332	-428	(96)
International Centre	-4	-62	(58)
Language School - Comm Activity	-61	-66	(6)
Nursery	-140	-150	(10)
	-656	-864	(208)

RESEARCH CENTRES

The Centre for Mountain Studies have generated £105k of income against a budget of £13k to Qtr2. This can arise due to projects SIMRA and Shape now completing and income has been released accordingly.

Subjective Description	Actuals 2019-20 Qtr2 £'000	Budget 2019-20 Qtr2 £'000	Budget v Actuals £'000
CONSULTANCY INCOME			0
Higher Education - Part Time	-13	-27	(14)
OTHER INCOME	-38	-18	19
RESEARCH INCOME	-105	-13	92
	-156	-59	97

3. EXPENDITURE

SALARY COSTS

The financial position for the six months to 31st January 2020 is an under spend of £52k, broken down as Professional Services £16k under spend and Academic £36k under spend.

Although the Professional Services staffing group are underspending, it should be noted that the historical savings target is contributing to a cost pressure of £65k and on-going issues around the NI contributions to staff with multiple pay codes are being accounted for centrally at c£4k per month. This is captured in the table below under the Administration and Central Services heading.

The two main concerns within the professional services areas are ASW (£22k) and Student Services (£23k) which are both currently overspending. ASW relates to a staff absence and the required use of additional bank staff hours for cover. Income shows only a corresponding £16k increase. Dialogue is ongoing between Finance and managers in both ASW and Student Services to assess any underlying issues and to ensure budgets are achieved and income is delivered in line with expenditure.

The Academic budget is currently £36k under spent, however this includes the £29k overspend in Research Centre Activity Income & Grant Funding which in turn is matched to the recovery of research income. Work is ongoing with sector managers and SDDs in order to review and understand ongoing financial implications and service delivery.

Staff Costs	Actuals 2019-20 Qtr2 £'000	Budget 2019-20 Qtr2 £'000	Budget v Actuals £'000
Teaching Departments	5,870	5,918	48
Teaching Support Services	931	1,009	78
Administration & Central Services	1,069	1,001	(68)
Premises	397	443	45
Other Income Generating Activities	263	262	(1)
Research Centre Activity Income & Grant Funding	144	116	(29)
ASW & Climbing Wall	227	206	(22)
	8,901	8,954	52

ADMINISTRATION & CENTRAL SERVICES

Overall, Administration & Central Services are overspent by £68k against their non-pay budget. The Senior Management Dept is currently showing a £17k underspend. Rebalancing costs of £11k are currently being charged to the HR department. The Information Services department is also underspending by £12k with no backfill costs currently being incurred.

Area	Actuals 2019-20 Qtr2 £'000	Budget 2019-20 Qtr2 £'000	Budget v Actuals £'000
Central Administration	31	-65	(96)
Development Trust	12	12	0
Finance Department	179	175	(4)
Health and Safety	19	19	0
Human Resources and Organisational Development	187	186	(1)
Information Systems	210	222	12
Marketing Department	55	59	3
Materials Development	52	53	0
Procurement	12	12	0
Senior Management	313	329	17
	1,069	1,001	(68)

PREMISES

Premises costs are currently under spending by £45k for the first six months to January. There are two significant savings within the department, the decision to delay the appointment of a Head of Estates and the operational decision not to replace the Senior Caretaker. The hard facilities management underspend is directly related to the reduced hours of technicians. Two technicians have reduced by 0.2fte and 0.4fte respectively and this under spend is anticipated to continue for the remainder of the financial year.

Premises	Actuals 2019-20 Qtr2 £'000	Budget 2019-20 Qtr2 £'000	Budget v Actuals £'000
Halls of Residence	1	0	(1)
Property - Hard Facilities Management	36	46	10
Property - Soft Facilities Management	305	323	18
Property Costs - Central	56	74	18
	397	443	45

NON-SALARY COSTS

Non-Salary costs total £3,609k to Qtr2 and are lower than budget by £175k. The largest contributors to this underspend of £152k is Other International Generating Activity being lower at this stage of the year than anticipated, Premises underspent against budget by £75k and Childcare spend being lower by £120k. Both Admin & Central Services and Teaching Departments are showing overspends to date, partly due to accelerated spend.

Category	Actuals 2019-20 Qtr2 £'000	Budget 2019-20 Qtr2 £'000	Budget v Actuals £'000
Teaching Departments	396	325	(71)
Teaching Support Services	220	233	13
Administration & Central Services	783	739	(44)
Premises	711	786	75
ASW & Climbing Wall	111	92	(20)
Catering & Residences	616	574	(42)
Other Income Generating Activities	135	287	152
Research Centre Activity Income & Grant Funding	19	9	(10)
Other Expenses - Childcare	148	268	120
Interest Payable	8	8	0
Depreciation	464	464	0
	3,609	3,784	175

PREMISES

A breakdown of Premises spend is included below and shows a slight decrease of underspend to Qtr2 compared to Qtr1, with the majority of spend still being allocated for the Easter and Summer breaks, it is anticipated that the next quarter will show an increase in spend more closely aligned to budget.

Premises	Actuals 2019-20 Qtr2 £'000	Budget 2019-20 Qtr2 £'000	Budget v Actuals £'000
Property - Hard Facilities Management	428	477	49
Property - Soft Facilities Management	44	68	25
Property - Utilities	233	235	2
Property Costs - Central	5	5	(0)
	710	786	76

ADMINISTRATION & CENTRAL SERVICES

Administration and Central Services non pay costs exceed budget to Qtr2 by £44K.

The largest overspend against budget has been incurred in Finance due to Agency Fees paid for the interim Financial Accountant and temporary Management Accountant with £35k being recognised as a non-pay cost. The Financial Accountant has been appointed and the temporary Management Accountant post has come to an end.

Other overspends are from Central Administration, which has higher than expected pension charges of £31K and Procurement of £24K which is bursary funded protective student equipment of which income has been accrued.

Area	Actuals 2019-20 Qtr2	Budget 2019-20 Qtr2	Budget v Actuals
	£'000	£'000	£'000
Central Administration	324	305	(19)
Development Trust	2	0	(2)
Finance Department	41	3	(38)
Health and Safety	1	10	9
Human Resources and Organisational Development	110	111	1
Information Systems	144	147	2
Marketing Department	12	30	18
Materials Development	86	79	(7)
Personnel Department			0
Procurement	51	32	(19)
Senior Management	13	23	10
	783	739	(44)

4. CONCLUSION

The college will continue to monitor all items of income and expenditure closely to ensure a balanced financial position is delivered at year end. In particular the focus will be on the salary position against budget and more work is being prioritised to achieve more clarity in this area.

Additional business partnering is also being directed into areas of income achievement and cost control. Separately from the Management Accounts, work on the College's Mid-Year Return (MYR) and the Operating Budget for 2020/21 will inform the overall goal of achieving financial sustainability.

The College's Financial Forecasting Return (FFR), originally submitted in October 2019 is being resubmitted to UHI and SFC in order to ensure consistency with 2018/19 outturn and the 2019/20 budget.

Graham Little

Interim Head of Finance

3rd March 2020



Perth College UHI

Paper No.3b

Committee	Finance & General Purposes Committee
Subject	Perth College Mid-Year Return 2019-20
Date of Committee meeting	04/03/2020
Author	Graham Little, Interim Head of Finance
Date paper prepared	02/03/2020
Executive summary of the paper	The paper sets out the College's Mid-Year Return for 2019/20 in line with underlying assumptions.
Consultation How has consultation with partners been carried out?	N/A
Action requested	<input type="checkbox"/> For information only <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input checked="" type="checkbox"/> For approval
Resource implications (If yes, please provide details)	Yes/ No
Risk implications (If yes, please provide details)	Yes/ No Failure to deliver this outturn will put the College's financial sustainability at risk.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with:	Consistent with the College's overall financial strategy.

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>Yes/ 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>Yes/ 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>Yes/ 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>Yes/ 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? Until approved by SFC

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

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

and

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

Board of Management Finance & General Purposes Committee

Mid-Year Return 2019/20

Introduction

It is a requirement of SFC through UHI that every college submit a Mid-Year Return (MYR) by the end of March covering the six month period from August 2019 to January 2020. This paper sets out the methodology of arriving at the MYR, the assumptions used and the financial position that is now being forecasted to the end of financial year 2019/20.

Mid-Year Return 2019/20

In arriving at the Mid-Year Return, account has been taken of the actual management accounting position as reported in the Month 6 January pack. In addition the year to date and full year budgets have been used to inform the outturn with assumptions challenged at the six month/ mid-year point as circumstances may have changed.

Particular emphasis has been placed on deriving the position of the whole group with separate figures analysed, forecast and then consolidated to include both Perth College and it's subsidiary Air Service Training (AST).

In summary the College's Consolidated MYR shows a forecast deficit in accounting terms of **£978k**. This is broken down in a College deficit of £1.12m and an AST projected surplus of £142k.

When budgeted and forecast depreciation of £1.004m (£929k College) is offset against Deferred Capital Grant Release of £196k, this results in an adjustment of £808k, which when added back to the forecast deficit of £978k gives forecast operating deficit on a Central Government Accounting basis of **£174k** for the Group and **£387k** for the College. The projected potential costs of restructure in-year would further increase the deficit.

The following assumptions have been made when arriving at the MYR –

- It is assumed that both Funding Council Grants and Tuition Fees & Education Contracts will be broadly achieved with no current information to the contrary;
- Other Income Generating Activities has been forecast downwards to take account of an apparent double count of income from Zhengzhou University of Aeronautics and income previously assumed from overseas activity in Kuwait which was incorrectly assumed to happen in the 2019/20 budget.
- Salaries are assumed to be on target to underspend by £50k at the end of 2019/20. This is a prudent estimate and will be revisited over the third quarter.
- Expenditure on Other Income Generating Activities has been forecast downward to take account of an expected fall in the costs of overseas travel.

Conclusion

The college is now forecasting a deficit in accounting terms of **£978k** which is £4k better than budget. The forecast underlying Adjusted Operating Position is a deficit of **£174k** for the Group and **£387k** for the College when Depreciation, adjusted for Capital Grants, are added back. **The Board are asked to note that any additional in-year restructure costs would further increase the projected deficit.**

Further work is now required to complete an updated Financial Forecast Return (FFR) which will replace the original return submitted in October 2019 and this will be presented to the Board of Management at its meeting on 18th March. The College is taking the opportunity to resubmit the return as there have been a number of assumptions originally set out which have changed. In addition, re-submission of the FFR allows inclusion of the 2019/20 budget and importantly the figures from the 2018/19 Financial Statements which were recently completed and signed off by our external auditors.

In addition, the College through the Finance Team is continuing to work with budget holders to gain a clearer picture of the underlying financial position, not only for 2019/20, but across the five-year planning horizon. Further work on salary forecasting and income projections are now also informing the Operating Budget planning for 2020/21 which is being advanced.

Graham Little

Interim Head of Finance

4th March 2020



AUGUST 2019 - JANUARY 2020
Management Accounts & Mid-Year Forecast



PERTH COLLEGE GROUP										
	<u>College</u>	<u>AST</u>	<u>AST</u>	<u>College</u>	<u>AST</u>	<u>Total</u>	<u>College</u>	<u>AST</u>	<u>Total</u>	<u>Variance</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>MYR</u>	<u>MYR</u>	<u>MYR</u>	<u>Budget v</u>
	<u>6 MONTHS</u>	<u>6 MONTHS</u>	<u>6 MONTHS</u>	<u>12 MONTHS</u>	<u>13 MONTHS</u>	<u>14 MONTHS</u>	<u>12 MONTHS</u>	<u>13 MONTHS</u>	<u>14 MONTHS</u>	<u>MYR</u>
	<u>to 31-01-2020</u>	<u>to 31-01-2020</u>	<u>to 31-01-2020</u>	<u>to 31-07-2020</u>	<u>to 31-07-2021</u>	<u>to 31-07-2022</u>	<u>to 31-07-2020</u>	<u>to 31-07-2021</u>	<u>to 31-07-2022</u>	<u>MYR</u>
	<u>£000's</u>	<u>£000's</u>	<u>£000's</u>	<u>£000's</u>	<u>£000's</u>	<u>£000's</u>	<u>£000's</u>	<u>£000's</u>	<u>£000's</u>	<u>£000's</u>
INCOME										
Funding Council Grants excluding Research based	7,904		7,904	15,897		15,897	15,808		15,808	(89)
Tuition Fees & Education Contracts	1,753	912	2,666	3,924	2,103	6,027	3,924	2,103	6,027	0
Catering & Residences	638		638	1,190		1,190	1,190		1,190	0
European Income	0		0	0		0	0		0	0
UHI Non Recurrent Income	74		74	164		164	148		148	(16)
Other Income Generating Activities	656		656	1,728		1,728	1,591		1,591	(137)
Research Centre Activity Income & Grant Funding	156		156	118		118	210		210	92
Release of Deferred Capital Grant	98		98	196		196	196		196	0
ASW & Climbing Centre Income	263		263	494		494	494		494	0
Other Income	481	16	497	641	61	702	641	61	702	0
INCOME SUB TOTAL	12,023	928	12,951	24,353	2,164	26,516	24,201	2,164	26,365	(151)
Bursary/ Hardship Grant(Excluding Childcare)	1,373	0	1,373	2,503	0	2,503	2,503		2,503	0
TOTAL INCOME	13,396	928	14,324	26,856	2,164	29,019	26,704	2,164	28,868	(151)
EXPENDITURE										
Staff Costs										
Teaching Departments	5,870	321	6,191	11,835	731	12,566	11,742	731	12,473	93
Teaching Support Services	930	225	1,156	2,018	493	2,511	1,817	493	2,310	201
Administration & Central Services	1,069		1,069	2,002		2,002	2,230		2,230	(228)
Premises	397		397	886		886	799		799	87
ASW & Climbing Centre	227		227	411		411	461		461	(50)
Other Income Generating Activities	263		263	524		524	517		517	7
Research Centres	144		144	231		231	291		291	(60)
TOTAL STAFF COSTS	8,901	546	9,447	17,907	1,224	19,131	17,857	1,224	19,081	50
Non Staff Costs										
Teaching Departments	396	18	414	650	239	889	650	239	889	0
Teaching Support Services	220	182	403	465	484	949	465	484	949	0
Administration & Central Services	783	0	783	1,477		1,477	1,477		1,477	0
Premises	710	0	710	1,572		1,572	1,572		1,572	0
ASW & Climbing Centre	111	0	111	183		183	183		183	0
Catering & Residences	617	0	617	1,148		1,148	1,148		1,148	0
Other Income Generating Activities	135	0	135	575		575	470		470	105
Research Centres	19	0	19	18		18	18		18	0
Other Expenses - Childcare	148	0	148	536		536	536		536	0
Interest Payable	8	0	8	15		15	15		15	0
Depreciation	464	14	478	929	75	1,004	929	75	1,004	0
NON STAFF COSTS SUB TOTAL	3,611	214	3,824	7,568	798	8,366	7,463	798	8,261	105
LESS:Reduction in Early Retirement Pension Provision	0	0	0	0	0	0	0	0	0	0
TOTAL NON STAFF COSTS	3,611	214	3,824	7,568	798	8,366	7,463	798	8,261	105
EXPENDITURE SUB TOTAL	12,512	760	13,272	25,475	2,022	27,497	25,320	2,022	27,342	155
Bursary/ Hardship Payments (Excluding Childcare)	1,373	0	1,373	2,504	0	2,504	2,504	0	2,504	0
TOTAL EXPENDITURE	13,885	760	14,645	27,979	2,022	30,001	27,824	2,022	29,846	155
COLLEGE SURPLUS/(DEFICIT)	(489)	168	(321)	(1,123)	142	(982)	(1,120)	142	(978)	4
PROFIT/(LOSS)CONTRIBUTION FROM A.S.T.	0	0	0	0	0	0	0	0	0	0
EFFICIENCY SAVING	0	0	0	0	0	0	0	0	0	0
TOTAL GROUP SURPLUS/DEFICIT(-)	(489)	168	(321)	(1,123)	142	(982)	(1,120)	142	(978)	4
REVALUATION DEPRECIATION ADD BACK	0	0	0	0	0	0	0	0	0	0
Group Historical Cost Surplus/(Deficit) for the Period	(489)	168	(321)	(1,123)	142	(982)	(1,120)	142	(978)	4
Less: Transfers to ALF	0	0	0	0	0	0	0	0	0	0
Amount to be transferred to retained earnings	(489)	168	(321)	(1,123)	142	(982)	(1,120)	142	(978)	4

Perth College UHI

Paper No. 4

Committee	F&GP
Subject	AT Management Accounts – 6 months to 31 January 2020
Date of Committee meeting	04/03/2020
Author	Mark Taylor, General Manager AST
Date paper prepared	02/04/2020
Executive summary of the paper	<p>This paper provides information on the financial position of Air Services Training (Engineering) Limited, a wholly-owned subsidiary of Perth College UHI, for the 6 month period to 31 January 2020.</p> <p>Please note that, due to the rescheduling of AST Board meetings, the information herein has not yet been scrutinised by AST Board, and are therefore presented to the Committee FOR INFORMATION ONLY.</p>
Consultation How has consultation with partners been carried out?	Click or tap here to enter text.
Action requested	<input checked="" type="checkbox"/> For information only <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
Resource implications (If yes, please provide details)	Yes / No
Risk implications (If yes, please provide details)	Yes / No Click or tap here to enter text.
Link with strategy	Click or tap here to enter text.

Perth College UHI

<p><u>Equality and diversity</u></p> <p>Yes/ No</p> <p>If yes, please give details:</p>	<p>Yes/ No</p>
<p><u>Data Protection</u></p> <p>Does this activity/ proposal require a Data Protection Impact Assessment?</p>	<p>Yes/ 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>Yes/ No</p>

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

Its disclosure would substantially prejudice a programme of research	<input type="checkbox"/>	Its disclosure would substantially prejudice the effective conduct of public affairs	<input type="checkbox"/>
Its disclosure would substantially prejudice the commercial interests of any person or organisation	<input 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? 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

Perth College UHI

Paper No. 5

Committee	F&GP Committee
Subject	Estates Update
Date of Committee meeting	04/03/2020
Author	Estates Officer
Date paper prepared	27/02/2020
Executive summary of the paper	Update on the recent and future activities within the Estates department.
Consultation How has consultation with partners been carried out?	N/A
Action requested	<input checked="" type="checkbox"/> For information only <input 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: <ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management 	Click or tap here to enter text.

Perth College UHI

<ul style="list-style-type: none"> 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>	No
<p><u>Data Protection</u></p> <p>Does this activity/ proposal require a Data Protection Impact Assessment?</p>	No Click or tap here to enter text.
<p>Status (e.g. confidential/non confidential)</p>	Non-Confidential
<p>Freedom of information</p> <p>Can this paper be included in “open” business?*</p>	Yes

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

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

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and

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

Estates Update - February 2020

Introduction

The following report provides a summary of items of work within the Estates Department as at 27th February 2020

Backlog Maintenance

There is still no SFC plan on how to address the 2017 identified backlog maintenance figure, likely to be up to £13M. Future years maintenance, is funding to be allocated sequentially to address problem and review the position thereafter?

Previous reports provide a guide to the condition of the survey subjects, the general nature and scale of works necessary to bring the building fabric into a well maintained condition. This condition is known as "Condition B", i.e. generally sound, wind and watertight and to a state whereby existing defects are not significantly worsening or compounding, components can deliver a normal life cycle appropriate to long term use, and whereby operation or use of the premises is not being prevented.

Some of the first year works have been addressed i.e. urgent repairs to boundary walling and road repairs were completed 2019. Also, a substantial refurbishment of the Nursery took place which included the boiler replacement, new lighting and redecoration and flooring. The boilers were also replaced supplying heating and hot water to the Goodlyburn building. A new CCTV system was installed to improve security measures on the Campus.

Summer Works 2019

The minor works scheduled to be undertaken in the summer 2020 recess include the following items in Goodlyburn - redecoration of Refectory, several rooms vinyl reflooring, suspended ceiling replacements to various rooms, formation of storage room within boilerhouse and some room lighting replacement with LEDs.

The minor works being undertaken in Brahan in the summer 2020 recess include some redecoration, vinyl flooring, toilet refurbishment, classroom replacement LED lighting, replacement of the boilers serving the Study Centre and fire door upgrades to kitchen areas. Elsewhere items of minor works include road repairs, boundary fencing, groundworks to alleviate flooding at Halls of Residences, repair roof leak at Webster building.

PPM summer works

The regular annual schedule of planned preventative maintenance of services will occur during summer 2020. This will cover boiler servicing, gas servicing, air conditioning, emergency lighting, ventilation, fire alarm, intruder alarm and other mechanical and electrical items relating to the buildings.

Kinross Learning Centre

The sale of Kinross Learning Centre is progressing and should complete soon. The delay was caused by a structural issue with the foundations which had been identified. Contractors have now completed the underpinning works to the satisfaction of the Structural Engineers. The purchaser is a charitable organisation called The Men's Shed.

TCD Pre-Application Planning Enquiry

A pre-application planning enquiry was submitted to Perth & Kinross Council Planning Department to facilitate the location of Tay Cities Deal Aviation Academy of Scotland proposal on the Crieff Road Campus. 6 locations were identified, however, the Planning Authority identified it's 3 preferred sites.

Radio Mast leases.

Discussions are ongoing with lessees of the Radio Masts on Brahan building rooftop. The College has taken legal advice and engaged specialists to advise on negotiations with telecommunications operators seeking to renegotiate lease arrangements. These negotiations are still continuing.

Estate Strategy

Work has commenced on revision of the Perth College Strategic Development Plan of March 2008. An Architect has been engaged to prepare the brief for tendering this work. Consultations shall begin shortly.

LED Installation

Estates in-house staff are installing LED lighting in the Brahan and this is being extended to all Classrooms and Goodlyburn areas as funds and access allow. This is intended to assist the reduction of electricity consumption and the associated carbon emissions, as well as update the lighting levels/aesthetics.

Electric vehicles

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 which was received

Security

There have been a number of Security issues in the past year as noted below. More recently, more prevalent anti-social behaviour from youths.

- 26th Sept. 2019 Securitay reported youths on roof of Nursery building.
- 18th Nov. 2019 Police Scotland viewed CCTV footage regarding incident at Brahan Building.
- 31st Jan. 2020 malicious activation of fire alarm by local youths.
- 11th Feb. 2020 Police Scotland viewed CCTV footage regarding alleged assault on Campus.

Head of Estates

Interviews taking place for this post on 13th March 2020.

Perth College UHI

Paper No. 6

Committee	F&GP Committee
Subject	Catering Contract Tender
Date of Committee meeting	04/03/2020
Author	UHI Procurement Manager
Date paper prepared	26/02/2020
Executive summary of the paper	<p>Background information on Invitation to Tender and Contracts Strategy documents related to Perth College UHI Catering Contract.</p> <p>Please note that the Invitation to Tender document remains in DRAFT format.</p>
Consultation How has consultation with partners been carried out?	<p>Consultation has been undertaken with a wide range of key stakeholders, as outlined within the documentation</p>
Action requested	<input checked="" type="checkbox"/> For information only <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
Resource implications (If yes, please provide details)	<p>Yes – on approval of Tender</p>
Risk implications (If yes, please provide details)	<p>Yes – compliance with process will mitigate against current risks.</p> <p>Click or tap here to enter text.</p>
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> • Compliance 	<p>Click or tap here to enter text.</p>

Perth College UHI

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

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

Its disclosure would substantially prejudice a programme of research	<input type="checkbox"/>	Its disclosure would substantially prejudice the effective conduct of public affairs	<input type="checkbox"/>
Its disclosure would substantially prejudice the commercial interests of any person or organisation	<input 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"/>

Perth College UHI

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



INVITATION TO TENDER (ITT)

**MINI COMPETITION FOR: THE PROVISION OF OUTSOURCED CATERING
SERVICES**

**TENDER REFERENCE: CS-PC-11581
NATIONAL FRAMEWORK REFERENCE: CAT5049LU**

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SECTION 1: GENERAL TENDER INFORMATION

GLOSSARY

The following words and expressions used within this Invitation to Tender (except Appendix C: Authority's Terms and Conditions) will have the following meanings (to be interpreted in the singular or plural as the context requires):

TERM	MEANING
"Authority"	Means Perth College UHI.
"e-Tendering System"	Means the online portal used for conducting this ITT. This is called Public Contracts Scotland –Tender (PCS-T).
"Conditions of Tender"	Means the Terms and Conditions set out in this ITT relating to the submission of a Tender.
"Contractor"	Means the successful Tenderer(s) who will be party to the Contract responsible for supplying the goods and/or services.
"Contract"	Means the Agreement to be entered into by the Authority.
"Invitation to Tender" or "ITT"	Means this Invitation to Tender (ITT) document and all related documents published by the Authority and made available to Tenderers.
"Regulations"	means The Public Contracts (Scotland) Regulations 2012
"Tender Response(s), or "ITT Response"	means a Tenderer's formal offer in response to this ITT
"Tenderers"	Means the organisations responding to this ITT.
"GDPR"	Means the General Data Protection Regulations 2019.

1. General

- 1.1 The Authority is seeking a supplier for the Provision of Outsourced Catering Services. As a supplier awarded on National Framework CAT5049LU, you are invited to tender as part of this mini competition exercise.
- 1.2 The Authority is using an e-Tendering System for this procurement exercise. The system is called Public Contract Scotland-Tender (PCS-T) and can be accessed via the Procurement Contracts Scotland (PCS) website. The ITT is only available in electronic form which can be accessed via your web browser. No hard copies will be accepted.

- 1.3 Tenderers are required to complete the Online Qualification, Technical and Commercial Questionnaires on PCS-T (Qualification, Technical and Commercial Questionnaire tab at the left-hand side of the screen) in accordance with the instructions in this ITT and relevant Appendices. These documents are located in the “Attachments” tab.
- 1.4 The information contained in the ITT is designed to ensure that completed Tender Responses are given equal and fair consideration. It is important that Tenderers provide all the information asked for in the format and order specified.
- 1.5 Tenderers should read the ITT carefully before submitting a Tender Response. Failure to comply with the instructions for completion and submission of a Tender Response will result in elimination from the procurement exercise.
- 1.6 Tenderers will note that being awarded a place on the Contract does not guarantee demand or any commitment from Institutions to use the Contract. However, Contracts are created on a collaborative basis with user input from Institutions to ensure users’ needs and requirements are being met.

2. Proposed Timetable

PROCUREMENT ACTIVITY	DATE
ITT Issued	6th March 2020
Site Visit	W16th March 2020
Deadline for clarification questions from Tenderers	1st April 2020
Deadline for Tender Response	10th April 2020
Evaluation Commencement	13 th April 2020
Clarification Interviews	TBC
Contract award	12 th June 2020
Lead in Period	July-August 2020
Commencement of Contract	1 st September 2020

The proposed timetable is only a guideline. The Authority reserves the right to make any changes it deems necessary to the proposed timetable.

3. Duration of Contract

- 3.1 The Contract will commence on the 1st September 2020 for a period of 3 years.
- 3.2 The Authority reserves the right to extend this Agreement for up to a further 36 months subject to satisfactory performance and continued Institutional requirements.

4. Clarifications regarding the Invitation to Tender

- 4.1 All communications from Tenderers during the procurement exercise will be undertaken using the messaging portal on PCS-T. No other method will be accepted.
- 4.2 Any request for clarification about the procurement exercise should be submitted via the secure messaging portal on PCS-T no later than the deadline for clarification questions (see Proposed Timetable). No further questions will be accepted after the clarification question deadline. All responses to any questions will be circulated to all Tenderers via the messaging portal on PCS-T.
- 4.3 If the Authority considers any request for clarification to be of significance to other Tenderers, the Authority will circulate on a regular basis the clarification together with the Authority's response (but not the source of clarification) to all Tenderers that have expressed an interest in the ITT.
- 4.4 Where a Tenderer believes that a request for clarification is commercially sensitive e.g. where disclosure of such clarification and the response would or would be likely to prejudice its commercial interests, the Tenderer should clearly indicate that the clarification is commercially sensitive. However, if the Authority at its sole discretion does not consider that the clarification is commercially confidential in nature, the Authority will either circulate the clarification to all Tenderers or the Tenderer may withdraw the clarification.
- 4.5 The Authority reserves the right not to respond to a request for clarification or to circulate such a request where it considers that the answer to that clarification would or would be likely to prejudice the Authority's commercial interests. In such circumstances, the Authority will inform the relevant Tenderer.

5. Alterations to the ITT

- 5.1 Tenderers may modify their Tender response prior to the deadline for Tender Responses via PCS-T. No Tender Responses may be modified after the Tender Response deadline. Tenderers must ensure that they have published their Tender Response for their Tender to be considered and evaluated. **The Tenderer will receive a confirmation email from PCS-T once the Tender has been published.**
- 5.2 Any modification to the Invitation to Tender by the Authority shall be notified to Tenderers no less than 10 working days prior to the Tender Response deadline. If appropriate, the Authority shall revise the Tender Response deadline to accommodate this.
- 5.3 Tenderers may withdraw their Tender Response at any time prior to the Tender Response deadline.

6. Site Visit

A site visit will be held for all Tenderers on week commencing 16th March 2020.

- 6.1 Bidders shall note that the site visit will be restricted to a maximum of 2 attendees.
- 6.2 Please confirm the name, position, email address, mobile telephone number and car registration of who will be attending to; PC.Procurement.perth@uhi.ac.uk for attention of Charyleen Emslie and your preferred date.

7. Receipt of Tender Response

- 7.1 Tender Responses must be uploaded on PCS-T prior to the time and date set out in the Proposed Timetable. Tender responses received before that deadline will remain unopened until that deadline or such time thereafter when all Tender Responses will be opened. The Authority reserves the right to reject Tender Responses received after that deadline and disqualify any incomplete Tenders.
- 7.2 By issuing this ITT, the Authority reserves the right not to award the Contract for some or all of the goods and/or services for which Tender Responses are invited.

8. Costs of Tendering

- 8.1 Tenderers shall bear their own costs and expenses incurred in the preparation and submission of their Tender Response and any applicable site visits or presentations. The Authority shall in no case be responsible or liable for those costs, regardless of the outcome in relation to individual Tender Responses.
- 8.2 The Authority reserves the right to cancel the procurement exercise at any point. The Authority shall accept no liability for any losses caused by any cancellation of this procurement exercise nor any decision not to award a Contract.

9. Confidentiality

- 9.1 Subject to the provision of Freedom of Information, the contents of this ITT and of any other documentation sent to any Tenderer in respect of this procurement exercise are provided on the basis that they remain the property of the Authority and/or relevant body. Tenderers must treat the contents of the ITT and any related documents as confidential and must take all necessary precautions to ensure that all information is treated as such and not disclosed or used other than for the purpose of this procurement exercise by the Tenderer.
- 9.2 No Tenderer shall undertake any publicity activities with any part of the media in relation to this ITT without the prior written agreement of the Authority, including agreement on format and content of any publicity.

10. Data Protection

For the purposes of this clause the term “Data Protection Legislation” shall mean the Data Protection Act 1998, the General Data Protection Regulation (EU 2016/679) (GDPR), the EU Data Protection Directive 95/46/EC, the Regulation of Investigatory Powers Act 2000, the Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000 (SI 2000/2699), the Electronic Communications Data Protection Directive 2002/58/EC, the Privacy and Electronic Communications (EC Directive) Regulations 2003 and all applicable laws and regulations relating to processing of personal data and privacy, including where applicable the guidance and codes of practice issued by the Information Commissioner. The terms “Personal Data”, “Data Controller” and “Data Subject” shall be as defined in the Data Protection Legislation. In the event that the data provided by the Tenderer constitutes Personal Data, the Authority and the Tenderer will comply in all respects with the Data Protection Legislation. It is the intention of the Parties that they are both Data Controllers in relation to Personal Data provided by the Tenderer in relation to this invitation to tender. The Authority shall take

appropriate technical and organisational measures against unauthorised or unlawful processing of Personal Data and against accidental loss or destruction of, or damage to, Personal Data to ensure a level of security appropriate to the risk and which, from implementation of GDPR satisfies the requirements of Article 32 of the GDPR as a minimum. In the event that any Personal Data is submitted by the Tenderer, the Tenderer shall be responsible for ensuring that the Data Subject is made aware of the processing of their Personal Data by the Authority in accordance with the Authority's legitimate interests of ensuring sustainability of supply chains and evaluating tender submissions, and that the Personal Data shall be processed by the Authority for this purpose only.

If the Tenderer is unsuccessful, the Authority shall hold the Personal Data submitted by the Tenderer for twelve months. If the Tenderer is successful, the Authority shall hold the Personal Data submitted by the Tenderer for the duration of the appointment of the Tenderer to the Authority panel plus twelve months. Thereafter the Authority shall destroy and delete such Personal Data.

11. Information Disclosure and the Freedom of Information (Scotland) Act 2002

- 11.1 In accordance with the obligations and duties placed upon public authorities, all information submitted to the Authority may need to be disclosed and/or published by the Authority. The Authority may disclose information in compliance with the Freedom of Information (Scotland) Act 2002, (the decisions of the Authority in the interpretation thereof will be final and conclusive in any dispute, difference or question arising in respect of disclosure under its terms), any other law, or, as a consequence of judicial order, or order by any court or tribunal with the authority to order disclosure.
- 11.2 Further, the Authority may also disclose all information submitted to them to the Scottish or United Kingdom Parliament or any other department, office or agency of Her Majesty's Government in Scotland or the United Kingdom and their servants or agents. When disclosing such information to either the Scottish Parliament or the United Kingdom Parliament or their executive bodies, it is recognised and agreed by both parties that the Authority shall, if they see fit, disclose such information and are unable to impose any restriction upon the information that they provide to members of the Scottish Parliament, or Members of the United Kingdom Parliament.
- 11.3 Accordingly, if the Tenderer considers that any of the information submitted in the Tender Response is commercially confidential, the Tenderer should complete **Appendix B - Freedom of Information**. It should be noted that where the Tenderer has indicated that the information is commercially sensitive, the Authority shall endeavour to maintain confidentiality of that information. However, Tenderers should note, that even where information is identified as commercially sensitive, the Authority may be required to disclose such information in accordance with the Freedom of Information (Scotland) Act 2002.
- 11.4 Where a Tenderer receives a request for information relating to this procurement exercise under the Freedom of Information (Scotland) Act 2002 during the procurement exercise, this should be immediately passed on to the Authority and the Tenderer should not attempt to answer the request without first consulting with the Authority.

12. Variant Bids

12.1 The Authority will not consider a variant Tender Response.

13. Consortia and Subcontracting

13.1 Where a consortium or sub-contracting approach is proposed, Tenderers are required to complete the relevant questions in the Qualification Questionnaire on PCS-T.

13.2 Relevant information should be provided in your Tender Response in respect of the consortium member or members who will play a significant role in the delivery of the requirement. Tender Responses shall enable the Authority to assess the overall consortia or core supply base.

13.3 Where the members of the consortium change at any time during the procurement exercise, the Tenderer should inform the Authority immediately in writing. In such circumstances, the Authority reserves the right to take such action, including excluding the consortium from participating in the procurement exercise, where the change in membership is material in the sense that had it been made earlier it would have affected the Authority's evaluation of the Tender Response.

13.4 The consortium may be required to form a legal entity which will enter into the resulting Contract.

14. TUPE

14.1 Your attention is drawn to the Collective Redundancies and Transfer of Undertakings (Protection of Employment) (Amendment) Regulations 2014 (TUPE). It is the responsibility of Tenderers to determine whether or not TUPE applies to this procurement exercise. Notwithstanding this, Tenderers should note that it is the Authority's view that TUPE is not likely to be applicable to this procurement if this procurement exercise results in a Contract being placed, although the Authority is not liable for the opinion expressed. In these circumstances the Authority will wish to satisfy itself that Tender Responses are responsibly based and take full account of your likely TUPE obligations.

14.2 If Tenderers have a contrary view to that of the Authority on the applicability of TUPE, Tenderers should advise the Authority via the PCS-T messaging portal, giving reasons, prior to the deadline for receipt of Tender Response.

14.3 Information on the current staff position can be found in Appendix H.

15. Additional Information

15.1 Tenderers are expected to examine all instructions, questions, forms, terms and specification in the ITT and check they are complete in all respects.

15.2 Tenderers should notify the Authority promptly of any perceived ambiguity, inconsistency or omissions in this ITT, any of its associated documents and/or any other documentation issued to them during the procurement exercise.

15.3 Tenderers are responsible for ensuring that they have submitted a complete and accurate Tender Response. Prices must be submitted in £ Sterling, exclusive of VAT.

16. Tender Evaluation

16.1 In accordance with The Public Contracts (Scotland) Regulations 2012, the Authority will evaluate Tender Responses to determine the Most Economically Advantageous Tender (MEAT). Tender Responses will be evaluated on both technical and commercial merit.

16.2 The ratio for this contract will be Technical 70% / Commercial 30%, as detailed in the table below.

Evaluation Criteria

Technical Envelope: - 70%			
Presentation	15%	Vision	5%
		Curriculum Support	5%
		Mobilisation plan	5%
Operational Delivery	9%	Food Concepts and Menus	3%
		Business Continuity and Contingency Planning	3%
		Hospitality & Events	3%
Staffing	20%	TUPE and Recruitment Methodology	3%
		Employee Liaison and Development	3%
		Recruitment, Training and Development	3%
		Fair Work Practices	5%
		Equality, Diversity and Inclusion	3%
		Modern Slavery	3%
Contract Management	4%	Contract Management	4%
Quality Management	4%	Quality Management	4%
Quality Control	4%	Audits	4%
Customer Requirements	4%	Healthy Eating and Welfare Agenda	4%
Sustainability	4%	Reducing the impact on the Environment	4%
Community Benefits	6%	Curriculum and Community Initiatives	3%
		Work Placements and Apprenticeships	3%

Commercial Envelope – [30%]			
Appendix C: Pricing Schedule	30%		30%
Total	100%		100%

17. Bid Clarifications

17.1 Bid clarifications shall take place in writing via the PCS-T messaging portal.

18. Notification of Award

18.1 The Authority shall notify successful and unsuccessful Tenderers in accordance with the Regulations. A ten-day standstill period will be observed in accordance with the Regulations before the Authority enters into the Contract.

19. Debriefing

19.1 Following a decision to award the Contract, the Authority will provide reasons for its decision in an award notification letter to Tenderers in line with the Regulations.

20. Form of Tender

20.1 The essence of competitive tendering is that the Authority should receive bona fide competitive tenders from all firms tendering.

20.2 In recognition of this principle, Tenderers shall sign the **Form of Tender – Appendix A** to confirm that their Tender Response is a complete, true and accurate submission. Failure to submit a signed copy with result in elimination from the procurement exercise.

21. Supply Chain Code of Conduct

21.1 The Authority is committed to delivering Contracts that demonstrate and meet its sustainable procurement objectives, driving through positive social, environmental and economic impacts wherever possible.

21.2 In partnership with Institutions, the Authority has developed a **Supply Chain Code of Conduct – Appendix D** which sets out its expected standards for its supply chain in social, ethical and environmental compliance.

21.3 Tenderers are encouraged to complete the Supply Chain Code of Conduct to assist in achieving its objectives.

21.4 For more detail on our Supply Chain Sustainability project please see the website <http://www.apuc-scot.ac.uk/#!/susproject.php>

SECTION 2 - SPECIFICATION OF REQUIREMENTS

1. Introduction

Background

- 2.1.1 Perth College UHI has circa 4000 full time and 3000 part time students, from over 24 EU countries and 50 non-EU countries, and 400 staff. The College currently provides outsourced Catering Services including a hospitality provision. The College has 5 outlets across 3 buildings on their campus in Crieff Road, Perth.
- 2.1.2 The college requires the Service Provider to be flexible in their approach and adaptable to the needs of the large number of students and staff that will use these buildings. The customer experience must be at the forefront when providing the hospitality requirements. Provision is required Monday to Friday throughout the year at Brahan, Goodlyburn and Webster buildings, except College Closure days during the Christmas, Easter and October holiday periods, as indicated in the College Calendar. Typically, there are 12 closure days at Christmas, 2 closure days at Easter and 2 closure days at October break.
- 2.1.3
- 2.1.4 Weekend opening in Webster building is required to service the Webster and Academy of Sport and Wellbeing buildings. Weekend opening is to be reviewed with the successful Contractor in line with the requirements of the College.
- 2.1.5 There will be a variety of students, staff and visitors on site at any time, therefore a vending option should be available as a minimum.
- 2.1.6 Throughout the year there will be hospitality requirements for a range of small to large events including small meetings, staff training sessions, graduations etc.
- 2.1.7 As a provider of further education, the College provide Professional Cookery & Hospitality courses, and part of this includes operating one restaurant The Gallery, which is open to the public on Thursday and Friday lunchtime 12-2pm and Tuesday evening 6-9pm. This is not part of the outsourcing requirement.

Summary of Current Service Provision

There are 5 outlets within the campus at Crieff Road, Perth College UHI and these are:

- Brahan Food Court
- Brahan Costa café
- Brahan Shop
- Webster Costa café
- Goodlyburn Refectory

Term time runs from: Mid-August to June

Non-Term time: June and July

Brahan Food Court, Brahan Building, First floor

Facilities

This is the main catering facility within the Campus, located on the first floor of the Brahan building. There is one servery area and two separate pay points. The Service Provider should note that customers are permitted to take their own food into this area for their own consumption.

Service Requirements

To provide a comprehensive meal service for all students, staff and visitors at the Campus. This must include a sit-in or take away service.

Range

The provision of a selection of foods, ranging from snack items to hot and cold set menus and beverages. A breakfast and lunch service are provided.

Each servery area must offer a different and distinct choice of food to meet the customer requirements. This offer must include a range of options including, but not limited to, hot offers, salad bar, soup bar, baked potato and a hot beverage station.

Daily and weekly menus that are pre agreed with the college curriculum chef will be based on curriculum requirements and shall be compiled to provide the customers with a variety of food options and should include items suitable for a range of dietary requirements as well as healthy eating options providing an opportunity to reduce salt, fat, sugar, and increase fibre intake. Menus should demonstrate recognition of current trends and cultural demands showing innovation and creativity.

Menus

All menus must provide a variety of dishes, daily specials and themed foods.

A menu board must be displayed within the outlet detailing all offerings, prices, allergens and the carbon footprint of each item / meal.

Menus will be approved by the College in advance of implementation.

Service Times – Term Time

Monday – Friday	08:30 – 14:00
Saturday and Sunday	CLOSED

Service Times – Non-Term Time

This outlet is currently closed during non-term time.

Brahan Shop, Brahan Building, First Floor

Facilities

This quick service shop is located in the vicinity of the Brahan Food Court on the first floor of the Brahan building but is a separate facility to the food court and can be opened and closed independently.

Service Requirements

The shop will provide students, staff and visitors with a quick service offering.

Range

The provision of cold and hot beverages, sandwiches, soup, fruit, confectionery etc.

The shop has the potential to be operated as a retail outlet selling stationery, corporate merchandise, newspapers, magazines etc.

Service Times

Monday – Friday	08:00 – 15:30
Saturday and Sunday	CLOSED

Service Times – Non term Time

This outlet is currently closed during non-term time.

Brahan Costa café, Brahan Building, First floor

Facilities

This Costa branded cafe is located on the first floor of the Brahan Building and is accessible to students, staff and the public. This provides an alternative food outlet for coffees and light snacks for staff.

It has a separate kitchen and servery and can operate independently of the main refectory services therefore can remain open for longer periods of time.

The Services Provider should note that customers are permitted to take their own food into this area for their own consumption.

Service Requirements

To provide a coffee shop facility with a comprehensive offering of quality hot and cold beverages as well as a light breakfast and lunch option for staff and visitors to the Campus.

This outlet currently serves Costa branded beverages.

To provide free breakfast club option for all students from 0830 - 1000

Range

The provision of quality coffees, specialist teas, cold drinks, sandwiches, paninis, toasties, fresh fruit, cakes, pastries, scones etc.

Service Times – Term Time

Monday – Thursday	08:30 – 19:30
Friday	08:30 – 16:00
Saturday and Sunday	CLOSED

Service Times – Non-Term Time

Monday – Friday	11:00 – 15:00
Saturday and Sunday	CLOSED

Webster Costa Café, Webster Building

Facilities

This Costa branded cafe is located in the Webster building and is accessible to students, staff and the public.

The outlet is the closest café to the Academy of Sport and Wellbeing and is open at weekends to members of the public using the sports facilities.

Service Requirements

To provide a coffee shop facility with a comprehensive offering of quality hot and cold beverages as well as a light breakfast and lunch option to staff and visitors to the Campus.
This outlet currently serves Costa branded beverages.

Range

The provision of quality coffees, specialist teas, cold drinks, sandwiches, paninis, fresh fruit, cakes, pastries, scones etc.

Service Times – Term Time

Monday – Friday	08:00 – 17:30
Saturday and Sunday	08:30 – 16:00

Service Times – Non-Term Time

Monday – Friday	08:00 – 17:30
Saturday and Sunday	08:30 – 16:00

Goodlyburn Refectory, Ground Floor, Goodlyburn Building

Facilities

This Refectory is based within the Campus, located on the ground level of the building. This includes a costa branded café and hot and cold servery area.
The Service Provider should note that customers are permitted to take their own food into this area for their own consumption.

Service Requirements

To provide a comprehensive meal service for all students and staff at the Campus. This must include a sit-in or take away service with no price variance.

Range

The provision of a selection of foods, ranging from snack items to set menus on core items and a selection of hot and cold beverages covering a breakfast and lunch service.
This area must feature a range of options including, but not limited to, hot offers, salad bar, soup bar and hot beverage station.
Daily and weekly menus shall be compiled to provide the customers with a variety of food options and should include items suitable for a range of dietary requirements as well as healthy eating options providing an opportunity to reduce salt, fat, sugar, and increase fibre intake. Menus should demonstrate recognition of current trends and cultural demands showing innovation and creativity.

Menus

All menus must provide a variety of dishes, daily specials and themed foods.
A menu board must be displayed within the outlet detailing all offerings, prices, allergens and the carbon footprint of each item / meal.
Menus will be approved by the College in advance of implementation.

Service Times – Term Time

Monday - Friday	08:30 – 14:00
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Saturday and Sunday	CLOSED
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Goodlyburn Costa

Monday - Friday	08:00 – 16:00
Saturday and Sunday	CLOSED

Service Times – Non-Term Time

This outlet is currently closed during non-term time.

Vending Machines

2.1.8 Perth College UHI are looking to include the supply of vending machines within the campus and the supplier will be required to replenish the machines. The college is looking for the following vending machines to be supplied as part of the contract. Pricing details are to be included as part of the Pricing Schedule.

Brahan Foodcourt/Shop Area

- 1 Coke machine
- 1 Mars / confectionary and crisps
- 1 Klix coffee machine

Webster building

- 1 Coke machine
- 1 Mars / confectionary and crisps
- 1 Klix coffee machine

Goodlyburn foodcourt

- 1 Coke machine
- 1 Mars / confectionary and crisps
- 1 Klix coffee machine

Academy of sport and Wellbeing (upstairs and down)

Beside climbing wall

- 1 Lucozade drinks machine
- 1 snack machine / confectionary and crisps

Viewing gallery

- 1 Lucozade drinks machine
- 1 snack machine / confectionary and crisps

Sales

2.1.9 These services have generated the following sales in the past year:

Building	Sales	Internal Issues and Hospitality
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Brahan Refectory	£163,241	£42,947
Brahan Shop/Café	£254,082	
Webster/Goodlyburn	£329,217	£13,548

Curriculum collaborative partnership working

2.1.10 The incumbent supplier works in partnership with the curriculum to provide a range of opportunities for the Hospitality and Professional cookery students. The curriculum is at the forefront to engage the students by creating bespoke placements for both front of house and kitchen placements throughout the academic calendar. These placements include supervision and mentoring of the students for the periods of service.

2.1.11 The partnership is a unique experience between the catering provider and the food studies and hospitality curriculum. The aim of the partnership is to provide a modern theme of hospitality for the college population and visitors. With regards to the curriculum our goal is to exceed learner expectations by providing a bespoke high quality, realistic training environment that will allow learner to step into employment on completion of their studies.

2.1.12 The current provision includes:

- participating in the induction of the students and attend 2 learner evaluation meetings during the academic year.
- provide staff participation in the ongoing support to the curriculum chef trainer and students throughout the academic year and to provide hospitality is timely and to a high standard. There are 12 students in total per year.
- provide external hospitality work related opportunities for the students out with the academic calendar and the potential to provided scholarship or internship opportunities.
- In terms of front of house experiences, the students are supported by the partner front of house staff to provide an excellence customer experience in terms of service within the Brahan Food Court, Coffee shop, room service and retail outlet. This will require the skills to be demonstrated by the partner staff in terms of beverages, vending, retail and cash handling; with the students being actively involved and supported in all processes of the partner throughout the academic year. Students will also be given the opportunity to develop their skills and knowledge in terms of business processes and procedures including food ordering, menu compilation and invoicing.
- Students are timetabled within the partner's main food service in Brahan building from Monday to Friday during the academic year.
- work with the curriculum to design menus and ensure that hospitality training align to the curriculum (SCQF Level 4, 5 and 6 Professional Cookery and SCQF Level 4 and 5 Hospitality Services), with scope for innovations e.g. Live Bar, themed events, current industry needs and food/front of house/partner and external competitions.
- work cooperatively with the curriculum to source commodities that influence financial targets, food hygiene/HACCP and Health & Safety.
- work with the curriculum in terms of the learner experience
- work with the curriculum in terms of providing a calendar of events including a minimum of 6 annual supplier visits, 2 chef and front of house masterclasses and a sponsored 'Skills Week' experience.
- meet with Sector Manager 4 times per year and agree and monitor the student experience.

- recognise the progress of the students by attending, participating and awarding the students with employability certification and special awards at the end of each academic year in terms of a celebration event.
- Provides part time work opportunities, placements within the partner's organisation.

Hospitality

The current supplier provides hospitality across all buildings within the campus. This is currently a paper-based system in place for ordering all internal hospitality and events bookings.

Aims and Objectives

After conducting an internal customer survey and receiving feedback from key stakeholders, Perth College UHI are looking to achieve the following aims:

- Procure a high-quality catering provision that delivers sustainable outputs and value for money.
- Rebrand and improve the current catering services and environment.
- Further develop opportunities to support the Curriculum Department to enhance the student experience.
- Enhance the hospitality offering to better support internal and external College events.
- Develop Contract Management to deliver enhanced Management Information and continuous improvement.
- Brahan Food Court to become a multifunctional space for students and staff to eat and study
- Webster Café to become a pivotal part in the offering at ASW

2.2 Scope of Requirements

Introduction

2.2.1 The Supplier will provide a comprehensive catering service, delivered in a safe, courteous and efficient manner at all times. The Supplier will take responsibility for ensuring quality is sustained, services provided as per Contract agreement and high levels of customer satisfaction at all times are achieved and consistent.

2.2.2 The Supplier has responsibility for ensuring a safe working environment for all their Employees and visitors. The Supplier will ensure they and their Employees and visitors are respectful of the ethos and aware of the policies within Perth College UHI.

2.2.3 A proactive approach to Perth College UHI's needs is to be in the Supplier's considerations at all times. Specifically, the Supplier must provide the following:

- A wide variety of choice at affordable prices to be easily accessible to all potential customers throughout the agreed opening times at each and every outlet.
- Fresh, locally and ethically sourced commodities to be procured whilst taking into consideration all procurement compliance and sustainability objectives.
- Services within an environment that is pleasant, clean, safe and inviting.
- Strength of signage to outlets with opening times and services available that is clear directional and communicated in an appropriate and pleasant manner.
- Effective management of services at all times but specifically during peak periods maintaining both excellent quality as well as speed of service.

- A dynamic and effective marketing scheme to all potential customers.
- Healthy and nutritious options and provision for special dietary requirements.
- Appropriate and exemplary customer service.
- Contract compliance and legislative compliance at all times.
- Support the curriculum by providing support and mentoring hospitality students

2.3 Supplier Employee Management and Staff Liaison

- 2.3.1 There are currently 23 posts for 2019/20 in the provision of College catering services who may choose to transfer under TUPE to the new Supplier.
- 2.3.2 The Supplier's Employees must at all times be under the control of a manager or a team leader.
- 2.3.3 Managers are to liaise with Perth College UHI and Service users. Managers must ensure that the services are delivered on a requirement basis in line with the Service Level Agreement (SLA) between the Supplier and Perth College UHI.
- 2.3.4 The Supplier is required to provide readily accessible contact points within its organisation, throughout the working day, to service Perth College UHI queries.
- 2.3.5 The Supplier's Employees responsible for Perth College UHI contact points should be those charged with the monitoring and meeting of deadlines, standards and general provision of service.
- 2.3.6 Perth College UHI will advise the Supplier as soon as reasonable of any additional service requirements over and above those contracted for and included in the SLA.
- 2.3.7 Perth College UHI will approve, in advance, the appointment of the Group and/or Campus catering managers from candidates proposed by the supplier, with such approval not being unreasonably withheld.
- 2.3.8 The Contract Manager or nominated Deputy shall be available at all times during the opening hours of the services.
- 2.3.9 The Supplier shall ensure that the General Catering / Chef Manager is fully aware of the obligations under this agreement in relation to the operation of the services and that the Manager complies fully with such obligations.
- 2.3.10 The Supplier is to co-operate with Perth College UHI to provide a safe and appropriate working environment for the Supplier's Employees, in addition to the College's own staff, students and visitors.
- 2.3.11 The Supplier shall conform to the Member's equal opportunities and valuing diversity policies, or any such subsequent policies, in every respect and not discriminate in relation to employment on the grounds of age, gender, sexual orientation, colour, race, ethnic or national origin, or religion.

2.4 Supplier Employees' Skills and Conduct

- 2.4.1 The Supplier will at all times during the Contract period provide sufficient qualified on-site supervision to facilitate an efficient and safe catering service and working environment, plus to be able to effectively respond to queries and emergencies.
- 2.4.2 The Supplier will not employ persons under the age of 16 or any person not legally entitled to work in the UK in the performance of the Services.
- 2.4.3 The Supplier will ensure at all times that all Supplier's employees engaged in delivering the Services are appropriately trained and managed and have the ability, skills and qualifications to carry out the proper performance of the Services in respect of:
- the task or tasks that each employee has to perform.
 - all relevant provisions of the Contract.
 - a minimum of REHIS Introductory Food Hygiene or equivalent, renewed annually.
 - the policies and procedures applicable to their job role and the Contract for Perth College including, but not limited to; health and safety, fire evacuation procedures, key control, behaviour management, mental health awareness, etc.
 - providing a high level of customer service delivery for all users of the College, including visitors, students and staff, in order to promote and enhance Perth College UHI's image and reputation.
 - all other duties and responsibilities to be undertaken by that employee.
- 2.4.4 The Supplier shall not retain at the premises any person who in the reasonable opinion of Perth College UHI fails to conduct themselves in accordance with the standards of behaviour required by the Member for its own Employees. The Supplier is to implement its own disciplinary procedures to resolve any issues of conduct that are brought to its attention by Perth College UHI.
- 2.4.5 The Supplier will ensure that, while on Perth College UHI Premises, all its Employees (including subcontractors and agency staff) wear:
- A clean, well-presented and pre-agreed uniform at all times.
 - Shoes which are fully enclosed with non-slip soles. Clogs, trainers or shoes with heels in excess of 4 cm must not be worn.
 - No jewellery other than a wedding ring or sleeper earrings.
 - Head coverings for all members of staff engaged in food production.
 - A white coat and hat for all management staff when working in food production areas. Spare coats and hats for visitors must be provided by the Supplier.
 - A name badge for identification purposes
- 2.4.6 The Supplier must employ only persons who are in good health as appropriate to the catering industry and have a high standard of personal hygiene. Staff must wash and sanitise their hands prior to commencing work, after using the toilet, and between different catering activities.
- 2.4.7 The Supplier's Employees will not be permitted to smoke whilst on duty, and there shall be no smoking in any of the College's buildings, except in the designated smoking areas. Under

no circumstances shall the Supplier's Employees, including subcontracted and agency staff, consume while on duty or attend the College's premises while under the influence of, alcohol or un-prescribed drugs. The College has the right and authority to remove any person under the influence of alcohol or unprescribed drugs from the College premises.

- 2.4.8 Supplier employees are not permitted to use the telephone networks, IT equipment or IT networks of Perth College UHI, without prior permission. Call logs and IT usage will be monitored for activity. Supplier employees will not use mobile music equipment, mobile telephone, laptops, tablets or similar equipment for personal use whilst on duty.
- 2.4.9 Prior to the commencement of the Contract, the Supplier will provide Perth College UHI with full employment details, qualifications and experience for all employees proposed to be engaged under the Contract. Should Perth College UHI consider that any of the Supplier's Employees do not have the appropriate qualifications and/or sufficient experience to undertake their responsibilities under the Contract, the Supplier will submit details of alternative employees for Perth College UHI's further consideration.
- 2.4.10 The Supplier will maintain the following records.
- a record of the Employee employed, including the qualifications, details of training courses attended and hours of duty, and the 'right to work' in the UK, which may be requested by Perth College UHI at any time.
 - a record of all accidents and incidents involving Supplier employees and/or members of public and forward to Perth College UHI within 24 hours of the accident occurring.
 - a monthly record of all complaints and comments received by the Supplier or Supplier Employees and forward to Perth College UHI for review at regular review meetings
- 2.4.11 Prior to any Supplier Employees or Agency or temporary staff working at Perth College UHI, they are required to have registered for the Protecting Vulnerable Groups (PVG) scheme. Information on PVG is available from Disclosure Scotland. Evidence of PVG accreditation for all staff will be required, under no circumstances are staff allowed to start working at the college until their PVG accreditation has been received and confirmed to the Authority.
- 2.4.12 The Supplier is required to provide documentary evidence of satisfactory checks required of all its Employees, including subcontracted and agency staff, working within the Institution if requested by Perth College UHI.
- 2.4.13 The College is accredited with Real Living Wage Foundation and as a minimum pays its staff accordingly.

2.5 Employee Training and Development

- 2.5.1 The Supplier must provide sufficiently trained management and staff of appropriate ability, skills and experience to provide a professional and efficient service to the specified standards. The Supplier shall also ensure that there is an adequate complement in reserve of trained, competent and security-cleared staff, who are readily used to cover for holidays, sickness or any other absence.

2.5.2 The minimum standards of training are:

- All staff are trained to a minimum of REHIS Introductory Food Hygiene or equivalent - within three months of commencement of their new role.
- All direct food handlers (not waiting staff) are trained to REHIS Elementary Food Hygiene or equivalent and REHIS Introduction to HACCP and Hazard Analysis or equivalent - within three months of commencement of their new role.
- Managers and Chefs hold REHIS Intermediate Food Hygiene or equivalent and REHIS Food Safety System for Caterers or equivalent as a minimum.
- All staff (including temporary/agency staff) must be fully inducted and trained in all areas of work in which they are involved in compliance with Health & Safety at Work Act and the Control of Substances Hazardous to Health (COSHH) Regulations; including but not limited to; use of all machines relevant to their work areas, handling and usage of cleaning materials, personal hygiene and presentation, safe use of machinery, first aid, accident prevention, lifting and handling;
- All staff are trained to IOSH Working Safely or equivalent as a minimum – within three months of starting their role.
- Managers and Team Leaders hold IOSH Managing Safely or equivalent as a minimum.
- All staff undergo refresher training in Food Hygiene and Health and Safety every year as a minimum.
- All staff must receive effective customer service training as part of their induction and annually thereafter as a minimum.

2.5.3 The Supplier shall guarantee an appropriate minimum Catering and management qualification for key members of staff, including temporary staff.

2.5.4 The Supplier shall provide certified documentary evidence of such training to Perth College UHI on request. An annual training programme is to be prepared on the basis of individual assessments of competence and needs. Progress on the training is to be recorded and reported including presentation of the annual plan and the formal Contract review meeting with Perth College UHI. Specific arrangements are to be made to ensure that new, temporary/casual and agency staff are appropriately checked, trained and briefed for the tasks to be assigned to them, prior to commencement.

2.5.5 The Supplier is encouraged to gain accreditation to the Investors in People Scotland or equivalent.

2.6 Staff training and back of house (e.g. toolbox talks)

2.6.1 The supplier will be expected to train staff in operational and college-policy related sustainability measures including:

- Energy and water efficiency training (i.e. operation of equipment)
- Waste management training
- Ethical procurement (local, fairly traded) training
- Clear waste management signage and receptacles ensuring compliance with Supplier regulations

2.7 Fair Work Practices

- 2.7.1 Perth College UHI considers that the delivery of a high-quality service is critically dependant on a workforce that is well motivated, well-led and has appropriate opportunities for training and skills development. These factors are also important for workforce recruitment and retention, and thus continuity of service.
- 2.7.2 Perth College UHI has adopted Fair Work Practices such as:
- being a Living Wage Accredited Employer.
 - stability of employment and hours of work, and avoiding exploitative employment practices inclusion for example, no inappropriate use of zero-hour contracts.
 - a strong commitment to Modern Apprenticeships.
 - flexible working (including for example, practices such as flexitime and career breaks) and support for family friendly working and wider work life balance.
 - code of conduct for employees and a respect for work policy.
- 2.7.3 In order to ensure the highest standards of service quality in this contract, we expect Service Providers whose staff work alongside ours to take a similarly positive approach to workforce-related matters as part of a fair and equitable employment and reward package.

Examples of Fair Work Practices include:

- A fair and equal pay policy that includes a commitment to supporting the Living Wage, including, for example being a Living Wage Accredited Employer.
- Clear managerial responsibility to nurture talent and help individuals fulfil their potential, including for example, a strong commitment to Modern Apprenticeships and the development of Scotland's young workforce.
- Promoting equality of opportunity and developing a workforce which reflects the population of Scotland in terms of characteristics such as age, gender, religion or belief, race, sexual orientation and disability.
- Support for learning and development.
- Stability of employment and hours of work, and avoiding exploitative employment practices, including for example no inappropriate use of zero-hours contracts.
- Flexible working (including for example practices such as flexitime and career breaks) and support for family friendly working and wider work life balance.
- Support progressive workforce engagement, for example Trade Union recognition and representation where possible, otherwise alternative arrangements to give staff an effective voice.

2.8 Rates of Pay

- 2.8.1 The College is accredited with the Real Living Wage Foundation and as a minimum pays its staff accordingly. The College encourages our core contractors and suppliers to pay their own employees the Living Wage and ensure the principles of the Living Wage filter through the supply chain.
- 2.8.2 Key benefits which have been found in paying the Living Wage include:
- It keeps staff loyal and focused on the job.
 - It aide's retention of staff.

- It means a better quality of staff and a happier workforce.
 - It reduces dependency amongst the staff base on in-work benefits.
- For more information on the Living Wage Scotland please visit <https://scottishlivingwage.org/>

2.9 Total Cost of Staffing

2.9.1 The Service Provider will be responsible for the total cost of staffing including inductions, training, staff meals etc.

2.9.2 The total cost of staffing must be calculated and submitted as part of the bid.

2.10 Contract Management and Administration

Operating Contract

2.10.1 Perth College UHI is seeking to procure the following operating contract structure:

(i) Nil Cost

The Supplier will agree to provide the catering services at no cost to Perth College UHI. Ideally this will be achieved while maintaining the current catering outlets with their existing offers, opening times and tariffs, as a minimum. Should this not be achievable, then the Supplier will operate an agreed schedule of catering outlets with the optimum offers, opening times and tariffs, in order to achieve nil cost to Perth College UHI.

(ii) Profit Share

Should a trading surplus be forecast while operating at nil cost, then the Supplier will declare the anticipated profit forecast for the contract duration and agreed share return to Perth College UHI. Once agreed between both parties, this will either be fixed or variable year on year for contract duration.

Invoicing

2.10.2 All invoices should be submitted on a monthly basis and the following information is required:

- Sales
- Consumables
- Input VAT
- Output VAT
- Stock

This invoice is to include the costs for all sites for invoicing purposes and the college require separate back up showing the breakdown per outlet.

An annual summary is required to be sent to the college showing the total cost of the contract per outlet per the following fields:

- Sales
- Cost of Sales
- Gross Profit
- Overheads
- Net Profit

- 2.10.3 Payment will be made to the Service Provider within 30 days of receipt of a valid invoice and following College's acceptance that each Key Deliverable has been satisfactorily completed.

Contract Management

- 2.10.4 The Supplier must ensure communication is managed, proactive, open and consistent between the Supplier and Perth College UHI at all times, for the management of the Contract services and for discussion about their ongoing development.
- 2.10.5 The Supplier will provide a nominated Contract Manager for Perth College UHI and will notify Perth College UHI in writing of the Contract Manager's name, email address and telephone number (landline and mobile). The Contract Manager will act as the first point of contact for Perth College UHI and will undertake coordination and management of Perth College UHI's requirements.
- 2.10.6 The Supplier's Contract Manager will take responsibility for the overall relationship with Perth College UHI, including agreeing any individual requirements relating to invoicing, management information and preferred methods of communication.
- 2.10.7 The Supplier will notify Perth College UHI in writing of any limitations of the authority given to the Contract Manager to act on the Supplier's behalf. The Contract Manager will be available to Perth College UHI for consultation or to receive instructions at all reasonable times throughout the period of provision of the Services.
- 2.10.8 The Supplier's Contract Manager and Perth College UHI will hold onsite Contract Meetings on a regular basis to review the performance and effectiveness of the Services. The frequency of these meetings is to be mutually agreed between the Supplier and Perth College UHI in advance of Contract commencement but will generally be at least monthly. As a minimum, the Contract Manager will attend four Contract Meetings at Perth College UHI's site per year.
- 2.10.9 The Supplier's Contract Manager and specialist support staff will also actively engage with other College stakeholders to support initiatives, the Curriculum and engagement with links to provide added value benefits.
- 2.10.10 The Supplier will notify Perth College UHI of any change in Contract Manager at the earliest opportunity following the Supplier's decision on any new appointment. Perth College UHI may request an alternative Contract Manager at their optional discretion. The Supplier will also provide a list of Supplier Employees who will be available on call in the event of a call-out outside normal opening hours of any building, to facilitate essential Services.
- 2.10.11 The Supplier will inform Perth College UHI of all complaints received about the Services delivered under the Contract. The Supplier will be required to deal directly with complaints and will provide a senior employee and any specialists to attend meetings at Perth College UHI's request and at no additional cost. – Feedback Cards/Surveys etc

2.10.12 The Supplier will supply Service Reports electronically to Perth College UHI on a monthly basis at their own cost. These Reports will support and inform the regular Contract Meetings. The Supplier and Perth College UHI will agree the detail of the reports at implementation stage. The Reports must be in line with the agreed Key Performance Indicators (KPIs) that form part of the performance monitoring agreement between both parties.

2.10.13 Perth College UHI and Supplier will both, within reason, have the opportunity to add further measurable items to this list, such items being implemented by the Supplier within 30 days of request.

2.11 Work Placements and Apprenticeships

2.11.1 The College is very keen to develop a true partnership with the Supplier and would particularly welcome the provision of work placements and apprenticeships for their students, particularly those studying a hospitality course.

2.12 Contract Mobilisation

2.12.1 Prior to the Contract start date, the Supplier will hold start-up meetings with Perth College UHI, and their nominated representatives, and will develop a start-up programme to ensure successful setting up and subsequent operation of the Services under the Contract.

2.12.2 The Supplier's start-up programme should include but not be limited to the following information:

- Programme plan for mobilisation, including actions to be taken, owners and timescales.
- Key personnel to be involved in the mobilisation process, with contact details.
- Liaison arrangements between Supplier and Perth College UHI, including frequency and agenda of meetings either side of Contract start date.
- Staff transfer and recruitment arrangements, including TUPE consultation and legislative compliance.
- Contract management arrangements.
- Support services.
- Training arrangements, including frequency and location.
- Supplier contacts and methods of communication

2.12.3 The Supplier's mobilisation programme will be shared with Perth College UHI for final approval before implementation. The Supplier will:

- Ensure that Perth College UHI's policies and procedures are fully complied with.
- Become acquainted with Perth College UHI's Premises.
- Allow for attendance at meetings with Perth College UHI to discuss the actions required in the initial period and procedures to be adopted.
- Ensure all Supplier staff are appropriately trained to undertake the scope of work identified.
- Ensure that sufficient information is gathered for the execution of the Contract.

- Ensure that all required TUPE transfer activity is undertaken efficiently and according to accepted catering industry best practice.

2.13 Technology, Equipment and Capital Investment

Electronic Point of Sale

2.13.1 There are currently tills available which the Supplier will be able to use if they wish to. This currently accepts cash plus debit and credit cards and contactless. Power and data points are available beside each current till point, but it will be the responsibility of the Supplier to ensure that the system connects with their own software and banking facilities.

Equipment

2.13.2 All heavy and light equipment that is currently used in the catering facilities will be available for the Supplier to use. Please see Appendix for details.

2.13.3 All light catering equipment that is currently used in the catering facilities will be available for the Supplier to use. Any new or replacement light catering equipment including cutlery and crockery that has been damaged or lost which is required through the life of the contract will be the responsibility of the Service Provider.

2.13.4 The ownership of all light catering equipment will pass to Perth College UHI at the end of the Contract.

Capital Investment

Perth College UHI is looking to rebrand, relaunch and modernise the catering service across the outlets and will be willing to invest £50,000 as part of the contract.

2.13.5 Tenderers may wish to propose that they invest in some or all of the following:

- A catering app or other beneficial technology.
- Cutlery and crockery to replace the disposables currently provided with food and beverages.
- Branding and signage.
- Equipment for changing or enhancing the offer at some or all of the outlets.
- The look and feel of the outlets including new furniture.

The College currently has limited space for students to gather for breakout sessions and study/work out with the library and are looking for the Brahan Food Court area to become a multipurpose zone including seating area for dining, break out areas and charging points.

The Webster Building Costa Café is a key offering for the Academy of Sport and Wellbeing at weekends and the college is looking to build and develop this outlet.

- 2.13.6 Please note that the Estates team includes maintenance and decorating specialists and therefore any change of colour scheme, lighting or installation of equipment that is required can probably be provided in-house (following approval).
- 2.13.7 Where the Supplier offers investment in the facilities as part of this contract, the cost of any equipment or works must be no greater than if Perth College UHI procured them themselves and offer value for money. The capital will be depreciated on a straight-line basis over the initial term of the contract. At the conclusion of the Contract, the ownership of all the invested-in items will pass to Perth College UHI from the Supplier. However, the College will not be responsible for any on-going maintenance or lease costs and therefore may decide, at their discretion, to require the Supplier to remove the items and take them off site when they leave at no cost to the College.

2.14 Cleaning

- 2.14.1 The Supplier must operate to the highest standards of cleanliness and ensure that a checklist is completed at the end of each day or event by a supervisor. These signed checklists must be retained for inspection by Perth College UHI and/or the Environmental Health Officer and any external party duly authorised by the Perth College UHI.
- 2.14.2 The Supplier will be responsible for the cleaning of all catering production, storage and service areas, up to height of two metres. The customer side of the service areas together with all seating and tables will also be the responsibility of the supplier.
- 2.14.3 Perth College UHI will arrange and pay for an annual deep and high-level clean of all catering areas, which will be notified to the Supplier in advance and duly co-operated with.
- 2.14.4 Sanitiser must be used to clean all food contact surfaces at the start and finish of the working day, and between tasks. Disposable paper towel/roll must be used for the drying of catering equipment that does not air dry after dishwashing. Linen tea towels must only be used for the polishing of glassware and cutlery.
- 2.14.5 If there are areas that, due to age or damage, the Supplier considers to be unsafe to clean or use, then they should report this via the helpdesk system and also bring it to the immediate attention of the Contract Manager or other appropriate Perth College UHI personnel. The Supplier must also report to Perth College UHI any evidence of infestation, as soon as practically possible, and this should not, in any event, be longer than 24 hours.

2.15 Food and Beverage Provision

Menus

- 2.15.1 The Supplier will ensure that the cultural requirements of the maximum number of potential customers are taken into account when menu planning.
- 2.15.2 Perth College UHI require the following:

Hot and cold over the counter service to be available at times as specified in an agreed schedule in appendix A, each day. This includes for the provision of a range of freshly prepared traditional and contemporary breakfast, lunch and evening offering including freshly

made soups, hot and cold meals, accompaniments, snacks, confectionery, bakery, baguettes/sandwiches, ancillary products inclusive of healthy eating options, dietary and cultural requirements. In addition, we will look where financial feasibility at a range of sustainability actions and waste management to include:

- Reduction in food miles.
- Food seasonality.
- Local products with commitment to provenance.
- Meat is farm assured to maintain the highest levels of animal welfare.
- Fairtrade/ethical foods.
- Full commitment to align curriculum to the hospitality offering.
- Full commitment to recycling including compliance with the Scottish Food Waste regulation introduced in January 2014, so that all food waste is split from mixed recyclables and general waste/landfill.

2.15.3 Special dietary requirements (e.g. religious, health, cultural) will be segregated and signed clearly. Plates, cups and cutlery shall take account of the need to promote sustainability.

2.15.4 A range of beverages (see 2.15.5 below) shall also be available which shall include fair trade and organic products.

2.15.5 The customer experience provided by the partnership must be prompt, friendly and efficient, recognising the needs and circumstances of the customer and our students. No customer should take more than 5 minutes from entering the hot and cold over the counter service to completing their till transaction.

2.15.6 Beverages – Fair trade Tea and coffee, speciality coffees, fruit juices, bottled water, soft drinks must be available in all outlets. The caterer must demonstrate their ability and willingness to make such products generally available, with the support of the curriculum students.

2.15.7 Vending Services – Hot and cold drinks and food items including Confectionery and healthy options, to be kept stocked and priced consistently with counter prices shall be included within the stocking policy of vending. No fresh foods shall remain in the machines for longer than 24 hours. The caterer will support curriculum students to provide the vending service.

2.15.8 The menu cycle must be changed on a termly basis, with the use of fresh and seasonal items. Perth College UHI may ask for changes to be made to the menu cycle. The menu should be designed to attract all tastes, ranging from international cuisine to traditional Scottish fare and should include as much ethically and locally produced and sourced food and beverages as possible, which should be clearly publicised as such.

2.15.9 Where required by Perth College UHI, the Supplier will support special promotional days, e.g. Burns and St Andrew's Day and Fairtrade.

2.15.10 Fish, from a sustainable source only, must be included on the menu on a weekly basis and, in addition, an oily fish must be offered at least once every two weeks. All meat must be procured from EU or EU-approved sources and all eggs must be of UK origin and free-range.

2.15.11 The menu cycle must include a changing range of hot and cold snack items and specials, in addition to main meals and accompaniments. The range must be proportional to

the size of the facilities available. Particular thought should be given as to how the large food court at Brahan and Goodlyburn, which is also big, can best be utilised to attract the maximum number of customers and make best use of the space.

2.16 Healthy Eating

2.16.1 The education about, and encouragement of, healthier eating and drinks habits for students and staff must form a key part of the Supplier's approach to managing the Catering Services and the detailing of initiatives that have proved successful at other similar locations would be particularly welcomed.

2.17 Hospitality

2.17.1 The Supplier is required to provide hospitality across the campus. The demand will fluctuate throughout the day, the week and the year, ranging from beverages to working lunches and catering for occasional large events. Provision of good quality, best value and appropriate hospitality is key, in order to showcase the College and support the service offered to visitors and the community.

2.17.2 Hospitality menus may either be chosen from a menu selector or, if required, specifically requested for a function. A range of traditional Scottish dishes must always be available on request. The menu selector will be produced in agreement with the Perth College UHI and must be reviewed at agreed intervals.

2.17.3 Hospitality food should be freshly prepared on site, except where the requirements, facilities or equipment prevent this. Whenever possible, 48 hours' notice will be given for food and 24 hours for beverages. However, the Supplier will be expected to respond to short-notice requests, as and when required.

2.17.4 There must be no minimum order value or minimum number of covers that hospitality is provided for. The standards required in respect of the service of hospitality are of equal importance to the menu choice and quality of food.

2.17.5 The Academy for Sport and Wellbeing (ASW) is operated as a commercial site on campus and they hold events and sporting competitions throughout the year. As part of the offering, they wish to offer the facilities and catering at a competitive price. There is an opportunity for the supplier to work with the ASW team and increase events revenue as part of the contract where the requirement offered meets the need.

2.18 Coffee

2.18.1 The College currently provide Costa Coffee across the campus but is open to other suggestions and brands. The college is open to the option of guest brands being available over the period of the year.

2.19 Meal Deals

- 2.19.1 A cold meal deal is currently offered for £3.00 which incorporates a sandwich, snack (such as crisps or piece of fruit) and a drink. The College would also like to offer a hot meal deal and a £1 pot meal option.
- 2.19.2 It should be noted that there is competition from commercial food outlets close to the site including Tesco and McDonalds. It is therefore essential that Tenderers familiarise themselves with where and what are attracting students and staff to spend their money outside of College premises and ensure that proposals for the Catering Services actively compete with them, as well as ideally offering things which the local competition does not.

2.20 Quality Management

- 2.20.1 It is anticipated that the Supplier will implement a Quality Management Plan, for all Services carried out under the Contract. The Supplier will agree a set of quality standards with Perth College UHI at the start of the Contract and that these will form a key part of the SLA.
- 2.20.2 The Supplier will deal with any complaints received by Perth College UHI (whether received orally or in writing and whether from representatives of Perth College UHI or the general public) in a prompt, courteous and efficient manner. The Supplier will provide full answers to all complaints received by Perth College UHI within five working days or as may be reasonably requested by Perth College UHI.

2.21 Health and Safety

- 2.21.1 The Supplier will provide for all costs incurred in complying with all relevant health, safety, and welfare regulations and statutory obligations associated with Supplier Employees, including sub-Supplier Employees, undertaking work under the Contract.
- 2.21.2 Within 90 days of the commencement of the Contract and at regular intervals thereafter, including but not limited to immediately after the implementation of any changes to the Services, the Supplier will undertake a full risk assessment of the Services to be provided at no additional cost. The risk assessment will take into account Perth College UHI's local arrangements and will include, but not be limited to: identification of all foreseeable risks to persons, property, operations and Service provision; classification of likelihood and severity of such risks; formation of a strategy for removal or reduction of the risks as appropriate. The risk assessment and/or method statements will be site specific and will be documented by the Supplier and a copy provided to Perth College UHI. The Supplier will be responsible for implementing such procedures and practices in relation to the Services as are necessary to remove or reduce the identified risks.
- 2.21.3 Accidents to Supplier Employees and Sub-Suppliers which ordinarily require to be reported in accordance with the Health and Safety at Work Act 1974 will be reported immediately to Perth College UHI or its authorised representative at the time.

2.22 Control of Substances Hazardous to Health (COSHH) 2002

2.22.1 No chemical agent shall be delivered to the Premises unless the Supplier has in their possession full manufacturer's literature, information, etc. to ensure full compliance with COSHH Regulations.

2.22.2 Before the Contract starts, and at any time subsequently, should the Supplier change products to be used on the Premises, the Supplier shall provide to Perth College UHI all information that is necessary to ensure full compliance with the COSHH Regulations.

2.23 Fire Fighting Apparatus

2.23.1 The Supplier shall not without the prior written consent of the College interfere with or remove any firefighting apparatus (other than in the event of its being required for a fire emergency) or make any change in the premises which is likely to increase any existing degree of fire risk or produce a new fire risk.

2.24 Transport and Distribution

2.24.1 The Supplier shall ensure that where food or beverages are transported via their own vehicles within the College's premises and external events, distribution practices and procedures comply with the overall health and safety requirements of the College and food safety legislation.

2.25 Management of Sub-Contractors

2.25.1 The use of sub-suppliers or sub-contractors for delivering any element of a contract under the Framework Agreement must be agreed in advance with Perth College UHI, prior to appointment.

2.25.2 Any Sub-Contractor or Specialist employed by the Supplier to perform any Services under the Contracts will maintain and follow the same quality approach as outlined in section 7.

2.25.3 The Supplier will warrant that all Sub-Contractors and supply-chain partners carry adequate insurance and that they are legally and professionally compliant in all activities while operating under the Contract.

2.25.4 The Supplier will be responsible for ensuring that value for money is achieved through any sub-contracted service.

Sustainability

2.26 Sustainability Standards

2.26.1 The Supplier is responsible for ensuring that they comply with the Government Buying Standard for Food and Catering Services:
<https://www.gov.uk/government/publications/sustainable-procurement-the-gbs-for-food-and-catering-services>

2.26.2 The Supplier will comply with all sustainability or environmental policies in operation by Perth College UHI in respect of food provenance, animal welfare, ethical trade, the use of cleaning chemicals, energy use, waste management and any other sustainability criteria. In particular, and as a minimum, the standards set out below must be in place throughout the Contract.

2.27 Waste

2.27.1 Waste is an extremely important aspect of sustainability where catering is concerned – it highlights how the College as an organisation approaches sustainability.

The supplier will be expected to:

- Adopt the principles of the waste hierarchy wherever practicable Prevent > reduce > reuse > recycle > recover > responsible disposal – Zero waste to landfill
- Ensure you comply with EC waste policies and those of waste Supplier (this includes purchase and sale of items sold on campus i.e. it should not be sold if it cannot be recycled with our current streams)
- In line with Scottish and UK sustainability trend we would expect the supplier to be moving away from disposable only packaging, including preferring or at least offering a non-disposable option. This could be reflected in price at point of purchase.
- Specify reusable bulk packaging with suppliers, where this is not available agree a take-back option.
- All cardboard should be flat packed
- Disposable items should be recyclable within College waste Supplier agreement (i.e. no polystyrene or cups with plastic lining or mixed material items)
- Support a Zero Waste to Landfill target
- Work towards a Zero plastic target and in line with Scottish Government aspirations to work towards a zero waste and circular economy
- Take steps to minimise contamination of Supplier bins with associated penalties
- Adopt deposit return schemes as they become available
- Food waste disposed in line with Scottish regulations
- Food waste should be monitored
- Self clear option but with staff as back up to ensure cleanliness and correct ambience
- Paper towels from recycled source
- Waste cooking oil – recycled, storage, handling
- The Supplier will be responsible for the disposal of waste cooking oil. This must be via an approved and licensed sub-Supplier, with documentation available for inspection as to the disposal route. Waste oil must not be allowed to build up in the catering areas. An Oil spill kit and procedure should be available. Oils and fats should be prevented from entering drainage.
- No plastic straws
- Ensure that waste signage and awareness materials are updated in line with College policy and operational requirements i.e. that signage matches the best environmentally responsible method for disposing of the materials used in packaging and catering consumables
- The Supplier must remove all waste from the kitchens and restaurant areas to bins in locations specified by the Perth College UHI. All waste must be appropriately segregated, taking into account the recycling policy of the Perth College UHI

- Work with any Environmental Management System as it becomes available

2.28 Use of non-disposables

2.28.1 Use of single use disposable has been in the headlines for some time now. The government has set its sights on reducing this through various legislation and commitment to a circular economy. The supplier will be expected to maximise opportunities for:

- Non disposables used for eat in
- Use and promotion of non-disposables should be encouraged for take-out options e.g.
 - Cutlery
 - Plates, bowls, burger trays, cups
 - Vegware
- Sauce dispensers vs sachets
- Signage should show the cost of disposable packaging as 'additional' – promoting bring your own options

2.29 Energy and Water

2.29.1 The Supplier will ensure that the Supplier Employees make efficient use of energy and water at Perth College UHI' sites whilst conducting their tasks, taking into account safety practices and practical working requirements. Unless otherwise specified by Perth College UHI, lights should not be left switched on or windows left open in unoccupied areas once servicing is complete, and water should not be left running. The supplier will be expected to contribute to the energy and water conservation efforts of the college including:

- Operate efficiently to reduce carbon, energy, water, waste
- Monitor energy and water use (additional sub-metering may be brought in over the life of the contract)
- Equipment tested for efficiency
- Replacement equipment to be of high efficiency

2.30 Certifications and standard

2.30.1 The Supplier will be expected to demonstrate its commitment to sustainability by using certified products and materials in the following areas.

- Health and Wellbeing
- Fairly Traded (e.g. Fairtrade, Rainforest Alliance)
- Ethical Fish (e.g. Marine Stewardship Council)
- Paper and Wood (e.g. FSC, recycled)
- Food (e.g. organic, food mark, red tractor, egg mark, taste our best)
- Animal welfare
- Eggs (and egg products)

2.31 Food and Drink

2.31.1 The supplier will be expected to adhere to current trends in sustainable food procurement and service including:

- Free drinking water available
- Healthy options available (low fat, low salt, low sugar, no-trans-fat, portion control, high fibre)
- No palm oil or sustainable palm oil certification
- Use seasonal and local produce
- Plant options
- Organic
- Sustainable restaurant trends
- The Supplier must ensure that all animal products have been produced to a standard that meets or exceeds United Kingdom standards of welfare and production
- Eggs (shell on, liquid and pasteurised) must be sourced from suppliers that do not use conventional cages. Products containing egg must also meet the same standard
- The Supplier must only use fish from sustainable sources, which is MSC certified or equivalent.

2.32 Education and Awareness

2.32.1 The Supplier is to co-operate with Perth College UHI in encouraging students and staff to place their waste in segregated bins within the Catering areas. The Supplier is to promote active programmes that encourage the reduction in the amount of waste that is generated. This could include:

- Participation in events and awareness days
 - High profile staffed engagement at start of term/semester events to highlight waste options
 - Fairtrade Fortnight
 - Green week
 - Other similar events
- Provide on table information on waste and procurement options (e.g. table cards)
- Provide information (i.e. posters) on waste management options in line with college policies
- Promote provenance and ethical credentials of products sold (i.e. eco-label, organic, local)
- Clear signage on waste options at point of sale and elsewhere
- Promote use of seasonal and local produce
- Clear signage relating to self-clear

2.33 Chemicals and Cleaners

2.30.1 The supplier will be expected to minimise harm to the environment from use of chemicals and cleaners including:

- Biodegradable and environmentally friendly
- Avoid Ozone depletion
- Avoid disposable plastics – prefer bulk and refill

- Ensure correct disposal of any chemicals

2.34 Management information

2.34.1 The supplier will be expected to provide management information on sustainability including:

- Monitoring
- KPIs should be developed for sustainability and reported on (e.g. waste, energy)

2.35 Equipment

2.35.1 Energy efficient appliances with proximity/sensor controls

2.36 Pest Control

2.36.1 Perth College UHI will provide a pest control service to the kitchen and restaurant areas. The Supplier must take appropriate action, so as not to encourage vermin or pests in the catering area.

2.37 Consumables

2.37.1 Unless otherwise stated, the Supplier shall be responsible for the cost of all consumables which must be of good quality at all times and must have, either directly or indirectly, a minimum adverse environmental impact, for example:

- All food and drinks.
- Soap, tea towels, paper towels.
- First aid supplies.
- Cleaning materials for daily needs.
- Office stationery.
- All other appropriate consumables.

2.38 Food Safety

2.38.1 The Supplier will adhere to the following:

- comply with all legislation and regulations including; the Food Safety Act 1990, Food Premises (Registration) Regulations 1991 (as amended), Food Hygiene (Scotland) Regulations 2006, EU Regulation 853/2004 on the Hygiene of Foodstuffs and the Food Information Regulations 2014 (SI 2014/1855) and use due diligence and industry best practice in the procurement, storage, preparation and usage of all food materials
- develop and implement appropriate operational policies, procedures and practices to ensure food safety and hygiene standards are maintained at all times that comply with a “Safe Catering” programme based on Hazard Analysis and Critical Control Points (H.A.C.C.P) guidelines 2013. The Supplier shall provide assurance in the form of documentary evidence that has been done
- require any supplier, manufacturer, wholesaler, distributor or other party involved in the Suppliers supply chain for this Contract to comply with all appropriate food safety and labelling

legislation, and any other subsequent amendments or changes made during the term of this Contract

- establish and maintain procedures for the safe operation of temperature-controlled vehicles. Vehicle design must allow them to be adequately cleaned and disinfected. Vehicles must be kept clean and in good order to prevent contamination. Vehicles used must be reserved for food only and marked as such, when there is a risk of contamination
- vehicles must not be used to transport anything other than food where this may result in contamination. Where necessary different products should be separated effectively to protect against the risk of contamination foodstuffs in conveyances or containers and must be placed so as to minimise the risk of contamination
- maintain systems for ensuring food is handled, stored, prepared and cooked appropriately and provide daily evidence of food temperature control at the key points of delivery including time and temperature of cooking, processing and storage. Suppliers records shall be available for inspection
- ensure that all fridges and freezers are checked for correct operation a minimum of twice a day during the working week and temperatures recorded. Any problems with fridge or freezer temperatures shall be reported immediately to Perth College UHI and appropriate action taken to maintain food safety
- clearly label all food containing nuts and other legally designated Allergens or potentially harmful ingredients on the menu and on any service platters, counters or other places where food is served and provide clear information as required by Directive 2007/68/EC
- maintain an effective menu planning and food usage control system, to minimise the
- amount of waste generated, and all waste must be recorded
- comply with all food safety and hygiene legislation covered in the Food Standards Agency "Food Law Guide":
- http://food.gov.uk/enforcement/regulation/foodlaw/#.UyApQj9_vTo

2.38.2 The premises are subject to inspections, carried out by an Environmental Health Officer. Perth College UHI and/or its representatives may carry out additional inspections and these will not normally be announced in advance, as this will form part of the Customer Requirements (KPIs) element outlined in the tender document. The Supplier shall permit the College or its representatives at all reasonable times to enter the Catering areas for the purpose of inspection.

2.38.3 Food must be stored, held, presented and served at an appropriate temperature for safety and eating quality. These temperatures must comply with the legal obligations and industry best practice and clear records must be maintained at all times by the Supplier and monitored accordingly.

2.38.4 All customers must be made aware of the contents of dishes, particularly where ingredients are designated allergens or might not be consumed by a significant number of people e.g. meat, dairy, gluten

2.38.5 Any matters that arise relating to hygiene or safety must be referred immediately to the College's representative and to the Contract Manager for the Catering Contract who will be responsible for resolving the problems in conjunction with the Supplier.

2.39 Security

2.39.1 The Supplier will comply with all instructions from Perth College UHI in respect to security within the Premises and any other security matters related to the provision of the Services covered by this framework. The Supplier will cooperate with the security personnel at the Premises and comply with their reasonable instructions.

2.39.2 The Supplier will train and encourage their Employees to take a proactive approach to supporting the safety and health of themselves, each other and all permitted users of Perth College UHI's premises.

2.40 Marketing and Merchandising

2.40.1 How the Supplier brands and advertises either the Supplier or Perth College UHI (or any other brand) must be agreed between the Supplier and Perth College UHI, and will include the following mediums:

- Menus
- Uniforms
- Name badges
- Signage
- Flyers
- Websites and Intranets
- Miscellaneous related consumables
- Essential make over or enhancements deemed appropriate
- Crockery/ service-ware, disposables and napery

2.40.2 Wherever a College logo or legend is to be used the Supplier must ensure is officially sourced and current.

2.40.3 The Supplier must endeavour to maximise student and staff satisfaction, including preparing a monthly marketing programme, to the approval of Perth College UHI, which includes promotion of the Public Sector Food Procurement Initiative, menus, communications and offers. The marketing programme must, as a minimum, include all nationally recognised promotion activities, such as Fairtrade Fortnight. This must be discussed in advance and agreed by Perth College UHI.

2.40.4 The Supplier should undertake regular market research in order to ensure that the service quality and menu range meets the needs of all students and staff. All results must be made available to Perth College UHI and publicised to students and staff, together with an action plan for improvements and developments.

2.40.5 There is considerable competition from supermarkets and other commercial catering outlets in close vicinity to the campus, as already stated. It is therefore vital and the responsibility of

the Supplier to regularly and proactively market their services in order to promote and maximise custom.

2.41 Customer Engagement

- 2.41.1 The Supplier shall encourage catering and hospitality stakeholder feedback (including displaying prominently suitable comment cards/book, setting up and advertising an intranet and/or social sites) and shall deal promptly, reasonably, efficiently and courteously with stakeholder comments and criticisms arising from the Supplier's operation of the services. A record is to be kept of all comments and the resulting actions which are also to be communicated back to the person who made them. The Supplier shall notify Perth College UHI of any serious complaints or other significant feedback as soon as it is reasonably practicable.
- 2.41.2 The Supplier will carry out a formal customer satisfaction survey in conjunction with Perth College UHI, annually as a minimum, and report back to them on the results and subsequent action plan.
- 2.41.3 The format of the annual customer satisfaction survey will be agreed between the Supplier and Perth College UHI.
- 2.41.4 The Supplier shall conduct or cooperate with Perth College UHI on any surveys of actual and potential stakeholders which may be agreed as part of the monitoring of performance.
- 2.41.5 The Supplier should notify the Contract Manager(s) of any positive outcomes they may achieve.

2.42 Cost Control, Transparency and Accountability

- 2.42.1 The Supplier should present their business plan to achieve the stated objectives on an annual basis. The Supplier must prepare budget forecasts in line with the agreement at contract commencement and then 3 months in advance of the succeeding operating year.
- 2.42.2 The Supplier must adhere to and be respectful of Perth College UHI payment terms and trading terms and conditions.
- 2.42.3 The Supplier will be required to operate the Contract to maintain nil cost or maximise return. Where a management fee is charged this will be shown as part of the annual Profit and Loss return after any VAT costs.
- 2.42.4 For VAT purposes it is anticipated that Perth College UHI will be acting as Principal and the Supplier as Agent or the Supplier may need to act as both the Principal and the Agent. In considering the operation of the Contract, Suppliers must consider the issue of output tax (VAT) that may be due to be paid over to HMRC on staff and visitor sales. Non-recoverable VAT on provision costs must be included in the tender submission before production of the annual Profit/Loss in the Financial Summary. Where possible the Supplier can recommend dual pricing with staff and public paying VAT at the appropriate rate. Where Perth College

UHI has a proportionate VAT return element this should be included in the annual profit/loss in the Financial Summary.

- 2.42.5 The Supplier is required to set out an annual trading account for one year with detailed projections for years thereafter with nil cost to Perth College UHI as a minimum. Suppliers may also offer a guaranteed minimum return from years 2 – 5 with a % shared profit over and above the guaranteed nil cost position.
- 2.42.6 The Supplier must operate a fully open-book accounting policy, and Perth College UHI or their authorised representative may, with or without notice, examine all records and accounts in relation to this contract, located at either Perth College UHI's premises or the Supplier's premises
- 2.42.7 The Supplier will be required to provide all necessary IT hardware and software to support the running of the facility. The Supplier must make all information held on any IT hardware and equipment available for Perth College UHI or their representatives to review if required.
- 2.42.8 All transactions must be processed via a till. Till receipts must be issued to all customers when requested. Till rolls and daily sales records must be retained for a period of 12 months and must be made available to authorised Perth College UHI personnel or representatives on request.
- 2.42.9 The Supplier will be responsible for all stock and cash on site. The Supplier will be responsible for insuring both cash and stock, and for making their own arrangements for banking.
- 2.42.10 The Supplier must use the existing tariff as a guide to maximum prices and its policy for the first year of the Contract.
- 2.42.11 The tariff may only be increased by agreement with the member in writing in accordance with the Contract. The Supplier will need to present any increases required as part of the annual review process with adequate reasoning for the increase of the selling prices. The Institution would not expect annual price increases to exceed inflation unless there are well documented exceptional circumstances.
- 2.42.12 If the tariff reduces footfall thereby resulting in a financial impact to the business, consultation will be needed to determine what action should be taken to avoid additional costs to the Supplier.

2.43 Exit Plan

- 2.43.1 The Service Provider must provide and maintain an up to date Exit Plan which covers the following areas: continuing service requirements, data security and privacy, knowledge and documentation transfer, costs or personnel issues.
- 2.43.2 An up to date version of the Exit Plan must be provided to the College at each Annual Contract Management meeting.

2.44 Business Continuity Planning

- 2.44.1 The Service provider must ensure at all times that they operate an up to date and robust business continuity plan to ensure that they can continue to operate in the aftermath of an event, such as IT problem, fire, flood, health pandemic etc. The plans must include details of how any impact will be minimised and remedied.
- 2.44.2 An up to date version of the Business Continuity Plan must be provided to the College at each Annual Contract Management meeting.

2.45 Quality Auditing and Performance Monitoring

- 2.45.1 Records must be kept covering all aspects of the quality assurance systems adopted, and these must be available for inspection along with the Suppliers Codes of Practice.
- 2.45.2 The Supplier shall monitor its own performance based on the methodology and key performance indicators (KPIs) to be agreed during the contracting process.
- 2.45.3 Perth College UHI will monitor the Supplier's performance on quality auditing. The Supplier shall maintain appropriate records and provide Perth College UHI with such information and data, as agreed, to monitor operating/financial performance. In the event of an unsatisfactory level of quality being sustained, the Supplier will be notified of the defaults and the time by which they must be rectified. If performance remains unsatisfactory, the Contract may be terminated as set out in the Conditions of Contract.

2.46 Emergency Services

- 2.46.1 In the event of an emergency or closure of all or part of the normal services, the Catering Service will be provided to meet the College's needs and will be subject to discussion between the Supplier and the College, having due regard to the operational practicalities. Should it not be possible to reach an agreement on the provision of costs of these services, the College will be free to seek alternative providers to deliver the service.

2.47 Additional Information

- 2.47.1 The Supplier accepts the facilities as fit for purpose.
- 2.47.2 The Contract specifically obligates the Supplier to obtain prior written consent for any changes to the building including building services.
- 2.47.3 Any new equipment/replacement equipment requests must be sent in writing and approved by the college prior to purchasing

2.48 Community Benefits

The Contractor shall work with the Authority to deliver Community Benefits or social value where they are identifiable throughout the term of the Contract. Examples of Community Benefits or social value are providing training opportunities to staff and students, apprenticeships and investment in the local community.

Community benefits, where possible, are regarded as highly important to the Authority. This includes elements such as:

- Involvement of SME's in the delivery of the specification of requirements
- Opportunities for apprentices and work-experience placements.
- Engagement of and Investment in the local community in relation to Waste Services
- Protection of the local environment

The Contractor should consider sub-contracting to SME's to allow specialist services to be part of the Contract offering specialist knowledge and tailored service delivery.

2.49 Business Continuity Planning and Phase Out Plan and Exit Strategy

The Contractor must ensure at all times that they operate an up to date and robust business continuity plan and a phase out and exit strategy to ensure that they can continue to operate in the aftermath of an event, such as IT problem, fire, flood, health pandemic etc. The plans will include details of how any impact will be minimised and remedied.

In the event of any major changes to the Contractor's operating facilities and/or in the event of any major risk events, Contractors must provide the Authority with an updated business continuity plan.

The Contractor shall communicate any updates in their business continuity plan if and when they occur during the lifetime of the Contract.

The Contractor will be required to provide a detailed escalation plan including an emergency contact for the Authority and institutions to contact at all times.

The Contractor will be expected to ensure continuity of staff assigned to any call-off Contract made under the Contract and to the Operation of the Contract, for the duration of the call off contract and lifetime of the Contract.

The Contractor will at the end of the Contract or at the end of any call-off contract co-operate with the institution and the newly appointed Contractor to ensure un-interrupted service delivery to all sites.

2.50 Key Performance Indicators

The Contract will be monitored against Key Performance Indicators summarised below and specified in detail in the table below. The Contractor shall provide KPI information to the Authority's nominated contact every 6 months and in the format agreed at the contract implementation meeting.

This list may be further developed throughout the lifetime of the Contract as demand evolves in consultation with the Contractor and User Intelligence Group.

The KPI's in Table 1 below will be reported by the Contractor per Institution for the reporting period and submitted to the Authority's Contract Manager 10 working days after the end of each reporting period.

Performance against all targets will be monitored by the Authority and will be taken into consideration regarding the extension of the appointment to the Contract beyond the original term of two years.

Table 1:

KPI Number	Objective	Performance Indicator	Unit of measurement	Required standard	Measured by
1	Health & Safety	Instances of contravention of Health and Safety regulations or accidents notified	Health and safety breaches or accidents per month	0 breaches that have not been remedied	Health & Safety reports
2	Reporting	Submission of complete and accurate MI report to Member Institution at least five days before contract review meeting	Failures (inaccuracies or late submission)	0 failures	Monthly reports
3	Invoicing	All invoices accurate and promptly submitted	Failures (inaccuracies or late submission) per month	0 failures	Audit of invoices
4	Client Returns (Financial)	Financial Returns to Client provided in full and on time	Failures (inaccuracies or late submission) per month	0 failures	Customer Monitoring
5	Customer complaints	Instances of staff complaints against supplier	Number per month	0 Failures that have not been remedied	Recorded complaints
6	Customer satisfaction survey	Customer satisfaction levels are average or above	Percentage of total customer responses state satisfaction level average or above	>80%	Customer satisfaction surveys

KPI Number	Objective	Performance Indicator	Unit of measurement	Required standard	Measured by
7	Waste Management	Supplier meets the requirements of the Member Institution's waste management processes as specified at further competition	Number of failures to follow processes	0 failures that have not been remedied	Recorded instances of failure
8	Stability of workforce	Turnover of staff and supervisors	Against the national average for sector/geography	Below the national average of staff turnover in the sector	Staff turnover on contract
9	Staff training	Training of staff on contract	% of staff receiving adequate training	All staff to receive training in at least one area of work per annum	Staff training schedules
10	Menu and Pricing	Ensuring the food offerings and pricing match those in the tender submission.	Service providers MI	99%	% of pricing match the tender submission

2.51 Pricing Information

All Charges in the Commercial submissions (see Appendix C) must be shown in Pounds Sterling and entered exclusive of VAT. The Contractors must be paid in Pounds Sterling.

The Contractor must submit their Commercial Questionnaire to the Commercial Envelope in PCS-T.

2.52 Variation in Charges

The Contractor should note that an automatic price increase in line with CPI, RPI or any other indices other than that declared and agreed for pricing will not be apply or be accepted for this Contract.

Contractors will be required to hold any capped rates quoted at time of tender for a minimum period of 12 months from commencement of the Contract.

Charges may vary up or down on each anniversary of the Contract subject to:

- The Contractor justifying, to the Authority's satisfaction, any request for an increase in market terms, or the Authority demonstrating that the factors driving the changes have decreased. The level of upwards variation in any given year will not exceed average market movements to be

proven with documentary evidence, including the provision of relevant invoices where appropriate, and

- Such justification having been provided in writing to the other party not less than 6 weeks prior to the anniversary of the Contract's Commencement Date.

2.53 Supply Chain Audit Programme

In line with the Sustainable Supply Chain Audit Programme detailed in Section 1, Contractors may be required after award of the Contract to participate in and support the Authority's Supply Chain Sustainability project. If required Contractors shall nominate a Sustainable Procurement representative that will be the main point of contact with the Authority in respect to participation in the Sustainable Supply Chain Audit Programme. The audit programme must review the Contractors compliance with the Authority's Supply Chain Code of Conduct (see Appendix D). Contractors will be required to participate in the audit process of online self-assessment, provision of documentary evidence and potentially facilitating site visits by the Authority or a third party to assess site(s) compliance with the Supply Chain Code of Conduct.

The audit programme detailed results must remain confidential to the Contractor and the Authority; however, summary status results will be published and accessible to Institutions in order to demonstrate supply chain compliance levels and continual improvement.

SECTION 3 - TENDER QUESTIONS AND EVALUATION CRITERIA

1. Introduction

- 1.1. The Authority is using the PCS-Tender eTendering platform for this procurement exercise. The ITT is only available in electronic form through this system and all responses MUST be submitted electronically through PCS-Tender prior to the Tender Response deadline date. No hard copies or other means will be accepted.
- 1.2. The ITT Tender Response comprises of the Technical Questionnaire and Commercial Questionnaire. All relevant sections within these questionnaires must be completed as requested.
- 1.3. The following sections in this Schedule detail the minimum mandatory requirements, the technical questions for evaluation and the Pricing Schedule. The questions below follow the same sequence as PCS-T to assist in Tender Response completion.

Technical Questionnaire

1. Operational Delivery

**Presentation - Vision
Weighting 5%**

What is your vision and plan to meet Perth Colleges UHI main objectives of this contract as per section the Aims and Objectives listed in section 2.1 and detailed below:

Aims and Objectives

After conducting an internal customer survey and receiving feedback from key stakeholders, Perth College UHI are looking to achieve the following aims:

- Procure a high-quality catering provision that delivers sustainable outputs and value for money.
- Rebrand and improve the current catering services and environment.
- Further develop opportunities to support the Curriculum Department to enhance the student experience.
- Enhance the hospitality offering to better support internal and external College events.
- Develop Contract Management to deliver enhanced Management Information and continuous improvement.
- Brahan Food Court to become a multifunctional space for students and staff to eat and study
- Webster Café to become a pivotal part in the offering at ASW

Your response should address the following:

- Investment – provide an Investment programme of works and when and how these priorities will be addressed and highlight the cost to the college and your investment. Including hospitality and how you can support the college with external events
- Added Value – what can you offer the college in added value services at no cost to the college
- Marketing - Please explain the specific marketing activities that you will carry out to promote services at Perth College UHI, both at implementation stage and ongoing throughout the contract duration. Include details of how you intend to actively compete with the other local commercial food outlets.
- Marketing - What specific methods of communication and obtaining feedback would you implement at Perth College UHI and how would you use the outcomes to improve service delivery? Please ensure that your response addresses all groups including:
 - Students, both users and non-users.
 - Staff, both users and non-users.
 - Hospitality customers and those placing orders.
 - Clients.
 - Other key stakeholders;
 - Summer school and community users.
- Innovation and Technology - What technological initiatives and innovations are you proposing to introduce at Perth College UHI to enable pre-ordering, keeping customer interest and services refreshed and current? Your response should outline the specific value to be delivered by the technology or innovation, as well as the cost and how you propose this is paid for i.e. investment.

This question will be evaluated and scored using the scoring methodology below:

Scoring Methodology

Good	3	The response fully meets the requirement and demonstrates Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services. The response identifies factors that will offer potential added value, with evidence to support the response.
Acceptable	2	The response addresses most of the key points in detail OR the Tenderer has provided all the key points but lacks detail in answering the question fully. The response provides confidence that the supplier is capable of supplying the required equipment/service to the satisfactory level.
Minor Concerns	1	Satisfies the requirement with minor reservations. Considerable reservations of the Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services, with little or no evidence to support the response.
Major Concerns	0	The Tenderer has failed to address the question, submitted a nil response or any element of the response gives cause for major concern.

2. Presentation - Curriculum Support Weighting 5 %

Perth College UHI is looking for the Contractor to work in partnership with the curriculum to provide a range of opportunities for the Hospitality and Professional cookery students. The curriculum is at the forefront to engage the team and students by supporting bespoke placements for both front of house and kitchen placements throughout the academic calendar.

Please provide details of your proposal on how you will support the college in the delivery of Hospitality courses.

This can include on site student developing, mentoring and support, off site supplier visits, event and competitions.

This question will be evaluated and scored using the scoring methodology below:

Scoring Methodology

Good	3	The response fully meets the requirement and demonstrates Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services. The response identifies factors that will offer potential added value, with evidence to support the response.
Acceptable	2	The response addresses most of the key points in detail OR the Tenderer has provided all the key points but lacks detail in answering the question fully. The response provides confidence that the supplier is capable of supplying the required equipment/service to the satisfactory level.

Minor Concerns	1	Satisfies the requirement with minor reservations. Considerable reservations of the Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services, with little or no evidence to support the response.
Major Concerns	0	The Tenderer has failed to address the question, submitted a nil response or any element of the response gives cause for major concern.

3. Presentation - Mobilisation Plan Weighting 5%

Please provide a mobilisation plan, in a Gantt chart or similar format, which is specific to Perth College UHI and the implementation of this contract.

The plan should include detailed actions to be taken, names and responsibilities of key personnel and exact timescales to be used. Your response should include but not be limited to:

- TUPE activities.
- Client meetings and interaction required.
- Pre-opening activities.
- Marketing and customer communication.
- Staff induction and training (pre and post opening).
- Post-launch set-ups.
- Launch opportunities.

This question will be evaluated and scored using the scoring methodology below:

Scoring Methodology

Good	3	The response fully meets the requirement and demonstrates Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services. The response identifies factors that will offer potential added value, with evidence to support the response.
Acceptable	2	The response addresses most of the key points in detail OR the Tenderer has provided all the key points but lacks detail in answering the question fully. The response provides confidence that the supplier is capable of supplying the required equipment/service to the satisfactory level.
Minor Concerns	1	Satisfies the requirement with minor reservations. Considerable reservations of the Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services, with little or no evidence to support the response.

Major Concerns	0	The Tenderer has failed to address the question, submitted a nil response or any element of the response gives cause for major concern.
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4. Food Concepts and Menus Weighting 3%

Please detail the food and beverage concepts you are proposing to offer, supported by menus and any relevant graphics and logos.

Your response should include but not be limited to:

- Details of the exact offers for each service by outlet and campus.
- Supporting menus which clearly note where and when they apply. These must specify daily examples of food that will be available at the College for each concept, including the £1.00 Value Meal and £3.00 Sandwich Meal Deal or similar.
- Details of the specific approach that you will take to providing hospitality services at Perth College UHI, together with sample menus for differing occasions.
- Details of the vending machine provision and how that will be managed.

This question will be evaluated and scored using the scoring methodology below:

Scoring Methodology

Good	3	The response fully meets the requirement and demonstrates Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services. The response identifies factors that will offer potential added value, with evidence to support the response.
Acceptable	2	The response addresses most of the key points in detail OR the Tenderer has provided all the key points but lacks detail in answering the question fully. The response provides confidence that the supplier is capable of supplying the required equipment/service to the satisfactory level.
Minor Concerns	1	Satisfies the requirement with minor reservations. Considerable reservations of the Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services, with little or no evidence to support the response.
Major Concerns	0	The Tenderer has failed to address the question, submitted a nil response or any element of the response gives cause for major concern.

5. Business Continuity and Contingency Planning Weighting 3%

Please outline your overall Business Continuity Plan and provide a detailed Contingency Plan specifically for this contract and Perth College UHI identifying the main areas of risk that could affect the continuity of service.

Your Contingency Plan should fully address mitigations or actions to be taken and by whom. The type of scenarios could include but not be limited to:

- Loss of one or more catering facilities within the College.
- A norovirus outbreak within the College (from any source).
- A weather-related occurrence leading to an interruption of service.
- Incapacity of a key individual within your organisation.

This question will be evaluated and scored using the scoring methodology below:

Scoring Methodology

Good	3	The response fully meets the requirement and demonstrates Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services. The response identifies factors that will offer potential added value, with evidence to support the response.
Acceptable	2	The response addresses most of the key points in detail OR the Tenderer has provided all the key points but lacks detail in answering the question fully. The response provides confidence that the supplier is capable of supplying the required equipment/service to the satisfactory level.
Minor Concerns	1	Satisfies the requirement with minor reservations. Considerable reservations of the Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services, with little or no evidence to support the response.
Major Concerns	0	The Tenderer has failed to address the question, submitted a nil response or any element of the response gives cause for major concern.

6. Hospitality and Events Weighting 3%

Please provide details of the specific approach that you will take to providing hospitality services for large events and corporate meetings at Perth College UHI together with sample menus for differing occasions.

Within your response please also detail services and menus proposed for our Summer Schools.

This question will be evaluated and scored using the scoring methodology below:

Scoring Methodology

Good	3	The response fully meets the requirement and demonstrates Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services. The response identifies factors that will offer potential added value, with evidence to support the response.
Acceptable	2	The response addresses most of the key points in detail OR the Tenderer has provided all the key points but lacks detail in answering the question fully. The response provides confidence that the supplier is capable of supplying the required equipment/service to the satisfactory level.
Minor Concerns	1	Satisfies the requirement with minor reservations. Considerable reservations of the Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services, with little or no evidence to support the response.
Major Concerns	0	The Tenderer has failed to address the question, submitted a nil response or any element of the response gives cause for major concern.

7. Staffing

TUPE and Recruitment Methodology Weighting 3%

Please detail the employee transfer and recruitment arrangements, including TUPE, pension provision, and arrangement under pension transfer, which will be **specifically** undertaken at and for Perth College UHI under this contract.

This question will be evaluated and scored using the scoring methodology below:

Scoring Methodology

Good	3	The response fully meets the requirement and demonstrates Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services. The response identifies factors that will offer potential added value, with evidence to support the response.
Acceptable	2	The response addresses most of the key points in detail OR the Tenderer has provided all the key points but lacks detail in answering the question fully. The response provides confidence that the supplier is capable of supplying the required equipment/service to the satisfactory level.
Minor Concerns	1	Satisfies the requirement with minor reservations. Considerable reservations of the Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services, with little or no evidence to support the response.

Major Concerns	0	The Tenderer has failed to address the question, submitted a nil response or any element of the response gives cause for major concern.
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**8. Employee Liaison and Development
Weighting 3%**

Please provide details of the onsite/offsite and management provision who will be responsible for the undertaking and delivery of the contract, at Perth College UHI.

Include working hours, job title and job description, plus a CV(s) detailing their relevant experience and any other responsibilities beyond this contract for the individual(s).

Where a position is to be appointed please include a job description detailing key responsibilities and skills required.

This question will be evaluated and scored using the scoring methodology below:

Scoring Methodology

Good	3	The response fully meets the requirement and demonstrates Tenderer’s relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services. The response identifies factors that will offer potential added value, with evidence to support the response.
Acceptable	2	The response addresses most of the key points in detail OR the Tenderer has provided all the key points but lacks detail in answering the question fully. The response provides confidence that the supplier is capable of supplying the required equipment/service to the satisfactory level.
Minor Concerns	1	Satisfies the requirement with minor reservations. Considerable reservations of the Tenderer’s relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services, with little or no evidence to support the response.
Major Concerns	0	The Tenderer has failed to address the question, submitted a nil response or any element of the response gives cause for major concern.

**9. Recruitment, Training and Development
Weighting 3%**

Please detail how you will ensure that your employees (and any temporary or agency staff) engaged at Perth College UHI are appropriately selected, trained and skilled to undertake the scope of work identified and are kept up to date with legislative requirements and best practice.

Your response should include details of all statutory and development training and how and when this will be delivered at the College.

Please also include details of how employees' skills and performance will be assessed at the recruitment stage and on-going and how they will be effectively developed.

This question will be evaluated and scored using the scoring methodology below:

Scoring Methodology

Good	3	The response fully meets the requirement and demonstrates Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services. The response identifies factors that will offer potential added value, with evidence to support the response.
Acceptable	2	The response addresses most of the key points in detail OR the Tenderer has provided all the key points but lacks detail in answering the question fully. The response provides confidence that the supplier is capable of supplying the required equipment/service to the satisfactory level.
Minor Concerns	1	Satisfies the requirement with minor reservations. Considerable reservations of the Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services, with little or no evidence to support the response.
Major Concerns	0	The Tenderer has failed to address the question, submitted a nil response or any element of the response gives cause for major concern.

**10. Fair Work Practices
Weighting 5%**

With reference to the Fair Work Practices section within the Scope of Requirements, please detail the package of Fair Work practices that will be offered to your employees working on this contract through the life of the contract.

The College encourages our Service Providers to pay their own employees the Living Wage. Please confirm within your response if your employees working on this contract will be paid the minimum of the Living Wage.

This question will be evaluated and scored using the scoring methodology below:

Scoring Methodology

Good	3	The response fully meets the requirement and demonstrates Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services. The response identifies factors that will offer potential added value, with evidence to support the response.
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Acceptable	2	The response addresses most of the key points in detail OR the Tenderer has provided all the key points but lacks detail in answering the question fully. The response provides confidence that the supplier is capable of supplying the required equipment/service to the satisfactory level.
Minor Concerns	1	Satisfies the requirement with minor reservations. Considerable reservations of the Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services, with little or no evidence to support the response.
Major Concerns	0	The Tenderer has failed to address the question, submitted a nil response or any element of the response gives cause for major concern.

11. Equality, Diversity and Inclusion Weighting 3%

Please detail how your organisation will advance ED&I through the life of this contract.

Your response should include:

- A copy of the ED&I, or equivalent policy/policies.
- Equality monitoring: How and why applicant and staff equality data is monitored and for which characteristics; together with how data is used to make improvements and results are communicated to relevant stakeholders.
- How ED&I is managed within your supply chain, including contractual conditions with your tier 1 suppliers.

This question will be evaluated and scored using the scoring methodology below:

Scoring Methodology

Good	3	The response fully meets the requirement and demonstrates Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services. The response identifies factors that will offer potential added value, with evidence to support the response.
Acceptable	2	The response addresses most of the key points in detail OR the Tenderer has provided all the key points but lacks detail in answering the question fully. The response provides confidence that the supplier is capable of supplying the required equipment/service to the satisfactory level.
Minor Concerns	1	Satisfies the requirement with minor reservations. Considerable reservations of the Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services, with little or no evidence to support the response.

Major Concerns	0	The Tenderer has failed to address the question, submitted a nil response or any element of the response gives cause for major concern.
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12. Modern Slavery Weighting 3%

Please detail what is done by your organisation to prevent forced labour in your workforce and that of your supply chains.

Your response should demonstrate the methods employed by your organisation to ensure your compliance with the Modern Slavery Act 2015 and demonstrate how the transparency of your supply chain will be maintained for the duration of this contract.

Your response should include but not be limited to:

- Whether there are any controls to your recruiting system.
- Whether recruitment agencies, labour brokers or any other intermediaries involved in supplying labour are used by you.
- How risks associated with the Modern Slavery Act are identified and mitigated by your organisation.

Where your organisation is required to publish a Modern Slavery Statement under the Modern Slavery Act 2015 please include a link to your most recent Modern Slavery Statement on your Organisation website.

This question will be evaluated and scored using the scoring methodology below:

Scoring Methodology

Good	3	The response fully meets the requirement and demonstrates Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services. The response identifies factors that will offer potential added value, with evidence to support the response.
Acceptable	2	The response addresses most of the key points in detail OR the Tenderer has provided all the key points but lacks detail in answering the question fully. The response provides confidence that the supplier is capable of supplying the required equipment/service to the satisfactory level.
Minor Concerns	1	Satisfies the requirement with minor reservations. Considerable reservations of the Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services, with little or no evidence to support the response.
Major Concerns	0	The Tenderer has failed to address the question, submitted a nil response or any element of the response gives cause for major concern.

13. Contract Management

Weighting 4%

Please provide details of the Area or Group Management provision for liaison with and development and over-seeing of the operational staff, who will be undertaking the delivery of the contract, at Perth College UHI. Include purpose and frequency of all proposed visits, plus a CV for the Area or Group Manager, detailing their job title, relevant experience and any other responsibilities beyond Edinburgh College. Where a position is to be appointed please include a job description detailing key responsibilities and skills required.

This question will be evaluated and scored using the scoring methodology below:

Scoring Methodology

Good	3	The response fully meets the requirement and demonstrates Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services. The response identifies factors that will offer potential added value, with evidence to support the response.
Acceptable	2	The response addresses most of the key points in detail OR the Tenderer has provided all the key points but lacks detail in answering the question fully. The response provides confidence that the supplier is capable of supplying the required equipment/service to the satisfactory level.
Minor Concerns	1	Satisfies the requirement with minor reservations. Considerable reservations of the Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services, with little or no evidence to support the response.
Major Concerns	0	The Tenderer has failed to address the question, submitted a nil response or any element of the response gives cause for major concern.

14. Quality Management Plan

Weighting 4%

Please provide details of your quality management plan, addressing Service Level Agreements for this contract.

This question will be evaluated and scored using the scoring methodology below:

Scoring Methodology

Good	3	The response fully meets the requirement and demonstrates Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services. The response identifies factors that will offer potential added value, with evidence to support the response.
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Acceptable	2	The response addresses most of the key points in detail OR the Tenderer has provided all the key points but lacks detail in answering the question fully. The response provides confidence that the supplier is capable of supplying the required equipment/service to the satisfactory level.
Minor Concerns	1	Satisfies the requirement with minor reservations. Considerable reservations of the Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services, with little or no evidence to support the response.
Major Concerns	0	The Tenderer has failed to address the question, submitted a nil response or any element of the response gives cause for major concern.

15. Quality Control

Audits Weighting 4%

Please provide details of the audit process you would undertake at Perth College UHI.

Your response should include but not be limited to:

- Frequency and purpose of the audits including quality audits, food safety audits, health and safety audits, financial audits, monitoring of delivery against KPIs, customer surveys;
- Details of personnel involved in the audits.
- Description of the audit process.
- Details on how the audit information will be reported to the College.
- Details of how resulting action plans will be implemented and by whom.

This question will be evaluated and scored using the scoring methodology below:

Scoring Methodology

Good	3	The response fully meets the requirement and demonstrates Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services. The response identifies factors that will offer potential added value, with evidence to support the response.
Acceptable	2	The response addresses most of the key points in detail OR the Tenderer has provided all the key points but lacks detail in answering the question fully. The response provides confidence that the supplier is capable of supplying the required equipment/service to the satisfactory level.
Minor Concerns	1	Satisfies the requirement with minor reservations. Considerable reservations of the Tenderer's relevant ability, understanding, experience, skills, resource & quality measures

		required to supply the goods / services, with little or no evidence to support the response.
Major Concerns	0	The Tenderer has failed to address the question, submitted a nil response or any element of the response gives cause for major concern.

16. Customer Requirements

Healthy Eating and Welfare Agenda Weighting 3%

What meets the Healthy welfare and eating agenda?

This question will be evaluated and scored using the scoring methodology below:

Scoring Methodology

Good	3	The response fully meets the requirement and demonstrates Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services. The response identifies factors that will offer potential added value, with evidence to support the response.
Acceptable	2	The response addresses most of the key points in detail OR the Tenderer has provided all the key points but lacks detail in answering the question fully. The response provides confidence that the supplier is capable of supplying the required equipment/service to the satisfactory level.
Minor Concerns	1	Satisfies the requirement with minor reservations. Considerable reservations of the Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services, with little or no evidence to support the response.
Major Concerns	0	The Tenderer has failed to address the question, submitted a nil response or any element of the response gives cause for major concern.

17. Sustainability

Reducing the Impact on the Environment Weighting 4%

Please detail your policy and initiatives in relation to the following:

- Sourcing policy for food, beverages, packaging and chemicals.
- Managing your supply chain.

- Manage and reduce food and packaging waste? Please include your Food Waste Recycling Action Plan in your response.
- Energy reduction.
- Ensure water efficiency.

This question will be evaluated and scored using the scoring methodology below:

Scoring Methodology

Good	3	The response fully meets the requirement and demonstrates Tenderer’s relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services. The response identifies factors that will offer potential added value, with evidence to support the response.
Acceptable	2	The response addresses most of the key points in detail OR the Tenderer has provided all the key points but lacks detail in answering the question fully. The response provides confidence that the supplier is capable of supplying the required equipment/service to the satisfactory level.
Minor Concerns	1	Satisfies the requirement with minor reservations. Considerable reservations of the Tenderer’s relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services, with little or no evidence to support the response.
Major Concerns	0	The Tenderer has failed to address the question, submitted a nil response or any element of the response gives cause for major concern.

18. Community Benefits and Added Value

**Curriculum and Community Initiatives
Weighting 3%**

Please detail what curriculum and community-based initiatives you will deliver as part of this contract.

Within your response please include timelines, dates and people responsible.

Please note that these initiatives should not attract any cost. The College will expect these initiatives to be implemented as part of the contract and will form part of the performance measurement of the contract.

This question will be evaluated and scored using the scoring methodology below:

Scoring Methodology

Good	3	The response fully meets the requirement and demonstrates Tenderer’s relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services. The
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		response identifies factors that will offer potential added value, with evidence to support the response.
Acceptable	2	The response addresses most of the key points in detail OR the Tenderer has provided all the key points but lacks detail in answering the question fully. The response provides confidence that the supplier is capable of supplying the required equipment/service to the satisfactory level.
Minor Concerns	1	Satisfies the requirement with minor reservations. Considerable reservations of the Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services, with little or no evidence to support the response.
Major Concerns	0	The Tenderer has failed to address the question, submitted a nil response or any element of the response gives cause for major concern.

**19. Community Benefits and Added Value
Work Placements and Apprenticeships
Weighting 3%**

In addition to the objectives set in Section 2.11 – Work Placements and Apprenticeships within the Scope of Requirements, what student education and employability initiatives will you deliver as part of this contract?

The College will expect these initiatives to be implemented as part of the contract and will form part of the performance measurement of the contract.

This question will be evaluated and scored using the scoring methodology below:

Scoring Methodology

Good	3	The response fully meets the requirement and demonstrates Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services. The response identifies factors that will offer potential added value, with evidence to support the response.
Acceptable	2	The response addresses most of the key points in detail OR the Tenderer has provided all the key points but lacks detail in answering the question fully. The response provides confidence that the supplier is capable of supplying the required equipment/service to the satisfactory level.
Minor Concerns	1	Satisfies the requirement with minor reservations. Considerable reservations of the Tenderer's relevant ability, understanding, experience, skills, resource & quality measures required to supply the goods / services, with little or no evidence to support the response.

Major Concerns	0	The Tenderer has failed to address the question, submitted a nil response or any element of the response gives cause for major concern.
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1. Form of Tender

Please complete “**Appendix A – Form of Tender**” if applicable in the Technical Questionnaire in PCS-Tender.

This information should only be submitted if applicable. It is for information only and will not be scored.

2. Freedom of Information

Please complete “**Appendix B – Freedom of Information**” if applicable in the Technical Questionnaire in PCS-Tender.

This information should only be submitted if applicable. It is for information only and will not be scored.

3. Supply Chain Code of Conduct

Please complete “**Appendix D – Supply Chain Code of Conduct**” in the Technical Questionnaire in PCS-Tender.

Tenderers are encouraged to complete the Supply Chain Code of Conduct. It is for information only and will not be scored.

Commercial Questionnaire

Please complete Appendix C - **Pricing Schedule** in the Commercial Questionnaire on PCS-T.

Pricing shall be submitted with the appropriate naming convention.

The maximum marks available for this part of the tender will be 30%, which will be split into the following:

Scoring Methodology

The pricing submission will be scored on the following basis:

Example:

The lowest total price (i.e. sum of all elements within the service scenarios) will receive the full marks with the remaining Tenderers being scored on a pro-rata basis.

The calculation used is for the following:

Supplier 1 Score = $\frac{\text{Lowest Tender Price}}{\text{Tenderer's Tender Price}} \times 30$ (Maximum available marks)

Supplier 2 Score = $\frac{\text{Lowest Tender Price}}{\text{Tenderer's Tender Price}} \times 30$ (Maximum available marks)

Supplier 3 Score = $\frac{\text{Lowest Tender Price}}{\text{Tenderer's Tender Price}} \times 30$ (Maximum available marks)

For each scenario if three Tender responses are received and Tenderer A has quoted £30,000 as their total price, Tenderer B has quoted £50,000 and Tenderer C has quoted £60,000 then the calculation will be as follows:

The total commercial scores will combine each score from the individual scenarios as follows:

Tenderer A final score: 30

Tenderer B final score: 18

Tenderer C final score: 15

Contract Strategy Form

Paper 7

Lead College Representative (Stakeholder)	Catherine Etri	
Lead Department	Associate Principal /SMT	
UIG Group	Name	Department
	Catherine Etri	Associate Principal
	Ian Gibb	Food Studies and Hospitality Sector Manager
	Amanda Mackenzie	Head of Procurement (UHI)
	Charyleen Emslie	Procurement Manager
	Tracy Robertson	Procurement Assistant
	Henry Nicholson	Financial Accountant
	Michaela Asisten	HISA
Evaluation Group	Name	Department
	Catherine Etri	Associate Principal
	Ian Gibb	Food Studies and Hospitality Sector Manager
	Gareth McKenna	Head of Business Development
	Charyleen Emslie	Procurement Manager
	Henry Nicholson	Financial Accountant
Title of Purchase	The Provision of an outsourced Catering Service – CS-PC-11581	
Description	<p>The college require a catering provider to deliver a diverse and sustainable catering service to their staff and students – approx.</p> <p>Due to the multicultural student population and the sustainability obligations of the college it is imperative that a diverse and sustainable service is delivered over our 5 outlets across the Perth Campus.</p> <p>In addition to the student and staff provision the college requires hospitality to service events either internally or booked by an external client and ASW.</p>	
Budget	Annual	

	<p>£ Students i.e. Summer School, Commercial Courses etc. (Income Generation) £ External Hospitality (Income Generation) £ Internal Events & Meetings</p>		
Value of Contract	Annual	Total Value (Annual x Duration)	
	Est. Cost of the Contract to Perth College	16/17 - £49k 17/18 - £95k 18/19 - £59k	
Budget Approval (Finance Manager)	Henry Nicholson - Finance		
Contract Duration	4 years with the option to extend for 2 years in 12-month blocks.		
Current Contract (if applicable)	Supplier	Year	Spend
Spend = Internal and External Hospitality (Income generation) Equipment Equipment repair and maintenance Total cost to the College = Cost of contract – Internal Issues	Sodexo	15/16	£122,850
		16/17	£121,040
		17/18	£101,606
		18/19	£126,328
	Supplier	Year	Total cost to the College
	Sodexo	16/17	£49,186 plus VAT (tbc)
		17/18	£94,966 plus VAT (tbc)
		18/19	£59,088 plus VAT (tbc)
Reason for project e.g. current contract due to expire, new requirement	<p>The College has been operating the current catering services provision with Sodexo as a sole supplier since the last review in 2004. This was a 5-year contract and has since been continually rolled over on an annual basis. Due to market availability and the value of the contract, the current arrangement is non-compliant under the new EU Procurement Directives 2014 and therefore needs to be retendered.</p> <p>There is a 90-day notice period required for termination of the current contract and any new contract would need to be in place by the start of July 2020 at the very latest. This would allow for the new supplier to embed the facility somewhat before the new intake of students in August/September.</p>		
Process to progress tender e.g. stakeholder consultation involvement of other dept e.g. Facilities	<p><u>UIG Creation</u></p> <p>Create a UIG ensuring all relevant members of staff and student representation is in attendance to provide the expertise are on hand to complete the tender and contracting process. The following areas have been identified:</p> <p>Procurement Facilities</p>		

Finance
Events
Student Development
Hospitality

Develop Tender Documents

Specifications and tender documents will be developed by both procurement and the lead stakeholders with UIG input and shared with all internal interested parties to ensure completeness and correctness.

Ensure the specification covers the following:

- Staff and Student numbers
- Outlet Details
- Training requirements
- Curriculum and onsite training support
- Events Partnership
- Equipment (light and heavy) and Equipment Maintenance
- Student Engagement
- Opening Times
- EPOS and EPOS Maintenance
- Deep cleaning requirements and frequency
- Internal and External Hospitality Requirements
- PVG requirements

Ensure the Pricing Schedule covers the following:

- Perth College financial backup
- College Return
- Management Fee
- VAT Liability (whole life costing)
- Internal Hospitality Breakdown – at cost plus labour
- External Hospitality Breakdown – at cost plus labour and max. 35% mark up
- Current Price List (student tariffs)
- Marketing responsibilities

Evaluation will be based on (cost less return):

- Management Fee
- Internal and External Hospitality Costs
- Top 100 items
- VAT Liability
- College Return
- Income Share

Tender Process

The tender will be carried out through the Framework and will be advertised through the Mini Comp module on Public Contracts Scotland Tender.

Site Visit

The college will offer all interested bidders an opportunity to explore all catering outlets at Perth College. This will provide the bidders with further understanding of the layout, size, location and

	<p>the way in which they currently operate. By doing this we should receive more realistic bids.</p> <p>Site visits will take place 1 week after the tender has been published and between the hours of 10-1pm to allow bidder to see the service operate over the busy periods.</p> <p><u>Evaluation</u></p> <p>Evaluations will be conducted by selected members of the UIG. It would be unrealistic to have all UIG members evaluating.</p> <p>Supplier presentations including Q and A's will form part of the evaluation.</p> <p>Food presentations will take place as the UIG feel this brings value to the evaluation.</p> <p>It is important that student and staff tariffs are included in the commercial evaluation (using top 100 items for example).</p> <p>Consider evaluation weighting as follows:</p> <p>60% Technical Implementation – 6% Contract Management – 9% Quality Control – 9% Operational Delivery – 15% Customer Requirements – 15% Sustainability and CSR – 6% 40% Commercial</p> <p><u>Debrief and Award</u></p> <p>In-depth debriefs will be provided to all unsuccessful bidders and the award will be published in the European Journal as per Procurement Regulations. Award can take place no later than May 2020.</p> <p><u>Mobilisation</u></p> <p>A robust contract mobilisation plan will be in place to ensure seamless implementation is achieved. Bidders will be asked to provide a robust mobilisation plan within the technical evaluation covering each step of the implementation of this contract, timelines and responsibilities.</p> <p>It is imperative that the mobilisation commences at the start of June 2020. The College will oversee this process with frequent mobilisation meetings involving the new and incumbent provider.</p>
<p>Customer Feedback</p>	<p>A survey was sent to all Perth College Students and staff asking about the current service provision. The feedback from the survey has been useful to gather information in regard to the current uptake of the service and for feedback to use in the retender. The key areas that were highlighted in the survey to be improved were:</p> <ul style="list-style-type: none"> • Quality of food and service

	<ul style="list-style-type: none"> • Choice of food offerings including vegetarian/vegan • Price • Consistency of quality and service over all outlets • Visibility of allergen information 		
Market Research e.g. no of suppliers, pricing strategy, services/product available	Current contenders on the Framework: <ul style="list-style-type: none"> • Sodexo (incumbent) • Gather and Gather • Mitie • Aramark • Aspens Services Ltd • CH & Co Catering Group • Compass Group • Baxter Storey • Elior UK <p>All providers currently have Scottish Sites.</p> <p>All providers offer agency catering agreements covering outlet catering, hospitality and vending.</p>		
Route to market	Use framework <input checked="" type="checkbox"/>	College Tender <input type="checkbox"/>	EU Tender <input type="checkbox"/>
	Where EU tender, state process: Open <input type="checkbox"/> Restricted <input type="checkbox"/> Competitive Dialogue <input type="checkbox"/>		
	Where framework available and not using – please provide reason		
Sustainability	<u>Environmental</u> Set targets for waste reduction and use of IMC Waste Station. Ask Sodexo for food waste stats (chef’s eye). https://www.moveforhunger.org/the-environmental-impact-of-food-waste/ Zero single use plastics Campus or carbon neutral. There is a requirement for institutions to consider and put in place measure to tackle single use plastic. Consider the reduction on meat content within foods for example setting meat content percentages, having a vegan only outlet etc. https://www.theguardian.com/environment/2018/dec/21/lifestyle-change-eat-less-meat-climate-change <i>“In October, scientists warned that huge reductions in meat eating are required if the world is to stave off dangerous climate change, with beef consumption in western countries needing to drop by 90%, replaced by five times more beans and pulses.”</i> Increased use of cookery and cutlery in all outlets. Introduce charges for all disposables. Technical Question on management of recycling and recycling techniques. Through the planning, tendering, evaluation and mobilisation period plan meeting effectively to reduce unnecessary travel requirements and allow for video conferencing.		

	<p><u>Social</u></p> <p>Set targets for modern apprentices and student placements.</p> <p>Open question to be included within the tender requesting social added value.</p> <p>Include the Supply Chain Code of conduct and ensure the successful bidder signs up.</p> <p>Ensure all bidders have a modern slavery statement (where relevant).</p> <p><u>Economic</u></p> <p>Deliver a best value catering service to students and staff. Ensure tariff break down forms part of the commercial evaluation and not just the technical evaluation.</p> <p>Stipulate within the tender value meal price caps i.e. £3 meal deal and £1 Pot.</p> <p>Consider include investment options for bidders however investments can be hard to evaluate. Instead consider stating that a percentage of the return to the College will be used for investment within the contract.</p> <p>Living Wages providers</p> <p><u>General</u></p> <p>To cover all areas of sustainability, ensure the successful bidders completes the APUC Ltd Sustain Self-Assessment Tool. Make bidders aware of this in the tender documentation and explain what Sustain is.</p>
<p>Community Benefits and Added Value What Community Benefits and Added Value could be achieved through this Contract? Please refer to Appendix L – Community Benefits Examples of the tender documents for assistance.</p>	<p>Allow for a Community Benefits and Added Value questions in the Technical Evaluation to ask bidders to offer.</p> <p>In addition, it will be stipulated with the tender that the college will be looking to work in partnership with the successful bidder in providing curriculum support in the form of practical training within the Food Court @ Brahan. This is in place currently with Sodexo and the college is keen to continue and grow this. A tender question will be included in the tender asking bidders their proposal for this.</p>
<p>Life Cycle Costing (completion required)</p>	<p>All costs included in this contract – waste, gas, electricity, water, equipment, maintenance of equipment, VAT, Commercial Events Hospitality, Student Vouchers, Internal events and meetings Hospitality.</p>
<p>Data Privacy Impact Assessment (completion required where personal data will be shared with</p>	

the successful bidder and/or the successful bidder will be given access to personal data)



**DATA PRIVACY
IMPACT ASSESSMENT**

Catering staff (management level) have access to the College email system.

Any risks associated with project

Stakeholder Engagement

There is a risk that the correct stakeholders will not be involved in the development of the specification and tender document and critical services and/or are not covered. – A robust User Group must be set up including all relevant areas in the college, most importantly student representation.

Market Engagement

It is important to understand how the market operates. We need to know what changes there have been in the marketplace, the number of potential bidders, pricing structures, innovation etc. This can be achieved by engaging with our incumbent and other Framework Suppliers. Procurement will also liaise with other Institutions who have recently been through the same process.

Bids Received

City of Glasgow College are running a Catering Tender to the same timelines as Perth College and this could cause a risk to us in regard to the number of bids received as this is a larger contract and could be more appealing to bidders.

Hidden Costs

Hidden costs maybe included within the bid. – provide a fully detailed costing structure for the bidders to complete at the tender stage. It is important this time around that we include tariffs within the commercial evaluation and also the VAT implications to the College.

Lack of Customer Focus

The successful bidder may be providing catering services to multiple organisations at the same time therefor they may lack complete focus to this contract. – Ensure appropriate personnel are assigned to this contract with robust contract management processes in place to ensure focus is on this contract at all times.

Lack of Historic Data

There is a risk that the incumbent supplier will not provide the appropriate trading information to allow bidders to financially forecast turnover. TUPE information will also be required however it is a legal obligation for Sodexo to provide accurate TUPE information. – A request must be made to Sodexo at the earliest convenience to provide trading figures and TUPE information. Procurement also reach out to the marketplace to identify what the appropriate level of trading information required.

Historic Information Requirements to be included in the tender:
At least 1 full year trading figures broken down to each outlet including Food Court @ Brahan, Brahan Shop and Costa, Goodlyburn/Webster Building, Hospitality,

	<p>TUPE (including length of service, living wage, pension liability, holidays, sick pay etc.) Equipment – Light and Heavy</p> <p><u>Contract Mobilisation</u> A robust contract mobilisation plan must be in place to ensure seamless implementation is achieved – request a mobilisation plan (covering each step of the implementation of this contract, timelines and responsibilities) from the bidders within the technical evaluation and score according to its quality.</p> <p><u>Exit of incumbent</u> Risk of Sodexo not supplying appropriate information, removing assets which belong to the college, taking valuable staff member with them. – Review Sodexo’s Exit Strategy and meet with them to ensure they know what is required from them and confirm the notice period.</p>
<p>Have the following checks been considered and carried out where necessary?</p> <p>Be advised that it is the Stakeholders responsibility to carry out these checks, where applicable. If the answer to the question is no, the Procurement Service will not be responsible for carrying out these checks and the Stakeholder accepts full responsibility.</p>	
<p>Health & Safety i.e. Risk assessments and Method Statements</p> <p>Required for projects which hold a Health and Safety risk such as window cleaning, grounds maintenance etc. Further advice should be sought from the Colleges Health and Safety Manager.</p>	<p>Yes</p>
<p>Disclosure Scotland / PVG</p> <p>Applicable where requirements involve the suppliers/contractors may come in to contact with vulnerable groups. Further advice should be sought from our HR Department.</p>	<p>Yes</p>
<p>IR35 / Off Payroll Working</p> <p>Where the nature of the services being delivered is that of an Employer/Employee relationship i.e. Consultant, Interpreter, Training Provider etc. the HMRC Employment Status for Tax tool must be completed and guidance must be provided within the Tender Document and Contract Notice. (https://www.tax.service.gov.uk/check-employment-status-for-tax/setup)</p>	<p>No</p>
<p>General Data Protection Regulations (GDPR)</p> <p>Where the handling of Personal Data is a core function of any service to be provided suppliers must complete a GDPR Contractor Assurance Assessment as part of their tender submission. A Privacy Impact Assessment must be carried out (see above). Further advice should be sought from our DPO.</p>	<p>Yes - Student complaints with student contact details.</p>




<p>Any lessons from previous projects?</p>	<ul style="list-style-type: none"> • Contract Management Process • Visibility of costs • Waste Reduction • Opening Times – Term time & Non terms time (reduced service) • Service disruption i.e. adverse weather, strikes etc. • Accounting Management Information – Breakdown
---------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

	<ul style="list-style-type: none"> • Providing accurate historic data
Benefits and/or Anticipated Savings	<ul style="list-style-type: none"> • Compliance to procurement legislation • A viable solution that meets or exceeds the statement of requirements • Price stability over the contract term • Opportunity to grow the service • Opportunity to increase external Hospitality service and income through partnership with ASW • Potential BT1 savings. • Potential for BT14 Sustainability Savings. • Potential to address Fair Work Practices Act 2015. • Potential to secure Added Value Services.

Risk Scoring Matrix		The follow matrix should be completed to determine the risk level the contract.			
Risk Category	Explanation	Scores			Score
		1	2	3	
Reputational	What level of impact, would a failure by the supplier have on the College?	Isolated complaints; no or routine enquires coverage; No impact on reputation	Significant complaints; Local media interest and minor effect on local communities perception of the College	Loss of credibility key stakeholders; Extensive adverse local and national media coverage; External intervention and/or legal action; Significant loss of trust.	3
Service Delivery	What level of interruption could result from a failure of the supplier?	Minor disruption to services	Some short term disruption to services. Additional costs incurred.	Significant sustained disruption to critical services. Significant costs incurred.	2
Compliance	What is the level of impact, if the supplier fails to deliver?	Failure to meet internal standards or service level agreements	Censure by regulator; Failure to meet recommended best practice	Intervention by regulator; Serious breach of legal or contractual obligation.	3
Complexity of works, goods or services being bought	How complex are the works, goods or services being purchased?	Standard specification or design. Mature competitive marketplace. Numerous providers.	Bespoke specification or design. Competitive marketplace. Limited or specialist providers.	Complex or innovative specification or design. Restricted marketplace. Very specialised providers or cutting edge technical solutions.	1
Complexity of procurement process	How complex is the process/What process is being used?	Mainly price only. Simple quotation process or use of Quick Quote.	Tender process on price and quality. Standard processes such as Open, Restricted, Negotiated.	Tender process on price and quality. Complex processes such as Competitive Dialogue, Dynamic Purchasing, Partnerships, E-auction	2
				Combined Score	11
				Average Score	2.
				Overall Risk Score	2

Financial Risk Scoring Matrix	The follow matrix should be completed to determine the Financial risk level the contract.
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Risk Category	Explanation	Scores			Score
		1	2	3	
Financial	What is the overall value of the contract? This should be for the full term of the contract.	All contracts up to £50,000	Procurement (Scotland) Regulations 2016 Goods and services from the value of £50,000 up to £181,302; works up to £4.5m (Procurement (Scotland) Regulations 2016)	Public Contracts (Scotland) Regulations 2015 Goods and services over £181,302; works over £4.5m	3

<p>Contract Management Route</p> <p>3 – High 2 - Medium 1 – Low</p>	<p>The following risk levels have been identified:</p> <p>Risk Level – Value Level – 3</p> <p><u>Matrix</u></p> <table border="1" data-bbox="852 360 1161 533"> <tr> <td></td> <td>H</td> <td>M</td> <td>L</td> </tr> <tr> <td>Risk</td> <td>H</td> <td>M</td> <td>L</td> </tr> <tr> <td></td> <td>L</td> <td>M</td> <td>H</td> </tr> <tr> <td></td> <td colspan="3">Value</td> </tr> </table> <p><u>Route</u></p> <p> Routine  Managed  Strategic</p> <p>Management Route - Strategic</p>		H	M	L	Risk	H	M	L		L	M	H		Value		
	H	M	L														
Risk	H	M	L														
	L	M	H														
	Value																
<p>Contract Management Process e.g. quarterly review meetings, KPI monitoring etc.</p>	<p>A Strategic Contract Management Route will be applied to this contract.</p> <p>The requirements are as follows:</p> <ul style="list-style-type: none"> • Quarterly and Annual submission of Management Information • Monthly Contract Management Meetings held between lead stakeholders and the contractor • Annual Contract Management Reviews held between the stakeholder group and the contractor • Quarterly management and monitoring of contractor performance against agreed KPI's • Gather 360 degree User Feedback on Contractor/User/Procurement performance which will be utilised/addressed in Contractor review meetings • Maintain and manage all risks and opportunities identified for the agreement • Assess and regularly monitor supplier performance against a balanced scorecard • Monitor performance of the Agreement <p>The following KPI's will be monitored throughout the life of the contract:</p> <ul style="list-style-type: none"> • Service Provision • Food Quality and Presentation • Allergy Management • Waste Management 																

	<ul style="list-style-type: none"> • Health & Safety – adherence with risk assessment and method statement; accidents; incidents • Administration – Invoice accuracy <p>The contract will be managed by Facilities with Procurement assistance.</p> <p>The stakeholder group will initially be involved in any contract mobilisation.</p>
Project Implementation	Key Completion Date
Task	
UIG Creation	February 2019
Market Research	August - Oct 2019
Budget Approval	November 2019
Complete Project Strategy	December 2019
Specification	Dec-Jan 2020
Tender Development	Dec-Jan 2020
Advertise Tender on Public Contracts Scotland (PCS)	6 March 2020
Site Visit	w/c 16 th March 2020
Tender Return	10 April 2020
Evaluation Period	13 April - 4 May 2020
Recommendation Report	May 2020
Supplier Appointment	May 2020
Notify Sodexo of Contract	
Contract Implementation (pre meeting, etc.)	Jun – Jul 2020
Contract Commencement	August 2020
Contract Management	Jun 2020 – Jul 2026
Contract End	July 2026
Contract Revisit e.g. 6 month prior to end date	July 2025

Strategy Completed by	
Name	Charyleen Emslie
Job Title	Procurement Manager
Date	December 2019
Signature	
Any further action or comment:	

Stakeholder Authorisation	
Authorised by	
Name	Catherine Etri
Job Title	
Date	
Signature	
Any further action or comment:	

Stakeholder Authorisation	
Authorised by	
Name	Ian Gibb
Job Title	
Date	
Signature	
Any further action or comment:	

Stakeholder Authorisation	
Authorised by	
Name	Gareth McKenna
Job Title	
Date	
Signature	
Any further action or comment:	

Perth College UHI

Paper 8

Committee	Finance & General Purposes Committee
Subject	HR Update
Date of Committee meeting	04/03/2020
Author	Katy Lees, Head of HR & Organisational Development
Date paper prepared	26/02/2020
Executive summary of the paper	Update on key HR issues for the period to end January 2020
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)	
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please 	

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provide further information	
<u>Equality and diversity</u> Yes/ No If yes, please give details:	Yes, reference to mainstreaming requirements
Island communities Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	No
<u>Data Protection</u> Does this activity/ proposal require a Data Protection Impact Assessment?	No
Status (e.g. confidential/non confidential)	Non-Confidential
Freedom of information Can this paper be included in "open" business?*	Open Business

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

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

For how long must the paper be withheld? [Click or tap here to enter text.](#)

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

and

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

F&GP Committee HR&OD Update

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

Date: 26 February 2020

Staff Conference Day

The last staff conference took place on 12 February with a digital focus. The next Staff Conference Day in June will have a theme of Wellbeing.

National Bargaining

Lecturers

We are in conversations with the final 6 members of staff who are due retrospective permanisation and conversations have been held with Sector Development Directors and relevant managers about future permanisation of lecturing staff so that appropriate planning can be put in place.

Support

New pay scales incorporating the NJNC agreed pay increases for April have been approved and are being shared with UNISON at the next local JNC meeting in March.

Equality and Diversity

The Mainstreaming report was circulated to the EDIT committee and CMT for review and comment and a final version is currently being proof read with a view to being published imminently.

Health, Safety and Wellbeing

Sickness Absence Statistics

Please note that in the September 2019 F&GP report the cumulative sickness absence data comparison for 2017-2018 compared with 2018-2019 had incorrect figures for 2017-2018. The correct figures are below.

	2018-19			2017-18		
	Total sick days	Average sick days per head	% working time lost	Total sick days	Average sick days per head	% working time lost
Total	2,934	5.19	3.1%	6,824	14.58	6.23%

Please find below college sickness absence information for the academic year 2019/20

	Cumulative (Aug 19 - Jan 20)		
	Short Term Sick Days	Long Term Sick Days	Total
Management	14	0	14
Support	1244.5	779	2023.5
Academic	276	451	727
Total	1534.5	1230	2764.5

As can be seen our total sickness absence rate are likely to exceed the total sickness absence seen in 2018-2019. Based on the current level current rates if absence remains at the current levels we are looking at approximately 5,500 days due to sickness absence. 2 members of staff who were on long term sickness absence returned to work in January 2020.

The college continues to get advice and support about long term sickness absence or any absence related to stress management from our Occupational Health provider and a monthly clinic will normally see 4 members of staff, however, we have increased this for February to allow 6 staff members to be seen.

Organisational Development

The College has recently asked all staff to ensure that they have completed a number of their mandatory trainings. Specifically we have asked them to complete those on the Marshall's platform which cover the following areas. If a member of staff completed this training more than 3 years ago they were asked to redo the training. The table below shows progress to date. There is still work to do to ensure appropriate compliance but you can see the level of improvement to date.

Course name	Completed at		
	29/01/2020	17/02/2020	25/02/2020
Bribery Act v.1	28%	56%	58%
Bullying and Harassment Part 1 v.1	20%	50%	53%
Data Protection (GDPR) v.1	32%	58%	61%
Diversity in the Workplace v.1	18%	48%	51%
Health and Safety Part 1 v.1	17%	40%	43%
Health and Safety Part 2 v.1	18%	47%	50%
Safeguarding in FE Colleges v.1	21%	49%	52%
Stress Management for All Staff v.1	23%	51%	53%

Turnover

Employee turnover refers to the proportion of employees who leave an organisation over a set period (often on a year-on-year basis), expressed as a percentage of total workforce numbers

At its broadest, the term is used to encompass all leavers, both voluntary and involuntary, including those who resign, retire or are made redundant, in which case it may be described as 'overall' or 'crude' employee turnover. It's also possible to calculate more specific breakdowns of turnover data, such as redundancy-related turnover or resignation levels, with the latter particularly useful for employers in assessing the effectiveness of people management.

Overall staff turnover is calculated using the following calculation

$$\frac{\text{Total number of leavers over period}}{\text{Average total number employed over period}} \times 100 = \text{Overall staff turnover}$$

The turnover figures for previous years at Perth College UHI are set out below and are overall employee turnover.

Key Performance Measure	2018/19	2017/18	Movement
Staff Turnover	15.4%	18.0%	Better by 2.6%

Considerations for moving forward include:

- All leavers are included, including expiry of fixed term contracts.

- If a member of staff has 2 contracts within CIPHR then this will mean that they are down as 2 individuals, and if they subsequently leave one of these roles this will mean that they are down as a leaver. This will skew the data, streamlining the data so that it is only when a person fully leaves all of their roles in the organisation would mean that the data is not comparable to previous years overall figures.
- Calculating overall turnover mid-year does mean that the figures are not comparable as there are peak times in the year when staff may leave the organisation such as at the end of a semester.

For consideration:

Current overall turnover for 2019/2020 (August 19 – January 20) currently stands at 11%, however this includes a number of hourly paid contracts which have been ended due to staff not working for over a year.

A review of departmental turnover rates will be carried out and the information will be shared with the Senior Management Team, highlighting any areas of concern.

Perth College UHI

Paper No. 9

Committee	F&GP Committee
Subject	Procurement Strategy
Date of Committee meeting	27/11/2019
Author	Charyleen Emslie, Procurement Manager
Date paper prepared	01/10/2019
Executive summary of the paper	<p>The following paper details the Perth College Procurement Strategy for the period Dec 2019-Dec 2021.</p> <p>The current strategy (2016-2019) is due to expire this year and therefore a new strategy has been created that will address the anticipated procurement related issues for the following 2 year period. The next strategy will then align with the new Strategic Plan that is due to be published in 2021.</p> <p>The Procurement Strategy links to the Colleges Strategic plan and details the aims and actions the Procurement team will take to support the delivery of the corporate aims.</p>
Consultation How has consultation with partners been carried out?	<p>Click or tap here to enter text.</p> <p>n/a</p>
Action requested	<p><input type="checkbox"/> For information only</p> <p><input type="checkbox"/> For discussion</p> <p><input type="checkbox"/> For recommendation</p> <p><input checked="" type="checkbox"/> For approval</p>

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<p>Resource implications (If yes, please provide details)</p>	<p>No</p>
<p>Risk implications (If yes, please provide details)</p>	<p>No Click or tap here to enter text.</p>
<p>Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with:</p> <ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information 	<p>This strategy succeeds the 2016-2019 Procurement Strategy. It defines and sets out objectives to deliver the most effective procurement processes to support the aims of the College's Strategic Plan (2016-2021).</p> <p>An action plan defines specific tasks that will deliver the Strategic Plan aims.</p> <p>The strategy also supports the compliance to legislative regulations such as Procurement Reform Act 2014 and GDPR 2018.</p> <p>The strategy also supports procurement risk management and effective contract management processes to mitigate risk to the college and maximise cash and non cash efficiencies.</p>
<p><u>Equality and diversity</u> Yes/ No If yes, please give details:</p>	<p>No</p>
<p>Island communities Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?</p>	<p>No If yes, please give details: Click or tap here to enter text.</p>

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<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.

<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.

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

and

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

Procurement Strategy

2019-2021

Also available in large print (16pt)
and electronic format.

Ask Student Services for details.

www.perth.uhi.ac.uk

Perth College is a registered Scottish charity, number SC021209.



Version Control History

Version Number	Date of Change	Summary of Revisions Made
5	November 2017	Major revision
6	January 2020	Major revision

Perth College Procurement Strategy 2019-2021

1. Purpose

1.1 Perth College UHI Vision, Mission and Values

In 2016, Perth College UHI set its five-year Strategic Plan (2016-2021) with a vision to be an inspirational partner in economic and social transformation.

Our mission is to change lives through excellence in education, research and innovation, developing knowledge and skills and the experience to succeed through the following aims:

- Inspire and empower our students, regardless of background, to recognise and achieve their potential.
- Work in partnership to foster and drive positive change and growth in local, regional, national and international economies.
- Provide dynamic learning and research experiences within a curriculum that meets economic and societal needs and aspirations.
- Optimise the sustainable use of our systems, processes and resources to provide the best possible student experience and outcomes.
- Have talented, confident and inspirational staff who contribute to and make a vital difference to the success of the students, the life of the College, the University and our communities.

The core values which underpin our vision, mission and aims are ambition, integrity and respect.

2. Scope

2.1 Introduction

This strategy succeeds the 2016-2019 Procurement Strategy. It defines and sets out to deliver the most effective procurement processes to support the aims of the College's Strategic Plan (2016-2021).

This strategy also aligns closely with the UHI Strategic Plan and the Scottish Funding Council's key strategic outcomes as detailed in the Highlands and Islands Regional Outcome Agreement.

This strategy has been designed to ensure legislative compliance with the EU Procurement Directives 2014, the Procurement Reform (Scotland) Act 2014, the

Version/Status: 1	Title: Procurement Strategy	Owner: Procurement
Approved By/Date:		Lead Author: Procurement Manager
Effective Publication Date:		Review Timing/Date: Annual/August 2020
Title: Procurement Strategy 2019-2021		Owner: vice Principal
Version/Status: 6		Lead Author: Head of Finance
Approved By/Date: F&GP/tbc		Lead Editor: Procurement Manager
Effective Publication Date: tbc		Review Timing/Date: bi-annual/2021

General Data Protection Regulations 2018 and other relevant legislation. Due to political uncertainty the strategy also prepares us for the potential impacts of Brexit and how we mitigate the associated risks. It embeds and supports the Scottish Government's overarching strategic outcomes as outlined by Public Procurement in Scotland (PPS).

These strategic outcomes include accelerating the pace of change and the delivery of benefits and embedding public policy strategic aims into our core business.

Best value procurement will:

- be transparent
- be driven by desired results
- create the most economically advantageous balance of quality and cost
- reduce the burden on administrative and monitoring resources
- lead to simplified or routine transaction.
- encourage open and fair competition
- follow all appropriate regulations and legislation.

The key elements of the legislation require the college to:

- maintain a public contract register on our external website
- meet the sustainable procurement duty
- ensure suppliers are correctly handling and storing data in GDPR regulations
- contracts mitigate risk from Cyber Essentials
- have the facility to provide an E-Invoicing functionality

On 1st May 2019 MPs declared a climate and environment emergency, in response the sector launched a Climate Commission for UK Higher and Further Education to catalyse action to create real impact and drive change to achieve the UK Government target of net zero emissions on all Green House Gas emissions by 2050 under the 2008 Climate Change Act.

The College Procurement function will be called upon to produce data, increasingly through interaction with supply chains, to support reporting requirements of the climate emergency. The College commit to supporting the Climate Commission agenda and the wider legislative Climate Change requirements.

The successful implementation of this strategy requires staff involved in the procurement of goods and services to work in partnership with the Perth College Procurement Team and collaboratively with partners across the wider education and public sector. By working in partnership, the implementation of this strategy will significantly contribute to the future sustainability of the College and enhance our students' learning experience through the reinvestment of resulting savings and efficiencies from our procurement activities.

Version/Status: 1	Title: Procurement Strategy	Owner: Procurement
Approved By/Date:		Lead Author: Procurement Team
Effective Publication Date:		Review Timing/Date: Annual/August 2020

2.2 Context

The institutional spend of Perth College UHI on goods and services is circa £4.8m of which £3.6m per annum is influential spend. Perth College is committed to obtaining value for money in all its transactions, whilst also considering the institution's wider responsibilities in terms of legal, moral, social, economic and environmental impacts.

This strategy sets challenging but realistic goals for the development of our procurement activities over the next two years. The associated Action Plan, Appendix 1, covers this period. This Action Plan will be routinely monitored and updated annually within the lifecycle of this strategy thus maintaining the alignment of our procurement activity with our broader priorities.

This strategy recognises that our procurement practice is based on the Scottish Model of Procurement which sees procurement as an integral part of policy development and service delivery and is essentially about achieving the best balance of cost, quality and sustainability.

A key element of this strategy is reviewing our current process, policies and procedures to align with best practice and enabling our staff to deliver this through effective training and development.

2.3 Formation and Approval of the Strategy

This Strategy has also been informed by the Scottish Procurement's statutory guidance under the Procurement Reform (Scotland) Act 2014 with the support of APUC, the procurement centre of expertise for all of Scotland's colleges and universities.

The Strategy was approved by the College's **F & G Committee** on 4th march 2020 and subsequently published on our website.

2.4 Procurement Policy

Our Procurement Policy sets out the operational framework of how we conduct our procurement activity and is largely based on the Scottish Government's Procurement Journey. This facilitates our regulated procurements being conducted in a legally compliant manner and is consistent with the rest of the Scottish public sector.

3. Key Principles

3.1 Strategic Procurement Objectives

Version/Status: 1	Title: Procurement Strategy	Owner: Procurement
Approved By/Date:		Lead Author: Procurement Manager
Effective Publication Date:		Review Timing/Date: Annual/August 2020
Title: Procurement Strategy 2019-2021	Owner: vice Principal	
Version/Status: 6	Lead Author: Head of Finance	
Approved By/Date: F&GP/tbc	Lead Editor: Procurement Manager	
Effective Publication Date: tbc	Review Timing/Date: bi-annual/2021	

This strategy is aligned with the Procurement Reform (Scotland) Act 2014, which provides a national legislative framework for sustainable public procurement that supports Scotland's economic growth through improved procurement practice. The Act focuses on a small number of general duties on contracting authorities regarding their procurement activities and some specific measures aimed at promoting good, transparent and consistent practice in procurement processes.

The College's strategic procurement objectives as defined below pay regard to the five strategic areas defined by the Public Procurement Reform Board (PPRB): Sustainability, Access, Efficiency and Collaboration, Savings and Benefits and Capability which in turn have been aligned with Scottish Funding Council's strategic aims as further detailed in the Highlands and Islands Regional Outcome Agreement, namely:

- ensuring an efficient regional structure
- delivering high quality and efficient learning
- providing access to people from the widest range of backgrounds
- delivering the right learning in the right place
- creating a developed workforce for the region and
- creating a sustainable institution.

These strategic procurement objectives are:

- a) We will ensure compliance with the general duties and specific measures of the Procurement Reform (Scotland) Act 2014.
- b) We will deliver value for money. Value for money as defined by the Scottish Model of Procurement is not just about cost and quality, but about the best balance of cost, quality and sustainability. We will seek to consistently apply this principle albeit the balance of cost, quality and sustainability will vary for a regulated procurement depending on the commodity, category and market. We will consider the whole-life cost of what is being procured and when applying the above principle of value for money, ensure that we do so in a clear, transparent and proportionate manner in line with the Treaty on the Functioning of the European Union of equal treatment, non-discrimination, transparency, proportionality and mutual recognition and in compliance with the general duties of the Act as well as the sustainable procurement duty.
- c) In compliance with the Procurement Reform Act we will give consideration to the environmental, social and economic issues relating to all regulated procurements and how benefits can be accrued, on a contract-by-contract basis by taking proportionate actions to involve SMEs, third sector bodies and supported businesses in our procurement activities and in so doing benefit not only the College but the wider region. To support compliance with the duty we will endeavour to make use of available tools and systems where relevant and proportionate to the scope of the procurement.

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Lead Author: Procurement Team

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d) We will consult and engage with those affected by our procurement activity in line with the good practice and principles of engagement as detailed in the National Standards for Community Engagement. During each procurement exercise we will consider the community affected by the resultant contract and ensure any affected organisations/persons are consulted for example, impact on service for students. Such consultation will always be on a scale and approach relevant to the procurement in question.

e) We will analyse our third-party expenditure and consider appropriate and effective consultation that aligns individual procurement strategies with our own aims and objectives and in turn their contribution to the National Outcomes as detailed in our Regional Outcome Agreement.

f) We will consider where appropriate the effective use of contract and supplier management to monitor and further improve the regulated procurement contract outcomes.

g) We will conduct all our regulated procurements in compliance with the principles of the Treaty on the Functioning of the European Union; equal treatment, non-discrimination, transparency, proportionality and mutual recognition and will consider early engagement with the supply market where relevant prior to the publication of a contract notice. All regulated procurements will be posted on portals such as Public Contracts Scotland (PCS) and Public Contracts Scotland-Tender (PCS-T) and shall strive to ensure the appropriate use of separate lots with straightforward output based specifications and clear evaluation criteria to ensure the procurement is accessible to as many bidders as possible.

h) We will find practical ways to supply healthy, fresh, seasonal and sustainably grown food which represents value for money whilst improving the health, wellbeing and education of our teaching and learning communities, coupled with promoting the highest standards of animal welfare. We will work to put in place affordable contracts, which meet the nutritional requirements for food for all users of our catering services and will use available good practice and guidance such as "Catering for Change – Buying food sustainably in the public sector".

These strategic Procurement objectives are mapped to those of the Colleges strategic plan as follows:

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Aim 1: Inspire and empower our students, regardless of background, to recognise and achieve their potential.

- We will support Perth College Students Association in Procurement related matters.
- Where students are impacted, we will involve them in the specification writing and the evaluation of tender submissions.

Aim 2: Work in partnership to foster and drive positive change and growth in local, regional, national and international economies.

- We will ensure fair and transparent opportunity for all suppliers including small and medium sized enterprises (SME's), third sector and voluntary organisations.
- We will support the government's directive to drive change through engagement with supported businesses, recognising the positive impact that these have in addressing stubborn inequalities.
- We will embed and promote the APUC Supply Chain Code of Conduct.
- We will ensure that we engage with our local supply chain through formal and informal engagement events to increase their knowledge of competitive tendering opportunities allowing the college to receive more competitive bids and deliver sustainable outputs.
- We will support SMEs by ensuring contract documents are concise and proportionate to the contract value.
- We recognise the importance of paying suppliers promptly on completion of a service or delivery of goods. Late payment is particularly detrimental to SMEs, third sector bodies and supported businesses. We will comply with Late Payment legislation and will review on a contract by contract basis whether such obligations should be enforced throughout a contract supply chain.

Aim 3: Provide dynamic learning and research experiences within a curriculum that meets economic and societal needs and aspirations

- In addition to value for money, we will drive value added services and sustainable benefits throughout our contracts.
- We will encourage and seek opportunities to work with suppliers to provide innovative solutions and products through our contracts that will support dynamic learning, research opportunities and economic needs.

Aim 4: Optimise the sustainable use of our systems, processes and resources to provide the best possible student experience and outcomes.

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- We will review our procurement policies and procedures to align with best practice.
- We will support the enhancement of the learning experience by providing advice and guidance to staff across the organisation in relation to the acquisition of goods and services.
- As an accredited Living Wage employer, we will make specific reference within tender documentation to the Scottish Government's Fair Work Practice guidelines and the requirements of the Modern Slavery Act 2015.
- We will embed sound ethical, social and environmental policies within the College's procurement function to comply with relevant Scottish, UK and EU legislation in performance of the sustainable procurement duty. We will ensure that sustainability criteria are considered as part of each tendering exercise and, where appropriate, evaluated and measured. We will use available tools such as the Flexible Framework and Life Cycle Impact Mapping to ensure that, where appropriate, all environmental, social and economic issues are considered as well as the benefits that can be delivered.
- We will ensure the college will meet the e-invoicing directive by April 2020 in line with EU and national legislative requirements. We will work with internal departments to put a solution in place that links to PECOS and provides a full electronic P2P Process.
- We will support the sourcing of goods that are fairly and ethically traded. Where directly relevant we will make use of appropriate standards and mutual recognition of labels in our procurements.
- We will ensure effective risk management by creating, maintaining and communicating a procurement risk register that identifies procurement related risks such as financial, reputational, legislative and continuity of supply. High risk areas identified will be submitted to the strategic risk register. The risk register will address appropriate control measures to mitigate risk.
- We will work with our internal and external stakeholders to conduct due diligence checks to ensure that our supply chain is compliant with relevant legislation e.g. GDPR and/or Health and Safety. Where proportionate, we will also seek to assess the compliance of subcontractors.

Aim 5: Developing staff to successfully deliver our vision.

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- Through initial induction and ongoing training, we will ensure that all staff who purchase goods and services are aware of the legislative requirements and the College's internal policies and procedures in respect of procurement.
- We will ensure procurement guidance, policies and procedures are up to date and readily available to all staff.
- We will raise awareness of the procurement and tendering process by carrying out procurement awareness training for staff.
- We will seek out professional development opportunities to enrich and enhance experience and capability of procurement staff through regular PRD's and completion of the competency framework.
- We will endeavour to embed the principles of effective contract management across the organisation, providing guidance and training where appropriate, focussing on high spend and high-risk areas.

These objectives are measured and supported in 3 ways; through the Procurement Action Plan within this Strategy (Appendix 1), through our involvement in the Scottish Government's Procurement and Commercial Improvement Programme (PCIP) and through the publication of an Annual Procurement Report (section 7).

3.2 Procurement Report

In accordance with Procurement best practice we will create an Annual Procurement Report, and this will be submitted to the board annually in November to meet the internal sign off procedure.

This report will provide a commentary on the progress of this Strategy and its Action Plan and will contain as a minimum the following:

- A summary of the regulated procurements that have been completed during the year covered by the Report.
- A review of whether these procurements complied with this Strategy.
- The extent that any regulated procurements did not comply, a statement of how we intend to ensure that future regulated procurements do comply.
- A summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year of the Report including for example; apprenticeships completed, curriculum support activities, business support activities, support to communities and resource efficiencies achieved in terms of materials, waste or water.
- A summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the Report.
- A summary of the regulated procurements we expect to commence in the next 2 financial years.
- Such other information as the Scottish Ministers may by order specify and where applicable that demonstrate compliance with other legislation that places

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specific requirements on the College with respect to our procurement activities and the College will also consider including:

- What we have learned from our consultation and engagement with stakeholders and those affected by its procurements, and what it is doing to respond to these views.
- What we are doing to improve our performance and impact, drawing on relevant information – for example spend analysis – and what improvements have been achieved since our last report; and
- How we are working with other bodies – for example procurement centres of expertise – to maximise effectiveness and efficiency.

We will seek to publish our annual procurement report in an inclusive way that considers equality and accessibility issues and allows stakeholders to form a clear view of the College's performance.

4. Definitions

Procurement Reform (Scotland) Act 2014 – Updated legislation which came into effect in April 2016 and has a significant impact on all our procurement processes.

EU Treaty Principles – These principles relate to equality of opportunity for all EU member states and are equal treatment, non-discrimination, transparency, proportionality and mutual recognition.

Scottish Model of Procurement – Looking at outcomes rather than outputs, the Scottish Model of Procurement uses the power of public spend to deliver genuine public value beyond simply cost and/or quality in purchasing, ensuring the best balance of cost, quality and sustainability.

Public Contracts Scotland – The web portal provided by the Scottish Government upon which all public contract opportunities are advertised.

APUC – Advanced Procurement for Universities and Colleges, the Centre of Excellence for the Scottish FE/HE sector.

The Flexible Framework – The Flexible Framework is a widely used self-assessment mechanism developed by the business-led Sustainable Procurement Task Force, which allows organisations to measure and monitor their progress on sustainable procurement over time.

GDPR – General Data Protection Regulations May 2018

Life Cycle Impact Mapping – A process which maps the impact of a product on the environment through the supply chain through to end of life disposal.

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Procurement Journey – The Procurement Journey provides guidance and documentation for the Scottish public sector which can be updated on a continual basis with any changes in legislation, policy and facilitates best practice and consistency.

Local Procurement Journey – Perth College best practice procedure for the procurement of goods and services.

Hunter Database – Contract 2management database provided by APUC.

Public Contracts Scotland – A portal provided by the Scottish Government which provides suppliers with free easy access to all essential information on public sector business opportunities. All public sector bodies in Scotland are expected to use PCS.

Public Contracts Scotland Tender – National eSourcing system provided free of charge by the Scottish Government allowing buyers to communicate securely with suppliers throughout the whole procurement lifecycle.

Quick Quote – The facility on Public Contracts Scotland which allows buyers to ask for competitive quotes for low value/low risk procurement exercises from suppliers who are registered on Public Contracts Scotland.

Small and Medium Sized Enterprises (SME's) – Companies with less than 250 employees (Scottish Government Definition).

Procurement and Commercial Improvement Programme (PCIP) – Assessment and review of procurement and commercial performance carried out by APUC.

Public Procurement Reform Board (PPRB) – The Board formed following the McClelland report in 2006 to drive change within public sector procurement in Scotland, promoting collaborative working across a wide range of procurement activities and practice across all public sector procurement spend.

5. Responsibilities

- 5.1 The Senior Management Team and Board of Management have overall responsibility for the Strategy and for fostering a culture within the organisation in which legislative compliance is accepted as a minimum.
- 5.2 The Head of Finance has responsibility for implementing the Strategy, monitoring compliance and ensuring the Strategy is regularly reviewed and updated as appropriate.
- 5.3 Perth College Procurement Team have the responsibility for the development, monitoring and updating of the associated Action Plan.
- 5.4 Perth College Procurement Team have responsibility for developing and maintaining a Procurement Risk Register in compliance with Risk Management

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Policy. The responsibility to control the risks of non-compliance resides at all levels of the organisation.

- 5.5 Perth College Procurement Team has responsibility for the development of the Annual Procurement Report.
- 5.6 The responsibility for consultation with stakeholders, training and providing support and guidance to ensure organisational and legislative compliance rests with the Head of Finance supported by the Perth College Procurement Team.
- 5.7 Quality approval check of the strategy is the responsibility of the Quality Manager who will arrange for the strategy to be posted on the website.

6. Linked Policies/Related Documents

Procurement Policy
Anti-bribery Policy
Contract Management Procedure
Fraud Prevention Policy and Response Plan
Health and Safety Policy
Strategic Plan 2016-2021
ICT Strategy
Sustainability Strategy

7. Relevant Legislation/Guidance

Procurement Reform (Scotland) Act 2014
Health and Safety at Work etc Act 1974
Modern Slavery Act 2015
Treaty on the Functioning of the European Union
EU Procurement Directive on Public Procurement
EU Procurement Directive on the Award of Concession Contracts
EU Procurement Directive on the Award of Contracts by Entities Operating in the Water, Energy, Transport and Postal Services Sectors
EU Procurement Directive for Electronic Invoicing in Public Procurement
Statutory Guidance on the Selection of Tenderers and Award of Contracts Addressing Fair Work Practices, including the Living Wage
GDPR Regulations 2018

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Appendix 1: Action Plan for August 19 to July 2020

Aim 1: Inspire and empower our students, regardless of background to recognise and achieve their potential

Objective	Target/Outcome	Main Action	KPI	By Whom	By When	RAG
Where students are impacted, we will involve them in the specification writing and the evaluation process.	HISA representative to be involved in specification and evaluation of the Promotional Goods and Catering Contracts	<ul style="list-style-type: none"> HISA reps identified and invited to participate in tender exercises 	<ul style="list-style-type: none"> HISA reps have contributed to a minimum of 2 tender exercises 	<ul style="list-style-type: none"> Procurement team Key Stakeholders HISA Reps 	July 2020	

Aim 2: Working in partnership to foster and drive positive change and growth in local, regional, national and international economies.

Objective	Target/Outcome	Main Action	KPI	By Whom	By When	RAG
We will support the government's directive to drive change through engagement with supported businesses, recognising the positive impact that	Perth College to award contracts to Supported Business	<ul style="list-style-type: none"> Investigate and document opportunities where supported business can be engaged in contracts and award where appropriate 	<ul style="list-style-type: none"> Min of 1 contract awarded to a Supported Business 	<ul style="list-style-type: none"> Procurement Team Key Stakeholders 	July 2020	

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these have in addressing stubborn inequalities.						
We will ensure that we engage with our local supply chain through formal and informal engagement events to increase their knowledge of competitive tendering opportunities allowing the college to receive more competitive bids and deliver sustainable outputs.	Increase the number of SME bids received by the college	<ul style="list-style-type: none"> • Represent Perth College at an organised “Meet the buyer” event 	<ul style="list-style-type: none"> • Attend a min of 1 Buyer Event • Supply Chain Code of Conduct included in all Regulated tender exercises • Provide a statistical report of all SME contracts 	<ul style="list-style-type: none"> • Procurement Team • Budget Holders 	July 2020	

Aim 3: Provide a dynamic learning and research experiences within a curriculum that meets economic and societal needs and aspirations

Objective	Target/Outcome	Main Action	KPI	By Whom	By When	RAG
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We will drive value added services in contracts to enhance the Student experience. In addition to value for money, we will drive value added services and sustainable benefits throughout our contracts.	Deliver Added Value services to the college that enhances the Student Experience	<ul style="list-style-type: none"> Investigate and document where Added Value services can be offered in the contract 	<ul style="list-style-type: none"> Provide a Statistical annual report that demonstrates the delivery of added value opportunities 	<ul style="list-style-type: none"> Procurement Team 	July 2020	
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Aim 4: Optimise the sustainable use of our systems, processes and resources to provide the best possible student experience and outcomes.

Objective	Target/Outcome	Main Action	KPI	By Whom	By When	RAG
We will review our procurement policies and procedures to align with best practice	Ensure all relevant staff are aware of the Procurement Regulations to reduce noncompliance within the college.	<ul style="list-style-type: none"> Review, amend, agree and effectively communicate Procurement Policy 	<ul style="list-style-type: none"> Amended Procurement Policy signed off and communicated. 	<ul style="list-style-type: none"> Procurement Team Senior Management Team Perth College Board 	July 2020	
We will ensure effective risk management by creating, maintaining	Mitigate risk to the college through analysis and monitoring of	<ul style="list-style-type: none"> Risk Register completed and signed off by board and documented in 	<ul style="list-style-type: none"> Risk Register completed and signed off internally 	<ul style="list-style-type: none"> Procurement Team with assistance from Centres of Expertise 	Feb 2020	

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<p>and communicating a procurement risk register that identifies procurement related risks such as financial, reputational, legislative and continuity of supply through Brexit issues</p>	<p>potential procurement related risks and having control measures in place.</p>	<p>College Policy Register</p> <ul style="list-style-type: none"> • New Terms and Conditions to be agreed, published and issued with contracts • Work with Centres of expertise to analyse all framework agreements for Brexit Impacts (staffing, supplies shortages, increased risk of modern slavery, waste impacts, border blockages etc) and categorising them 	<ul style="list-style-type: none"> • New Terms and Conditions to be agreed and signed off internally • A Brexit risk register to be created for Framework agreements 	<ul style="list-style-type: none"> • Data Protection Officer 		
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		<p>into low / medium / high risk & impact</p> <ul style="list-style-type: none"> • For each medium / high impact agreements, list the risks and against each the action required / being taken to further assess / mitigate the risk. • Work with internal Data Protection Officer to maintain a GDPR Vendor Register and address GDPR issues within the supply chain. 	<ul style="list-style-type: none"> • GDPR Register completed for all regulated exercises where GDPR is relevant. • GDPR requirements considered and addressed for all exercises at contract strategy, within tender documentation and prior to award. 			
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<p>We will ensure that sustainability criteria are considered as part of each tendering exercise and, where appropriate, evaluated and measured.</p>	<p>The college to benefit from the delivery and transparency of sustainable outputs driven through tendering opportunities (BT14 benefits)</p>	<ul style="list-style-type: none"> • Sustainability benefits are considered, documented and delivered throughout the tender process and documentation 	<ul style="list-style-type: none"> • Evidence that all regulated tender exercise includes a Fair Work Practices question between 5-10% • Evidence that all relevant regulated exercises have completed a sustainability test, and the outputs included in tender documents. 	<p>Procurement Team</p>	<p>July 2020</p>	
<p>We will support the enhancement of the learning experience by providing advice and guidance to staff across the organisation in relation to the acquisition of goods and services.</p>	<p>Reduce the Colleges Risk of Non-Compliance and increase value for money and sustainable outputs.</p>	<ul style="list-style-type: none"> • Create and maintain a 4 year spend analysis that identifies areas of non-compliance • Embed a Non-Competitive Action Process 	<ul style="list-style-type: none"> • Non-Compliant report available and communicated to Key Stakeholders • NCA documentation in place and a report of usage to be published in the annual report 	<p>Procurement Team Key Stakeholders</p>	<p>July 2020</p>	

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		<ul style="list-style-type: none"> • Create and maintain a 2 year Forward Contracting Plan 	<ul style="list-style-type: none"> • 2 year forward contracting plan to be published with annual report 			
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Aim 5: Developing staff fully to deliver our vision

Objective	Target/Outcome	Main Action	KPI	By Whom	By When	RAG
Through initial induction and ongoing training, we will ensure that all staff who purchase goods and services are aware of the legislative requirements and the College's internal policies and procedures in respect of procurement, tendering and selection of suppliers and supported throughout the procurement process.	<p>Staff to be aware about the legislative requirements pertaining to the procurement of goods and services.</p> <p>Provide the facility for procurement elearning for staff</p>	<ul style="list-style-type: none"> • Deliver Procurement Training Workshops to Key Stakeholders and Requisitioners • Review and update current Procurement E-Learning module to align with legislative changes • Current employees and new staff to complete Procurement E-Learning Module 	<ul style="list-style-type: none"> • 4 Training Workshops delivered per annum • 100% of all new employees to complete Procurement Module as part of HR induction • 90% of staff to have completed Procurement E-Learning Module 	<ul style="list-style-type: none"> • Procurement Team • HR 	July 2020	

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<p>We will endeavour to embed the principles of effective contract management across the organisation, providing guidance and training where appropriate, focussing on high spend and high-risk areas.</p>	<p>Through effective Contract Management we will maximise operational and financial performance while reducing risk.</p>	<ul style="list-style-type: none"> • Contract Management Process created and embedded • Key Contracts identified • Work with key stakeholders to deliver a consistent contract management process 	<ul style="list-style-type: none"> • All regulated contracts assessed and assigned a contract management level • For all Strategic Level Contracts, a 6-month report is submitted to the Finance Director • Medium and Strategic contracts to have minutes documented and filed 	<ul style="list-style-type: none"> • Procurement Team • Key Stakeholders 	<p>July 2020</p>	
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Lead Editor: Procurement Manager
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Equality Impact Assessment Form



Department/Section: .Procurement Date of Assessment: 28/02/2020 Review Due: 01/07/2021

Author/Owner: Amanda Mackenzie Signature: Date: 28/02/2020

Step 1

Aim of proposed activity/decision/new or revised policy or procedure: Procurement Strategy- Outline of the procurement strategic objectives over the period 2019-2021	New	<input type="checkbox"/>
	Revised	<input checked="" type="checkbox"/>
	Existing	<input type="checkbox"/>

Who will be affected? Staff and External Stakeholders	Who will be consulted? Procurement staff and Finance Manager and external stakeholders	Evidence available: Adherence to Fair Work Practices is addressed within strategic objectives which will ensure our supply chain promotes equal opportunities for external staff.
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Step 2

Potential Positive/Negative/Neutral Impact Identified. P, N, NI	Age	Disability	Gender Reassignment	Marriage/Civil Partnership*	Pregnancy and Maternity	Race	Religion or Belief	Sex	Sexual Orientation
Eliminating Discrimination.	P	P	P	P	P	P	P	P	P
Advancing Equality of Opportunity.	P	P	P	P	P	P	P	P	P
Promoting Good Relations.	P	P	P	P	P	P	P	P	P

Step 3 Action to be taken Reporting in Procurement Annual report of Fair Work Practices delivered within Perth College regulated contracts

Summary of EIA Outcome – please tick	
No further action to be carried out.	<input type="checkbox"/>
Amendments or changes to be made.	<input type="checkbox"/>
Proceed with awareness of adverse impact.	<input type="checkbox"/>
Abandon process – Stop and Rethink.	<input type="checkbox"/>

Perth College UHI

Paper No.10

Committee	F&GP Committee
Subject	Procurement Policy
Date of Committee meeting	04/03/2020
Author	Charyleen Emslie, Procurement Manager
Date paper prepared	09/12/2019
Executive summary of the paper	<p>The following paper details the Perth College Procurement Policy.</p> <p>The Procurement Policy has been updated with the key changes being updated Internal Governance thresholds to align with the current procurement thresholds and additional guidance for internal stakeholders regarding the procurement process.</p>
Consultation How has consultation with partners been carried out?	<p>Click or tap here to enter text.</p> <p>n/a</p>
Action requested	<input type="checkbox"/> For information only <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input checked="" type="checkbox"/> For approval
Resource implications (If yes, please provide details)	No
Risk implications	No

Perth College UHI

(If yes, please provide details)	Click or tap here to enter text.
<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 	<p>This Procurement Policy supports the compliance to legislative regulations such as Procurement Reform Act 2014 and GDPR 2018.</p> <p>The Policy also supports procurement risk management and effective contract management processes to mitigate risk to the college and maximise cash and non cash efficiencies.</p>
<p><u>Equality and diversity</u></p> <p>Yes/ No</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>No</p> <p>Click or tap here to enter text.</p>
<p>Status (e.g. confidential/non confidential)</p>	Confidential
<p>Freedom of information</p> <p>Can this paper be included in “open” business?*</p>	No

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

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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? [Click or tap here to enter text.](#)

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

and

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

Procurement Policy

DRAFT

Title: Procurement Policy
Version/Status: 8
Approved By/Date: F&GP/tbc
Effective Publication Date: tbc

Owner: Vice Principal
Lead Author: Head of Finance
Lead Editor: Procurement Manager
Review Timing/Date: 1 year/ 2020/2021

Also available in large print (16pt) and electronic format.

Ask Student Services for details.

www.perth.uhi.ac.uk

Perth College is a registered Scottish charity, number SC021209.



Version Control History

Version Number	Date of Change	Summary of Revisions Made
.0		
.1		

Version/Status: 1
Approved By/Date:
Effective Publication Date:

Title: Procurement Strategy

Owner: Procurement
Lead Author: Procurement Team
Review Timing/Date: Annual/August 2020

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Lead Author: Head of Finance
Lead Editor: Procurement Manager
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1. Purpose

1.1 The key deliverables of this Procurement Policy are to:

- Comply with all legislative obligations in relation to procurement,
- Achieve value for money,
- Promote and deliver sustainable outputs through appropriate procurement strategies,
- Maintain the highest ethical standards throughout our procurement activities,
- Act in a fair, open and transparent manner when dealing with our supply chain,
- Collaborate with public sector bodies to deliver cash and non cash efficiencies.

2. Scope

2.1 The Policy covers Procurement activity at all the college function and locations.

2.2 This Procurement Policy applies to all purchases of Goods, Services or Works made by/on behalf of Perth College UHI. The Policy must be adhered to by all College employees with any aspect of purchasing responsibility regardless of their role.

2.3 The Policy should be read in conjunction with the following related College Policies/Procedures/Regulations:

- Perth College UHI Procurement Strategy 2019-21
- Perth College UHI Financial Regulations
- Gifts and Hospitality Policy
- Anti-Fraud and Anti-Corruption Policy
- Procurement Sustainability Strategy
- Scottish Funding Council Financial Memorandum/Outcome Agreement

2.4 Perth College UHI must comply with its legal obligations under the following legislation:

- EU Procurement Directives 2014
- Procurement Reform (Scotland) Act 2014
- Procurement (Scotland) Regulations 2016

Further information can be found on the following links.

<http://www.legislation.gov.uk/asp/2014/12/contents>

<http://www.ojec.com/Thresholds>

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2.4.1 Regarding the purchasing of Goods and Services the following thresholds and Governance rules must be adhered to. When calculating the contract value, for a one-off purchase, the total cost of the good(s) or service will provide the contract value. If the purchase is a recurring spend, you will calculate the anticipated value over a four year period to establish the total contract value.

- Route 1 <£2,000 – budget holder has discretion but must deliver value for money for the college and can use local or national or local contract in first instance. Quotes must be obtained and noted against the Purchase Order in PECOS.
- Route 2 £2,000 - £49,999 – for goods and services between this value the procurer is required to obtain a minimum number of three quotations, and these must be attached to the order in PECOS.
Any exercise over £25k must be referred to Perth College UHI procurement Team and published via the preferred Public Contracts Scotland 'Quick Quote' facility.
- Route 3 >=£50,000, but less than the OJEU thresholds (£189,330). For Goods and Services, the procurer must refer the request to the Procurement Team, who will undertake a formal tendering process and advertise the tender on the national advertising website Public Contracts Scotland and follow the Scottish Government Procurement Journey.
- Route 4 >OJEU Thresholds (£189,330). For Goods, Services and Works projects, the procurer must refer the request to Perth College UHI Procurement Team, who will undertake a full formal tendering process and advertise the contract in adherence to the relevant legislation.

In all cases figures are ex VAT.

Regarding the purchasing of Works the following thresholds and Governance rules must be adhered to.

- Route 1 £0 - £2m – for Works between this value the procurer is required to obtain a minimum number of three quotations, and these must be attached to the order in PECOS.
- Route 2 >£2m - £4.5m for Works, the procurer must refer the request to the Procurement Team, who will undertake a formal tendering process and advertise the tender on the national advertising website Public Contracts Scotland and follow the Scottish Government Procurement Journey.
- Route 3 >OJEU Thresholds (£4.5m). For Works projects, the procurer must refer the request to Perth College UHI Procurement Team, who will undertake a full formal tendering process and advertise the contract in adherence to the relevant legislation.

2.4.2 For any Works contract valued over £4m. There is an obligation to consider whether Community Benefit Clauses (CBCs) can be included.

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CBCs are clauses that build a range of economic, social or environmental conditions into the delivery of public contracts.

- 2.5 Where a contract or Framework is in place, this must be used in the first instance for all purchases of goods and services. All Perth College UHI local contracts can be found at <http://www.apuc-scot.ac.uk/#!/institution?inst=52> and all Frameworks can be found at <http://apuc-scot.ac.uk/#&contracting> Perth College UHI Procurement Team can provide support and guidance.
- 2.6 Where there is no suitable Framework or contract in place, the Internal Governance Rules will dictate the procurement route required. To assist with this a Procurement Step by Step Guidance document is available (Appendix 1).
- 2.7 In accordance with the Financial Memorandum/Outcome agreement, the College must seek advance approval from The Scottish Funding Council, for any proposal to award a contract over £25,000 without competition. In accordance with the Financial Memorandum/Outcome agreement, the College must seek advance approval from The Scottish Funding Council, for any proposal to award an external consultancy contract with a value of £100,000 aggregated over a 4 year period.
- 2.8 All purchases that exceed £25,000 must be referred to Perth College UHI Procurement Team. For all exercises over £25,000 the college will use an E-Procurement system.
- 2.9 PECOS must be used for processing all purchase orders with suppliers who have been approved by the Procurement Team, unless approval has been provided by Head of Finance. Further information on PECOS is available on the user guide. <http://www.perthnet.uhi.ac.uk/howdoi/pecos/Pages/default.aspx>
- 2.10 All purchases/contracts entered by the College which are not made through an authorised Framework Agreement must only be entered into under the College's terms and conditions, unless otherwise agreed by the Procurement Team. A copy of these terms and conditions can be obtained from the Procurement Team.
- 2.11 All purchases/contracts entered using an authorised Framework Agreement must only be entered into under the Framework Agreement terms and conditions as set out by the relevant purchasing consortia, which the suppliers have agreed to. Please speak to the Procurement Team for further information.
- 2.12 When the College uses a buying consortium to undertake competitive tendering the consortia will ensure that the proper regulations are followed.
- 2.13 There can be occasions where it may be necessary to award a contract for goods, services or works without conducting competitive tendering, this procedure is referred to as Non-Competitive Action (NCA). This must be applied in **exceptional** circumstances in accordance with the exemptions outlined in the

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procedure documentation. All evidence in support of NCA must stand up to scrutiny and must be recorded for Audit purposes.

Please refer to the NCA procedure for further information.

- 2.14 For projects receiving external funding, stakeholders must ensure these are communicated and included within tender documentation.
- 2.15 All tender documentation must be retained and concisely filed for audit purposes.
- 2.16 Where required staff must adhere to all audit requests

3. Responsibilities

- 3.1 This policy has been approved by the College's Senior Management Team.
- 3.2 The Head of Finance is accountable for the implementation and development of this policy and its associated procedures.
- 3.3 The Procurement Team is responsible for the effective operation of this policy and will ensure that appropriate Procedures are in place and embedded.
- 3.4 The Procurement Team is responsible for managing the College's procurement activity and driving compliance with all legislative requirements and best practice matters.
- 3.5 The Sector Managers/Heads of Department are responsible for ensuring that all purchasing activity within their Department is carried out in line with this policy.
- 3.6 All Perth College UHI employees with any aspect of purchasing/procurement responsibility in their job role must adhere to the policy.
- 3.7 Any breach of this Procurement Policy shall be investigated. Failure by any employee to comply with this policy may give rise to disciplinary procedures.

4. Key Principles

4.1 Legislative Compliance

The College will ensure that it complies with the following procurement legislation:

- EU Procurement Directives (as set out in the Public Contracts (Scotland) Regulations 2015),
- Procurement Reform (Scotland) Act 2014,
- Procurement (Scotland) Regulations 2016

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In addition, the Procurement Team will ensure compliance with all relevant legislation on a contract by contract basis, including but not limited to:

- Equalities Act 2010
- Bribery Act 2010
- Freedom of Information (Scotland) Act 2002
- Health and Safety at Work Act 1974
- General Data Protection Regulation (GDPR)
- Criminal Finances Act 2017
- Modern Slavery Act 2015
- Fair Work Practices 2017

4.2 Value for Money

A fundamental principle of the Procurement Policy is to ensure the achievement of Value for Money in a legally compliant manner.

Value for Money is the balance between quality and cost and will vary for every purchase depending on the requirements of the College. Perth College UHI will award all contracts on a Most Economically Advantageous (MEAT) basis.

The two main aspects that impact on the achievement of Value for Money:

- Product/Service specification – appropriate quality and quantity
- Source of supply – right time, right place, right price

Where you are involved in the purchase of goods, services or works, it is important to consider the following criteria as part of the specification:

- Purpose/performance of goods/services
- Technical Specification
- Life span of product
- Installation/Maintenance requirements
- Sustainability considerations

The College through formal Contract and Supplier Management (C&SM) will ensure value for money is delivered through the life of our contracts.

The C&SM approach is on a contract-by-contract basis based on commodity risk and contract value. The outcome will determine whether a contract should be managed on a strategic, managed or routine basis.

Strategic and Managed contracts will have set Key Performance Indicators set at contract award and supplier performance will be measured against the agreed criteria.

The College Procurement team will facilitate contract C&SM reviews.

College stakeholders must provide supplier performance feedback when requested, this could be captured via surveys, email or verbal feedback.

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4.3 Sustainable Procurement

The College recognises that procurement can play an important role in improving our economic, social and environmental performance as an organisation through a sustainable approach to the procurement of goods, services and works.

Additionally, public sector buyers in Scotland must engage with SMEs, third sector bodies and supported businesses to meet the **sustainable procurement duty**. Outlined in Procurement Reform (Scotland) Act 2014, the duty aligns with the Scottish Governments purpose to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.

In recognition of the importance placed on sustainable procurement by the College and the Scottish Government, the College has developed a Sustainable Procurement Policy. This recognises some of the key measures and tools the Procurement Team use in order to improve the sustainability outcomes from our procurement activity, including:

- Compliance with the Sustainable Procurement Duty
- Completion of the Sustainability Test for relevant procurements to assess any possible social, economic or environmental impacts from a procurement exercise in order to maximise opportunities for improvement in the wellbeing of the local community

In May 2019, the Scottish Government declared a climate emergency. In response, the universities and colleges sector have formed the Climate Commission. The Procurement Team will support the outcomes of the commission throughout its procurement activities.

4.4 Ethical Standards

Perth College UHI Procurement Team will be up to date with all Procurement Legislation and will utilise APUC and the support, guidance and training offered.

The College will ensure that all employees involved in the procurement process are given advice, support and guidance from the Procurement team and this can include access to all Procurement Policies and Procedures or through online and offline training.

In order to maintain the highest ethical standards across the College, all employees involved in the procurement process shall be required to:

- Comply with the College's Anti-Fraud and Anti-Corruption policies
- Comply with the College's Gifts and Hospitality policy

Where a potential conflict of interest arises between a College employee and a potential supplier of Goods, Services or Works, the employee must declare such conflict at the earliest possible opportunity (and before the award of any business to the supplier) by completing a Conflict of Interest Procedure.

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If an employee is in doubt as to a potential Conflict of Interest, they should speak to the Procurement Team in the first instance.

4.5 Fair and Equal Treatment

A core principle of public procurement regulation, under the Treaty on the Functioning of the European Union (TFEU), is to ensure that all suppliers are treated in an open, fair, equal and transparent manner. This principle is carried through into this Policy and associated Procurement Procedures to ensure that all suppliers have a fair and equal opportunity to secure contracts with Perth College UHI. For any regulated contracts, the College's supply chain the Code of Conduct must be issued as part of the tender documentation.

The College has a statutory duty, as defined by the Equalities Act 2010, to advance equality of opportunity in all its functions, including procurement. The College remains responsible for meeting its obligations under the various statutes even when an external contractor provides one or more of the College's functions. Members of staff involved in procurement will take account of the following objectives when placing business with any supplier/contractor:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not
- Ensure that the goods, works and services provided are done so in a way that provide for the needs of all users

4.6 Collaborative Procurement

The College will seek to maximise opportunities to collaborate in the procurement of goods, services or works where it can be demonstrated that such collaboration delivers the best overall Value for Money solution to meet the College's needs.

Collaboration opportunities can include:

- Use of Framework Agreements
- Working collaboratively with UHI Partnership
- Working collaboratively with other external public bodies
- Working across College departments

The benefits of collaborating include:

- Economies of scale – more competitive pricing as a result of the greater purchasing power achieved through collaboration
- Resource Efficiency – procuring legally compliant contracts can be time consuming and resource intensive both for the Procurement Team and the requisitioning department, which is a hidden cost often not considered. Utilising Framework Agreements can reduce time and associated cost for everyone involved.

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- Commonality and Standardisation of products and services – this provides a College wide standard for the products and services being purchased, as well as the re-assurance that all departments are paying the same prices for the same goods and services.
- Operational Efficiency – by everyone working together in the same way and using the same suppliers and buying the same products/services it reduces duplication of time and effort, thereby creating efficiency benefits.
- Contract Management - if we are all using the same supplier then it is easier to monitor supplier performance, identify common issues and feedback to suppliers.
- Cross functional learning – by working together it helps to identify different ways of working and requirements within different departments which can all be used to identify College wide improvements to processes and ways of working.

In addition to using a Framework Agreement, the following benefits can also be achieved:

- Compliance with procurement legislation – compliance has already been met when the Framework Agreement was procured by the Centre of Expertise (i.e. APUC), therefore reducing the burden on the College.
- Supplier vetting – suppliers on these Framework Agreements have demonstrated compliance in terms of financial health, insurances, corporate and social responsibility, Health and Safety, Quality Management, Equalities, Sustainability
- Supplier performance – such Framework Agreements include well defined terms and conditions, as well as contract and supplier management processes to support the College in the event of poor supplier performance

5. Review of Procurement Policy

5.1. This Policy will be reviewed on an annual basis, as a minimum, by the Head of Finance in conjunction with the Procurement Manager.

5.2. Any amendments required to the Policy will be presented to the SMT/Board of Management for approval.

6. Linked Policies/Related Documents

- Procurement Strategy
- Procurement Procedures
- Non-Competitive Actions
- Supply Chain Code of Contact
- Hospitality Register
- Conflict of Interest
- Sustainability Policy
- Scottish Government Procurement Journey
- Perth College UHI's Terms and Conditions
- Perth College UHI Financial Regulations

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Equality Impact Assessment Form



Department/Section: .Procurement Date of Assessment: 28/02/2020 Review Due:

Author/Owner: Amanda Mackenzie Signature: Date: 28/02/2020

Step 1

Aim of proposed activity/decision/new or revised policy or procedure: Procurement Strategy- Outline of the procurement strategic objectives over the period 2019-2021	New	<input type="checkbox"/>
	Revised	<input checked="" type="checkbox"/>
	Existing	<input type="checkbox"/>

Who will be affected? Staff and External Stakeholders	Who will be consulted? Procurement staff and Finance Manager and external stakeholders	Evidence available: Adherence to Fair Work Practices is addressed within strategic objectives which will ensure our supply chain promotes equal opportunities for external staff. Adherence to the Equality Act 2010
----------------------------------------------------------	-------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Step 2

Potential Positive/Negative/Neutral Impact Identified. P, N, N/I	Age	Disability	Gender Reassignment	Marriage/Civil Partnership*	Pregnancy and Maternity	Race	Religion or Belief	Sex	Sexual Orientation
Eliminating Discrimination.	P	P	P	P	P	P	P	P	P
Advancing Equality of Opportunity.	P	P	P	P	P	P	P	P	P
Promoting Good Relations.	P	P	P	P	P	P	P	P	P

Summary of EIA Outcome – please tick	
No further action to be carried out.	<input type="checkbox"/>
Amendments or changes to be made.	<input type="checkbox"/>
Proceed with awareness of adverse impact.	<input type="checkbox"/>

Step 3 Action to be taken
Reporting in Procurement Annual report of Fair Work Practices
delivered within Perth College regulated contracts

Abandon process – Stop and Rethink.

Committee	F&GP
Subject	Risk Review – F&GP
Date of Committee meeting	19/02/2020
Author	Ian McCartney, Clerk to the Board of Management
Date paper prepared	24/02/2020
Executive summary of the paper	<p>Board of Management agreed at the meeting of 18/12/19 to Risk being discussed at each sub-Committee meeting to ensure risks were owned and discussed at the appropriate level. This paper provides F&GP Committee with an opportunity to scrutinise and assess those Strategic Risks determined to be within the Committee's purview.</p> <p>Committee members are asked to:</p> <ul style="list-style-type: none"> i) Discuss the appropriateness of each Risk for the Committee; ii) Consider the accuracy of the level of Risk and actions recorded; iii) Consider any additional areas of Risk not identified within the current Register.
Consultation How has consultation with partners been carried out?	Members of SMT have ownership of the risks within the register and have been consulted on Committee allocation.
Action requested	<input type="checkbox"/> For information only <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval

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<p>Resource implications (If yes, please provide details)</p>	<p>No</p>
<p>Risk implications (If yes, please provide details)</p>	<p>Without continual review of the risk register there are potential implications that strategic objectives are not met.</p>
<p>Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with:</p> <ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information 	<p>The Strategic risk register is the core risk management tool used within Perth College UHI.</p>
<p><u>Equality and diversity</u> Yes/ No If yes, please give details:</p>	<p>No</p>
<p><u>Data Protection</u> Does this activity/ proposal require a Data Protection Impact Assessment?</p>	<p>No</p>
<p>Status (e.g. confidential/non confidential)</p>	<p>Non-Confidential</p>
<p>Freedom of information Can this paper be included in “open” business?*</p>	<p>Open Business</p>

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

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

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Ref	Risk Status	Strategic Category	Risk Description & Primary Sub-Committee	Causes	Impacts/Evidence	Owner	Likelihood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	ACTION PLAN		
													Actions to minimise risk TO DO	Action Owner	Completion Date
6*	Active	Inspiring and supporting our students to achieve their potential.	Technology not fit for purpose. No replacement or upgrade of critical ICT and academic equipment. F&GP	<ul style="list-style-type: none"> Changes in ICT development and technology. Changing in Learning and Teaching practices. Increase in network delivery of teaching. Increased use of social networking. Inadequate VC facilities for larger classes. Additional requirements from curriculum development and growth. Technological innovation. Lack of Integrated Information Systems 	<ul style="list-style-type: none"> Higher investment in resources required. Need to continually alter accommodation. Available resources limit delivery options. Poor student and staff feedback. Lack of knowledge of system design Duplication of data and processes 	Vice Principal External / Depute Principal Academic	4	3	12	<ul style="list-style-type: none"> Developed robust Curriculum Development Plan. Link ICT changes in L&T practice to Estates Planning. Review and implement working practices to optimise available space and working times through use of CELCAT Management Reports. Operational Planning process and resource commitments system in place. Prioritise investment required for resources for key curriculum areas. Ongoing evaluation of VC capacity and teaching space in line with curriculum delivery plan. ICT rolling programme of replacement Shared licence purchases with UHI UHI Wi-Fi Service upgrade: Continue existing Wi-Fi network service until the new service has been proved through a pilot Bright Space implementation Staff training sessions ongoing throughout February VC Application change to Webex teams. GDPR Training sessions: Awareness of issues around transferring data New Operational Planning Process Change tracker for Payroll Process Communicate changes to staff and students 	9	↔	<ul style="list-style-type: none"> Rigorous approach to timetabling and utilisation of rooms. ICT Budget and replacement. UHI ICT strategy discussions. New Learning & Teaching Enhancement Plan – will be part of the Curriculum Review Roll out of new UHI wireless network hardware and process Lead with Pilot in Webster Building before end of Easter recess 2019. Install in parallel with existing equipment Carry out major works out of term time to reduce impact on student experience. Publicise new service by posters: 2019/20 Info sessions at 2019/20 Induction periods Integrated Systems (Payroll, HR etc.). Identify and evaluate replacement IS Purchase, design and Implement IS Systems including data migration Creation of new digital lab to enhance digital learning and teaching approaches 	<ul style="list-style-type: none"> Depute Principal Academic Vice Principal External Depute Principal Academic ICT Manager Vice Principal External/ Depute Principal Academic ICT Manager Head of Learning and Teaching Enhancement 	<ul style="list-style-type: none"> Ongoing Ongoing July 19 Semester 2, 2019 Starting Pilot for Easter recess; project completion 31 July 19 Ongoing HR/Payroll: 04\2020 Ongoing: Continual improvement July 2019

Ref	Risk Status	Strategic Category	Risk Description & Primary Sub-Committee	Causes	Impacts/Evidence	Owner	Likelihood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	ACTION PLAN		
													Actions to minimise risk TO DO	Action Owner	Completion Date
7	Active	Developing staff to successfully deliver our Vision. UHI Common Risk	Disruption to services/projects and/or partnership working resulting from loss of a key staff member. F&GP	<ul style="list-style-type: none"> Poor performance management of competence issues. Fast pace of curriculum development. Excessive demand on CPD. Lack of staff capability. Poor workforce planning. Affordability/cost of staff 	<ul style="list-style-type: none"> Inability to compete. Loss of business and reputation. Potential requirement to buy in specialist staff High staff turnover. Poor staff satisfaction. 	Principal	3	3	9	<ul style="list-style-type: none"> CPD reports to SMT re progress against CPD targets for professional reviews, mandatory training etc Prioritise an appropriate level of CPD investment linked to financial sustainability. Staff Survey results and IIP Assessment Action Plan in place and monitored. 	9 (3,3)	↔	<ul style="list-style-type: none"> Develop HRIS to provide robust workforce intelligence and implement effective workforce planning model. Capability Policy and procedure in updated and implemented. Coaching and Conflict Resolution Training delivered to Managers. Chartered Management Institute (CMI) Training Programme developed for Managers. Managers trained in Capability Procedure. 	Head of HR & OD	July 2019
9*	Active	Working in partnership to meet the needs of our local economy and beyond. Developing a successful and sustainable organisation.	Missing viable opportunities for development and growth F&GP Tay Cities Deal: Delay in final deal due to General Election leads to issues re: funding and market value	<ul style="list-style-type: none"> Insufficient research. Lack of horizon scanning. Lack of ability to invest in opportunities. Insufficient planning. Being too risk averse. Failing to develop at the required pace. Funding allocations Resource limitations Changes to ESIF Funding. 	<ul style="list-style-type: none"> Loss of share of potential market/earnings. Loss of reputation. Miss the market. Stagnation of product offering. Missed opportunities for staff. Missed opportunities for students. Funding criteria changes. 	Depute Principal Academic/ Vice Principal External/ Associate Principal	3	3	9	<ul style="list-style-type: none"> Effective new product development processes/reviews. Clear review of product development processes / communication International and Home. Collaborative UHI Partnership process in place. Scanning and planning cycles and process communicated. Collecting staff ideas by their involvement. Encouraging a staff culture of enterprising behaviour. Legislative change mapping for new courses. Tayside RSA + H & I RSA to be used as baseline intelligence. Flexibility in approval Cycle and proportionate responses. Liaison with EO & UHI World to identify partnership strengths as they pertain to curriculum. Liaison with UHI re ESIF and LUPS. Monitor and review international opportunities and costs. 	8 (2,4)	↑	<ul style="list-style-type: none"> Curriculum Review FE and HE. Target international developments towards such areas where product is requested, e.g... Business Degrees. Schools Strategic Group to plan curriculum 2018-19 onwards. DYW Group implementation. SDS liaison and key employer contacts and stakeholders. PPF UHI Curriculum Plan MA Development Plan with SDS. Continuing to work with local communities to provide Leisure provision 	Depute Principal Academic/ Vice Principal External Depute Principal Academic Vice Principal External Head of Student Experience	Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing
					Tay Cities Deal: Loss of capital funding Loss of opportunity for developments					<ul style="list-style-type: none"> Monitor and review international opportunities and costs. 			<ul style="list-style-type: none"> Tay Cities Deal maintain dialogue with strategic partners 	Vice Principal External	Ongoing

Ref	Risk Status	Strategic Category	Risk Description & Primary Sub-Committee	Causes	Impacts/Evidence	Owner	Likelihood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	ACTION PLAN		
													Actions to minimise risk TO DO	Action Owner	Completion Date
13*	Active	Developing a successful and sustainable organisation.	Lose control of critical processes and systems through Shared Services Shared Service Model controlled by UHI EO and UHI Finance & General Purposes and University Court. F&GP	<ul style="list-style-type: none"> Insufficient planning. Inadequate backup. Poor training and inadequate communications. Loss of control of direct employees. Reduced service level. Additional cost. Lag in service improvement. Loss of control over capital investment. 	<ul style="list-style-type: none"> Disruption to business systems and student learning. Increased costs. 	Principal	3	3	9	<ul style="list-style-type: none"> Involved in thorough planning. Members of the LIS Shared Service Board. Member of the Shared Service Programme Board. Maintain Perth College input into development of shared services. Retain DH as nominated director of USSL. 	9	↔	<ul style="list-style-type: none"> Service Level Agreements – Staffing, Communication, Core Services (operational details to be fleshed out). Proactive within commissioning board. 	SMT SMT	Ongoing Ongoing
14*	Active	Developing a successful and sustainable organisation.	Failure to ensure sustainability F&GP	<ul style="list-style-type: none"> Change in Government control/legislation. Ongoing Implications of ONS 	<ul style="list-style-type: none"> Unable to plan longer term. Unable to save to invest in larger projects. Capital Expenditure programme halted since depreciation cash equivalent no longer available. Potential deferral of income out with reporting periods 	Principal	3	5	15	<ul style="list-style-type: none"> Lobbied Colleges Scotland providing evidence of unintended consequences. Staff professionally updated in public sector accounting. Raised issues with SFC and Scottish Government. Constantly review as clarification of rules continues to roll out. 	10	↔	<ul style="list-style-type: none"> Keep abreast of interpretation and updates. Maintain awareness. Involvement with sector, Colleges Scotland and SFC working groups. 	Vice Principal External	Ongoing Ongoing
15*	Active	Developing a successful and sustainable organisation. UHI Common Risk	Financial failure/operating loss. Inability to achieve a balanced budget. F&GP	<ul style="list-style-type: none"> Lack of student numbers. AST under performance. Reduction in commercial income. Relaunch in international recruitment. Underfunding of student support. Dilution of unit of resource by increase in fees only students, topslice etc. 	<ul style="list-style-type: none"> Increased competition. Reduced funding available to invest or cover operational costs. Strategic imperatives not met. Reduction in quality of delivery/student experience. 	Principal	3	5	15	<ul style="list-style-type: none"> Excellent internal control systems. Ongoing dialogue re UKVI (Link to AST Risk Register) Increased forecasting. Flexing targets where appropriate. Close working with sector and UHI partners 	6 (2,3)	↔	<ul style="list-style-type: none"> Review of International Recruitment Strategy. Develop Business Plan for AST Create Business Development Strategy 	Principal Principal	Ongoing July 2019

Ref	Risk Status	Strategic Category	Risk Description & Primary Sub-Committee	Causes	Impacts/Evidence	Owner	Likelihood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	ACTION PLAN		
													Actions to minimise risk TO DO	Action Owner	Completion Date
16*	Active	Developing a successful and sustainable organisation. Developing staff to successfully deliver our Vision.	National Pay Bargaining unaffordable F&GP	<ul style="list-style-type: none"> National bargaining has local consequences. Agreed pay awards unaffordable for individual college. 	<ul style="list-style-type: none"> Loss of autonomy. Risk of national strike. Lack of sector agreement of mandate for negotiations. Lack of additional funding for sector pay claims. 	Principal	4	4	16	<ul style="list-style-type: none"> College membership of national forums via Chair and Principal. Attend Colleges Scotland HR & OD Group and keeps abreast of national bargaining and workforce of the future developments and how these will affect the College. 	16 (4,4)	↔	<ul style="list-style-type: none"> Continue to participate in national bargaining. Contribute to thinking on Workforce of the Future. Engage fully with Colleges Scotland 	Principal	Ongoing
18	Active	Developing a successful and sustainable organisation.	Implication of outcome of EU Referendum Leading to: Loss of EU Funding. Decrease in overseas (EU) students. Loss of EU national staff. F&GP	<ul style="list-style-type: none"> Lack of numbers. Students wishing to study within EU Economic and fiscal uncertainty over EU exit. Staff uncertainty 	<ul style="list-style-type: none"> Reduced numbers of students/staff Loss of commercial potential. Loss of EU funding 	Principal	5	4	20	<ul style="list-style-type: none"> Keep up to date with info flow. Lobby through Colleges Scotland and Universities Scotland to increase funding to compensate. Understanding the status of EU residents. Use next two years productively as planning. Look at opportunities, e.g. Increased fees. Scottish Government Extension of free tuition for EU students 	15 (5,3)	↔	<ul style="list-style-type: none"> Scottish Government looking to protect Erasmus + programme 		Ongoing

24	Active	UHI Common Risk	Institutional, personal and sensitive data is corrupted, lost, stolen or misused or services are disrupted through malicious and illegal activities by external individuals or bodies. F&GP	Poor IT security measures. Equipment with security holes. Poor patching regime. Anti-virus is not up-to-date and comprehensive. Firewalls are configured incorrectly. Coordinated DDOS attack on university infrastructure. Increasing number of security alerts. DDOS attacks on UK academic institutions up to 527 in 2015 - Janet CSIRT. Increase in cyber-attacks such as ransomware reported in national media.	Information Commissioner fine of up to £500k. Adverse press coverage. Loss of confidence by regulators, stakeholders and HE sector. Ransomware encryption has been detected on UHI network.	Principal	4	4	16	<ul style="list-style-type: none"> •Firewalls and filters updated regularly. •Anti virus software on all corporate devices. •UHI protocols applied and adhered to. •Passwords changed regularly. 	12 (3,4)	↔	<ul style="list-style-type: none"> • Roll out of new UHI wireless network hardware and process 	ICT Manager	Starting Pilot for Easter recess; project completion 31 July 19
25	Active	Developing a successful and sustainable organisation	Financial failure of commercial subsidiary F&GP	Non-compliance with governance, financial and legal processes and procedures.	Contracts signed without required approvals. Failure to consult with College SMT and AST Board	Vice Principal External	5	5	25	<ul style="list-style-type: none"> • AST management structure reviewed. • Interim Manager in place. • Policies identified • Best practice adhered to • College Governance applied. • Advice given to AST Management Team • General Manager appointed 	12 3,4)	↔	<ul style="list-style-type: none"> • Continue to review AST policies • Regular meetings held • Procedural Manual review 	Vice Principal External	31 July 2019
27	Active	Developing a successful and sustainable organisation	Deferred Income decision rescinded/ amounts overstated F&GP	Processes undertaken to determine level of Deferred Income interpreted by SFC as not permissible	Monies allocated for spend by March 2020 in accordance with SFC guidelines no longer available Rescinding/ downward revision of amounts accounted for could lead to significant shortfall in 2019/20 budget	Principal	2	5	10	<ul style="list-style-type: none"> • Approach agreed with External Auditor re treatment of deferred income on grounds of non-materiality • Discussions conducted with SFC to carry over 2018/19 surplus into 2019/20 • Board instructed that SFC be informed of intention to utilise fund by exception • Funds invested in College Estate during 2018/19 to ensure maximum utilisation 	10 (2,5)		<ul style="list-style-type: none"> • Review systems to ensure that income released at milestone delivery 	Vice Principal External	31 July 2020

28	Active	Developing a successful and sustainable organisation	Procurement processes are not fully compliant with regulations F&GP	Internal processes not suitably robust	Contracts register incomplete	Vice Principal External	4	3	12	<ul style="list-style-type: none"> • APUC provision of remote services from November 2018 • Contracted member of APUC staff engaged by College from July 2019 	12 (4,3)		<ul style="list-style-type: none"> • Update contracts register • Examine appropriate contracts to ensure compliance & identify areas of potential compliance shortfall • Amend processes and circulate to key decision-makers to ensure compliance at all times 	Head of Finance	31 March 2020
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Note: Risks 4, 5, 7, 8, 10, 12, 15, 19-24 are UHI Common Risks.

LIKELIHOOD CRITERIA **TIMESCALE 3 YEARS**

Score	Descriptor	Probability
5 - Almost Certain	More than likely – the event is anticipated to occur	>80%
4- Likely	Fairly likely – the event will probably occur	61-80%
3 - Possible	Possible – the event is expected to occur at some time	31-60%
2 - Unlikely	Unlikely – the event could occur at some time	10-30%
1 - Very Rare	Remote – the event may only occur in exceptional circumstances	<10%

IMPACT CRITERIA **TIMESCALE 3 YEARS**

Score	Descriptor	Financial	Operational	Reputational (need to link to communications process for incident management)
5 - Catastrophic	A disaster with the potential to lead to: <ul style="list-style-type: none"> loss of a major UHI partner loss of major funding stream 	> £500,000 or lead to likely loss of key partner	<ul style="list-style-type: none"> Likely loss of key partner, curriculum area or department Litigation in progress Severe student dissatisfaction Serious quality issues/high failure rates/major delivery problems 	<ul style="list-style-type: none"> Incident or event that could result in potentially long term damage to UHI's reputation. Strategy needed to manage the incident. Adverse national media coverage Credibility in marketplace and with stakeholders significantly undermined.
4 - Major	A critical event which threatens to lead to: <ul style="list-style-type: none"> major reduction in funding major reduction in teaching/research capacity 	£250,000 - £500,000 or lead to possible loss of partner	<ul style="list-style-type: none"> Possible loss of partner and litigation threatened Major deterioration in quality/pass rates/delivery Student dissatisfaction 	<ul style="list-style-type: none"> Incident/event that could result in limited medium – short term damage to UHI's reputation at local/regional level. Adverse local media coverage Credibility in marketplace/with stakeholders is affected.
3 - Significant	A Significant event, such as financial/ operational difficulty in a department or academic partner which requires additional management effort to resolve.	£50,000 - £250,000	<ul style="list-style-type: none"> General deterioration in quality/delivery but not persistent Persistence of issue could lead to litigation Students expressing concern 	<ul style="list-style-type: none"> An incident/event that could result in limited short term damage to UHI's reputation and limited to a local level. Criticism in sector or local press Credibility noted in sector only
2 - Minor	An adverse event that can be accommodated with some management effort.	£10,000 - £50,000	<ul style="list-style-type: none"> Some quality/delivery issues occurring regularly Raised by students but not considered major 	<ul style="list-style-type: none"> Low media profile Problem commented upon but credibility unaffected
1 - Insignificant	An adverse event that can be accommodated through normal operating procedures.	<£10,000	<ul style="list-style-type: none"> Quality/delivery issue considered one-off Raised by students but action in hand 	<ul style="list-style-type: none"> No adverse publicity Credibility unaffected and goes un noticed

Note: Select criteria most appropriate. Use highest score if more than one criterion applies.

RISK MAP (for Gross risk & residual risk)

TIMESCALE 3 YEARS

IMPACT					
5 - Catastrophic	5	10	15	20	25
4 - Major	4	8	12	16	20
3 - Significant	3	6	9	12	15
2 - Minor	2	4	6	8	10
1 - Insignificant	1	2	3	4	5
	1 -Very Rare	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain
LIKELIHOOD					

Attention should also be paid to risks that are very rare or unlikely that could cause a catastrophic impact.

Committee	Finance & General Purposes Committee
Subject	Balanced Scorecard
Date of Committee meeting	04/03/2020
Author	Kirsty Campbell, Project & Planning Officer
Date paper prepared	24/02/2020
Executive summary of the paper	<p>The attached paper is the Balanced Scorecard, aligned with the aims and measures for the strategic plan Vision 2021, outlining where possible, the final measures for AY 2018-19.</p> <p>The data is presented in 2 parts:</p> <p>Part One - is a summary of the measures in a simple table layout with measures of current performance categorised as Red (worsening), Amber (stable) and Green (improving)</p> <p>Part 2 – Provides more detailed analysis and insight with a trendline giving a pictorial representation of data over the past 3 years.</p> <p>The following points are to be noted:</p> <p>This revised design for the Balanced Scorecard is a work in progress and work will continue with SMT and business owners to identify and include tolerances and sector averages where possible.</p> <p>Work is due to begin Autumn 2020 on the College's next Strategic Plan.</p>
Consultation How has consultation with partners been carried out?	The Head of Finance was consulted and provided the data for these measures.

Perth College UHI

Action requested	<input checked="" type="checkbox"/> For information only <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
Resource implications (If yes, please provide details)	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: <ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information 	The Balanced Scorecard KPI's stems directly from the Perth College UHI Strategic Plan 2016-21.
<u>Equality and diversity</u> Yes/ No If yes, please give details:	No

Perth College UHI

<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>Open business</p>

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

Its disclosure would substantially prejudice a programme of research	<input type="checkbox"/>	Its disclosure would substantially prejudice the effective conduct of public affairs	<input type="checkbox"/>
Its disclosure would substantially prejudice the commercial interests of any person or organisation	<input type="checkbox"/>	Its disclosure would constitute a breach of confidence actionable in court	<input type="checkbox"/>
Its disclosure would constitute a breach of the Data Protection Act	<input checked="" 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? 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

Strategic Plan Targets and KPIs: Progress Report 2018-19

1. Summary of Performance Status (Red, Amber, Green)

Key: KPI performance status

Improving	↑
Maintaining	↔
Worsening	↓


Key: Target performance status

Target achieved	
Target progress maintained	
Target missed	

Measure	Key Performance Indicator or Target	Performance
	Sustainability	
10	Financial:	
	a) Outturn	↓
	b) Non-core funding income (inc. Knowledge Transfer)	↓

Section 2: Detail of Performance by Measure

Detail of Performance: Measure 10a

Sustainability			
Measure	Key Performance Indicator or Target	Performance	Trend
10	Financial		
	a) Outturn	↓	

Baseline: **-£4,000**

Target: Achieve a break-even underlying operating position

Trend: A worsening position overall offset by a marked improvement from 2017/18 to 2018/19

Tolerance: tbc
(+/-)

Sector Average: tbc
(+/-)

Note on 2018/19 performance

Indicator

Deficit for financial year 2018/19 was £243k before Revaluation and Actuarial adjustments.


Source:

Perth College UHI, Reports & Financial Statements 2018/19
Consolidated and College Statements of Comprehensive Income for the year ended 31st July 2019

Commentary:

The College reported a consolidated deficit of £0.243 million for the year (2017/18: £1.45 million deficit). Following an actuarial loss of £1.7 million (2017/18: actuarial gains of £7.1 million), the College reported total comprehensive expenditure of £1.9 million (2017/18: £9.6 million income).

Detail of Performance: Measure 10c

Sustainability			
Measure	Key Performance Indicator or Target	Performance	Trend
10	Financial		
	b) Non-core funding income (to include Knowledge Transfer)	↓	

Baseline: 42%

Target: An increase in the percentage of income from non-SFC sources (including Knowledge Transfer)

Trend: Maintaining slightly below target for previous 3 years

Tolerance: tbc
(+/-)

Sector Average: tbc
(+/-)

Note on 2018/19 performance

Source:
Perth College UHI, Reports & Financial Statements 2018/19

Commentary:
Figures have been pulled from the notes to the accounts on the following basis:

Note 3 Tuition Fees & Education Contracts	£6,521k
Note 4 Other Grants & Contracts	£652k
Note 5 Other Income	£4,066k
Note 6 Investment Income	£13k
Total	£11,252k

£11,252/ Total Income £27,613 = 40.7%

PERTH COLLEGE UHI

JNC : Support Staff

Note of Meeting held on Thursday 12 December 2019
1.30pm, Room 019, Brahan

Present: **Management Representatives**
Katy Lees (KL), Head of HR & OD (Chair)
Dr Margaret Cook (MC), Principal
Lorenz Cairns (LC), Depute Principal Academic

Support Staff Representatives

Jane Edwards (JE), Unison
Winston Flynn (WF), Unison

Apologies: Rob Reed (RR), Unison

In Attendance: For item 3 only: Graham Little (GL), Interim Head of Finance

Note Taker: Carolyn Sweeney-Wilson (CSW)

Summary of Action Items

Ref	Action	Responsibility	Timeline
4.	<p>Review of Actions / Matters arising not included elsewhere on the Agenda</p> <p><u>3.2 TOIL Guidelines – update</u></p> <ul style="list-style-type: none"> KL to speak to Colleges Scotland regarding a flexi-time system. KL to commence a trial of TOIL, with a 5 hour weekly cap, until the end of the academic year. 	<p>Katy Lees</p> <p>Katy Lees</p>	<p>05/03/2020</p> <p>Immediately</p>
9.	<p>AOCB</p> <p>Healthy Working Lives (HWL) KL to provide regular updates, at JNC meetings, of sickness absence, staff turnover and CPD stats.</p>	<p>Katy Lees</p>	<p>Ongoing</p>

Summary of Action Items

Ref	Action	Responsibility	Timeline
	Training Agreements KL to check Point 6 in the Training Agreement and the legalities of this wording.	Katy Lees	ASAP

Minutes

Item	ACTION
<p>1. Welcome and Apologies</p> <p>KL welcomed everyone to the JNC for Support Staff meeting, in particular, Graham Little (GL), Interim Head of Finance, to talk to item 3.</p> <p>Apologies were noted.</p>	
<p>2. Minutes of the last Meeting</p> <p>The minutes of the JNC for Support Staff meeting held on 24 October 2019, having been circulated, were approved as an accurate reflection of the discussions that had taken place.</p>	
<p>3. Finance – update</p> <p>GL spoke to his comprehensive document which had been circulated earlier.</p> <p>The position at 3 months was an actual £237K ahead of the budget.</p> <p>JE thanked GL for providing his comprehensive paper as this was very helpful. KL advised that this was the same paper that was sent to F&GP.</p> <p>GL said it was not surprising for the accounts to be ahead in the first 3 months, as spend was always light in the first 6 weeks of the year (August/September), which was the start of the academic year.</p> <p>The College would continue to monitor all items of income and expenditure closely to ensure a balanced financial position was delivered at year end. In particular, the focus would be on the salary position against budget and more work was being prioritised to achieve more clarity in this area.</p> <p>JE said that for the trade unions (TUs) to have sight of these papers allows them to review where the College was financially but also, if</p>	

Item		ACTION
4.	<p>the TUs see something concerning them, it would allow them to be pro-active in acting.</p> <p>KL advised that it was the intention for GL to attend JNCs in the future, but the information coming to JNCs may be slightly different to that provided today. It was a matter of timing with the Board's F&GP Committee. The papers provided for today's meeting were prepared and discussed at the recent F&GP meeting and if that meeting did not happen until after a JNC, then the information being provided at JNC may be slightly different.</p> <p>Review of Actions / Matters arising not included elsewhere on the Agenda</p> <p><u>3.1 Retirement Policy Feedback – update</u> KL indicated this item was ongoing but KL would circulate a document in January, prior to the next JNC.</p> <p><u>3.2 TOIL Guidelines – update</u> KL advised that the action from the previous meeting, on this item, had now been completed.</p> <p>Unison were, however, to come back to this meeting after having discussed with their members what would be a suitable figure for capping hours accrued. WF referred to an example from WHC, which was no more 17 hours in a month and to be used up in 17 weeks. KL's suggestion was that TOIL be taken within 3 months. There followed a discussion on the most appropriate number of hours to used for capping; also in relation to the Working Time Directive, which states 13 hours. KL suggested having a set number of hours that could be accrued to. JE said that the use of overtime and TOIL was masking staff shortages. MC said that, personally, she would not like to see TOIL of more than 5 hours per week. MC said she would not even be supportive of 13 hours per week. A further discussion centred around the health of staff and how working excessive hours was not good for anyone's health.</p> <p>JE queried if there would be an alternative, for example, introducing some kind of flexi system. KL said she was not sure if that would be possible as contracts were a standard 35 hour week. KL also advised that it was not possible to monitor this through CiPHR at the moment. MC suggested it might be worth speaking to Colleges Scotland regarding a flexi system and see if they could offer any advice.</p> <p>Action: KL to speak to Colleges Scotland regarding a flexi-time system.</p> <p>KL suggested a trial of the 5 hour cap. JE said that, while this was a good thing, there may be some resistance, in certain areas, to the introduction of this cap, for operational reasons. MC said that flexible options, for when at specific times of the year where there</p>	<p>KL</p>

Item		ACTION
	<p>were pressures, these additional hours could be used. These times could have a higher cap, which would be approved by SMT.</p> <p>JE said it would be useful for staff and managers, if they were identifying staff shortages, to start keeping better records for the business case for additional staff. KL said she would start the trial of the 5 hour cap and would then review this after 6 months and see how it was being used. She would also submit this proposal to CMT, so that managers understood their responsibilities. KL confirmed that staff would not lose any TOIL currently accrued, but they would not be paid for it, which may mean that staff would have to take the TOIL over a longer period of time.</p> <p>JE suggested considering training staff in other departments to fill in, where there was a peak, when their department might be in a trough.</p> <p>WF commented that there was also an issue regarding the rate at which TOIL was paid, as some staff were confused by that. There then followed a more detailed discussion about TOIL rates. MC said that, as a business, if a member of staff wanted to do extra hours in one week, to take time off the following week, when the College may not need staff to work extra that week, then MC said she would be concerned about paying staff enhanced rates for this type of circumstance. KL said this would be paid at flat time and managers would then need to identify if staff had worked over and above that and then review.</p> <p>It was agreed that a trial of the 5 hour cap, with specific exceptions to be approved by SMT, to be commenced as soon as possible, until the end of the academic year.</p> <p>Action: KL to commence a trial of TOIL, with a 5 hour weekly cap, until the end of the academic year.</p>	<p>KL</p>
<p>5.</p>	<p>Staff Engagement Group - update</p> <p>KL said this item related to what approvals were going through the Staff Engagement Group (Staff EG), where there was potentially no mandate for this. JE said the Staff EG could not endorse anything as they did not have the mandate to do this and that items should be approved at the JNC. KL made it clear that if anything was discussed at Staff EG that required approving, then it would go to the JNCs for that approval.</p> <p>JE said that feedback from the Staff EG should come to the JNC from the relevant union rep who had attended the Staff EG meeting.</p>	
<p>6.</p>	<p>National Bargaining - update</p> <p>MC referred to National Job Evaluation (NJE) and advised that the Evaluators were currently being trained and they would then start</p>	

Item		ACTION
	<p>formally evaluating from January 2020. Evaluators would be looking at those institutions with the greatest number of completions first and Perth College should be informed, before Christmas, if it would be one of the first to be Evaluated. MC said she would inform the unions as soon as she had received notification of this.</p> <p>In terms of the Evaluation Panels going into each of the Colleges, this would not now be happening. Instead, evaluations, would now all be done centrally.</p> <p>WF said the pay scale side of the grading had not started yet. MC said there were lots of areas of discussion to be had before getting to that point – they were a long way from translating those scores into monetary values.</p>	
7.	<p>Living Wage - update</p> <p>KL advised that a new Living Wage was announced on 11 November and the College had applied that increase on that date. JE said that College contractors also needed to signed up to the Living Wage, in order for the College to continue to be accredited. JE said that Sodexo would need to be checked, as there had been problems in the past with them.</p>	KH
8.	<p>Facility Time Reporting</p> <p>KL said she had previously circulated a document, which union reps needed to provide her with information for. TU reps would need to split their time between TU activities and TU duties. JE said that TU activities were usually very low. KL said this was still required to be reported on. KL also asked TU reps how often they wanted to supply this information to KL. KL confirmed that she needed to report this information annually. JE said TU reps would then supply the data annually. KL said she needed this information by the end of March 2020.</p> <p>A further discussion followed regarding the number of hours each rep receives and whether reps should be using a ratio of number of reps to staff. It was agreed this conversation would be continued after the meeting with KL and TU reps.</p>	
9.	<p>AOCB</p> <p>Timesheets</p> <p>KL provided updated copies of the support staff and invigilators timesheets, which had been updated from the last meeting.</p> <p>Healthy Working Lives (HWL)</p> <p>KL advised that the College had retained the Gold HWL award with the proviso that the College staff undertake the survey. KL provided reps with a copy of the survey and advised that she was intending to</p>	

Item		ACTION
	<p>make the survey live in January, as it needed to be completed by the end of that month.</p> <p>JE said she was amazed that the College had passed the Gold HWL given the lack of work done on this. KL said that a lot of work was done, but it had not been as planned as it should have been. KL said that she had asked Ian Bowe (IB) to reconvene the HWL group, with the first aim to draw up an annual plan to maintain this award. KL said that there was a need to do the survey and this would go directly to HWL, the College would not know what the responses would be. JE said that HWL was meant to be there to support the health and welfare of staff and if the College was not actually doing anything about this, it was then questionable if the College should have received this award. KL said that the College did do a lot, it perhaps hadn't all been reported on, but recognised that there was more that could be done. JE said JNCs used to get a summary of the sickness absence, staff turnover and CPD hours and asked if they could receive this update information again. KL said she would be happy to provide this information.</p> <p>Action: KL to provide regular updates, at JNC meetings, of sickness absence, staff turnover and CPD stats.</p> <p>Staff Survey JE asked when the staff survey would be issued to staff. LC said this was something that was discussed at the Staff EG. A small SLWG had met once and they did draft up some questions, but the Staff EG did not feel they were purposeful. However, Ian did not take this any further forward and a new group will be formed to look at this. There was no intent to not have a survey and it will be issued when the Staff EG produce, and approve, the questions.</p> <p>Joint Consultation – Joint Communication JE asked if there would be a joint communication on the Consultation process. MC said that it was agreed at yesterday's Joint Consultation meeting that a joint communication would be circulated. JE asked if this could be circulated asap.</p> <p>Training Agreements JE referred to the document on Training Agreements that was discussed at the last meeting and asked for some clarification on the purpose of the document. KL said this was to strengthen and make more formal the training agreement. The previous agreement was a letter, which was not legally enforceable. JE said that the wording at the bottom of the document - Point 6, needed to be changed. JE said that the College was not legally allowed to reclaim the full amount in law. KL said that the College was entitled to recoup this money. JE said that KL needed to have that double-checked, because there was an issue around deducting from wages. KL said she would check, however, she didn't believe that reclaiming training fees was affected by the law on deducting from wages. JE queried the use of the word "debt" as it was a civic debt. KL said this was a</p>	<p>KL</p>

Item		ACTION
10.	<p>debt to the College and staff do understand what they are signing up to. The document had been checked with a legal adviser. JE said she would like someone to independently check this.</p> <p>Action: KL to check Point 6 in the Training Agreement and the legalities of this wording.</p> <p>Issue regarding NI, Tax & Pensions for some staff MC flagged up a financial issue that had recently been discovered regarding NI, tax and pensions for some staff. She said there was a further piece of work to be done on the pensions and that the College had self-declared to HMRC regarding this. This affected a very limited number of staff who were on 2 contracts, so this would largely affect academic staff. Once individuals were identified who would be affected by this, then SMT would advise TU reps. JE asked how long this had been ongoing. MC said they thought this had been going on for at least 6 years and it had developed from systems issues, as the systems hadn't been able to cope with the 2 contracts. There was a discussion regarding the systems in use in Finance, HR and Payroll and the need to upgrade these systems. The internal auditors, Henderson Loggie, would be in the College in the New Year to bottom out what these issues were.</p> <p>Date and time of next meeting:</p> <ul style="list-style-type: none"> • 5 March 2020 <p>All meetings are on Thursdays at 1.30pm, in Rm 019.</p> <p>Meeting End Time</p> <p>The meeting concluded at 14.50.</p>	KL

PERTH COLLEGE UHI

JNC : Lecturers

Note of Meeting held on Wednesday 22 January 2020
3.00pm, Rm 019, Brahan

Present:

Management Representatives

Katy Lees (KL), Head of HR & OD (Chair)
Lorenz Cairns (LC), Depute Principal Academic

Academic Staff Representatives

Declan Gaughan (DG), EIS-FELA
Elinor Moses (EM), EIS-FELA

Apologies:

Dr Margaret Cook (MC), Principal

In Attendance:

For item 3 only: Graham Little (GL), Interim Head of Finance

Note Taker:

Carolyn Sweeney-Wilson

Summary of Action Items

Ref	Action	Responsibility	Timeline
5.	<p>Implementation of the National Recognition and Procedures Agreement specifically Circulars 03/19</p> <p>4.1 Additional Professional Duties (APD) - update KL to send the APD form to EIS reps.</p>	Katy Lees	ASAP
6.	<p>Working Arrangements – update</p> <ul style="list-style-type: none"> EIS Reps to take the offsite working pilot proposal of 3 forms, in a 6 week timeframe, to their members' AGM on 29th January and feedback the result to KL. KL to begin the process of putting in place the pilot in readiness for commencing, pending the EIS discussions with members. 	<p>EIS Reps</p> <p>Katy Lees</p>	<p>30/01/2020</p> <p>ASAP</p>

Summary of Action Items

Ref	Action	Responsibility	Timeline
7.	Facilities Time - update KL to circulate the 'Supporting Guidance for the Trade Union (Facility Time Publication Requirements) Regulations 2017' to EIS Reps.	Katy Lees	ASAP
9.	AOCB <u>Facilities Time</u> LC to discuss with the Principal the additional Facilities Time requested by union reps, due to ongoing collective consultations. <u>Leisure Tutor Form</u> EIS Reps to follow up with their regional branch regarding their views on the Leisure Tutor Form.	Lorenz Cairns EIS Reps	31/01/2020 ASAP

Minutes

Item		ACTION
1.	<p>Welcome and Apologies</p> <p>KL welcomed everyone to the JNC for Lecturers meeting. In particular, KL welcomed EM to her first JNC.</p> <p>KL also welcomed Graham Little (GL), Interim Head of Finance to the meeting. GL was attending for item 3 only, which was taken first on the Agenda.</p> <p>Apologies were noted.</p>	
2.	<p>Minutes of Previous Meeting</p> <p>The minutes of the meeting held on 24 October 2019, which had been previously circulated, were approved as an accurate reflection of the discussions that had taken place.</p>	
3.	<p>Finance Update</p> <p>This item take first.</p> <p>GL spoke to the comprehensive document he had previously circulated, which contained the Management Accounts for the 3 month period August to September 2019.</p>	

Item		ACTION
	<p>The overall position was a positive variance against budget. However, GL stressed that the positive variance was probably due to timing, particularly as there was usually less spend in the first 2 months of the academic year (August and September).</p> <p>In terms of income, GL went through this, but noted that £202K of the budget adverse variances was generated by Bursary income, which was just money in and money out.</p> <p>In terms of other operating activities GL noted that the commercial income was lower than budgeted.</p> <p>Expenditure was £97K better than budgeted for pay costs, against this would be variances due to timing.</p> <p>GL enquired if reps were happy with the format of the document he had provided for this meeting, in comparison to what they had previously received, and reps said they found the narrative helpful and were happy with the presentation format.</p> <p>In conclusion, GL said the spend was being watched closely and GL hoped to bring the 6 month figures to the next JNC.</p> <p>KL advised that GL would attend every JNC to provide a Finance Update and EIS reps were asked to let GL know if there was any particular information they wanted to review at JNCs.</p> <p>DG asked if it was normal to show the budget on a monthly basis, rather than by quarter. GL said that it wasn't usual practice, but he had inherited this way. LC said he felt it was good to see the monthly figures, as it made it easier to see trends developing.</p>	
4.	<p>Review of Actions / Matters Arising not included elsewhere on the Agenda</p> <p>None.</p>	
5.	<p>Implementation of the National Recognition and Procedures Agreement specifically Circulars 03/19</p> <p>4.1 Additional Professional Duties (APD) - update As this was EM's first JNC, KL explained the background to the provision of the APD calculator.</p> <p>Action: KL to send the APD form to EIS reps.</p>	KL
6.	<p>Working Arrangements – update</p> <p>KL indicated that she had spoken with other organisations in terms of what they were currently doing and if they hadn't commenced, what they were proposing to do.</p>	

Item	ACTION
<p>KL said she had now modified the form from when she had previously presented it and had condensed it down. All the forms would go through HR, as HR needed to audit them from an Equality point of view.</p> <p>In terms of the proposal, following the National Agreement, but also in recognition of the impact in the College, KL said that management would like to conduct a pilot in Semester 2. The pilot would trial staff requests for half a day, in a 4 week timeframe, so that the impact could be assessed.</p> <p>DG said he would like the form to be more streamlined and that he had an issue with the number of forms and the amount of paperwork that staff would need to complete. Over 20 weeks this would be 5 forms.</p> <p>LC said that he would want to ensure that if students wanted to see their Lecturers, and Lecturers were not available on regular days, he would be concerned that the student would then chose not to come into College on that day because their Lecturer was regularly not available. LC said he was concerned that the student would potentially disadvantage themselves, when they may need to be in College. Management would want to be confident that staff were also not missing out on conversations within teams, because they were offsite on regular occurring days. There was also the issue of emergency cover, and ensuring that line managers had enough staff to cover any last minute absences. Management wished to make sure no-one was disadvantaged and that the student would come first, that the teamwork is there and the student would still be able to speak with their Lecturer when they needed to. LC noted that the data protection (GDPR) issue of staff taking work home, had still to be checked. These were among the many reasons why management wished to try this as a pilot first, to make sure that all these things were working. Management were not trying to stop this, but needed to be reassured that there were no issues. Once the pilot was completed, management would wish to have a further conversation with reps about the results and the future for this.</p> <p>EM referred to her team, when staff have had a 'work from home day' and no-one had missed out, as everyone communicates and attends team meetings. LC said that, at the moment, these agreements were on an ad hoc basis between individual Lecturer and line managers. However, not all Lecturer currently get this opportunity and this pilot was about opening up the opportunity of offsite working to all Lecturers.</p> <p>KL said she was also concerned about those staff who currently have flexible working agreements and then adding this on top. KL said she wanted to make sure of the impact, as there were areas where this would in fact have a negative impact. If the trial proved that offsite working was successful then this would be good. EM pointed out that this was a national agreement and Lecturers were</p>	

Item		ACTION
	<p>entitled to this arrangement. KL said that the national agreement provided the entitlement to request offsite working. Every other college was going through different challenges about how to implement this.</p> <p>DG said he was concerned about the amount of paperwork Lecturers would have to complete. Potentially, this would mean an additional 5 forms to complete. DG said he would prefer it to be only one form for the Semester.</p> <p>LC said there were various matters that needed to be considered, including the fact that the College will have an Education Scotland (ES) visit coming up, but also EV visits and possibly QAA. In terms of staff completing one form for the whole 17 week Semester, management needed to be able to say to staff that they would have to be in College on certain days, or weeks, for events such as these. EM said most people were professional and would understand they wouldn't be able to take the time in those weeks.</p> <p>DG reiterated his earlier concern that completing these forms would add to the paperwork and will "bog staff down". KL said it would be a maximum of 5 forms over 20 weeks (including the exam weeks). DG said that this was on an individual basis but, for managers, that would be much more. LC said that management needed to ensure that there was an understanding of what was being requested and managers needed to be able to review this. There was, therefore, a need to ensure there was flexibility in the pilot phase.</p> <p>DG felt it would be difficult for EIS reps to go back to members to support a process, without it being something close to Edinburgh's agreement. DG felt it would be difficult for members to accept. Edinburgh's agreement was closest to the national agreement and this would be the ideal for implementation, as this reflected the spirit of the agreement. LC said management were not saying they would not be able to agree to that, just that management might not be able to agree to this immediately. DG pointed out that this process was meant to be implemented in August. KL said that there were many Colleges who had not yet implemented this.</p> <p>KL suggested moving to a 6 week period, which would reduce the number of forms to 3, bearing in mind that this would be a pilot. Doing this in smaller bitesize chunks would make it more manageable in the pilot phase and make it easier to change, rather than having just one form for the whole Semester.</p> <p>DG suggested making it clear that this was a trial implementation, that was to be reviewed over the summer holidays, and Lecturers would need only submit 2 requests over the semester, one taking staff up to the start of Easter holidays and then a further form after Easter to take staff up to the end of year. LC said he was not sure there would be much difference between 2 or 3 forms.</p>	

Item		ACTION
7.	<p>DG said he was concerned about taking this to members, he would have difficulty in supporting this. KL said that twice per semester would be more random than the pilot of 6 weeks and the ES visit was just after Easter. DG said that all staff would know that they had to be in College the week of the ES visit. LC said he thought that the 3rd section of the semester would be when the ES would have most visits. EM queried who would evaluate the pilot. LC said that management would have an open discussion with staff and union members.</p> <p>An in-depth discussion continued about student access to Lecturers, what the impact would be to students if there was an increase in staff not being available; the impact on staff of completing the forms and further discussion regarding how many forms, over what timeframe, should be used in the pilot.</p> <p>KL said that management wanted to get this pilot started as soon as possible, as a semester had already been lost. DG said that all that had been discussed was that there would be more than one form for each semester. There had been no discussion about the contents of the form or anything else.</p> <p>KL proposed that they agree the principal of 3 forms (for 6 week timeframes) then KL could get the form completed by the end of this week and circulated.</p> <p>DG said he would raise the option of the 3 forms in a 6 week timeframe, at next week's EIS AGM. KL said she would make a start on putting in place the pilot and would wait to hear any decision from EIS reps, after their AGM on the 29th.</p> <p>Action:</p> <ul style="list-style-type: none"> • EIS Reps to take the offsite working pilot proposal of 3 forms, in a 6 week timeframe, to their members' AGM on 29th January and feedback the result to KL. • KL to begin the process of putting in place the pilot in readiness for commencing, pending the EIS discussions with members. <p>Facilities Time - update</p> <p>KL referred to the document she had circulated previously, regarding Facility Time legislation, which HR were required to comply with, for reporting Facility Time. Regular updates from reps on their paid trade union activities was required to be recorded.</p> <p>DG was not certain he had received the document concerned. KL said she would email it out again to reps, but noted that it was the last table on page 20 (Table 4) that she was referring to.</p> <p>KL said she required to have an annual figure, commencing August 2019. DG said reps were continuing to keep track of this and</p>	<p>EIS Reps</p> <p>KL</p>

Item		ACTION
	<p>suggested they continued to do so and then submit the information to KL. KL confirmed she would be happy with that.</p>	
	<p>Action: KL to circulate the 'Supporting Guidance for the Trade Union (Facility Time Publication Requirements) Regulations 2017' to EIS Reps.</p>	KL
8.	<p>Living Wage - update</p>	
	<p>KL advised that a new Living Wage was announced on 11 November and the College had applied that increase on that date. KL said that, as a Living Wage employer, College contractors also needed to be signed up to the Living Wage, in order for the College to continue to be accredited. KL advised that she would, therefore, need to discuss this with Sodexo.</p>	
9.	<p>AOCB</p>	
	<p><u>Facilities Time</u> DG referred to previous discussions regarding the increase in Facilities Time for reps, which was in light of the current collective consultations process and wondered if this could be agreed. LC said he would take this to the Principal and discuss this with her and would hope to have an answer for reps by next week.</p>	
	<p>Action: LC to discuss with the Principal, the additional Facilities Time requested by union reps, due to ongoing collective consultations.</p>	LC
	<p><u>Leisure Tutor Form</u> KL referred to the Leisure Tutor form, previously discussed, whereby DG was going to take this to EIS regional branch for their views. DG said that he had not received a response from the regional branch, but would chase this up. KL said it was important to get this implemented as it related to the distinction between Leisure Tutor and Lecturer contracts.</p>	
	<p>Action: EIS Reps to follow up with their regional branch regarding their views on the Leisure Tutor Form.</p>	EIS Reps
	<p><u>Healthy Working Lives</u> KL indicated that the Healthy Working Lives (HWL) survey had now been circulated to staff and asked EIS reps to encourage their members to complete this, as the deadline for completion was 28th January. The College had retained the Gold HWL award, with the proviso that the College staff undertake the survey. KL said that the HWL Group would also be resumed, and re-energised, as this had been neglected over the past year.</p>	
	<p><u>Mandatory Training</u> KL wanted reps to highlight to their members the email sent regarding Mandatory Training. If staff had any problems logging in,</p>	

Item		ACTION
10.	<p>then asked that members contact HR. A deadline had been set for completion of this training and this was because the stats for completion of mandatory training were very low. However, KL did recognise that some workloads might not accommodate the meeting of this deadline. Fortnightly reminders would be circulated to staff but, if any staff felt they needed more time, then they should discuss this with their line managers. KL said that there was no additional money to pay staff to undertake this training. However, time was being set aside at the Staff Conference Day for staff to complete the modules.</p> <p><u>Issue regarding NI, Tax & Pensions for some staff</u> KL advised that it had been identified there might be NI and pension issues for some staff. The full scope of the issue was not yet known and the College would be bringing in someone to carry out a review, in order to understand what the implications were for staff and the College. KL said she would update EIS reps when more was known. The College had self-declared to both HMRC and the pension company that there was an issue.</p> <p><u>Pay Records for Staff with Multiple Records</u> KL advised reps that there was an issue regarding the pay records for staff with multiple records, and those who had additional hours added. This had left HR with an issue regarding identifying the core hours for these staff. HR staff have had to refer back to manual files to try to find this information and as a result, permanisation has been taking longer than anticipated.</p> <p>Date and time of next meeting:</p> <ul style="list-style-type: none"> • 5 March 2020 <p>All meetings take place are at 3.00pm in room 019.</p> <p>Meeting End Time</p> <p>The meeting concluded at 16.30.</p>	

Joint JNC Meeting – 6th Consultation meeting

Note of Meeting held on Tuesday 3rd December 2019, 12.30pm, Room 019

Present: Management Representatives

Katy Lees (KL), Head of HR & OD (Chair)

Dr Margaret Cook (MC), Principal

Veronica Lynch, Vice Principal, External Engagement

Academic and Professional Staff Representatives

Declan Gaughan (DGa), EIS-FELA

Elinor Moses (EM), EIS-FELA

Rob Reed (RR), Unison

Jane Edwards (JE), Unison

Chris Greenshields (CG), Regional Officer, Unison FE

Daniel Thompson (DT), Area Officer, EIS-FELA

Employee Representative for Staff on Management Contracts

Dr David Gourley (DGo), Head of Learning & Teaching Enhancement

Apologies: Lorenz Cairns, Depute Principal, Academic

Winston Flynn (WF), Unison

John Gallagher (JG), Senior Regional Officer, Unison FE

Note Taker: Carolyn Sweeney-Wilson

Summary of Action Items

Ref	Action	Responsibility	Timeline
4.	<p>Review of the Financial basis on which the Board made its decision to approve the College Budget</p> <ul style="list-style-type: none">Union Reps to submit any questions they have to KL in advance of next week's Consultation meeting.	Union Reps	10/12/19

Summary of Action Items

Ref	Action	Responsibility	Timeline
	<ul style="list-style-type: none"> MC to circulate figures to Union reps of the breakdown of figures between receiving the SFC funding and the additional elements contributing to the shortfall. VL to look at the 2017-18 financial data for ASW in detail and respond to the unions query regarding the loss being made. KL to provide unions with a breakdown of consultancy costs. MC to circulate the breakdown of costs, after staffing, which was spent on capital and discretionary expenditure. 	Margaret Cook	11/12/19
		Veronica Lynch	11/12/19
		Katy Lees	11/12/19
		Margaret Cook	11/12/19

Minutes

Item		ACTION
1.	<p>Welcome and Apologies</p> <p>Katy Lees (KL) welcomed everyone to the meeting, in particular, Chris Greenshields, Unison, to his first consultation meeting.</p> <p>Apologies were noted.</p>	
2.	<p>Minute and Actions from previous meeting</p> <p>The minutes of the 5th Joint JNC meeting, held on 19th November 2019, having been circulated, were approved as an accurate reflection of the discussions that had taken place.</p>	
3.	<p>Matters Arising</p> <p><u>3.1 Further Meeting Dates</u> Completed.</p> <p><u>3.2 Voluntary Severance – Money Available</u> MC advised that she was still in discussion with SFC in terms of use of the money and the timescale for the release of it. MC said she would inform JNC members as soon as she had a final decision from SFC.</p>	

Item		ACTION
	<p>CG asked how much money the College had for VS. MC explained that the money was deferred income and the date for use of the money was 31st March, due to this date being the SFC financial year end. MC said she could not divulge any details until a definitive value for this 'pot', and a date for its use, were confirmed.</p>	
<p>4.</p>	<p>Review of the Financial basis on which the Board made its decision to approve the College Budget</p> <p>KL referred to the previous proposal document circulated to members of this group along with the budget figures. KL said that at the last meeting they had also received the additional questions from JG which KL proposed Management would respond to at this meeting.</p> <p>MC suggested that they take each point in order and work their way through the Unison submission.</p> <p>Point 1: Unison referred to the “manner of the formulation of these proposals by SMT” and MC indicated that the Board of Management took the decision to task SMT to make savings of £600K to balance the budget.</p> <p>It was then up to SMT to produce a set of proposals to enter a consultation process with staff. SMT produced the consultation document, which was shared first with union representatives, then staff. MC reiterated that she could not stress enough that this document was a proposal and was the basis for the consultation exercise. It was not a “done deal”.</p> <p>MC said that feedback had been received from staff and this is what would be discussed at the consultation meeting next week.</p> <p>JE said that it was the union’s understanding that today’s meeting was about how SMT came to the proposals and what financial basis had been used for determining the savings. MC said that SMT came to the proposals through discussion. Every member of staff reports to a member of SMT through different management levels, so SMT had overall responsibility for all areas of the College and, therefore, had a wide knowledge of the teams. It was this knowledge which was used as the basis for their discussion in producing the proposals. SMT said with their considered knowledge, and information from other college managers, this had led SMT to believe there was room to make changes in the areas specified in the proposals.</p> <p>CG queried how many responses SMT had received to the consultation exercise. MC said she could not put an exact figure on the number of responses, but thought it was in the region of 40+.</p>	

Item	ACTION
<p>CG queried whether or not all of the proposals would be shared with union reps. KL said that the proposals would be shared, however, any that contained questions about/from an individual would not be shared as this was their information.</p> <p>CG asked Management if they investigated the stress trends, in the areas proposed for reduction, before devising the proposal document. MC said that SMT knowledge of the College meant that they were aware of the stress points. They considered the workload in the affected areas, but they did not look at trends eg in sickness absence. SMT looked at areas where they felt they could reduce staffing. MC said that this was a proposal from SMT and they did not consult other members of staff prior to its production. CG said that when SMT considered workloads in the areas of the College, and in order to arrive at that those proposals, if they had not spoken with the staff concerned, then how did they get to this proposal without the knowledge of the workload of each member of staff. MC said that SMT looked at these areas with the knowledge that SMT had of these areas and this was the proposal resulting from that.</p> <p>JE referred to DTP, where the proposal document indicates 100% of the DTP staff would be lost and asked who would be responsible for doing their work when the staff were removed. JE asked who had responsibility for DTP. MC said that DGo had line management responsibility for DTP and DGo reported to LC. JE said that the DTP staff had told Unison reps that their work won't go away and that it would continue and wanted to know how SMT reached their decision.</p> <p>There then followed an in-depth discussion related to the above question and the purpose of today's meeting. Unions and Management were in conflict regarding the purpose and MC said that the purpose of today's meeting was to discuss the financial basis on which the Board of Management made its decision to approve the College budget. JE said that from Unison's point of view, today's meeting was to discuss the figures relating to the roles being removed and how this would relate to saving the College £600K. It was also about how the College got into the position of needing to save such a large deficit.</p> <p>There was some further discussion around this, in particular, MC said that many of these questions had been discussed previously and were noted in the minutes.</p> <p>CG said that the purpose of today's meeting was to discuss the College finances, but if he had any other type of question, this could be taken note of and this could be discussed next week.</p> <p>DT agreed, but also said that there was only a short amount of time</p>	

Item	ACTION
<p>JE asked if it was this shortfall what the College was having to make the saving for. MC said it was not as linear as that, because there were other contributing factors. JE said that this amount was fairly close to the amount SMT were indicating needed to be saved. JE then referred to 3 other areas in the College where there was £559k overspend in unpredicted academic equipment, one stop shop and HR costs, which previously SMT said they could afford and this totalled 8% of the amount that they were intimating needed to be saved. JE said that SMT had overspent on things that they didn't need to overspend on. JE said she was a trained internal auditor and was able to drill down on figures and wanted to know if SMT thought it was an issue that no one on SMT had any financial background. VL said she had overall responsibility for the Finance Department, although she did not have a financial background. However, VL pointed out that the previous Head of Finance (Andrea Saunders) had attended SMT meetings at which finances were discussed and was fully involved in those discussions..</p> <p>JE said that another issue she had noticed was that there was a huge overstating of revenue that departments were expected to achieve eg Mountain Studies and ASW. ASW was making a loss and JE said this, again, boiled down to the fact that SMT had allowed figures to creep into budgets when there was no guarantee of the College every attaining those sums.</p> <p>MC said that in terms of academic equipment, SMT had brought forward the spend on this because the College couldn't bring that money into this financial year. Being able to spend the money in the 2018-19 budget, saved money in the 2019-20 budget. MC said that in regard to the 'One Stop Shop' the College received external grant funding for this. MC said that it was her view that they had not massively overstated the income, that SMT had been realistic, but optimistic, about income. There were several income schemes the College was looking to, including the Flexible Workforce Development scheme.</p> <p>JE said that, from memory, ASW had made a loss from the beginning and then it had increased its loss by 680%. These were figures provided by SMT in their minutes and financial statements and in one of those documents it was noted there was also a £555K overspend. MC pointed out that this had already been discussed at a previous meeting and Management had responded to this. MC said that the one stop shop was funded by grant income, but it was also a timing issue, with the work being done during the summer, but the money being received later. MC asked VL to explain the difference between the ASW commercial income and the curriculum.</p> <p>VL said that ASW had 2 strands to it – a curriculum strand and a commercial strand. All of the costs associated with the overhead for ASW sat within the ASW code which was a commercial code, but</p>	

Item		ACTION
	<p>this also covered the curriculum areas as well. So anything in the figures showing a loss would not actually be a loss, due to the curriculum element, but this was how that figure was attributed across the curriculum. The figures showed that ASW had grown year on year and was now showing a profit. The accounts JE was quoting from would have been ASW's first year and a partial year after that. JE said that in the financial statements, sent to other meetings eg Board, F&GP, FERB etc it was showing a shortfall. VL said that JE was looking at the 2017-18 data. However, VL reiterated that due to the curriculum aspect to the building, ASW was not purely a commercial venture.</p> <p>Action: VL to look at the 2017-18 financial data for ASW in detail and respond to the unions query regarding the loss being made.</p> <p>JE said that looking at the comparisons between budgeted income and actual income there was a discrepancy. The money SMT have said will be generated was overstated. MC talked about the reality of the differences between university and college sector funding and the fact that the college sector relies heavily on SFC income. However, the Perth College had to try and generate more income in order not to be reliant on the SFC funding. At the moment, the College's reliance on SFC income was almost absolute.</p> <p>JE said that any budgets for income needed to be realistic. At the moment, due to the income figures stated, it would appear to be either financial mis-management or naivety by SMT, and that union members were potentially going to be losing their jobs because of this. DT said it was a great shame that actual forensic analysis of the budget was coming from the trade union side, not management, and this was the information that the unions needed and it was disappointing that this analysis was being led by the unions. The in-depth financial figures should have been included with the proposals. MC said that the unions were pulling figures from various different financial years and sources and then demanding instant answers from SMT, which was not going to be possible.</p> <p>MC suggested that the meeting continue to go through the Unison response document systematically, rather than randomly pick up points to go through. JE said that these questions had not been sprung on Management, they had all gone through PC Consultation. MC reiterated that unions were quoting financial figures over various years and expecting SMT to provide instant answers. JE pointed out that these were SMT's figures. CG said that unions needed to see minutiae at this time, as this was a critical juncture.</p> <p>CG wished to return to JE's comment regarding the financial advice represented at SMT and MC seemed to be suggesting at today's meeting that there was no financial issue with Perth College before now and that SMT seemed to be stating that it was the funding</p>	<p>VL</p>

Item		ACTION
	<p>difference relating to National Bargaining. Did the previous financial advice SMT received not raise other concerns about the financial balance and if so, what was SMT's response. VL said that there were always on-going conversations between the Head of Finance and SMT regarding where the College was in terms of budget planning. However, regarding the 2019-20 budget, the timing of the indication that the College would be in deficit was a later timeline than which SMT would have preferred. It was at the September Finance Committee that it was realised the extent of the issue with the finances and that savings would need to be made. MC said that the sector had always been aware that there were issues coming in terms of the sector's abilities to meet outgoings. Perth College did not get its confirmed financial picture, for this financial year, from UHI (the College's Regional Strategic Body) until September 2019. SMT had some concerns about the budget in advance of that date, as there were figures they did not have precise details on, but it was only in September that SMT received the last figures from UHI, when the budget could be determined. At this point it became apparent where the College would be financially.</p> <p>CG queried if there were lessons to be learned regarding when the College received the relevant information about income streams etc. MC said that this had been an issue they'd had all along and she had also spoken at the Staff Conference in August and apologised to staff that budgets were not yet available. This was not desirable for anyone going forward and MC would always want to see budgets finalised in June.</p> <p>JE said that Audit Scotland had given SMT an amber warning last September. MC said they were aware of this and had acted on it by not replacing roles and also cutting out as much as possible in terms of non-staffing costs. JE wanted to know what roles had not been replaced.</p> <p>KL itemised some posts that had been removed and gave some examples. This had generated a saving of £268K. JE said that Management had then spent £168K on consultancy. KL pointed out that some of the areas in HR, where it was showing a spend on consultancy, was not, in fact, correct. KL said that items such as staff welfare had been coded to consultancy, but this was not in fact consultancy. This was a coding issue and she would be reviewing where items were coded to in due course. CG asked if unions could have a breakdown of consultancy costs. KL said she could provide this, but not the minutiae, as this may highlight individuals which was not acceptable.</p> <p>Action: KL to provide unions with a breakdown of consultancy costs.</p> <p>DT said one of the posts mentioned as not being replaced was the</p>	<p>KL</p>

Item		ACTION
	<p>International Student Recruitment post and DT asked what was put in place instead. VL said this was a 2 year fixed term role, however, another method of covering this area had been identified, without having to fill the post. DT asked what had been put in place, and VL explained that it was similar in style to a recruitment agency in that the person providing the student received commission. VL said that the College was growing this activity, but in regard to that particular role, SMT decided not to fill this post at that time, in favour of the alternative, cost-saving, method. Also the Head of Marketing and International post had not been filled, but decided to retain the team leader roles instead.</p> <p>CG said that the report indicated that recruitment in the local market was dwindling? VL said it was remaining reasonably flat, due to a number of factors, particularly that students were staying on at school longer and also taking up apprenticeships etc which was the case across the whole sector. Colleges Scotland had made representations to the Scottish Government regarding this.</p> <p>EM queried how the funding for each FE and HE stream was worked out. MC said that the College had 2 streams of funding – FE through UHI, the Regional Strategic Body, and the College then agrees with SFC the regional funding. HE funding came from SFC, but at a different rate. UHI, in its role as the university, takes 35% off that, as a top slice, then the College receives money from UHI to run HE. The College does have different streams of income and does have a Regional Outcome Agreement to cover all that. The reality of UHI is that it has been a growing institution, but there was now no growth in student numbers, but still growth in courses. This did mean smaller classes, but more staff, so there was a need for the College to review what was being delivered. So, while there was growth in programmes, there was not growth in numbers. EM asked if the College could hold reserves. MC said that the University could hold reserves, but as the College was a constituted FE college, it couldn't hold any money in reserve. EM asked if the College could ask UHI for some of their reserves to help with this. MC said there were issues round this, but she could speak with the Board.</p> <p>CG said, regarding the issues around non-staffing costs that SMT had mentioned, the union would normally expect to see forensic detail on this, with provision of financial figures, particularly as these were not immaterial costs. Unison would like to see a breakdown of these costs and the savings SMT had made. Although not financially accurate, MC said that staff costs were approximately 70% of the budget and the majority of the remaining amount was spent on capital eg buildings etc. The discretionary spend had reduced dramatically over the years, but MC said she could circulate these figures to unions - the balance after costs and what the fixed costs were. VL said that the discretionary expenditure was approximately £2.5-£3M.</p>	

Item	ACTION
<p>CG said it would be helpful to have a full breakdown on the discretionary spend.</p> <p>Action: MC to circulate the breakdown of costs, after staffing, which was spent on capital and discretionary expenditure.</p> <p>JE said that the original paper issued in October was suggesting that SMT were going to save £600K and unions were looking for figures to substantiate this. VL said that, based on the feedback received from staff on the original consultation proposals, these might be 2 different things. MC said those assumptions were based on roles, so she felt it wouldn't be appropriate to give out some of these figures, as the individuals could be identified. JE said that staff could already work out who some of the staff were from the proposal document. However, these were public sector salaries and public sector salary scales and were not big secrets. This was about the role, not the individual. JE said that if SMT thought their proposal was going to save £600K then the unions needed to know what these figures were based on and they couldn't go any further with the consultation process until they knew what these details were.</p> <p>DGa referred to the minutes from the last meeting, where on page 4, JG asked the question about the College finances and that the unions wanted to have a discussion about this. DGa said that it was, therefore, his understanding from the last meeting that today's meeting was specifically meant to discuss these finances. DT said that unions hadn't received a breakdown of financial information and that this would be required to move forward. DGa said that if they were going to decide on proposals next week, then they would need to know the finances before going through the proposals.</p> <p>CG said that this was a flawed consultation process, much like elsewhere in the sector, and that unions needed to urgently see the real detail, so they could properly interrogate it and return to SMT with questions. CG said that he too was also worried about the financials moving forward, particularly the overstated income, as mentioned previously by JE.</p> <p>KL said that the meeting next Wednesday was where SMT intended to share the proposals received from staff, to make sure unions were aware of what had been received. KL asked if unions were wanting to postpone this meeting, or progress with it, particularly given the additional information that unions were asking for?</p> <p>JE said that the unions had not asked for more information; this had been asked for at the last meeting and JE felt SMT should have brought that information to the meeting today. JE said that if staff had put forward alternative proposals and if Management could not attend a meeting with unions to say what proposals were going to</p>	MC

Item	ACTION
<p>save the money, along with monetary values, then this would defeat the purpose of sitting around the table with the unions. JE said that Management did not appear to know how they were going to make the £600K savings. MC said that, with some assumptions, they had added up the potential savings from the proposals and these savings would amount to the sum required. Yes, some individuals could be identified, but SMT were confident that these proposals would make the sufficient savings required.</p> <p>CG said that Unison were happy to attend as many meetings as required, for as long as it takes, to come up with acceptable proposals. CG felt that a whole day meeting would be required, but only if they received their answers in advance. For the second meeting next week, CG said they would want their answers in advance to their questions.</p> <p>KL reiterated that some of the staff feedback was from individuals and they would need to get their permission to share this. CG said he didn't agree with that and it sounded like Management were trying to say they were not going to share these staff proposals with unions. KL said this was not the case and, to be clear, she would be going back to those members of staff to ask them if they would be happy for KL to share their proposal with unions. KL said it was her intention to share as much as she could with unions, but she would still have to ask individuals for their permission to share. KL said she would advise unions if there were any who did not wish their proposals to be shared.</p> <p>JE said that if an individual had proposed something, which was in relation to their role, Management did not need to provide names of the staff, but they needed to share that information. MC said Management had a duty to the individual and they required to speak with them to ensure they know that their proposal was being shared.</p> <p>DGa felt that moving forward without the financial breakdown would make it difficult to discuss the proposals. DT said that their members wanted to know how Management reached this position and they needed much more information than Management had provided at this stage.</p> <p>CG said that if this had been a meeting of the Board today, would SMT have attended the meeting with as little information as they had – as far as CG was concerned, this showed a lack of respect for the unions. CG said that Management would now need to re-draft the timeline.</p> <p>KL said would take the union comments and come back to them with their answers.</p> <p>DGa said he would still be happy to meet next Wednesday, if the</p>	

Item		ACTION
	<p>meeting was about the financial position and thereafter, the proposals could be reviewed.</p> <p>CG said that unions needed SMT to provide the financial information in advance, to make next week's meeting viable.</p> <p>KL said she would come back to reps on all of this.</p>	
5.	<p>Feedback from Representatives on Voluntary Severance Proposal</p> <p>This item was not discussed due to time constraints of the meeting.</p>	
6.	<p>Any Other Business</p> <p>This item was not discussed due to time constraints of the meeting.</p>	
7.	<p>Date and time of next meeting:</p> <ul style="list-style-type: none"> • Wednesday 11 December, 09.30am, room 019. 	
	<p>Meeting ended at 14.00.</p>	

Joint JNC Meeting – 7th Consultation meeting

Note of Meeting held on Wednesday 11th December 2019, 9.30am, Room 019

Present: Management Representatives

Dr Margaret Cook (MC), Principal (Chair)
Lorenz Cairns, Depute Principal, Academic
Veronica Lynch, Vice Principal, External Engagement

Academic and Professional Staff Representatives

EIS-FELA

Declan Gaughan (DGa)
Elinor Moses (EM)
Daniel Thompson (DT), Area Officer, EIS-FELA

Unison

Jane Edwards (JE) (joining late)
Rob Reed (RR)
John Gallagher (JG), Senior Regional Officer, Unison FE

Employee Representative for Staff on Management Contracts

Dr David Gourley (DGo), Head of Learning & Teaching Enhancement

Apologies: Winston Flynn (WF), Unison
Katy Lees (KL), Head of HR & OD

Note Taker: Carolyn Sweeney-Wilson

Summary of Action Items

Ref	Action	Responsibility	Timeline

Minutes

Item		ACTION
1.	<p>Welcome and Apologies</p> <p>MC welcomed everyone to the meeting.</p> <p>Apologies were noted.</p>	
2.	<p>Minute and Actions from previous meeting</p> <p>The minutes of the 6th Joint JNC meeting, held on 3rd December 2019, having been circulated, were approved as an accurate reflection of the discussions that had taken place.</p>	
3.	<p>Matters Arising</p> <p>All matters arising were dealt with under item 4.</p>	
4.	<p>Review of the Financial basis on which the Board made its decision to approve the College Budget</p> <p>MC asked representatives what they wished to raise at today's meeting, having received all the papers Management had now circulated.</p> <p>JG said that the information circulated had been helpful in framing the context behind the financial figures, but much of it related to historical information and it didn't necessarily help with the current situation. JG said he was still none the wiser as to how this anticipated budget deficit had come about.</p> <p>JG said it looked like the key to the deficit seemed to be the National Bargaining (NB) costs which had affected the budget. It appeared that the bulk of the NB costs were for the Lecturer deal, which unions were assured by Government that this was fully funded.</p> <p>JG went on to refer to Management's response to Unison's questions, starting with point 5b, regarding the current actual pay bill costs and how this has altered over the last 3 years with NB. JG reviewed some of the figures Management had provided in answer to Unison's question and said that they didn't seem to add up.</p> <p>JG said that there was a need to further understand how the SFC money failed to meet the actual costs of the NB deal.</p> <p>JG said he also didn't fully understand where the money was coming from for the deferred income pot which was to be used for the VS Scheme. It would be helpful to understand how much money was left and what the rest of the money was used for. JG referred to the VS money being made available and said that it wasn't generous and this would likely mean a lack of up-take by staff.</p>	

Item		ACTION
	<p>JG said Unison would also like to understand the UHI funding and if it was cuts in this funding that was impacting on the current situation.</p> <p>MC explained that the College had 2 funding streams; that there was a Regional Outcome Agreement (ROA) for FE, but this was divided between UHI partners. The same also applied for HE students. MC went on to give background information regarding the set-up historically for the UHI partnership and the development of the courses. Over time, there had been a vast increase in the number of courses available, but this was because of the initial need to grow numbers. However, this meant that the UHI partnership now had too many courses, which were particularly affected as student numbers were not rising at the same time. As a result of this, all partners were reviewing their curriculum course portfolio and this was being done under the Curriculum Review (CR). JG asked if there was a timeline for this to be completed? MC said that Perth's CR had begun but UHI had not yet started their review. There then followed a further, more detailed, discussion on the process for the CR within Colleges and UHI partners.</p> <p>LC drew the meeting's attention to the 'Student Recruitment Targets and Actuals' document and discussed this in some more detail. LC went on to clarify that the FE funding had remained flat going into 2019-20; part-time numbers had also dropped. Credit Targets had also remained flat. HE was also short for the current target to-date. From an academic point of view the College's income had remained flat over the last 5 year period and this was another contributing factor to the current budget deficit.</p> <p>JG said that this brought the meeting back to the cost cutting proposals and was it the NB costs that had put the College over into deficit. VL referred to point 5c of the Unison paper, and Management's response, which noted that there was an unfunded amount that was not covered by any of the NB allocation. JG said if this was the case, then the College need to go back to the SFC regarding this and needed to lobby Ministers to say that the disposition of the funding was not right or accurate at the time. JG said that Unison would be happy to join that discussion and support the College. JG said that that the decision to lose the support staff jobs was not acceptable. MC referred to the unfunded amount and advised that the College had supplied SFC with information at a fixed date in time and this was then signed off by SFC. The spreadsheet used was not dynamic and, therefore, did not show any changes that occurred in the interim between sending it to SFC and it being signed off by them. However, MC said that Perth was not alone in this, it was a sector wide issue, and all the sector have said to SFC that the outgoings of Colleges were more than income.</p> <p>JG said what they were faced with was a reliance on these staffing costs being the proper basis for re-shaping the staffing structure and it seemed to him that this was the genesis of the difficulties. JG</p>	

Item	ACTION
<p>said, looking back at all the papers, this situation hadn't crept up on the College, it had happened dramatically.</p> <p>MC referred to the timeline of when the final figures, in terms of income, became known to the College and that the income figures did not come from UHI until mid-September. MC said she had to apologise to staff at the August Staff Conference as she couldn't give them their budgets, as they had not received the final income figures from UHI. LC said the situation was constantly changing and the College had recently (12th November) received an email from UHI which gave a change in the target for ESIF funding. With constant fluctuations in targets and funding, it made it difficult to set budgets. VL said that ESIF funding would only be able to be drawn down if the whole UHI partnership met the targets and because it was a 'partnership wide' target, this then put that funding at risk. VL agreed with LC and said the College had to forecast under moving circumstances, which then made it difficult to be accurate. In response to JG's question, VL said the College had budgeted £200K for the ESIF stream.</p> <p>EM said that if the whole of UHI did not meet the ESIF target, surely this meant that UHI had some responsibility to keep the partnership going. MC said that there were always big discussions around how the allocation was worked out, across the partnership, and pointed out that while Perth provided just under a third of the HE delivery, it didn't receive a third of the funding. The reality was that this was an allocation from UHI and the College had to accept that.</p> <p>JG said there was mention made in the last minutes of approaching UHI to ascertain if there was any assistance they could offer and asked if this had been explored. MC said that she needed the Board of Management's permission to approach UHI and she would discuss this with them at the next Board meeting, which was taking place next week.</p> <p>VL said that even if UHI could help the College this year, there would still be the same staff base and associated costs. On top of that the flat income and recurrent costs would likely continue, unless Management acted on this now. JG said that Unison's imperative in these discussions was to stop staff from losing their jobs right now. The Board have said that they will leave "no stone unturned" before cuts in staffing would be made, so Unison want to ensure that Management do this. MC reiterated the point made at previous consultation meetings that the Board of Management had not approved the Proposal Document, but they had given SMT the mandate to make savings of £600K and it was then up to SMT as to how those savings were to be made.</p> <p>MC said that SMT had removed £500K for non-pay spend this year and accelerated other spend, but this still left the College in the position of having to find £600K savings. SMT were continuing to</p>	

Item		ACTION
	<p>look at ways of making savings and some of the proposals from staff were around ways that additional savings could be made and SMT were continuing to review these.</p> <p>JG referred to the papers provided on accelerated spend and non-pay spend and asked for some explanation behind the detail of them. LC reviewed the documents and discussed some of the figures noted. LC stressed that the decision-making behind these decisions was to ensure the College's core business was not "starved".</p> <p>JG referred to perminisation and queried if this was concluded in Perth. MC said this was an on-going matter and that it was mostly a like for like, but there were definitely additional costs involved, mostly in the academic areas, and probably formed part of the unfunded NB costs. JG asked if it was a big issue. MC said there was a big number involved and that it was a rolling matter that was ongoing every month.</p> <p>JG queried if the other areas which were drains on the revenue budget eg consultancies, had been tightened up as far as possible. MC said this had been done and the use of consultants was more under control, but the College did still use agency staff in some areas, but this was much less than previously.</p> <p>JG wanted to talk about some of the other areas of income, eg international, business development etc and asked for some more detail regarding the finances. VL referred to point 5g in the Unison response document, regarding the revenue from the non-core activity, and talked about some of those areas and associated financial figures. There had been active engagement in growing those sources of revenue and, just prior to the budget being developed, a number of bids were made for revenue contracts, but formal confirmation on whether or not the College had been successful with these bids, had not yet been received. JG asked if there would be planned anticipated income from these contracts and, if so, when would these monies be available. JG said it would not be right to make people redundant and then find that, come next academic year, the College had a surplus.</p> <p>VL referred to the documents provided and noted that in the 2019-20 indicative budget income was projected for £1.7m, which was an increase from £1.3m previously.</p> <p>JE said that the indicative expectations for income generation had been significantly overstated. JE referred to differences in figures between 2017-18 and 2018-19. LC referred, as an example, to the International income and said that the College had been waiting for permission to run courses in China for the past 2 years. While these figures had appeared in the budget, in the expectation that permission would be given and the courses would have</p>	

Item		ACTION
	<p>commenced, it was often the case with China that permission may not be given, or there might be delays (as in this case) which would mean that the budget would be out in those particular years. VL referred back to her comment regarding the growth in income to £1.7m and wanted to note that there were also associated costs in growing that income. This was targeted as achievable and SMT would be working hard to achieve that activity.</p> <p>JG referred to the additional costs and asked if more could be done with this, but no on-costs. VL gave carpentry and joinery as an example, in that, in order to capitalise on that contract the College needed to ensure there were the right staff in place, which had meant employing additional staff. JG said that Unison would want to seek to avoid the situation where, due to the success of these contracts, staff could have been able to remain in their jobs.</p> <p>MC said that SMT had given prudent income and expenditure figures in the budget in order to avoid that circumstance, but it still left the budget in the current position.</p> <p>RR queried the accelerated expenditure and the use of the money from the sale of properties and asked if some of this accelerated expenditure could not have been held off. MC explained that it was spent in last year's budget as the College had the funds to do this then.</p> <p>JG asked for a summary on the situation with the ASW costs. VL provided some details on the costings and revenue and put into context the commercial aspect and the curriculum aspect in the budgets. JG asked if there was scope to increase the membership costs. LC said that the contribution the curriculum made to the ASW was significant, but said that the ASW commercial figures could not be read in isolation of the curriculum costs. LC said that one of the reasons the ASW was built in the first place was to ensure the College no longer had to outsource the facilities, including hiring vehicles to transport students to these external venues etc. JE asked if anyone had quantified the difference in the figures between using public facilities and building ASW. MC said this would have been done at the time. JE asked if anyone had considered making the commercial arm of ASW a limited company. VL discussed this but said, at the moment, the issue was that all ASW staff were on College T&Cs and those staff would need to be moved to new T&Cs if the commercial arm was moved to a limited company. It would, therefore, be much more difficult to move the staff over now, due to the potential issues with the T&Cs.</p> <p>JE referred to the Nursery, which had previously moved over to a different model in order to save money. MC said the Nursery had moved over to term-time only, as it was not viable to run it over the summer period. JE referred to the budget and spend for Nursery and that these figures were significantly different. MC said that the</p>	

Item		ACTION
	<p>money received for childcare was in the form of bursaries, or Government funding, which the College had to draw down, or had to pay back in-year. These were government funded hours for nursery spend and it was purely about the student cohort and what they were able to claim for. As a result the Nursery figures couldn't be compared to previous, or future years, as a student's circumstances were uniquely different. JG asked if the Nursery was running at a loss. MC said it was running at a slight loss.</p> <p><i>The meeting broke at 11.10am for 30mins.</i></p> <p><i>The meeting resumed at 11.45am.</i></p> <p>JG said he was satisfied that the information discussed today had set the context for the budget. Unison now understood this context, unless Management were aware of any unknown unknowns.</p> <p>MC said that SMT were not aware of any unknown unknowns and that they didn't anticipate anything further in that regard.</p> <p>MC suggested moving the discussion on to the VS scheme if everyone was happy with the financial information provided.</p> <p>DGa asked to go over the proposals and how they would make the savings. MC suggested it would be beneficial to have the discussion regarding the VS scheme first and then come back to a discussion regarding the proposals.</p> <p>MC asked if everyone at the meeting was happy to move on to the discussion regarding the VS scheme and meeting attendees agreed.</p>	
5.	<p>Feedback from Representatives on Voluntary Severance Proposal</p> <p>MC thanked Unison for their comments on this. MC noted that SFC funding was no longer available to the sector and SFC had made it very clear that there was no money available for any centrally funded schemes. So this meant that the money available was the defined amount of deferred income the College had set aside for the scheme.</p> <p>MC advised that permission for a VS scheme would have to be sought from both UHI, as the Regional Strategic Body, and also from the SFC. The proposal Management intended to put forward for the VS scheme was statutory and a half, at an actual week's pay. There was a cap on a year's pay and there would be pension strain costs. JG said it was incumbent upon the College to meet the strain costs. MC said the College would need to meet this out of the pot of money set aside for VS, but the SFC would not accept costs beyond a year. There followed a more detailed discussion regarding the strain</p>	

Item		ACTION
	<p>costs, where some financial details were also noted. MC said she would seek SFC guidance on the year's cap, but wasn't hopeful as they had already been clear on this cap. DGo asked if the age multiplier still applied and MC confirmed it would.</p> <p>JE queried that any wording used for staff being made redundant, particularly in regard to anyone accessing benefits, mortgages etc wouldn't penalise them. MC said Management did not wish to penalise staff and would look to agree a form of words to assist with that.</p> <p>JG queried if Management were clear on the amount of money they had available for the VC scheme and if this would meet the need required. MC said they had £569K available and, in terms of meeting the need required, this would be down to managing the VS process and the target areas. MC noted, however, that there had been a number of staff, not in targeted areas, who had expressed interest in VS and Management would review those requests.</p> <p>JG said they would need to know whether the target areas under discussion become definitive target areas. In terms of other random staff who want to give up their job, Unison wouldn't agree to any VS unless workload and stressors had been assessed first. However, Unison would want to consider the option of redeployment. MC said it wasn't possible to answer these questions at the moment until a VS scheme was offered to staff and see what the uptake was. MC reiterated that she was proposing to go to UHI and SFC to seek permission for a VS scheme on the basis of statutory and a half, at an actual week's pay, allowing for a maximum year's payback time and MC would have a discussion with SFC regarding any potential flexibility. If the College receives permission for this scheme, SMT would then look to discuss how this information would be circulated to staff. JG said Unison would want to have discussions on this before the scheme was opened.</p> <p>MC then proposed that the next steps should be a meeting early in the New Year for discussions on the proposals.</p> <p>DT said that EIS had also submitted responses to Management's proposal document and EIS would want to have a response to that prior to the meeting in the New year. LC advised that Management's response was nearly ready and would intend replying to EIS with their responses soon.</p> <p>JG said it would also be helpful to have Management's response on Unison's counter-proposal before the next meeting.</p> <p>MC asked if everyone was happy to conclude today's meeting with the proviso that Management's responses be circulated prior to the next meeting. MC said that SMT would finalise their responses by Christmas and then circulate these to unions in the New Year. MC</p>	

Item		ACTION
	<p>suggested that, as the College was back on 6th January, a meeting could be set for w/c 13th January 2020.</p> <p>JG wanted to reiterate Unison's position that they could not accept a process leading to compulsory redundancies and any discussions in January would need to be with a Management team who were "not wedded to their original proposals". The next steps would then be to see where the VS offer goes in terms of staff. However, JG said that from Unison's perspective, it shouldn't be for individual staff member to make the decision that their job was no longer required, as Unison would not want to see remaining staff disadvantaged in terms of workload etc. This should be about service needs and workload. If this was the case then the individual requesting VS should not get to go. MC agreed with JG and said SMT would be very clear on this, that it would not be "open house" for people wishing to take VS.</p> <p>EM asked if MC would provide feedback on her discussion with the Board ,regarding approaching UHI, and MC said she would.</p> <p>MC asked if meeting attendees had any further questions.</p> <p>JG referred to the curriculum review within UHI and said that Unison would be keen to be involved in this longer-term dialogue, regarding this big picture, and where Perth fitted into this within UHI. MC suggested it would, therefore, be worth having a March or June Joint JNC to discuss this. It was agreed that, if possible, the scheduled JNCs on 5th March 2020, be changed to a Joint JNC.</p> <p>MC asked if there was any further comments, otherwise the meeting would be concluded, and a further meeting would be arranged for w/c 13th January 2020. There were no further comments received.</p>	
6.	<p>Any Other Business</p> <p>None.</p>	
7.	<p>Date and time of next meeting:</p> <p>To be confirmed for w/c 13th January 2020.</p>	
	<p>Meeting ended at 12.08pm.</p>	

Joint JNC Meeting – 8th Consultation meeting - Summary

Note of Meeting held on Wednesday 15th January 2020, 1.00pm, Room 019

Present: Management Representatives

Katy Lees (KL), Head of HR & OD (Chair)

Dr Margaret Cook (MC), Principal

Lorenz Cairns, Depute Principal, Academic

Veronica Lynch, Vice Principal, External Engagement

Academic and Professional Staff Representatives

EIS-FELA

Declan Gaughan (DGa)

Elinor Moses (EM)

Daniel Thompson (DT), Area Officer, EIS-FELA

Unison

Jane Edwards (JE) (joining late)

Rob Reed (RR)

Winston Flynn (WF)

John Gallagher (JG), Senior Regional Officer, Unison FE

Employee Representative for Staff on Management Contracts

Dr David Gourley (DGo), Head of Learning & Teaching Enhancement

Apologies: None.

Note Taker: Carolyn Sweeney-Wilson

Summary of Action Items

Ref	Action	Responsibility	Timeline
4.	<p>Review of Consultation Proposals and Counter Proposals Received from Staff and Unions</p> <p><u>Proposal 1: Electricity Usage</u> LC/KL to provide union reps with trend data on utility usage, along with dates when the current contracts end.</p>	Lorenz Cairns, Katy Lees	31/01/2020

Minutes

Item		ACTION
1.	<p>Welcome and Apologies</p> <p>KL welcomed everyone to the meeting.</p> <p>Due to the length of the meeting, KL proposed to take a break about 2.30pm/2.45pm.</p> <p>There were no Apologies.</p>	
2.	<p>Minute and Actions from previous meeting</p> <p>The minutes of the 7th Joint JNC meeting, held on 11th December 2019, having been circulated, were approved as an accurate reflection of the discussions that had taken place.</p>	
3.	<p>Matters Arising</p> <p><u>VS Scheme</u></p> <p>MC gave an update on the VS Scheme, that it had received outline approval by the College Board. The paperwork had then been completed, was signed off by UHI and was now with SFC awaiting their approval.</p> <p><u>Request for 'gap' Funding from UHI</u></p> <p>MC advised that she had received permission from the College Board to approach UHI to ask if they would provide the College with £600K to bridge the 'gap' in the College's funding for this year. MC had informally spoken with the Vice-Chancellor, ahead of making a formal request in writing. The informal response received from the Vice-Chancellor was that UHI would not be able to provide the</p>	

Item		ACTION
	<p>College with the £600K gap funding. However, MC said a formal letter, with a full response, would be forthcoming and may have more detail.</p> <p>JE asked if the College could approach the RSB for a loan. MC said that the RSB (Regional Strategic Body) was UHI and they had advised MC verbally that they would be unable to help, however, MC had not yet received the full written response from UHI. MC said that the difficulty with the loan was that it would have to be paid back and would not help going forward for future years. JE wanted to be assured that if UHI offered the College a loan, in their formal response letter, would SMT consider taking the loan, to give everyone more time to look in-depth at the College finances. MC said it would be the Board who would need to make that decision and that would depend on the contents in the letter from UHI. JE stressed that she wanted assurance that if the loan was offered, that SMT would take this to the Board. MC said the Board would expect an update from the request made so they would be aware of the contents of the letter once received from UHI. LC pointed out that taking a loan would not only delay matters, but would leave the College with the repayments to make next year, on top of still trying to make savings.</p> <p>JG asked if the College were still pursuing flexibility on the March deadline from SFC. MC confirmed SMT were trying to extend this deadline and would be discussing this with SFC. JG said there was a need to get an idea of the timeline for this as soon as possible, as time was passing quickly. MC said there were still some matters that needed to be in place before she could discuss this with SFC, but would do so as soon as she could.</p>	
4.	<p>Review of Consultation Proposals and Counter Proposals Received from Staff and Unions</p> <p>KL advised that 22 proposals had been received along with varying feedback/questions. JE asked if 22 proposals was all that had been received as, at a previous meeting, KL had referred to more responses than that and JE wanted to know if this was 100% of all the proposals. MC said that 22 actual proposals had been received, but there were other emails that had been received, with varying degrees of requests or questions. KL said the FAQs answered the other questions that had been received.</p> <p>JG said that Unison had submitted 3 proposals and it would be important that, from today's discussions, it was very clear the position both sides had in relation to the original management proposal. JG suggested using the original proposal as the basis of the Agenda for discussing the counter-proposals.</p> <p>A summary of the discussions is provided below.</p>	

Item		ACTION
	<p><u>Proposal 1: Electricity Usage</u></p> <p>This proposal mentioned the lift and, specifically, that use of it was spiralling out of control and what measures could be put in place to control use and thereby make electricity savings.</p> <p>SMT response to this counter-proposal was noted at the end of the detail of the counter-proposal. This list of counter-proposals was in the document circulated to reps for this meeting. (Note: this list of counter-proposals will, hereinafter, be referred to as 'the list'). It was noted that SMT had responded to each of the counter-proposals and their responses were noted at the end of each proposal detail.</p> <p>There followed a wide ranging discussion on the lift, its size, usage and possible savings. There was a short discussion about use of the lift and SMT advised that this had been brought up at EDIT meetings on two occasions and both times EDIT had agreed that there should be no 'policing' of the lift, as it was felt this could be discriminatory. SMT also indicated there was also no 'service lift' in the College, so the lift was also in use to take materials up and down the different levels</p> <p>JE asked about the electricity bill and if it was static, or had gone up or down over the years. LC said that utility bills were dealt with by Estates, which he line managed, and advised that there was usually an end of year summary which provided trend data and that this had been reviewed when the College were looking at non-staff cost savings.</p> <p>JE queried the fact that LC couldn't provide the figures on the electricity usage to the meeting, particularly as he said it had been reviewed as part of making savings elsewhere. LC confirmed that these figures had all been looked at when SMT were reviewing what non-staffing savings could be made. However, he didn't have those figures to hand for this meeting. MC pointed out that this was day to day business activity that was carried out all the time. However, through APUC, the College regularly reviewed all its suppliers and made changes for better deals as appropriate. JE reiterated that she would expect SMT to review this and was concerned that they didn't seem to know these figures. MC reiterated that this was business as usual and dealt with on a daily basis by other managers in the College, SMT members could not be expected to keep day to day utility usage figures in their heads. JE said she would like to see some analysis of costs over the last 3 years. KL said that this information could be provided as well as a note of when the contracts end.</p> <p>Action: LC/KL to provide union reps with trend data on utility usage, along with dates when the current contracts end.</p>	<p>LC, KL</p>

Item	ACTION
<p>LC referred specifically back to this proposal regarding the lift and noted that it was not possible to monitor the lift electricity usage, as there was no way to extract out individual items of use around the College.</p> <p>DGa asked if there were other ways of saving electricity eg turning lights off in areas where there was no use. EM queried if there were any other options for the College that had been considered eg wind turbines for the College to generate its own electricity, or working with energy companies to find other solutions. MC said that these were avenues that could be investigated moving forward, but they may not, in the long run, save the College money.</p> <p>JG suggested it would do no harm to ask the Estates leads for their suggestions on ways of moving forward with saving on utility costs. DGo said he was aware that the Estates team had investigated this in the past and had also looked at what other colleges were doing. MC confirmed that there had been some proposals previously which were not viable for the College.</p> <p><u>Academic Proposals</u></p> <p>LC gave background on the proposals tabled, regarding the curriculum areas and that SMT were continuing to talk to academic staff to find the best option. Of the proposals submitted, LC said that they had not yet reached the most optimum solution.</p> <p>DGa asked if there was any indication which of the tabled proposals would save the most money. LC said that some outline costings had been done on these proposals. However, while investigating the costs it had soon become apparent that, probably, none of the proposals could be used. The key was the size of some of the areas and what it would take to efficiently manage these areas, without degrading the student experience.</p> <p>DGo said that it would be important to find a sustainable solution, so that the College didn't find itself in the same position, in a couple of years, of having to review the curriculum again. DGo said that the proposals seemed to be looking more operationally, rather than strategically. LC said the College was about to complete a recruitment exercise for students, for next year, and would look at the recruitment targets and this would then drive what was done. LC said that SMT were aware of various other initiatives, including the Government drive in STEM subjects. They know what the projected targets will be looking like for this coming year and this could shape what the groupings would look like. However, the other consideration would be future growth and LC said he wanted to make sure that the opportunity to grow was not reduced and these were the discussions that were taking place with curriculum areas.</p>	

Item		ACTION
	<p>LC also noted that the cuts that UHI wanted to make would also have to be taken into account, as they would make an impact on this process too.</p> <p>DGo asked if LC was looking at the change in delivery modes, particularly the way education was changing, to life-long learning and flexible delivery modes. LC said the delivery mode was different from the structure of management. This should be delivered through the curriculum review. MC said the 5 year trend analysis of numbers in some areas was quite frightening. The real challenge was the UHI price groups, as Perth doesn't teach in the higher price groups.</p> <p>JG referred back to the original SMT proposal and that this didn't break down the staff savings that would be made and urged management to consult with EIS regarding this and wanted to ensure that SMT did not become wedded to a position that hadn't previously been discussed. Unison would not accept all the pain of the losses coming from the professional services teams and wanted to know how the savings would also affect the Lecturing side. A massively important part of this current jigsaw was the layout of the proposals for the curriculum and the savings that could be made.</p> <p>LC advised that SMT were currently working on another proposal that had been received, but were not ready to share it yet. However, LC said that this new proposal was looking hopeful and it would be shared with reps as soon as it was ready.</p> <p>JE referred back to the discussion on pricing groups and asked for some further detail. MC explained what the pricing groups were and broke down some of the detail on how they worked and that they were for mainstream teaching, rather than commercial business. There followed further discussion between MC and JE regarding the pricing groups and targeting the higher price groups and bringing in students/business. VL said the whole purpose of the curriculum review was for it to align to local needs and to ensure the College's provision met local industry needs. She went on to give a broader explanation regarding how the College was addressing this. LC said that provision was also aligned to the SDS matrix for the region and DYW. The College's curriculum needed to be aligned to the needs for its region and the purpose of the curriculum review was to ensure that was the case.</p> <p>DGo said that the Academic Proposals seem to be based on student numbers, but was consideration also being made of the fact that staff would also be involved in delivering commercial and international income. It was more 3-dimensional than noted in the proposals because of this. DGo felt that the criteria being used needed to be more sophisticated. LC said that some of the Academic Proposals were abandoned because of those very same complexities. LC said that SMT were constantly reviewing the</p>	

Item	ACTION
<p>sector, retention rates and where the College was exceeding, and where it was struggling, and trying to ensure the curriculum was as efficient as possible.</p> <p>LC said that of the academic proposals on the table today, SMT were not likely to take any of them forward. He re-confirmed that SMT had received another proposal recently, which was not yet ready to be circulated, but would do so in the next couple of weeks.</p> <p>Meeting broke at 14.20 for a break.</p> <p>Meeting resumed at 14.40.</p> <p>JG referred to the teaching areas, whereby there was a national agreement between Unison and EIS-FELA, that senior academic staff could provide 9 hours teaching. JG said that it was important to make sure that normal terms for those posts applied, particularly for those on personal contracts, and that any new staff taken on would also be able to deliver those 9 hours teaching. Using these staff could, potentially, amount to an £80K saving. The NJNC agreement was that these posts deliver 9 hours teaching and, if utilised by the College, this could be a no-pain saving. JG felt this should be the first option to be implemented. MC pointed out Perth College doesn't have staff on personal contracts. However, there were a group of staff on management contracts. JG said, in terms of the sheer economics, using these 9 hours would be "a no-brainer".</p> <p><u>Proposal 22 - Business Development</u></p> <p>SMT's response on this counter-proposal, was noted on the list against this item.</p> <p>JG referred to management's response to this proposal and referred also to Unison's counter-proposal and the reasons for their counter-proposal.</p> <p>There was some discussion about line management of the various roles within Business Development and a more detailed discussion regarding the 'interim' post, as well as various options for this department.</p> <p>JG said that Unison felt that the posts management wished to remove were critical to College business and that there would be too high a price to pay in losing these staff. It was these postholders who were bringing in the business and JG thought that the monies that this section were generating would be precious to the College. He still thought that there were arguments for the Unison proposal.</p> <p>JE said that management should complete a cost comparison, as well as looking at the amount of money these staff were bringing in.</p>	

Item	ACTION
<p>These areas were also expected to be growth areas.</p> <p>JG said that he felt Unison needed further discussion on this proposal and would come back to management with a response in due course. JG felt that it was likely Unison would not be agreeing to management's proposal.</p> <p><u>Proposal 8 - ASW</u></p> <p>SMT's response on this counter-proposal, was noted on the list against this item.</p> <p>There was discussion regarding the counter-proposal and Unison felt they would want to meet with the staff mentioned in this proposal before further discussion with management.</p> <p>JE raised the issue of the ASW income and that ASW continued to make a loss. MC reiterated previous management assertions that the commercial side of ASW had not made a loss. VL explained that it was an accounting matter and an issue regarding how the figures were presented, which was an historic accounting matter. The accounts showed that all of the facilities costs, covering the whole of ASW, including teaching and commercial, were all noted in the against the commercial business of ASW. However, in reality the costs should be shared across the teaching and commercial parts of ASW. This was just the way the figures were presented in the accounts, but the commercial arm of ASW was making a profit.</p> <p>There was a discussion about future income from ASW memberships, particularly in light of cheaper competitors starting up in Perth and what effect that will have. MC felt that there was no comparison in terms of service and equipment on offer at ASW for the price and the cheaper alternatives. MC felt that it may be the case that some members may be lost, but in the long run they may well return.</p> <p>JG said that Unison would not sign-up to staff being employed from more expensive bank or agency staff. KL said that the current 'bank staff' used by the College were not agency staff, they were employed direct by the College. These bank staff also had the specialist training to look after the Climbing Wall.</p> <p>JG said that Union reps would need to have a further think about this counter-proposal and feedback to management in due course.</p> <p><u>Proposal 17 - ICT</u></p> <p>SMT's response on the counter-proposals, was noted on the list against this item.</p>	

Item	ACTION
<p>KL said that a number of counter-proposals for this area had been received.</p> <p>JG said that some of this had been raised in the original Unison submission, whereby Unison submitted an argument for these posts to be retained, given the specialisms in each area. JG expressed concern that it was obvious to staff who these individuals were, due to the posts being named in management's proposals.</p> <p>JG asked about the non-salary saving mentioned in a counter-proposal in relation to Reprographics. KL explained that the proposal mainly referred to changing the equipment. KL said management wanted to review this proposal further, in particular the contracts for the equipment.</p> <p>LC said there was commonality with the 5 counter-proposals received from ICT team members and welcomed this.</p> <p>DGo referred to the incoming digital strategy and that it was likely more functions would be digitised in the future, he thought it would be short-sighted if this team should be cut, particularly if, going forward, this was an area of increasing use. KL said the proposals received were positive counter-proposals. WF gave some background to the counter-proposals.</p> <p>There followed a lengthy discussion about the various roles with IT and the various counter-options and how any changes might work.</p> <p>MC said that there was considerable information from staff in this area, which management appreciated, but would need to give further consideration to.</p> <p>JG said that if there was a need to have specific meetings and discussions, even with specific staff, then Unison would be happy to do this.</p> <p><u>Proposal 18 - DTP</u></p> <p>SMT's response, on the counter-proposals, was noted on the list against this item.</p> <p>KL said she had received some extensive feedback from within, and outside, the team. However, SMT's view remained the same as originally.</p> <p>JG pointed out that EIS had also commented on this, eg in terms of time for proof reading, particularly around exam time, which Lecturing staff wouldn't have the time to do. JG said that SMT have described this team as a luxury, but both unions thought it would be important to retain this team. SMT said that many institutions no</p>	

Item	ACTION
<p>longer have these roles.</p> <p><u>Proposal 20 - Learning Resources</u></p> <p>SMT's response, on the counter-proposals, was noted on the list against this item.</p> <p>KL indicated that this counter-proposal suggested merging roles to create one new role. However, SMT's viewpoint was that the roles mentioned to be merged, needed to have very specific skillsets and, due to predicted future work, it would be important to maintain those skillsets.</p> <p>There followed a detailed discussion on the pros and cons and the logic of merging of these roles, the skillsets required for each role and whether anything would be workable.</p> <p>SMT didn't think the suggested merger into one combined role would work.</p> <p>Unison argued that there was a certain logic to the suggestion and thought it would be worth considering.</p> <p>VL said if these roles were combined, under one new role, then it would make it more difficult to recruit someone who would have both these skillsets and it would considerably narrow the field of candidates.</p> <p><u>Proposal 14 - Estates</u></p> <p>SMT's response, on the counter-proposals, was noted on the list against this item.</p> <p>KL said that positive feedback had been received.</p> <p>LC said that SMT acknowledged the work of the Estates Team. However, SMT were still happy with their original proposal in regard to this team.</p> <p>There was a detailed discussion about SMT's original proposal and Unison argued that, due to the future work for Estates, that SMT had mentioned earlier in the meeting, management would need continuity of support and now was not the time to make changes. There continued further, ranging, discussion regarding this proposal.</p> <p>JE said that if DTP were also being removed, she felt there needed to be a much more detailed review of these postholders' other duties to see if any of their 'other aspects' could be removed.</p> <p>KL moved the meeting on to other parts of the SMT proposal.</p>	

Item	ACTION
<p>JG read out the Unison response and said they would be concerned that work, previously carried out by more senior staff, would be cascaded down to staff who would be doing the same work but for less money.</p> <p>There was a discussion about the nature of the duties of the new roles going forward and MC said the roles would be job evaluated using the College's internal job evaluation process. JG said that Unison had circulated a notice advising Colleges that they should be waiting to use the new, national, evaluation processes for new posts. MC said that the College couldn't advertise any new jobs without having them evaluated and waiting for the national process to be implemented could take years. MC confirmed that the College continued to use its internal Job Evaluation process, supplied by Northgate, and the College had, in fact, extended the contract with Northgate to allow for continued use of their software.</p> <p>JG said that they might need some more detailed discussion regarding these roles.</p> <p><u>Proposal 15 - Curriculum Admin Team (CAT)</u></p> <p>SMT's response, on the counter-proposals, was noted on the list against this item.</p> <p>There was a discussion about the submissions and there seemed to be a discrepancy between SMT's and Unison's interpretation of the submissions, as both had read them slightly differently.</p> <p>LC indicated that this team were interdependent upon the curriculum structure and LC said he would want to bring the curriculum proposal, which he was currently reviewing, to union reps and then, after that, a further discussion to take place on the CAT proposals.</p> <p>JG said the key issue was the de-centralisation of the team.</p> <p>KL said that SMT's interpretation of the submissions was that the team were supportive of a de-centralised structure, but Unison seemed to indicate that the team did not want to be de-centralised. KL said that SMT would, therefore, need to take some time to re-consider these counter-proposals.</p> <p>JE said Unison were concerned about putting people "into silos" and there would then be the loss of flexibility within the team to be moved around the curriculum areas, when there were staff shortages etc. KL said SMT recognised this, but there needed to be an expansion of a flexible culture across the College, so that support could be moved where it was needed. SMT will review the submissions again, to clarify matters and respond to Unison after</p>	

Item		ACTION
	<p>this had been done. LC pointed out that most of the admin team were already in-situ, for example the team had an office in the Goodlyburn building. JG said this was also about systems and quality control.</p> <p><u>Proposal 16 - Student Records</u></p> <p>SMT's response, on the counter-proposals, was noted on the list against this item.</p> <p>JG said that the union had argued strongly to keep these posts, particularly as they had only recently been created, as well as for the expertise of the postholders.</p> <p>There was a detailed discussion on the counter-proposals, with Unison arguing that it was not good practice to create jobs and then, within a year, make them redundant</p> <p>LC said that SMT acknowledged the comments, but the counter-proposals did not give the savings that were needed. SMT's conclusions remained the same. Having said that, SMT will review this again.</p> <p>There followed a wide-ranging discussion about the proposal and the efficiencies being suggested, which would potentially give some savings. KL said SMT would go back to the staff and clarify this.</p> <p><u>Proposal 21 – Student Engagement Team</u></p> <p>KL advised that SMT needed a bit more time to review this counter-proposal and would feedback to the unions after that.</p> <p><u>Other Counter-Proposals</u></p> <p>JG said union reps would take away the other proposals and return comments on these before the next meeting.</p> <p>JG said there was a need to finalise the proposals discussed and to do some costings around these savings and to investigate if the recurring savings would change, in light of the counter- proposals.</p>	
5.	<p>Voluntary Severance Proposal</p> <p>KL noted that MC had provided an update on this in item 3.</p> <p>JG said he was concerned that, if a point was reached where there was some agreement, around amended recommendations from the original SMT proposals, the VS procedure might throw up a whole series of random requests from staff, who wished to go. Even if they met the criteria, it may mean that Unison would argue that these</p>	

Item		ACTION
	<p>posts would need to remain for functional reasons.</p> <p>JG said it seemed clear that all the savings SMT originally hoped to make were not going to be met by these proposals. As a result, JG felt that SMT would need to meet some of the savings from the VS requests that might come forward from staff in other areas. JG said the union would need to look carefully at these requests and if the removal of posts would affect remaining staff.</p> <p>MC referred to the leaving members of staff in Student Services and Finance and indicated that there would be a normal consultation exercise held in regard to these departures.</p>	
6.	<p>Any Other Business</p> <p><u>Risk Assessment</u> JE said she would feedback to management on the Risk Assessment that had recently been circulated to reps.</p>	
7.	<p>Date and time of next meeting:</p> <p>Friday 31st January 9-12.</p>	
	<p>Meeting ended at 16.30.</p>	

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

Depute Principal (Academic)

Vice Principal (External)

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

Updated by Committee - 04 December 2019 (to reflect amended job roles)