

Finance and General Purposes Committee

Agenda

Meeting reference: F&GP2020-21/02

Date: Monday 30 November 2020 at 5:00pm

Location: Online

Purpose: Scheduled meeting

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

	Agenda Items	Author	Led by	Paper
1	Welcome and apologies		Chair	
2	Additions to the Agenda		Chair	
3	Declaration of a Conflict of Interest in any Agenda Item			
4	Minutes of the Meeting of the Finance and General Purposes Committee held on Monday 21 September 2020		Chair	Paper 1
5	Actions arising from previous minutes		Chair	
6	Items for Approval			
*6.1	AST Business Plan 2020-23	AST Board	Vice Principal	Paper 2
7	Financial Performance & Budgets			
7.1	Perth College Financial Update: Year to 31 October 2020	Director of Finance	Director of Finance	Paper 3
8	Commercial			
*8.1	Business Development Strategy – update		Vice Principal	Verbal
8.2	Tay Cities Deal/Aviation Academy for Scotland – update	Vice Principal	Vice Principal	Paper 4

9	Estates			
8.1	Estates Update	Head of Estates	Depute Principal (Academic)	Paper 5
10	Human Resources			
10.1	VS Consultation update		Principal	Verbal
10.2	HR Update	Head of HR & Organisational Development	Head of HR & Organisational Development	Paper 6
11	Compliance & Reporting			
*11.1	Risk Register – F&GP	Clerk	Clerk	Paper 7
11.2	Perth College Financial Regulations	Director of Finance	Director of Finance	Verbal
11.3	Balanced Scorecard	Project & Planning Officer	Clerk	Paper 8
12	Committee Minutes (for noting by Committee)			
12.1	JNC Support Staff <ul style="list-style-type: none"> • 1 October 2020 			Paper 9a
12.2	JNC Lecturing Staff <ul style="list-style-type: none"> • 1 October 2020 			Paper 9b
12.3	JNC Budgetary Meetings <ul style="list-style-type: none"> • 15 September 2020 • 17 September 2020 • 30 September 2020 • 22 October 2020 • 6 November 2020 			Paper 9c
13	Date and Time of next meeting <ul style="list-style-type: none"> • tbc – w/c 08 February 2020 (joint meeting with Audit Committee) 		Clerk	
*14	Review of Meeting (Committee to check against the Terms of Reference to ensure all competent business has been covered)			Paper 10

Finance & General Purposes Committee

DRAFT MINUTES

Meeting reference: F&GP 2020-21/01

Date and time: Monday 21 September 2020 at 5:00pm

Location: Online

Members present: Craig Ritchie, Board Member (Chair)
Heather Cormack, Board Member
Katrina Hodgson, Board Member
Debbie Hutchison, Board Member (until Item 8.1)
Linton Scarborough, Board Member
Margaret Cook, Principal
John Dare, Staff Board Member
Alex Wilson, Student Board Member (until Item 8.1)

In attendance: Lorenz Cairns, Depute Principal (Academic)
Veronica Lynch, Vice Principal (External)
Katy Lees, Head of HR & Organisational Development
Iain Wishart, Director of Finance
Ian McCartney, Clerk to the Board of Management

Apologies: Brian Crichton, Board Chair

Chair: **Craig Ritchie**
Minute Taker: Ian McCartney
Quorum: 4

Summary of Action Items

Ref	Action	Responsibility	Time Line
5	11 – Whistleblowing Policy Head of HR&OD to ensure updated policy is Published	Head HR&OD	ASAP
6.1	Perth College Management Accounts – 12 months to 31 July 2020 Director of Finance to distribute full management accounts to Committee	Director of Finance	ASAP
6.1	Perth College Management Accounts – 12 months to 31 July 2020 Cashflow information to be added to management accounts info from next meeting	Director of Finance	Next meeting
6.1	Perth College Management Accounts – 12 months to 31 July 2020 Director of Finance to provide summary of items considered for review within the challenges page of accounts summary, and their potential impacts.	Director of Finance	Next meeting
6.3	Capitalisation Levels Director of Finance to present full review of Financial Regulations at the next meeting of F&GP	Director of Finance	Next meeting
6.4	Voluntary Severance Proposals Board be advised of outcome of proposals, including the Management Responses circulated to F&GP	Clerk	ASAP
10.1	Risk Register Clerk to seek guidance from Internal and External Auditors re removal of Risk 27	Clerk	Audit Committee

Minutes:

Item		Action
1	<p>Welcome and Apologies</p> <p>The Chair welcomed everyone to the meeting, and introduced new Board Members to the meeting.</p> <p>Apologies were received from Brian Crichton, Chair of the Board of Management.</p>	
2	<p>Additions to the Agenda</p> <p>The following items were added to the Agenda: Item 6.3 – Capitalisation Levels (Paper 11) Item 6.4 – Voluntary Severance Proposals (Paper 12)</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 04 March 2020</p> <p>Pending corrections to some minor typographical errors, the Minutes were accepted as an accurate record.</p>	
5	<p>Matters Arising from Previous Minutes</p>	
	<p><u>Matters Arising from 04 March 2020</u> <u>Ref 10 – Policies</u> Action: Amended Procurement Policy to be aligned with Terms of Reference and Schedules of Delegation within Governance Manual to be tabled at June Board Meeting</p> <p>Action Update: Completed</p> <p><u>Matters Arising from 27 May 2020</u> <u>Ref 10 – Risk Register</u> Action 1: Concern was raised over some Residual Risk scores being greater than the Gross Risk score in that area. Clerk to amend as appropriate</p> <p>Action Update: Completed</p> <p>Action 2: Review Risk 25 given current circumstances affecting AST.</p> <p>Action Update: Completed</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p>

	<p><u>Ref 11 – Whistleblowing Policy</u> Action: Update amendments as notified prior to publication of Policy</p> <p>Action Update: Amendments completed, Policy still to be published</p>	<p>Head of HR&OD</p>
<p>6</p>	<p>Financial Performance & Budgets</p>	
<p>6.1</p>	<p>Perth College Management Accounts – 12 months to 31 July 2020</p> <p>Director of Finance presented Paper 2, noting that the information presented were high-level figures only as full management accounts were not yet available – these will be distributed to Committee later this week.</p> <p>Director of Finance noted a £0.5m end of year deficit compared to a £1.2m mid-year forecast deficit; Micro-RAM adjustment of £140k; £230k shortfall in FE Main Grant; and Income from Aeronautical Engineering and Nursing deferred due to not being able to complete due to COVID.</p> <p>Board Member asked about impact of furlough scheme. This was confirmed as reducing staff costs by approx. £150k.</p> <p>Chair asked Director of Finance about robustness of information. Director of Finance noted that prioritisation would be given to ensuring comparisons to previous year as well as budget to provide Board members with useful data. Additionally, attention is to be focused on reducing number General Ledger codes from current 1,500 to around 200 to make comparative analysis quicker and easier. PECOS will also be looked at in an effort to reducing double workloads.</p> <p>Director of Finance noted AST income being reduced by around £650k due to COVID issues, but this had been offset by reduced costs, including £100k of staffing costs, and the repatriation of Libya funds.</p> <p>Director of Finance provided Committee with longer-term forecasts across the Partnership, noting that UHI were projecting an almost breakeven position for 2021/22, and that the deficit projected was almost entirely related to the projected Perth College deficit for that year.</p> <p>Board Member asked whether there was any best practice evident from other partner Colleges on how they plan to address this issue. Director of Finance noted that focus across partnership was on reduction in costs such as staffing, Estates and IT, but that something more fundamental is likely to be required.</p>	<p>Director of Finance</p>

	<p>Board Member queried to what extent Perth College was master of its own destiny. Principal summarised the strategic options that were being examined.</p> <p>Director of Finance summarised the challenges in returning to a break-even position, noting that achieving this within 2020/21 looks impossible, and not achievable within current cashflow position.</p> <p>Chair noted that it would be helpful to receive a cash projection with future sets of management accounts. Director of Finance noted that a cashflow is currently provided to SFC so will add from next meeting.</p> <p>Board Member also requested a summary of items considered for review within the challenges page, and their potential impacts. Director of Finance to provide.</p>	<p>Director of Finance</p> <p>Director of Finance</p>
6.2	<p>COVID Support for Colleges & Universities</p> <p>Vice Principal presented Paper 3, which provides an overview of allocations and potential pipelines, however it was noted that none of the funds detailed were designed to cover core costs. While there was a focus on student hardship and Estates, the funds available do not cover the levels of investment required.</p> <p>Committee noted the report.</p>	
6.3	<p>Capitalisation Levels</p> <p>Director of Finance presented Paper 11, noting the requirement for this to be tabled due to timing issues. Paper proposed to increase the Capitalisation levels for Perth College from £1,000 to £5,000 to keep broadly in line with similar Colleges.</p> <p>Board Member queried why Capitalisation levels were being reviewed separate from the Financial Regulations. Director of Finance confirmed this was due to wanting to apply the higher levels within the 2019/20 final accounts process.</p> <p>Chair queried when Committee could expect to see the full review of Financial Regulations. Director of Finance advised that these would be presented at the next meeting of F&GP.</p> <p>The proposal outlined in Paper 11 was APPROVED.</p>	<p>Director of Finance</p>
6.4	<p>Voluntary Severance Proposal</p> <p>Chair noted the email dated 15th September issued by Chair of Board of Management, which outlined the outline Voluntary Severance process being proposed and associated legal guidance;</p>	

	<p>and Paper 12, which had been circulated to Committee members in advance of the meeting outlining some of the questions raised by Board Members. Members were reminded that the reason for seeking online approval was to ensure that an approved outcome would allow Principal to seek appropriate authority for the VS Scheme via UHI and SFC</p> <p>Principal summarised the Management Responses noted in Paper 12, and advised that a clear majority in favour of the proposals had been received via the online process. Student Member noted queries submitted, and advised that they would not be in a position to endorse the proposals without additional information to reach a full evidence-based decision. Principal addressed each of these concerns in turn.</p> <p>Following a discussion around the remaining Management Responses and next steps in the process, Committee APPROVED the Voluntary Severance proposals, and requested that the full Board be advised of this outcome, including the Management Responses circulated to F&GP.</p>	Clerk
7	Procurement	
7.1	<p>Tay Cities Deal/Aviation Academy - Contract Strategy</p> <p>Vice Principal presented Paper 4 and provided an update on the Tay Cities Deal/Aviation Academy project, noting that the Cities Deal had not yet been formally signed off by the Scottish and UK governments, although this is expected within the next month, and that the Outline Business Case cannot be progressed until feasibility work has been completed.</p> <p>The paper seeks approval for procurement of professional fees.</p> <p>Chair asked about the management of risk factors should this aspect of the project not be progressed. Vice Principal advised that, in such a case, it would be unlikely that Tay Cities Deal funding would be forthcoming. Chair noted that, in effect, the sunk costs are limited to the amount required for the feasibility study.</p> <p>Board Member noted references to Moray College and sought clarification on the logic that, if we were not working with them on this project, we'd be competing against them. Vice Principal noted that all 3 partners have different specialisations which provided enough gaps to justify the regionalisation of the project.</p> <p>Following these clarifications, the proposals outlined in Paper 4 were APPROVED.</p>	

8	Estates	
8.1	<p>Estates Update</p> <p>Depute Principal presented an update on current work in Estates as outlined in Paper 5, with particular focus on return to campus arrangements.</p> <p>Chair expressed thanks on behalf of Committee to Estates and other staff around the College for their work in getting students and staff back on campus.</p> <p>Student Board Member asked whether summer works had been completed, and how much disruption to curriculum areas was caused by the flooding noted in the report. Depute Principal advised that the prioritised summer works had been completed, and there was minor flooring damage caused by flooding which mainly affected the Arts Studio, a computer suite and the Brahan Lecture Theatre.</p> <p>Depute Principal informed Committee that, given current circumstances, it did not seem appropriate to continue with work on the wide-ranging Estates Strategy that had been previously discussed, however a planned maintenance & conditions survey had commenced to assess the likely state of campus buildings over the next 2-3 years. This approach was ENDORSED.</p> <p>Depute Principal concluded by advising Committee of a report submitted to the Health & Safety Executive around Legionella control measures. Committee was advised that an inspection had taken place and reported no major failings.</p>	
8.2	<p>Five-a-Side Pitches – Business Case</p> <p>Vice Principal outlined Paper 6, which sought procurement approval for a feasibility study for the creation of five-a-side pitches to be funded from monies raised via the Development Trust.</p> <p>Board Member noted that local demand has existed for such facilities for some time, and wondered whether St Johnstone FC could be involved in some way. Vice Principal advised that local organisations were to be approached for possible involvement.</p> <p>Chair queried whether land was available given previous discussion on the Aviation Academy. Vice Principal noted that different land was earmarked next to ASW, which would not be suitable for the Aviation Academy.</p> <p>The proposal was APPROVED.</p>	

9	Human Resources	
9.1	<p>HR Update</p> <p>Head of HR & Organisational Development presented Paper 7 for noting by Committee.</p> <p>Following a query from a Board Member, Head of HR&OD clarified that a Stress Short-Life Working Group had been planned earlier in the year but did not proceed due to COVID. Health and wellbeing is regularly considered within Healthy Working Lives developments.</p> <p>Committee NOTED Paper 7.</p> <p>Principal added an update on UHI investigation related to a proposed action for UHI to undertake a full staff survey within Perth Principal noted that it had been made clear that such an approach was unacceptable and, during a meeting with the new chair of UHI Audit Committee, it was agreed that Perth College would engage an external consultant to undertake its own survey, in collaboration with staff and trades unions, with a summary of results being provided to UHI Audit Committee. The survey is scheduled to take place in Semester 2, and Engagement Committee will be kept informed.</p>	
10	Compliance & Reporting	
10.1	<p>Review of Risk Register – F&GP</p> <p>Committee reviewed items on Risk Register within the remit of the Committee.</p> <p>Chair queried whether Residual Risk under Risk 15 could be reduced if student numbers remain robust. Principal noted the College was still in process of enrolment and, with a degree of uncertainty remaining, it would be advisable to retain the status quo and review in November. Chair agreed.</p> <p>Chair suggested removal of Risk 27, as previously discussed at Board. Clerk noted that action from Board involved liaison with Internal and External Auditors prior to removal, however this had yet to happen. Clerk to seek guidance as actioned.</p>	Clerk
11	<p>Committee Minutes</p> <p>The minutes for the following meetings were received and noted:</p> <ul style="list-style-type: none"> ● JNC Support Staff, 11/06/20 ● JNC Lecturing Staff, 11/06/20 ● JNC Budgetary Meetings 22/06/20, 20/08/20 & 01/09/20 	

<p>12</p>	<p>Date & Time of next meeting</p> <p>Monday 30 November @ 5:00pm</p> <p>Vice Principal noted that External Audit timescale means that the Audit sign-off is unlikely to take place before January 2020, therefore it advised that the joint F&GP/Audit element of this meeting may be reviewed.</p>	
<p>13</p>	<p>Review of Meeting</p> <p>The Committee agreed the meeting had covered its Terms of Reference.</p>	

DRAFT

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

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

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

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

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

Yes
No

Perth College UHI

Paper No. 2

Committee	F&GP
Subject	AST Business Plan 2020-23 & Budget 2020-21
Date of Committee meeting	30/11/2020
Author	Mark Taylor – AST General Manager
Date paper prepared	23/11/2020
Executive summary of the paper	<p>The AST Business Plan 2020-2023 outlines the business performance in the past 12 months, conducts an analysis of current and future market conditions (including competitor analysis) and concludes with a detailed description of budget sales for the immediate 12 months to end July 2021, with outlooks for a further 2 years to end July 2023.</p> <p>The Business Plan text is accompanied by an Excel budget giving detailed and phased income and expenditure until 31st July 2021, plus tables on assumptions for a further two year to 2023.</p> <p>Previously approved by the AST Board, these papers should allow the F&GP to conduct a further review before passing for formal approval by the main Perth College Board</p>
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	<p>The papers have been prepared by the AST Management team with support from Perth College Finance.</p> <p>The Business Plan was approved in committee by the AST Board at Issue 1 on 19th November, with Issue 3 approved ex-committee on 23rd November 2020</p>
Action requested	<input type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input checked="" type="checkbox"/> Strongly recommended for approval

Perth College UHI

	<input type="checkbox"/> Recommended with guidance (please provide further information, below)
<p>Resource implications</p> <p>Does this activity/proposal require the use of College resources to implement?</p> <p>If yes, please provide details.</p>	<p>Yes – any margin generated by AST is historically provided to Perth College through Gift Aid</p>
<p>Risk implications</p> <p>Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk?</p> <p>(If yes, please provide details)</p>	<p>No</p> <p>Click or tap here to enter text.</p>
<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>None – AST is a 100% Perth College owned business with its own strategy, excluding some areas of overlap involving the Tay Cities Deal and resource provision to the Perth College BSc aviation degree</p>
<p><u>Equality and diversity</u></p> <p>Does this activity/proposal require an Equality Impact Assessment?</p> <p>If yes, please give details:</p>	<p>No</p>

Perth College UHI

<p><u>Data Protection</u></p> <p>Does this activity/proposal require a Data Protection Impact Assessment?</p> <p>If yes, please give details:</p>	<p>No</p> <p>Click or tap here to enter text.</p>
<p>Island communities</p> <p>Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?</p>	<p>No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>
<p>Status (e.g. confidential/non confidential)</p>	<p>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.

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? Lifetime of the plan, so July 2023

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

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

Perth College UHI

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

Perth College UHI

Paper No. 3

Committee	Finance & General Purposes Committee
Subject	Perth College Financial Update – Year to October 2020
Date of Committee meeting	30/11/2020
Author	Iain Wishart, Director of Finance
Date paper prepared	26/11/2020
Executive summary of the paper	This presentation provides a high-level summary of College finances for the year to October 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)	Yes / No
Risk implications (If yes, please provide details)	Yes /No Click or tap here to enter text.
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with:	Click or tap here to enter text.

Perth College UHI

<ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information 	
<p><u>Equality and diversity</u></p> <p>Yes/ No</p> <p>If yes, please give details:</p>	<p>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>Non 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 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

Monthly Performance

October YTD Position



University of the
Highlands and Islands
Perth College

November 2020

Overview

With no monthly budget numbers available it is very difficult to give a meaningful picture of how we are doing through the first 3 months. The following slides attempt to give some indication of performance.

We also don't have a financial forecast process in place at the moment which means we don't have any projection of how we expect to perform through the rest of the year.

The financial forecast issue will be improve over the next few months. We need to develop our financial forecasting to improve our cash flow projections. The lack of monthly budget information will not be resolved until next year's budget.

Income

Headlines

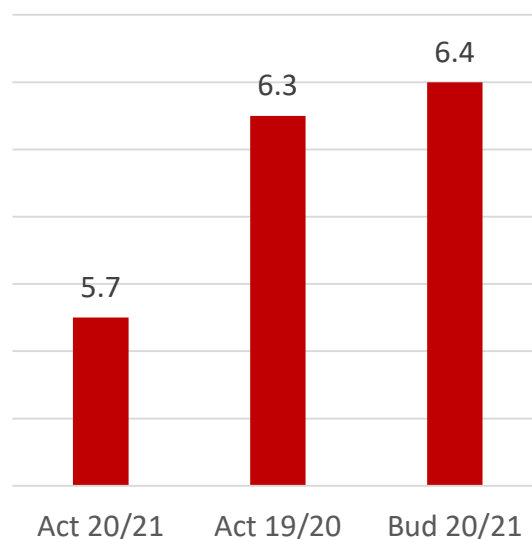
The following categories are based on actual cost:

- Estates
- Bursary
- Childcare

Skills development can be claimed at the completion of a course. Through October FWDF and SDS/FA courses have not been verified as complete and therefore we have not been able to claim income yet.

The impact of COVID account for the shortfalls in residences, canteen, ASW and the nursery.

Income – October YTD £M



Note: The budget is calculated by taking 25% of the total budget.

Income Reconciliation Oct YTD £K

Budget	6,433
Estates	(59)
Funding Council Grants	(206)
Bursary	(279)
Childcare	(127)
Skills Development	(119)
HE Tuition	(16)
FE Tuition	7
International	49
Research	9
Residences & Catering	(145)
Nursery	(29)
ASW	(42)
Other	243
Actual	5,720

Note: The budget is calculated by taking 25% of the total budget.

Staff Costs

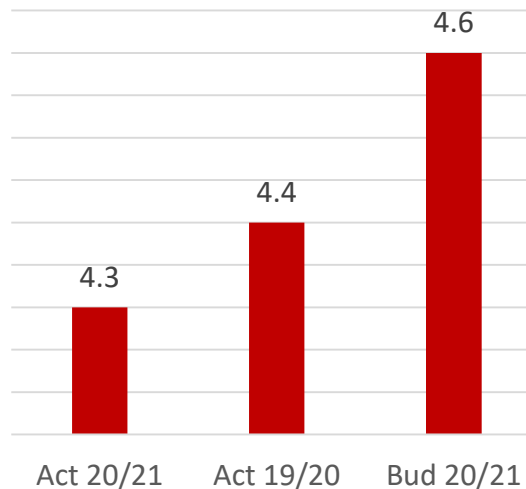
Headlines

At first glance, staff costs appear to be performing well. However,

1. The budget assumed at 2% increase in staff costs that has not been paid through October. Agreement has been reached by one union on a 2% increase which will be paid in November.
2. 2% across all salaries would represent £86K YTD.
3. Temp costs tend to be lower in the first couple of months.
4. The budget is calculated based on a straight 25% .

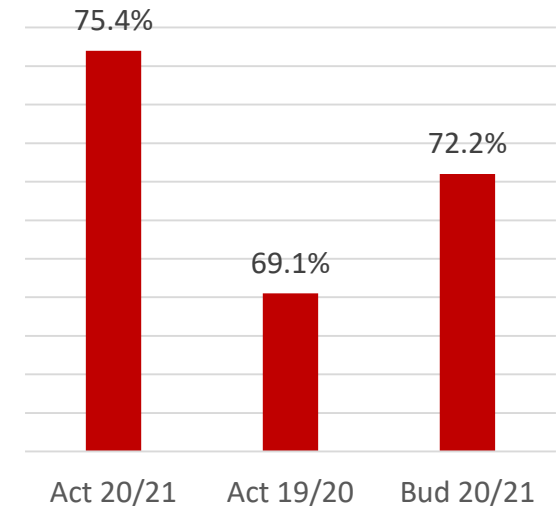
If you look at the staff costs as a % of income, on the right, you can see that the lower income in 20/21 has a significant impact versus 19/20 even though the £ costs being almost the same.

Staff Cost – October YTD
£M



Note: The budget is calculated by taking 25% of the total budget.

Staff Cost – October YTD
% of Income



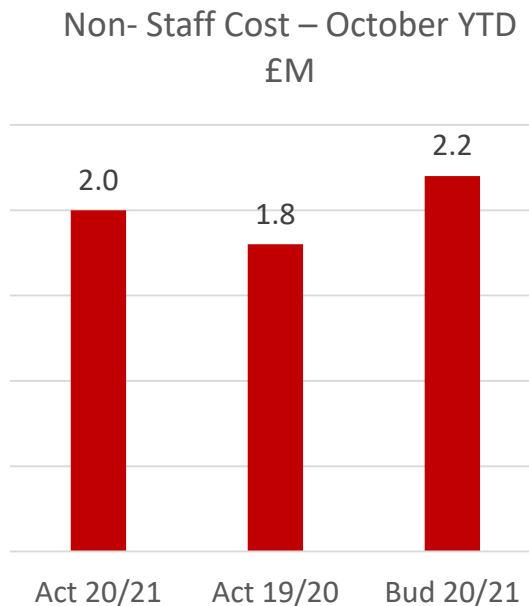
Note: The budget is calculated by taking 25% of the total budget.

Non-Staff Costs

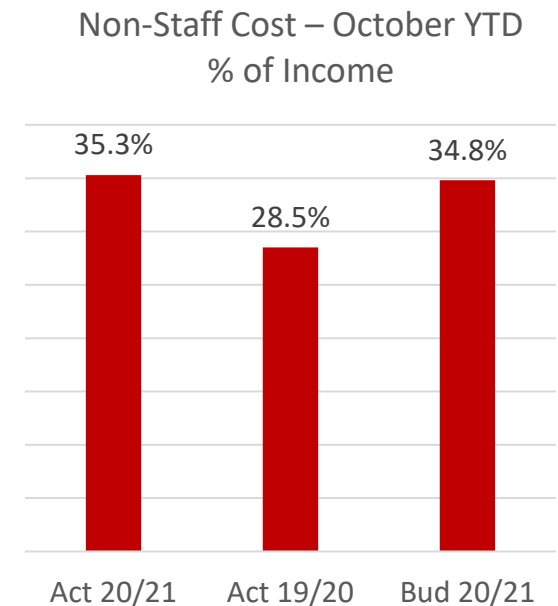
Headlines

The actual staff costs for 20/21 include £245K of unbudgeted cost relating to laptops for digital poverty. The laptops can't be capitalised as they are not part of a system and could have a short lifespan e.g. not returned, returned damaged etc.

The actual costs for 20/21 also include £25K relating to specific COVID related costs which were also unbudgeted.



Note: The budget is calculated by taking 25% of the total budget.



Note: The budget is calculated by taking 25% of the total budget.

Income Statement

£K	Act 20/21	Act 19/20	Delta	Bud 20/21	Delta
Income	5,719.7	6,335.0	(615.3)	6,433.0	(713.3)
Staff	4,311.3	4,379.0	67.7	4,643.0	331.6
Non-Staff	2,019.7	1,808.0	(211.7)	2,238.9	219.1
AOP	(611.3)	148.0	(759.3)	(448.8)	(162.6)
Dep'n & Deferred	(307.8)	(183.0)	(124.8)	(230.8)	(77.0)
Surplus/Deficit	(919.2)	(35.0)	(884.2)	(679.6)	(239.6)
Staf/Income	75.4%	69.1%	(6.3)%	72.2%	(3.2)%
Non-Staff/Income	35.3%	28.5%	(6.8)%	34.8%	(0.5)%

Perth College UHI

Paper No. 4

Committee	Finance and General Purposes Committee
Subject	Tay Cities Deal – Aviation Academy for Scotland
Date of Committee meeting	30/11/2020
Author	Veronica Lynch, Vice Principal External Engagement
Date paper prepared	23/11/2020
Executive summary of the paper	<p>This paper outlines the current status and the associated opportunity of the Aviation Academy for Scotland Tay Cities Deal bid.</p> <p>It is recommended that the Committee:</p> <ol style="list-style-type: none"> 1. Note the current status of the Aviation Academy for Scotland (AAS) project within the Tay Cities Deal programme. 2. Note the status of the Strategic Investment Funding application to UHI. 3. Note and endorse the College's options if SIF funding from UHI is not awarded. 4. Endorse in principal the opportunity to borrow the cost of the professional fees in addition to the TCD grant over a 5 ½ year period, subject to an agreed business case. 5. Note and endorse the College's options if Tayside Aviation is unable to agree a commercially acceptable arrangement with Dundee City Council for the Dundee Campus of the Aviation Academy for Scotland.
Consultation How has consultation with partners been carried out?	The Board have been kept abreast of developments with the Tay Cities Deal programme as they have arisen.

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<p>Action requested</p>	<p><input type="checkbox"/> For information only</p> <p><input checked="" type="checkbox"/> For discussion</p> <p><input checked="" type="checkbox"/> For recommendation</p> <p><input type="checkbox"/> For approval</p>
<p>Resource implications (If yes, please provide details)</p>	<p>Yes/ No</p> <p>The AAS project will provide TCD grant funding of £8.1m with £5.960m for the Perth Campus. This paper also outlines a proposal to consider the concept of borrowing the professional fees of £604,850 in addition to the TCD grant value to maximise the floorplate of the project. This would be funded from the savings in rental costs at Scone Airport of £110k per annum over a 5 ½ year period.</p>
<p>Risk implications (If yes, please provide details)</p>	<p>Yes/ No</p> <p>A risk assessment of the likelihood of specific scenarios arising is included within this paper.</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>Provide a summary of the how the paper links to key College priorities and what they are</p> <p>This project supports the delivery of the strategic aim</p> <p>2. Work in partnership to foster and drive positive change and growth in local, regional, national and international economies.</p>
<p><u>Equality and diversity</u> Yes/ No If yes, please give details:</p>	<p>An Equality Impact Assessment will be undertaken as the project develops to ensure access to all audiences to the project.</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>Yes/ No</p> <p>If yes, please give details:</p> <p>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>Yes/ No</p> <p>Set out any data protection aspects and whether a data protection impact assessment is needed</p>
<p>Status (e.g. confidential/non confidential)</p>	<p>Confidential</p>
<p>Freedom of information</p> <p>Can this paper be included in “open” business?* -Yes</p>	<p>Papers should be open unless there is a compelling reason for them to remain closed. If a paper, or parts of a paper, are to remain closed the reason for that exemption must be specified – see reasons below</p>

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

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

For how long must the paper be withheld? Confidential until confirmation of this project being funded within the Tay Cities Deal and until all commercially sensitive bid documentation is able to be made public.

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

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

and

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

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Paper No. 5

Committee	F&GP Committee
Subject	Estates Update
Date of Committee meeting	30/11/2020
Author	Head of Estates
Date paper prepared	23/11/2020
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 <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.

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<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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Estates Update November 2020

Introduction

The following report provides an update of activities within the Estates Department as at 23rd November 2020.

Covid 19

We continue to review and monitor the Covid 19 measures we have in place across the campus, which are proving to be effective, but we remain vigilant and closely monitor compliance with the Scottish Government guidelines. Since implementing these measures, we are not getting many requests to alter or change any measures that are not working and that is testament to the work put in by the staff involved.

We had 3 positive cases of Covid at the end of September and our own cleaners along with our specialist contractor carried out a deep clean of areas affected.

The Covid Response Group continues to meet weekly to monitor and discuss matters. We are also continuing to keep adequate supplies of PPE, hand sanitizer etc and this is costing the college around £2000 per month.

Condition Survey

We have just appointed Faithful and Gould to carry out a full detailed condition survey of the campus buildings and this will help inform us of the backlog maintenance required and costs, as well as assisting us with producing the Estates Strategy and longer term planned maintenance and capital works programmes.

We are just awaiting a start date and hope to receive the report early in the new year.

Kinross Learning Centre

The sale of Kinross Learning Centre was concluded on Monday 16th November with all funds, £123,100.80 now transferred to the College bank account.

Aviation Academy

The feasibility study is still ongoing but due to logistics and Covid restrictions, is taking slightly longer than we had anticipated. We have had several meetings with the consultants and are now meeting with the proposed building users to determine space requirements, which will inform us of the size of building required and potential costs.

We hope to receive the study findings by the festive break and we are still awaiting funding confirmation.

Flood/Insurance

The flood re-instatement works are ongoing and this was a significant flood that has caused great inconvenience and issues and affected 14 rooms in the Goodlyburn, and the lecture theatre, IT suite and 1 room in the Brahan. On top of this we have had to carry out electrical inspections as well as repair the fire and intruder alarms that were damaged due to a power surge during the storms. In total, the insurance claim amounts to around £200,000. We do hope to have most of the Goodlyburn classrooms ready for timetabling in the new year, with the Brahan Lecture Theatre and IT suite completed after the festive break.

We have also cleared a large blockage in the drainage between the Goodlyburn and the school, so hopefully this will help reduce flooding should there be any further adverse weather.

Contracts and Tenders

We are continuing to work with APUC to use any available frameworks as well as ensuring we are compliant for all open tenders.

We are also ensuring that all contractors receive additional inductions that cover Covid guidelines and what is expected of them whilst on campus.

Academy of Sport and Wellbeing

The flooring issues at the ASW are still ongoing. The issue of 'latent defect' is all the more complex due to the fact that the main contractor, Dixons, have gone into liquidation.

It looks like the College will have to pay up front to rectify the issue, then become a creditor to try and get reimbursed for our outlay.

We will keep pushing the issue for a successful outcome and advise of costs before any works are undertaken.

5 A Side Football Pitches

The proposed pitches beside the ASW have been put on hold for the time being and this decision will be reviewed sometime in the future.

Caretakers House

We have completed refurbishment works of the caretaker's house at the rear of the campus, to turn this into an HMO property that will allow the College to rent the rooms as student accommodation. During the current pandemic, this house will be used as an isolation property, should any student test positive for Covid.

The caretakers house at the College entrance is sitting empty just now as this is located on one of the location options for the proposed Aviation Academy. Once the feasibility study is completed, we will review the future of this property.

Current Works

Room 026 - The new welding booths in room 026 are now complete and this project cost in the region of £150,000.

Joiners Workshop - We are currently awaiting a building warrant to create an access door from the Joiners workshop to the project area in the old sports hall, which will stop the students and lecturers having to go outside when working in both areas and will make it easier for transferring materials. I would also like committee to note that the Estates department have carried out a huge amount of work during the current pandemic. The Cleaners and Caretakers have been on campus getting the buildings ready for safe use by all staff and students, sometimes under great pressure and keeping themselves safe and well whilst doing so. All of this with a reduced team due to furlough and recruitment issues.

Kevin Lynch

Head of Estates

Perth College UHI

Paper 6

Committee	Finance & General Purposes Committee
Subject	HR Update
Date of Committee meeting	30/11/2020
Author	Katy Lees, Head of HR & Organisational Development
Date paper prepared	23/11/2020
Executive summary of the paper	Update on key HR issues for the period to end of October 2020
Consultation How has consultation with partners been carried out?	N/A
Action requested	<input checked="" type="checkbox"/> For information <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)	
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 	

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<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.

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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: 23 November 2020

National Job Evaluation Scheme

The College is still having its roles analysed by the National Job evaluation team analysts with more clarification points being received. To date the queries come from this team to HR have been manageable. No results are expected until all Colleges have been evaluated.

National Bargaining

The agreed Academic pay award of 2% has been implemented within the College, effective from 1 September 2020.

The Support Staff pay award has yet to be agreed.

Permanisation

Each Sector Development Director has a full list of academic staff who may be in scope for Permanisation for the rest of this academic year. Support Staff now come into scope for Permanisation with some differences from the Academic scheme and those staff in scope are currently being reviewed.

Multi-post functionality in the Payroll system

One outstanding issue still exists within this process but a manual mitigation is in place whilst a technical solution is being sought.

CIPHR (HR system)

The HR system is having its long-awaited upgrade on the 13 January 2021.

Health and Safety Committee

Three subgroups are now in place as subgroups of the College's Health and Safety Committee, these are

- Covid Response Group – meeting weekly
- Policies and Procedures Group – meeting biannually, but more initially needed
- Health and Wellbeing Group – Focusing on staff with an initial focus on stress and mental health, the first meeting was on the 23 November 2020, with bimonthly meetings.

A further Health and Safety Committee is taking place in December (so there will be been 4 by the end of the calendar year this semester), to ensure that COVID-19 can have the appropriate time and consideration. At the next meeting there is a proposal to have a fourth subgroup of Health and Wellbeing Group but focusing on students, to bring together and raise awareness of the significant work undertaken on the Mental Health Strategy for students (there was a group previously but it was informally constituted).

The Health and Safety Committee also requested a lessons learnt review takes place on the Colleges response to COVID from a H&S perspective and Charlie Shentall has agreed to chair this review. This is likely to take place early 2021.

General Teaching Council for Scotland (GTCS requirements)

A framework has been created across UHI (Professional Update/Professional Review and Development Framework) which will shortly be coming to the College for approval to support the GTCS requirements for professional registration and professional update. This will involve creation of a new policy and processes within Perth College which support this to be in place by the end of the academic year.

Equality and Diversity

Work is currently underway in reviewed our evidence to propose new Equality Objectives for the coming 4 years. The Equality, Diversity and Inclusion Advisor, the Head of Student Experience and the Head of HR & OD all attended an Advanced HE/EHRC event to support the creation of these.

Further work still needs to take place on ensuring that we have EQIA's in place and this process is taking longer than anticipated as they are all currently in hard copy only.

There has been a delay to the Preventing Racism Working Group but this process is now underway.

Health, Safety and Wellbeing

Please find below college sickness absence information for the academic year 2020/21

CIPHR	2019/2020 (full year)		2020/2021 (August - October)	
	Total Sick Days	Average Sick Days per Head	Total Sick Days	% sick days of total sick days in previous year
Management	35	1.95	0	0
Support	3161.5	12.65	515	16%
Academic	852	3.46	15	2%
Total	4048.50	7.88	530	13%

The cumulative sickness absence rates for the College for the period from 1 August to 30 October are shown above, if it is presumed that absence rates follow a linear correlation then we would expect total sickness absence to be 734 days at this point and we are 204 days below this. However, it must be noted due to COVID-19 there cannot be any normal expectations of sickness absence during 20-21.

During 19/20 we started to collect data on short term and long term sickness absence separately to be able to review whether there are any trends and considerations that the College makes.

	Cumulative (Aug 2019 - July 2020)		(Aug 2020 - October 2020)	
	Short Term - Total Sick Days	Long Term - Total Sick Days	Short Term - Total Sick Days	Long Term - Total Sick Days
Management	35	0	0	0
Support	1522.5	1639	201	314
Academic	339	513	15	0
Total	1896.5	2152	216	314

The data above shows over half of the sickness absence above is attributed to long term sickness absence within the Support Staff group of staff. There were 8 members of staff on long term sickness absence in October 2020 of which 2 of whom has now returned to work. 2 of these are linked to work related stress.

Organisational Development

There has not been any significant changes in the completion rate for mandatory trainings as a number of new staff have started which impact on the figures and also staff are now hitting their renewal period so will have to redo the training so I would expect these number to fluctuate during the year. The College has set a target of 90% completion in the trainings below by the end of the academic year

- Bribery Act v.1
- Bullying and Harassment Part 1 v.1
- Data Protection (GDPR) v.1
- Diversity in the Workplace v.1
- Health and Safety Part 1 v.1
- Health and Safety Part 2 v.1
- Safeguarding in FE Colleges v.1
- Stress Management for All Staff v.1

Staff Survey

The College is intending to undertake a staff survey which will commence at the start of Semester 2.

Committee	Finance & General Purposes Committee
Subject	Risk Review – Finance & General Purposes Committee
Date of Committee meeting	30/11/2020
Author	Ian McCartney, Clerk to the Board of Management
Date paper prepared	23/11/2020
Executive summary of the paper	<p>This paper provides Finance & General Purposes Committee with an opportunity to scrutinise and assess those Strategic Risks determined to be within the Committee's purview.</p> <p>All new updates within the document have been highlighted in red. Items in individual Risk Areas linked to COVID-19 are highlighted in blue. In addition, these items are cross-referenced again the main COVID-19 Risk Area 30</p> <p>Following extensive review with Risk owners:</p> <ul style="list-style-type: none"> • there are amendments/additions to actions in all F&GP Risk References; • Risks 15 & 16 have been merged; • Risks 28 and 29 are being further reviewed with a view to merger into Risk 15 <p>In addition, there have been amendments to Risk Scores in the following Risk References:</p> <ul style="list-style-type: none"> • Risk 7 – Residual Risk reduced based on resilience shown within organisation over last 18-24 months; • Risk 24 – Residual Risk reduced based on resilience of IT security demonstrated during move to home working/blended learning during COVID-19 arrangements. <p>Committee members are asked to:</p> <ol style="list-style-type: none"> i) Discuss the appropriateness of each Risk for the Committee; ii) Review in particular the currency of the Action Plan; iii) Consider any additional areas of Risk not identified within the current Register, in particular any considerations related to COVID-19 impacting on areas related to the remit of F&GP Committee

Perth College UHI

<p>Consultation</p> <p>How has consultation with partners been carried out?</p>	<p>Board Members and SMT have been consulted via discussions at sub-Committees.</p> <p>Extensive review with SMT has taken place during current Board cycle</p>
<p>Action requested</p>	<p><input checked="" type="checkbox"/> For information</p> <p><input checked="" type="checkbox"/> For discussion</p> <p><input type="checkbox"/> For recommendation</p> <p><input type="checkbox"/> For approval</p>
<p>Resource implications</p> <p>(If yes, please provide details)</p>	<p>No</p>
<p>Risk implications</p> <p>(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</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>The Strategic risk register is the core risk management tool used within Perth College UHI.</p>
<p><u>Equality and diversity</u></p> <p>Yes/ No</p> <p>If yes, please give details:</p>	<p>No</p>
<p><u>Island communities</u></p> <p>Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities</p>	<p>No</p>

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(including other island communities)? If yes, please give details:	
Data Protection 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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Ref	Risk Status	Strategic Category	RISK AREA, Risk Description & Primary Sub-Committee	Causes	Impacts/Evidence	Owner	Likelihood	Impact	Gross Risk	Actions to minimise risk IN PLACE	Residual Risk	Trend	CURRENT ACTION PLAN		
													Actions to minimise risk TO DO	Action Owner	Completion Date
6*	Active	Inspiring and supporting our students to achieve their potential.	<p>IT infrastructure & implementation</p> <p>Technology not fit for purpose.</p> <p>No replacement or upgrade of critical ICT and academic equipment.</p> <p>Heightened risk of cyber attack</p> <p>Licenses for specialist software classroom-based rather than individual</p> <p>F&GP</p>	<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.- complete • ICT rolling programme of replacement – focus changed from classroom-based PCs to provision of laptops • 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 • Opportunities/impetus presented by Scottish Government Digital Strategy • Digital Poverty transition project • ICT rolling programme 	9	↔	<ul style="list-style-type: none"> • Rigorous approach to timetabling and utilisation of rooms. • ICT Budget and replacement. Commission tender process for integrated Finance/Payroll/HR system Migration of online training to Webex ICT Strategy Group to develop ICT Strategy Implement agreed priorities from College Sector Digital Ambition 	Depute Principal Academic ICT Manager Vice Principal Associate Principal Vice Principal Vice Principal	Ongoing Ongoing June 2021 Dec 2020 July 2021 July 2021

7	Active	Developing staff to successfully deliver our Vision. UHI Common Risk	(Senior) staffing levels 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 • Maintain Healthy Working Lives accreditation • Succession Planning • Minimisation of single-person dependencies • Cross training Recruitment of Director of Finance provides additional resilience on SMT 	4	↓	Improve completion levels for Mandatory Training Conduct Staff Survey	Head of HR & OD Principal/ Head of HR & OD	Dec 2020 April 2021
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(2.2)

9*	Active	<p>Working in partnership to meet the needs of our local economy and beyond.</p> <p>Developing a successful and sustainable organisation.</p>	<p>Growth opportunities</p> <p>Missing viable opportunities for development and growth</p> <p>F&GP</p>	<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. <p>COVID-19</p>	<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. <p>Uncertain future for development activities and appetite for external engagement post-Outbreak, including Tay Cities Deal</p> <p>Reduced opportunities due to post-COVID climate</p>	<p>Depute Principal Academic/ Vice Principal External/ Associate Principal</p>	4	4	16	<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. International Strategy. Continuous collaboration with Learner Journey Strategic Group re school/college curriculum to achieve objectives re apprenticeships & employability Contracting of Associates to overcome shortage of lecturing staff <p><u>Tay Cities Deal:</u> Proposal passed by Board: 5-year Plan = £320k new revenue (net of allowances for costs)</p>	16	↔	<ul style="list-style-type: none"> Curriculum Review FE and HE - completed Target international developments towards such areas where product is requested, e.g... Business Degrees Schools Strategic Group to plan curriculum 2018-19 onwards DYW Strategy Group implementation (Associate Principal on group, no longer separate SDS group) SDS liaison and key employer contacts and stakeholders. PPF UHI Curriculum Plan Enact Business Development Strategy following Board approval Review presentation of financial reporting to reflect margins rather than revenues <u>Tay Cities Deal</u> • maintain dialogue with strategic partners Final OBC submitted for approval Financial plan to ensure sustainability of AAS including levering of £1.2m donor contributions 	<p>Associate Principal</p> <p>Vice Principal External</p> <p>Finance Director</p> <p>Vice Principal External</p> <p>Vice Principal External</p>	<p>Ongoing</p> <p>Dec 2020</p> <p>Jan 2020</p> <p>Ongoing</p> <p>Feb 2021</p> <p>Ongoing</p>
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13*	Active	Developing a successful and sustainable organisation.	<p>Shared services</p> <p>Lose control of critical processes and systems through Shared Services</p> <p>Shared Service Model controlled by UHI EO and UHI Finance & General Purposes and University Court.</p> <p>F&GP</p>	<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"> • Agree principle of Service Level Agreements with UHI — Staffing, Communication, Core Services (operational details to be fleshed out). • Proactive within commissioning board. 	SMT	Ongoing
14*	Active	Developing a successful and sustainable organisation.	<p>Financial sustainability</p> <p>Failure to ensure sustainability</p> <p>Weaknesses in internal controls/effective management review</p> <p>Financial monitoring reports provide insufficient detail to allow Board to track the delivery of key strategies</p> <p>Unable to achieve a breakeven Adjusted Operating Profit (AOP) on a sustainable basis.</p> <p>F&GP</p>	<ul style="list-style-type: none"> • Change in Government control/legislation. • Ongoing Implications of ONS <p>Significant fall in income.</p> <p>Staff costs + non-staff costs are higher than income.</p> <p>Local consequences of National bargaining</p> <p>Occurrence of event on disaster recovery plan.</p>	<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 <p>College does not have enough cash to operate and or grow.</p> <p>Accounts show a deficit AOP for more than one year.</p>	Principal Director of Finance	4	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 • Links to Audit Action Plan <p>Continued development of cashflow forecasting model</p>	15	↔	<ul style="list-style-type: none"> • Keep abreast of interpretation and updates. • Maintain awareness. • Involvement with sector, Colleges Scotland and SFC working groups. <p>Development of Management Accounting Information.</p> <p>Development of financial forecasting models.</p> <p>Development of cash flow forecasting.</p> <p>Development of budget process.</p>	Vice Principal External Director of Finance	<p>Ongoing – will evolve and develop over next 9 months.</p> <p>Ongoing – in place from September 2021</p> <p>Ongoing – in place from Jan 2021</p> <p>Ongoing – new process from Jan 2021, live from Aug 2021</p>

15 *	Active	Developing a successful and sustainable organisation. UHI Common Risk	Internal controls Financial failure/operating loss. Inability to achieve a balanced budget. Internal controls do not exist or are not effective in preventing a significant issue/event. 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, top slice etc. <p>No ERM strategy in place.</p> <p>Existing controls not tested regularly.</p> <p>Risk not identified, therefore controls not in place.</p> <p>Staff have not been trained in risk identification and control development.</p> <p>COVID-19</p>	<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. <p>Significant events occur where no controls are in place.</p> <p>Significant events occur where controls are in place.</p> <p>Financial impact of reduced student numbers, delayed Consultation process, commercial income, etc</p> <p>Additional COVID-related costs (IT, PPE, etc)</p>	Principal Director of Finance	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 <p>International & Business Development Strategies reviewed and being implemented</p> <p>Number of relevant policies in place.</p> <p>Regular Internal Audit programs.</p> <p>Annual External Audit.</p>	15 (3,5)	↔	<ul style="list-style-type: none"> Review of International Recruitment Strategy. Review Business Development Strategy <p>Design an ERM strategy and implement a system of control e.g. SOX 404 or ISO31000</p>	Principal Vice Principal External Director of Finance	Ongoing July 2020 Dec 2021
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	<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. 		↔	-	<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.	<p>Brexit</p> <p>Implication of outcome of EU Referendum</p> <p>Leading to:</p> <p>Loss of EU Funding.</p> <p>Decrease in overseas (EU) students.</p> <p>Loss of EU national staff.</p> <p>F&GP</p>	<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 • Trend analysis for student targets 	15	↔	<ul style="list-style-type: none"> • Scottish Government looking to protect Erasmus + programme 		Ongoing
24	Active	UHI Common Risk	<p>Data protection</p> <p>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.</p> <p>F&GP</p>	<p>Poor IT security measures.</p> <p>Equipment with security holes.</p> <p>Poor patching regime. Anti-virus is not up-to-date and comprehensive.</p> <p>Firewalls are configured incorrectly.</p> <p>Coordinated DDOS attack on university infrastructure.</p> <p>Increasing number of security alerts.</p> <p>DDOS attacks on UK academic institutions up to 527 in 2015 - Janet CSIRT.</p> <p>Increase in cyber-attacks such as ransomware reported in national media.</p>	<p>Information Commissioner fine of up to £500k.</p> <p>Adverse press coverage. Loss of confidence by regulators, stakeholders and HE sector.</p> <p>Ransomware encryption has been detected on UHI network.</p>	Principal	3	4	12	<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. • Dual authentication processes rolled out 	8	↓	<ul style="list-style-type: none"> • Monitoring of UHI wireless network hardware and process 	ICT Manager	Ongoing

25	Active	Developing a successful and sustainable organisation	Commercial subsidiary Financial failure of commercial subsidiary F&GP	Non-compliance with governance, financial and legal processes and procedures. Deterioration in economic viability of subsidiary COVID-19	Contracts signed without required approvals. Failure to consult with College SMT and AST Board Poor outlook due to worldwide collapse in aviation market	Vice Principal External	4	5	20	<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 • Going Concern work prioritised leading to increased focus on cash management & projections • Job Retention Scheme/Salary Holidays/Rent Reduction to reduce costs while not trading 	20 (4,5)	↔	<ul style="list-style-type: none"> • 2020/21 Business Plan reviewed once return dates are confirmed 	Vice Principal External	Dec 2020
28	Active	Developing a successful and sustainable organisation	Procurement Procurement processes are not fully compliant with regulations F&GP	Internal processes not suitably robust	Contracts register incomplete	Director of Finance	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 • Procurement Strategy updated • Procurement Policy updated 	6 (2,3)	↔	<ul style="list-style-type: none"> • Compliance with relevant areas of Audit Action Plan Roll out training to budget holders and other affected staff 	Director of Finance Director of Finance	Ongoing April 2021
29	Active	Developing a successful and sustainable organisation	Asset Management Insufficient levels of Asset Management are in place F&GP	Lack of systems/controls to record and manage changes to Asset Register	Asset Register not complete Creates difficulty in producing accurate accounts	Director of Finance	4	3	12	<ul style="list-style-type: none"> • Current Asset Register reviewed and weaknesses identified • Comparative analysis within sector conducted • Standard capitalisation levels reviewed 	12 (4,3)	↔	<ul style="list-style-type: none"> • Update Asset Register • Review Financial Regulations Codification & approval of Land & Buildings valuation calculation Independent valuation of key assets for External Audit 	Director of Finance Director of Finance	June 2020 Feb 2021 June 2021

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 2019-20
Date of Committee meeting	30/11/2020
Author	Kirsty Campbell, Project & Planning Officer
Date paper prepared	23/11/2020
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 the final measures for AY 2019-20 for Committee discussion.</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 – Provide more detailed analysis and insight with a trendline giving a pictorial representation of data over the past 3 years.</p> <p>In response to the recommendations made to the College by the External Auditors, the following additions have been made for 2019/20:</p> <p>Part One</p> <ul style="list-style-type: none"> • A column has been added to the master table giving the 2019/20 metric for each measure <p>Part 2</p> <ul style="list-style-type: none"> • The 2019/20 metric has been added, indicated by 'Actual 2019/20' • The 2018/19 metric has been added, indicated by 'Actual 2018/19'

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	<ul style="list-style-type: none"> The +/- difference in the metric figure from the previous academic year has been provided.
<p>Consultation</p> <p>How has consultation with partners been carried out?</p>	<p>Click or tap here to enter text.</p> <p>For measure 10b the Head of Estates was consulted</p>
<p>Action requested</p>	<p><input checked="" type="checkbox"/> For information</p> <p><input type="checkbox"/> For discussion</p> <p><input type="checkbox"/> For recommendation</p> <p><input type="checkbox"/> For approval</p>
<p>Resource implications</p> <p>(If yes, please provide details)</p>	<p>No</p>
<p>Risk implications</p> <p>(If yes, please provide details)</p>	<p>No</p> <p>Click or tap here to enter text.</p>
<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>The Balanced Scorecard KPI's stems directly from the Perth College UHI Strategic Plan 2016-21.</p>
<p><u>Equality and diversity</u></p> <p>Yes/ No</p> <p>If yes, please give details:</p>	<p>No</p>

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<p>Island communities</p> <p>Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?</p>	<p>No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>
<p><u>Data Protection</u></p> <p>Does this activity/ proposal require a Data Protection Impact Assessment?</p>	<p>No</p> <p>Click or tap here to enter text.</p>
<p>Status (e.g. confidential/non confidential)</p>	<p>Non-Confidential</p>
<p>Freedom of information</p> <p>Can this paper be included in "open" business?*</p>	<p>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.

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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 2019-20

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

Key: KPI performance status

Improving	↑
Maintaining	↔
Worsening	↓



Key: Target performance status

Target achieved	Green
Target progress maintained	Amber
Target missed	Red
No 2019/20 data available	Red

Measure	Key Performance Indicator or Target	Metric 2019/20	Performance
	Sustainability		
10	Financial:		
	b. Gross carbon footprint	1205tCO ₂	↓

Section 2: Detail of Performance by Measure

Detail of Performance: Measure 10b

Sustainability			
Measure	Key Performance Indicator or Target	Performance	Trend
10	Financial		
	a) Gross Carbon Footprint		

Baseline: 1864 tCO₂

Target: Improve on previous year's performance with a reduction in CO₂ emissions

**Actual
2019-20:** 1205 tCO₂

**Actual
2018-19:** 1433 tCO₂

**Percentage
difference
(+/-):** -16%

Trend: Downward trend but data for 2019/20 has been impacted by the college lockdown due to COVID19

Note on performance for measure 10b

This year's carbon footprint has been reduced by 16%, however this is obviously due to lockdown as a result of the pandemic.

The overall college carbon footprint for the year is 1205 tonnes CO₂. This can be broken down into:

- Gas and electric which accounts for 82% (of usage)
- Business travel, air and rail, which accounts for 13%
- Water, vehicle mileage and waste which accounts for 5%

There are 2 areas of concern that require further investigation:

1. Waste accounts for 9.3 tonnes of carbon for 2019/20 as opposed to 2.8 tonnes for 2018/19, therefore the validity of both numbers will have to be verified.
2. Whilst the overall carbon footprint is 16% lower. as stated, this was due to lockdown as a result of the pandemic. The concern is that had it not been for lockdown, the likelihood is that we would have exceeded the usage of 2018/19, so again the validity of both years' figures should be re-examined.

Committee	F&GP
Subject	JNC's - 15 September 2020 – 18 November 2020 Chair's Summary
Date of Committee meeting	30/11/2020
Author	Katy Lees, Head of HR & Organisational Development
Date paper prepared	23/11/2020
Executive summary of the paper	<p>JNC – Support Staff (1 meeting)</p> <ul style="list-style-type: none"> • Budget update from Director of Finance • Update on operational items • Agreement to hold a joint JNC on the Staff Governance Code • Policy work – 2 new (DSE and Health Surveillance), 2 minor updates (Asbestos and Removal and Relocation Expenses) • Request for copy of Business Continuity Plan • Request for discussion at next meeting on long term sickness absence based on data to date • Update on ongoing change processes (Student Services & Finance) and update on salary conservation issue within the Nursery. • General COVID-19 update <p>JNC – Academic Staff (1 meeting)</p> <ul style="list-style-type: none"> • Budget update from Director of Finance • Update on operational items • Agreement to hold a joint JNC on the Staff Governance Code • Policy work – 2 new (DSE and Health Surveillance), 2 minor updates (Asbestos and Removal and Relocation Expenses)

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	<p>JNC – Joint (6 meetings – up to 18 Nov 20)</p> <ul style="list-style-type: none"> • 15 September 2020 <p>Discussions on who is an essential worker on campus, ensuring all risk assessments to be in place and Medigold Assessments before staff were able to return. SMT confirmed that services required to support students or staff to deliver our education were essential. Noted at the time that around 700 people were on campus – college noted that this was less than 40% of College’s normal numbers</p> <ul style="list-style-type: none"> • 17 September 2020 <p>The budget position was reviewed, it was noted that the college had a high level of expenditure on ICT for students experiencing Digital Poverty and this was seen as a good expenditure.</p> <p>Discussion about whether a Voluntary Severance Scheme should be considered</p> <ul style="list-style-type: none"> • 30 September 2020 <p>Update that proposal for VS scheme had been approved by Board and now business case being submitted to UHI then SFC.</p> <p>Update on work being done to review spend within the budget and processes to ensure greater visibility (such as PO numbers, following correct purchasing procedures).</p> <p>Confirmation that no movement in the Top Slice to UHI for the current academic year</p> <ul style="list-style-type: none"> • 22 October 2020 <p>Update on VS (no permission yet).</p> <p>Update on budget savings and ongoing work within Finance.</p> <p>Discussion about the GTCS registration aspects of TQFE and possible UHI TQFE programme with timing being crucial for planning for Semester 2.</p> <p>Noted that the College had not yet received confirmation for the Academic Pay award and this</p>
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	<p>would be needed urgently to ensure payment in November's pay.</p> <ul style="list-style-type: none"> • 6 November 2020 <p>VS update – approved by UHI, but pending approval from SFC.</p> <p>Update on work on budgets and Heads of Departments asked to review non-salary spend to make savings.</p> <p>It was noted that commercial income had been impacted by COVID-19.</p> <p>Discussion about the Sodexo contract within the College and whether we paid the top-up to 100% of salaries.</p> <p>Confirmation that following request from SMT 2 members of staff had come forward to ask to reduce their hours of work.</p> <ul style="list-style-type: none"> • 18 November 2020 <p>Notification that the College would be undertaking a staff survey and the Trade Unions would be involved and there would be further discussions at the next JNC meetings.</p> <p>Confirmation that the College had received approval for its VS scheme and that the staff would receive notification of the scheme opening and that it would close prior to the December break. It was noted that the cost of the VS would impact on the College's bottom line.</p> <p>Concern over progress of UHI TQFE programme due to Scottish Government not yet given to GTCS.</p>
<p>Consultation</p> <p>How has consultation with partners been carried out?</p>	<p>Click or tap here to enter text.</p>
<p>Action requested</p>	<p><input checked="" type="checkbox"/> For information</p> <p><input type="checkbox"/> For discussion</p> <p><input type="checkbox"/> For recommendation</p> <p><input type="checkbox"/> For approval</p>

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<p>Resource implications (If yes, please provide details)</p>	<p>Yes/No</p>
<p>Risk implications (If yes, please provide details)</p>	<p>Yes/ 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>Click or tap here to enter text.</p>
<p><u>Equality and diversity</u> Yes/ No If yes, please give details:</p>	<p>Yes/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>Yes/ 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>Yes/No</p> <p>Click or tap here to enter text.</p>
<p>Status (e.g. confidential/non confidential)</p>	<p>Non Confidential</p>
<p>Freedom of information</p> <p>Can this paper be included in “open” business?*</p>	<p>Yes/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"/>
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and

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

PERTH COLLEGE UHI

JNC : Lecturers

Note of Meeting held on Thursday 1 October 2020
3.00pm, By Webex VC

Present:

Management Representatives

Katy Lees (KFL), Head of HR & OD (Chair)
Dr Margaret Cook (MC), Principal
Lorenz Cairns (LC), Depute Principal Academic

Academic Staff Representatives

Declan Gaughan (DG), EIS-FELA
Sara O'Hagan (SOH), EIS-FELA

Apologies:

N/A

In Attendance:

For item 3 only: Iain Wishart (IW), Director of Finance

Note Taker:

Carolyn Sweeney-Wilson

Summary of Action Items

Ref	Action	Responsibility	Timeline
3.	<p>Finance – update</p> <p>IW to email his 'Headline' document to all JNC members.</p> <p>Addendum: This document was circulated on 02/10/20.</p>	Iain Wishart	Immediately
4.	<p>Review of Actions / Matters Arising not included elsewhere on the Agenda</p> <p><u>4.3 Timetabling Protocols – update:</u> CSW to add 'Timetabling Protocols' as an Agenda item for the next JNC meeting on 10th December and to ask Catherine Etri for a copy of the current protocols, to circulate to JNC members, ahead of that meeting.</p>	Carolyn Sweeney-Wilson	10/12/2020

Summary of Action Items

Ref	Action	Responsibility	Timeline
5.	Implementation of the National Recognition and Procedures Agreement specifically Circulars 03/19 5.1 <u>Not in Class, not in College:</u> CSW to make sure this item remains on future JNC agendas.	Carolyn Sweeney-Wilson	10/12/2020
7.	Academic Staff Fixed Holidays (2 days) – update CSW to add this item to the first JNC meeting in 2021.	Carolyn Sweeney-Wilson	04/03/2021

Minutes

Item	ACTION
<p>1. Welcome and Apologies</p> <p>KFL welcomed everyone to the first scheduled JNC for Lecturers meeting for the new Academic year. In particular, she welcomed Iain Wishart (IW), Director of Finance, who was attending the meeting for Item 3 only.</p> <p>Apologies were noted.</p>	
<p>2. Minutes of Previous Meeting</p> <p>The minutes of the meeting held on 11 June 2020, which had been previously circulated, were approved as an accurate reflection of the discussions that had taken place.</p>	
<p>3. Finance Update</p> <p>IW shared his Financial Headlines document on screen and talked to this.</p> <p>For 2019-20 financial year, and excluding AST, Perth College recorded an unaudited deficit of £800K, against a budgeted deficit of £357K.</p> <p>In terms of income, IW talked to some of the differences between last year and the year before and the COVID affects.</p> <p>As the income fell in 19/20 some of the non-staff costs were adjusted and this helped to maintain the figure at approximately 30%</p>	

Item		ACTION
	<p>of income, which compared similarly to previous years. However, the staff costs weren't able to maintain the same values and saw a significant increase for 19/20.</p> <p>IW referred to the adjusted operating profit (AOP), which was a cash profit and did not include depreciation. The AOP tended to be the number that SFC would look at in terms of surplus or deficit. The College went from an AOP of just under £1.3M surplus in 18/19 to a £800K deficit in 19/20.</p> <p>Action: IW to email his 'Headline' document to all JNC members.</p> <p>SOH thanked IW for the update.</p> <p>KFL thanked IW for his time and IW then left the meeting.</p>	IW
4.	<p>Review of Actions / Matters Arising not included elsewhere on the Agenda</p> <p><u>4.1 Leisure Tutors – update</u> KFL referred to previous discussions regarding this matter and that EIS had raised this with their Regional Officer. This had been with the Regional Officer (RO) for some months, but KFL said she would progress with perminisation until a confirmed position was received from the RO. SOH said she had some communications from the RO but agreed that the best option was to continue with perminisation and then pick things up depending on the response from the RO.</p> <p><u>4.2 TOIL – update</u> KFL confirmed that she would circulate the new TOIL protocol very shortly to TUs, prior to circulating to staff. The key change was regarding a finite time for TOIL to be used up by.</p> <p><u>4.3 Timetabling Protocols – update</u> SOH advised that while she had worked on the protocols and sent them back to Deborah, due to lockdown, there had been a bit of a disconnect. However, SOH said EIS would accept the protocols as they were, but would want to revisit this at a later time, as there were some items that would need to be added to the protocol.</p> <p>Action: CSW to add 'Timetabling Protocols' as an Agenda item for the next JNC meeting on 10th December and to ask Catherine Etri (CE) for a copy of the current protocols, to circulate to JNC members, ahead of that meeting.</p> <p><u>4.4 Sector Manager Advert – update</u> KFL reviewed the SM adverts that had been published.</p> <p><u>4.5 Andy Brown – update</u> KFL confirmed that MC had fed back to UHI regarding the discussions held at the last JNC concerning Andy Brown (AB). SOH said that the situation was still difficult, but staff were working as best</p>	CSW

Item		ACTION
	<p>they could. One of the issues concerned AB's insistence on publishing on Yammer, which was not helpful, as a lot of staff were not on Yammer. There were a great many things AB did that caused problems for staff, but staff continued to do their best to deal with what was happening.</p> <p>LC advised that he had made representations at SMCT, PPF and Partnership Council, but was not sure how much impact this had as AB continued on in the same way, without consultation. LC said he would continue to make representations about this.</p> <p><u>4.6 Requirements from Quality – update</u> KFL advised of the change of line management for the Quality Manager, was now line managed by CE. SOH since this matter had been raised the situation improved straightaway, which was very helpful to staff.</p> <p><u>Facilities Time Request</u> DG advised that Steve Scott (SS) (EIS H&S Rep) had been working more hours than allotted and DG would provide KFL with this information asap.</p>	
5.	<p>Implementation of the National Recognition and Procedures Agreement specifically Circulars 03/19</p> <p><u>5.1 Not in Class, not in College</u> KFL suggested that this item was re-scheduled to the next JNC meeting and discussed in conjunction with the item on Timetabling Protocols.</p> <p>It was agreed to continue to keep this item on future agendas, so that the matter was not lost sight of.</p> <p>Action: CSW to make sure this item remains on future JNC agendas.</p>	CSW
6.	<p>HR Statistics & Updates</p> <p><u>6.1 Multi-post Functionality – update</u> KFL advised this had now been implemented, although there remained a few adjustments to be made.</p> <p>SOH queried if those staff with multiple roles would now only have one record in CiPHR. KFL said these staff would only have one payroll record, but would have multiple, linked, records in CiPHR.</p> <p><u>6.2 NI Underpayments – update</u> KFL indicated that this matter continued to be investigated and IW had now taken the lead on this. There were, however, time limitations for this, but KFL confirmed the money had been paid to the Inland Revenue and all relevant declarations had been made.</p>	

Item		ACTION
7.	<p>Academic Staff Fixed Holidays (2 days) – update</p> <p>KFL indicated that in the past couple of years the additional 2 days holiday for Academic staff had been set as fixed holidays, on the same days each year. One of the reasons for this included matching Perth and Kinross Council school closure days.</p> <p>DG reminded JNC members that EIS had initially proposed the suggestion for these holidays being floating days. It was felt to be disruptive for those students with classes on Thursdays and Fridays who were continually affected.</p> <p>LC acknowledged that there had been discussions about this originally and wondered if it would be better to have a wider discussion in terms of a floating day. However, in light of the COVID situation, LC suggested that it might be advisable, at the moment, to continue with the fixed days.</p> <p>SOH reminded JNC members that there had been a discussion regarding surveying Academic staff about these two days. However, she acknowledged LC's comment regarding the uncertain times and EIS agreed that the dates for this academic year (11th & 12th February 2021) would remain as planned, with discussions about future dates to take place thereafter.</p> <p>Action: CSW to add this item to the first JNC meeting in 2021.</p> <p>CSW raised the matter of the 2021-22 calendar which was currently in draft and would normally be circulated prior to Christmas (2020). It was agreed that, should the calendar for 21-22 be circulated prior to agreement being reached on the Academic staff holiday dates, a note would be added to this calendar to indicated the holidays were to be discussed.</p>	CSW
8.	<p>Healthy Working Lives – update</p> <p>KFL confirmed HWL had now merged into one of the H&S Committee sub-groups – Health and Wellbeing Group. This group would combine the Healthy Working Lives Group with the SLWG on Stress. At the next H&S Committee KFL would propose ToR for each of the groups and following agreement of the ToR, the groups would start to meet.</p>	
9.	<p>Permanisation – update & protocol</p> <p>KFL said she was in the process of making final edits to the Protocol and she would circulate it thereafter. A separate Protocol would be produced for Leisure Tutors. In term of the process, a member of the HR Team would be working on this and all SDDs had been provided with a list of those in scope for permanisation, up to the end of January 2021. The calculations had been completed for all staff due to be permanised up to the end of September and this</p>	

Item		ACTION
	information was now with SDDs.	
10.	Staff Governance Code SLWG – update	
	KFL confirmed that the SLWG had met and she was in the process of writing up the minutes which, when completed, she would circulate. Following circulation to SLWG members, the minutes would be submitted to the next Staff Engagement Group meeting.	
11.	Policies update	
	<u>11.1 Asbestos Policy – minor adjustment</u>	
	<u>11.2 Removal and Relocation Expenses – minor</u>	
	<u>11.3 Display Screen Equipment Policy – new</u>	
	<u>11.4 Health Surveillance Policy – new</u>	
	SOH requested that feedback be delayed on these policies so that SS could review them. KFL advised that the next stage for these documents was for them to be submitted to the H&S Committee and KFL asked if SOH could feed that information back to SS.	
	SOH raised the matter of the DSE Policy and that there was an issue in trying to ensure staff took breaks. SOH queried if there was anything that could be done to pro-actively encourage staff to move away from their screens. SOH asked if this query could be fed back through the H&S Committee.	
	MC said this very issue had been raised at the UHI Crisis Management meeting she had attended that morning and she said she would discuss this further at next week's meeting, in terms of staff/student welfare. There was much concern building for mental health and anything that could be done to make it easier, would be done. KFL said that HR were in the process of contacting managers to ask them to review the homeworking assessments of their staff and review the DSE assessments. KFL said that reminders would also be circulated to staff about taking breaks away from screens.	
12.	EIS Items	
	None.	
13.	COVID-19 - updates	
	Further to a concern raised by SOH at the CRG meeting yesterday (30 September), regarding the non-wearing of face coverings, KFL confirmed she had discussions with line managers about this matter. SOH said it would be helpful for everyone to keep on top of this as this had heightened some anxieties amongst staff in certain areas and it would be useful to remind people that it was for the health and	

Item		ACTION
	safety of all.	
14.	AOCB	
	None.	
15.	Date and time of next meeting:	
	<ul style="list-style-type: none"> • 10 December 2020 	
	All meetings are on Thursdays, 15.00-16.30	
	Meeting End Time	
	The meeting concluded at 15.50.	

DRAFT

PERTH COLLEGE UHI

JNC : Support Staff

Note of Meeting held on Thursday 1 October 2020
1.30pm, by Webex VC

Present: **Management Representatives**
Katy Lees (KFL), 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: Iain Wishart, Director of Finance

Note Taker: Carolyn Sweeney-Wilson (CSW)

Summary of Action Items

Ref	Action	Responsibility	Timeline
3.	<p>Finance – update</p> <p>IW to email his 'Headline' document to all JNC members.</p> <p>Addendum: This document was circulated on 02/10/20.</p>	Iain Wishart	Immediately
4.	<p>Review of Actions / Matters arising not included elsewhere on the Agenda</p> <p><u>4.1 Retirement Policy Feedback:</u> CSW to add 'Retirement Policy Feedback' to the Agenda of the next JNC meeting on 10th December.</p>	Carolyn Sweeney-Wilson	10/12/2020

Summary of Action Items

Ref	Action	Responsibility	Timeline
5.	HR Statistics & Updates <ul style="list-style-type: none"> KFL to circulate the HR statistics document to JNC members. KFL to ask Jacqui Sievwright to review the long term sickness absence statistics, and provide more details of the reasons for the absences, for the next meeting. CSW to add an item to review the statistics/reasons for Long Term Sickness Absence to the agenda for next the JNC meeting on 10th December. 	Katy Lees Katy Lees Carolyn Sweeney-Wilson	ASAP 10/12/2020 10/12/2020
9.	COVID-19 - Updates <ul style="list-style-type: none"> LC to ask Ian McCartney to provide both unions with copies of the BCP. CSW to add an agenda item on BCP for the next JNC meeting. 	Lorenz Cairns Carolyn Sweeney-Wilson	ASAP 10/12/2020
12.	Unison Items <u>12.2 Homeworking:</u> CSW to add 'Homeworking Policy' to the agenda for the next JNC meeting on 10 th December.	Carolyn Sweeney-Wilson	10/12/2020
13.	AOCB <u>Management Communications:</u> MC to review the nature and wording of Management communications with staff.	Margaret Cook	ASAP

Minutes

Item		ACTION
1.	<p>Welcome and Apologies</p> <p>KFL welcomed everyone to the first scheduled JNC for Support Staff meeting of the new Academic year. In particular, she welcomed Iain Wishart, Director of Finance, to the meeting.</p> <p>Apologies were noted.</p>	
2.	<p>Minutes of the last Meeting</p> <p>The minutes of the JNC for Support Staff meeting held on 11 June 2020, having been circulated, were approved as an accurate reflection of the discussions that had taken place.</p>	
3.	<p>Finance – update</p> <p>IW shared his Financial Headlines document on screen and talked to this.</p> <p>For 2019-20 financial year, and excluding AST, Perth College recorded an unaudited deficit of £800K, against a budgeted deficit of £357K.</p> <p>In terms of income, IW talked to some of the differences between last year and the year before and the COVID affects.</p> <p>As the income fell in 19/20 some of the non-staff costs were adjusted and this helped to maintain the figure at approximately 30% of income, which compared similarly to previous years. However, the staff costs weren't able to maintain the same values and saw a significant increase for 19/20.</p> <p>IW referred to the adjusted operating profit (AOP), which was a cash profit and did not include depreciation. The AOP tended to be the number that SFC would look at in terms of surplus or deficit. The College went from an AOP of just under £1.3M surplus in 18/19 to a £800K deficit in 19/20.</p> <p>Action: IW to email his 'Headline' document to all JNC members.</p> <p>JE referred to the staff costs and asked if this factored in the money received through Furlough. IW confirmed this money was included.</p> <p>JE said that, last year, when consultations started in relation to restructuring due to the projected £660K deficit, one of the issues Unison raised was that the College seemed to be estimating income and that this meant income was being over-stated. JE felt this had a negative effect on financial morale, because people expected to bring in more income, and JE wanted to know if the income estimation was being realistic this time. IW said this process was not unique to any organisation, as the budget was just a snapshot at</p>	<p>IW</p>

Item		ACTION
	<p>In answer to a query from JE, KFL confirmed that the long term sick absence was being managed more proactively. JE requested that the trends be investigated for the next meeting and whether there was anything that could be actioned through the H&S Committee sub-group.</p> <p>Action: CSW to add an item to review the statistics/reasons for Long Term Sickness Absence to the agenda for next the JNC meeting on 10th December.</p> <p>WF queried if someone, who was off on long term sick, could be considered for the VS Scheme. KFL said this was not possible as this was a different matter. MC said that it was now very difficult for people to be able to receive a pension on the grounds of ill health retirement and that the pension funds were much more stringent on their criteria. MC said this would also not be a College decision to make, this would be for the particular pension provider and also for the pension provider to pay for.</p> <p>6. Staff Engagement Group - update</p> <p>KFL said that the Staff EG meeting took place in September and that the previous Chair had stepped down, so the Group were now looking for a new Chair. In the meantime KFL would Chair this Group.</p> <p>KFL advised that there were discussions about managing the use of the lifts, car parking and a review from everyone on what was happening in their areas regarding COVID. Also discussed was digital poverty, national Job Evaluation and the annual leave carry forward. The next meeting of this Group was 4th November.</p> <p>In response to a query from JE, there was a discussion about TU participation in the Staff EG and that it was important for there to be union representation. It was confirmed that WF was the Unison rep on this committee and that he received copies of all the paperwork.</p> <p>7. National Bargaining - update</p> <p>WF advised that the National Job Evaluation was about 70% complete through the first stage. There were some sub-groups created and they were working with employers on various matters.</p> <p>KFL said there was no update on the pay award yet for Support Staff from September 2020.</p> <p>8. Healthy Working Lives - update</p> <p>KFL confirmed HWL had now merged into one of the H&S Committee sub-groups – Health and Wellbeing Group. This group would combine the Healthy Working Lives Group with the SLWG on Stress.</p>	<p>CSW</p>

Item		ACTION
9.	<p>COVID-19 – Updates</p> <p>JE queried if there was any further update today on the COVID cases. KFL confirmed no further information had been received. There was then a discussion about where these students had been on campus and how the College would know where to clean. It was confirmed that the 3 students had not been in College for nearly a week when the College was informed they had tested positive. MC confirmed that as soon as the College had been notified, external cleaning contractors were brought in to do a deep clean of the classrooms and the Sodexo area. This was done despite the length of time that these students had been away from campus before testing positive. LC advised that there had been 5 or 6 days of normal cleaning since these students had last been on campus, before the deep clean took place. With these measures, constant monitoring, deep cleaning and people adhering to guidelines, it was felt that this was about as safe as the College could make the venues.</p> <p>JE queried if there should now be a review of the protocol document, as it wasn't clear if there were some protocol areas that were falling short. KFL advised that she would be producing a flow chart to make it more visible for people to see the process. KFL did not think that there were any significant gaps in the protocol which had previously been circulated, but she felt it was always good practice to review a process after it had been put into use.</p> <p>JE requested that a review was also carried out of the Business Continuity Plan (BCP) in relation to these protocols. JE also requested that a copy of the BCP be sent to both JNCs for this to be discussed at the next JNC meetings. LC said he had spoken with Ian McCartney who had confirmed he had inserted all the guidance into the BCP, but would ask Ian to provide both unions with copies.</p> <p>Action:</p> <ul style="list-style-type: none"> • LC to ask Ian McCartney to provide both unions with copies of the BCP. • CSW to add an agenda item on BCP for the next JNC meeting. 	<p>LC</p> <p>CSW</p>
10.	<p>Update on staffing matters</p> <p><u>10.1 Student Support Manager update</u></p> <p>KFL advised that there had been discussions with the individual affected by these changes. This person's new, enhanced, role had been evaluated and this had now been agreed and the enhanced role activated. The individual concerned was happy with the outcome. This item was now concluded.</p> <p><u>10.2 Finance change process</u></p> <p>KFL had shared with Unison the proposed changes that IW was intending for roles within the Finance Team. IW said his idea was</p>	

Item		ACTION
	<p>for the roles of 3 individuals to be more focussed. While the roles were currently generalist the intention would be to make them more specialists in certain areas. This would provide clearer understanding for everyone about the work remits of the Finance staff and this would allow for better contact for College staff to know who to go to for queries. This change would also speed up how management information would be processed and it would also help in developing more accurate finance processes.</p> <p>WF queried if this would mean the posts would have to be re-evaluated. IW said it was likely that only one post may need to be evaluated. All the other roles would stay as they were as it was only a change of focus in areas being worked on that was being proposed.</p> <p>JE said these amendments to roles would need to be carried out through a change process, so that the whole team would have an input and then the individuals affected would have one to one meetings, with union representation if the individuals wished. IW said he would be following that process, but had wanted to ensure he had the go ahead first, as he didn't want to disappoint, or upset, staff if this was not approved.</p> <p>Agreed: The TU reps were happy with the change proposed by IW and there was no reason why he could not now start the consultation process.</p> <p>JE asked that IW communicate to his teams that TU reps would support any staff on a one-to-one basis, if they required it.</p> <p><u>10.3 Nursery</u></p> <p>KFL advised that all staff affected by the salary conservation issue had received a letter providing details of the outcome. HR would now start the process of meeting with staff to discuss how they would wish to make the repayments. Processes had been changed to ensure this situation would not happen again.</p> <p>JE commended WF for all the work he had done on this. There followed a brief discussion about the repayments; that the TU reps felt this was an administrative error and that staff should not have been asked to make the repayment. However, KFL advised that there was a contractual requirement for staff to repay this. KFL said she would work with staff to ensure they were able to pay, without putting them into difficulties.</p> <p>WF queried about the upgrade to CiPHR, as this was where the errors had come from. KFL confirmed that an upgrade would be available at the end of November and this would be done as soon as possible thereafter, although not likely until the New Year. MC advised that the College had purchased a managed service for CiPHR which provided the College with much more access to</p>	

Item		ACTION
	<p>support for the system. KFL discussed a number of improvements that would be forthcoming with the upgrades.</p> <p>JE mentioned an outstanding question, from 2017, on how CiPHR was calculating pay for part-time staff. KFL asked JE to send the details to her and said she would be happy to meet with JE to review this.</p>	
11.	<p>Policy Review</p> <p><u>11.1 Asbestos Policy – minor adjustment</u> Agreed.</p> <p><u>11.2 Removal and Relocation Expenses - minor</u> Agreed.</p> <p><u>11.3 Display Screen Equipment Policy – new</u> Agreed.</p> <p><u>11.4 Health Surveillance Policy – new</u> Agreed.</p> <p>KFL advised that a number of others policies would be issued for approval, but most were just minor adjustments. KFL said she hoped they would be approved before Christmas.</p>	
12.	<p>Unison Items</p> <p><u>12.1 Support Staff Returning to Work</u> JE said this had been discussed at a previous meeting, but there was a need to ensure that this continued to be monitored. It would be important to ensure that anyone working on campus met the definition of an essential worker.</p> <p><u>12.2 Homeworking</u> KFL said that staff were now working from home for longer periods and she would be asking people to refresh their RAs, given that homeworking had been ongoing for 6 months, although this was still considered to be temporary by the HSE.</p> <p>There was a discussion about having a Homeworking Policy and developing a strategy and policy for longer term homeworking. MC said it would be very much driven by the needs of the students, the College's core business. However, she said she was concerned about people working in uncomfortable environments and that the College continued to be responsible for the health and safety of staff, even when working from home.</p> <p>Action: CSW to add 'Homeworking Policy' to the agenda for the next JNC meeting on 10th December.</p>	CSW
13.	AOCB	

Item		ACTION
14.	<p><u>Management Communications</u> WF raised the matter of the Management communications to staff. He said he had been contacted by some members who felt these communications were quite “bullish” and that these comms were pressurising staff to work on campus. Some staff, who had been on campus, had not met with many students and they felt much of their job could be carried out from home.</p> <p>KFL pointed out that some support did need to be provided on campus, particularly for students who did not have access to IT. Sometimes people preferred face-to-face communication and wouldn’t necessarily raise any issues via remote options, where they would if they were able to do this face-to-face.</p> <p>JE said the concerns were more about the nature of the communications and what line managers were saying to their staff. TU reps felt the nature of comms, and some of the wording, needed to be less forceful.</p> <p>Action: MC to review the nature and wording of Management communications with staff.</p> <p>Date and time of next meeting:</p> <ul style="list-style-type: none"> • 10 December 2020 <p>All meetings are on Thursdays, 13.30-15.00</p> <p>Meeting End Time</p> <p>The meeting concluded at 15.00.</p>	MC

PERTH COLLEGE UHI

Joint JNC Meeting

Note of Meeting held on Tuesday 15th September 2020, 10.15am, by Webex VC

Present: Management Representatives

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

Dr Margaret Cook (MC), Principal

Lorenz Cairns (LC), Depute Principal, Academic

Academic and Professional Staff Representatives

EIS-FELA

Sara O'Hagan (SOH)

Unison

Jane Edwards (JE)

Winston Flynn (WF)

Apologies: Rob Reed (RR), Unison, Declan Gaughan (DGA), EIS-FELA

Note Taker: Carolyn Sweeney-Wilson

Summary of Action Items

Ref	Action	Responsibility	Timeline
	<u>Professional Services Group Minute</u> KFL to procure a copy of the PSG minute and circulate this to this group, so that all would know what was discussed.	Katy Lees	ASAP
	<u>Essential Groups of Staff on Campus</u> JE to send KFL a list of staff/areas where she thinks staff have been on campus without an RA.	Jane Edwards	ASAP

Minutes

Item		ACTION
1.	<p>Welcome and Apologies</p> <p>KFL welcomed everyone to the meeting. It was noted that this meeting was a single item agenda, to discuss essential staff on campus.</p> <p>Apologies were noted.</p>	
2.	<p>Essential Staff on Campus</p> <p>KFL asked JE and SOH to indicate their concerns.</p> <p>JE advised that she had received a number of concerns raised from members who were worried about coming back to campus and questioning whether the work they were expected to do on campus was indeed essential. JE also indicated that there continued to be pockets of people on campus without Risk Assessments (RAs) and these RAs were not coming through the agreed route for consultation. JE said that this process needed to be tightened up so that RAs could be processed quickly.</p> <p>There was also another issue regarding comments made, in a meeting that happened yesterday (14th), around a discussion on disciplinary action and police involvement and JE wanted to find out the nature of this discussion.</p> <p>LC said this related to the Professional Services Group (PSG) meeting, which took place yesterday. LC advised that this referred to comments he had made at this meeting regarding the Scottish Government (SG) guidance. LC said he was very clear to everyone in the meeting that he was quoting SG guidance and he prefaced his comments by using the words “for the avoidance of doubt this was SG guidance, not Perth College”. The SG’s guidance mentioned “police” and “disciplinary action” in the context of adhering to their guidelines.</p> <p>JE asked which SG guidance LC was referring to. LC said it was the most recently published version. LC said he stressed in the meeting that this was him referring to SG guidance and there was no hint from him, whatsoever, about the College taking disciplinary action, or involving the police, and LC said he was really disappointed that, having all this prefacing of what he said, that someone had already misconstrued this. This was certainly not raised in the meeting as an issue and certainly not as a threat, but more for awareness.</p> <p>KFL pointed out that the new SG guidance had an expectation that institutions would amend their staff and student disciplinary policies</p>	

Item		ACTION
	<p>to cover those who breached the guidelines. The College had not moved this forward yet, but it was explicitly clear in the SG guidance that the College's policies would need to be amended to manage these situations. KFL advised that any amendments for staff would go through the JNC for consultation.</p> <p>JE said she was concerned that staff would be disciplined if they did not return to work. LC said this was not right, the linkage that the College would discipline someone was not what was said and that had been inferred wrongly, by the member of staff who said that to JE, as the item was about expectations of staff not complying with government guidance about parties and social isolation. There was no reference to staff not returning to working on campus.</p> <p>Action: KFL to procure a copy of the PSG minute and circulate this to this group, so that all would know what was discussed.</p> <p><u>Essential Groups of Staff on Campus</u></p> <p>JE was aware that the list of staff on campus would change from time to time, but this concern was about who was on site and who was deemed essential to be on site.</p> <p>MC said SMT had taken a view on this, based on the services required on campus to support students, who were, after all, the College's core business. If staff were needed to support students SMT would want to ensure they would be on campus to provide that support to students. Also, further guidance had been received from the SG in terms of the requirement to have student support on campus. The SG had an expectation that students should receive the required services that they needed.</p> <p>Just to be clear, KFL read from the SG guidance regarding support for students. As MC said, if a student was in crisis then they needed the support there and then. As a result of an incident where support was not available when needed by a student in crisis, the College had expanded the 'essential' work to ensure that this type of support would be available on site.</p> <p>JE said the main question was who on site was deemed essential. MC said this was about what services were needed to provide appropriate support for the students and this would be an evolving situation.</p> <p>LC discussed an incident that had occurred yesterday and said this was an example of where appropriate, trained and experienced staff were required in order to support students. There were many more students returning to campus and, if they had particular support needs, SMT were required to ensure that the appropriate staff were on campus to support these students.</p> <p>MC said some staff may only be on campus briefly to collect</p>	<p>KFL</p>

Item		ACTION
	<p>something, or to complete a piece of work and then go home again. It was likely that people would come and go and teams could do the work on a rota basis. This was a managed process. This was the basis on which these decisions were being made.</p> <p>There was a discussion about student mental health and GPs advising students that they would get support from Counsellors in College as there was not the support within the NHS, but in reality the College resource was not infinite. JE suggest that this was perhaps a discussion for the H&S Committee.</p> <p>There was a discussion about the Student Engagement Team staff, in particular staff coming in to print off IDs and student access to staff dealing with student finances. JE said that Student Finance did not usually offer drop-ins at this time of year. MC said they offered appointments, not drop-ins. JE queried if a list of staff on campus could be provided. MC said this would be difficult to provide given that this was likely to be “a moveable feast” with staff in for a day to do something specific and then not in again for some time, or staff visiting to collect work etc, so MC did not wish to go down the route of producing a daily list. KFL said she had already provided TU reps with a broad list, which did not include specifics of Student Engagement Team staff as this was constantly changing depending on the work that needed to be done.</p> <p>JE said there had been no RA in place for the Student Engagement Team, nor the Quality Team, plus a number of other business areas. JE felt that there needed to be some way of confirming who was essential and that they had an RA in place before staff came onto campus. KFL asked JE to send her a list of the staff/areas she was referring to who said were coming onto campus without an RA.</p> <p>Action: JE to send KFL a list of staff/areas where she thinks staff have been on campus without an RA.</p> <p>JE noted that 700 people had visited the campus and queried if that was expected to be the peak and was it possible to produce a breakdown between student/staff. Having looked at the QR data in the last fortnight (data only kept for 14 days) and removed all duplicates, KFL advised that there were 214 members of staff on campus. Some of those were for one-off visits. There were 616 students. However, this data did not include those who chose to use the sign-in book.</p> <p>JE expressed concern that the SG guidance “rule of 6” indicated the Government thought COVID was so dangerous that people could no longer congregate with more than 6 people, but staff at the College could attend work on campus and meet 700 people. MC pointed out that the College did not write the guidance, but the message was very clear from the SG about universities and colleges returning. The SG priority was for educational institutions to open up. It was</p>	<p>JE</p>

Item		ACTION
	<p>for institutions to then put in place a safe environment. Colleges had to manage within the SG guidelines. LC pointed out the “rule of 6” was for social interaction and also did not apply to education providers (with the exception of residences) thereafter it was about interpretation. LC discussed examples of social interaction and transactional interaction.</p> <p>KFL referred to some of the guidance used for contact tracing purposes and read out some definitions from the guidance. There followed a discussion about the appropriate arrangements in place for staff and students to be as safe as possible.</p> <p>JE queried if it was known what the capacity levels of each building were. MC said each classroom had a capacity notification posted. The only area where MC had seen any issue on campus was people smoking in groups.</p> <p>JE said she had noted, when carrying out H&S Inspections, seeing that most rooms had a capacity posted, but would be keen to know, in terms of buildings’ overall data, were the College keeping any data on use. KFL said this would change on a day to day basis, but if room capacity was being adhered to then the building capacity would be adhered to.</p> <p>There was a further discussion on building capacity and what the percentage COVID capacity was against normal capacity. SOH said there had been discussions at EIS about maximum capacity of campuses and EIS were looking at a figure of about 40% normal capacity. MC said she would think that the numbers currently on campus were nowhere near 40% of the College’s normal numbers. There was certainly no queuing on campus. JE said that it would be important to keep an eye on total numbers to ensure it did not exceed 40% of maximum capacity.</p> <p>Further RAs were discussed for groups of staff who were on campus without one. MC said it would be important to ensure that these were not personal RAs, as they should be for groups/staff/areas not personal RAs. TUs would need to make sure the messaging was right about this. JE said she had been clear to members that people should have a MediGold Assessment and that there should be an RA for their area. JE said it would be helpful for a central message to be circulated to reinforce this and all the messages that had been discussed today. She thought it would helpful to have an H&S update issued to everyone which would reinforce all new messages and also to reiterate the RA message and MediGold Assessment.</p> <p>JE also wanted a message, sent to those who had attended the PSG meeting, clarifying the SG guidance that LC spoken about.</p> <p>MC suggested that this message was distributed in a more casual way in the weekly update and a reference could be made about the</p>	

Item		ACTION
	<p>separate H&S briefing that would be circulated separately.</p> <p>SOH advised that there had been small pockets of EIS members asked to go back to teach who had some questions as to why they had been selected to return to work. SOH said a couple of members felt they were being forced to go back to work and if that was the case, and they caught COVID, they were suggesting they could sue the College. SOH thought it would be important to have discussions, with those who had to return to campus, to alleviate their anxiety. MC said there was a need to balance things and, as time moved on, and there was the expectation of more face-to-face teaching.</p> <p>JE said that many local and government services were now conducted online and that some of the College processes were difficult to go completely online and thought that a review of College processes/services would be in appropriate in order to modernise them and see that they were fit for purpose. MC did not disagree with JE's comment, but would have concerns about the cost of any new system. Many systems required heavy monetary input to modernise and make them more available online and this would be hugely expensive.</p> <p>There were no further questions or points to discuss and KFL thanked everyone for attending and closed the meeting.</p>	
	<p>Meeting ended at: 11.21am</p>	

Joint JNC Meeting

Note of Meeting held on Thursday 17th September 2020, 2.00pm, by Webex VC

Present: Management Representatives

Katy Lees (KFL), Head of HR & OD (Chair)
Dr Margaret Cook (MC), Principal
Lorenz Cairns (LC), Depute Principal, Academic
Iain Wishart (IW), Director of Finance

Academic and Professional Staff Representatives

EIS-FELA

Sara O'Hagan (SOH)

Unison

Winston Flynn (WF)

Apologies: Jane Edwards (JE), Unison
Rob Reed (RR), Unison
Declan Gaughan (DGA)

Note Taker: Carolyn Sweeney-Wilson

Summary of Action Items

Ref	Action	Responsibility	Timeline
4.	2020-21 Budget <ul style="list-style-type: none">MC to email TUs on Monday (21st) with the outcome of the Board's discussion on the VS Scheme.CSW to organise another JNC joint meeting for 2 weeks' time.	Margaret Cook Carolyn Sweeney-Wilson	21/09/20 ASAP

Minutes

Item		ACTION
1.	<p>Welcome and Apologies</p> <p>KFL welcomed everyone to the meeting. KFL reminded everyone that this meeting had a single item agenda, to continue discussions regarding the 2020-21 Budget.</p> <p>Apologies were noted.</p>	
2.	<p>Minutes of the Previous Meetings</p> <p>The minutes of the meetings held on 1 September 2020, which had been previously circulated, were approved as an accurate reflection of the discussions that had taken place.</p>	
3.	<p>Review of actions from previous meeting:</p> <p>All actions from the previous meeting had been completed.</p> <p>There was an action for KFL to consult with the College lawyers regarding the legality of retirement/success profiling and whether or not the College could provide this information to staff. KFL advised that she had spoken with the lawyers and they advise that should be referred to the pension website if they have any queries. Everyone's circumstances were different and it would be difficult to try any kind of profiling.</p>	
4.	<p>2020-21 Budget</p> <p><u>Proposed Merger</u></p> <p>In relation to the discussion at the last meeting regarding College mergers, MC advised that there was to be a meeting for interested UHI Principals on the 28th, to which MC and Brian Crichton, Chair of Board of Management, would be attending. This meeting was for APs, who were not part of the 4 proposing to merge, to provide feedback.</p> <p><u>Budget Position</u></p> <p>MC discussed student digital poverty and that the College was putting a lot of effort and money into ensuring that students had access to the ICT that they needed. To that end, she advised that the College had purchased a large number of ICT equipment, to be issued through the Library, for students experiencing digital poverty.</p> <p>MC said that this was a necessary purchase in order to retain the students and the Board had taken the view that the College had no choice in the matter of purchasing this equipment, despite the</p>	

Item	ACTION
<p>difficult financial position.</p> <p>MC said she was happy to take a discussion on this if anyone had any concerns. WF agreed that students had to be supported in order to retain them, but he was concerned this would have an impact on the ICT budget, which would then be constrained in other areas. MC said that all of this additional purchase was being put through a COVID budget code, as COVID costs, so it shouldn't necessarily constrain the ICT budget.</p> <p>SOH said that what Perth was doing to support its students was really good and it was known from the Transitions Survey results that this was the right thing to do.</p> <p>MC said she would be attending a Colleges Scotland Board meeting tomorrow (18th), at which Karen Watt, from SFC, would be in attendance. MC said she would be pressing Ms Watt about digital poverty funding and keeping the pressure on SFC for more funding.</p> <p>MC said that SMT were reviewing other areas within the budget where money could be saved, but it was not going to be possible to get down to zero this year.</p> <p>IW said that it was becoming clear that this year would be more about liquidity and cash. Actions needed to be taken this year, so that next year and the year after, were put in the right position.</p> <p>LC said any recovery was going to depend on the College continuing to attract and retain students. Buying the ICT equipment for the students would, therefore, form one of the sources for the College's recovery.</p> <p>MC advised that there had been a discussion at the morning's UHI Crisis Management Meeting about student numbers across UHI. HE numbers were holding up well, but the FE position was not looking as good and potentially would be a problem across the partnership. Until enrolment finishes, the College would not know what the FE position would be.</p> <p>SOH said that, from a union perspective, there had been many significant issues within UHI and a lot would need to be resolved if there were mergers. However, she was pleased to hear that Perth was having an input and keeping a close eye on the merger discussions.</p> <p>MC also advised that final interviews for the Vice-Chancellor post would be taking place on 2nd October and it would be after that date that the new VC would be announced.</p>	

Item		ACTION
	<p data-bbox="284 197 715 232"><u>Voluntary Severance Scheme</u></p> <p data-bbox="284 268 1254 448">MC advised that the proposed VS Scheme, agreed with TUs at the last JNC joint meeting, was now with the Board for their decision which should be completed by tomorrow evening (18th). The Chair of the Board had recommended to Board members that they accept this scheme.</p> <p data-bbox="284 488 1241 631">If there were any issues raised by Board members, then this would be discussed at the F&GP meeting on Monday evening (21st). Any further issues would then be discussed at the Board meeting on 8th October.</p> <p data-bbox="284 672 1264 851">After the internal process, the scheme would be submitted to UHI for sign-off, before going to SFC. MC said that UHI were aware what Perth were proposing, given that this scheme was very similar to the scheme proposed earlier in the year, which they had sight of, and they hadn't indicated any issue with that.</p> <p data-bbox="284 891 1228 1034">MC said that at tomorrow's Colleges Scotland meeting, she would be raising the issue of speed of turnaround for VS schemes, with SFC, and would hope that Perth could get their scheme signed-off quickly.</p> <p data-bbox="284 1075 1264 1254">WF queried what the timescale would be for the scheme. MC said it would depend on the speed of approval from UHI, then SFC. However, if all went quickly, she would anticipate launching the scheme in the next few weeks, potentially for when staff return after the October break.</p> <p data-bbox="284 1294 1251 1438">However, MC said that there was a lot of work involved, particularly regarding the pension information, and this might cause some issues, but MC said she would be looking to have the scheme open for up to one month.</p> <p data-bbox="284 1478 1244 1693">There was a discussion regarding the pension strain costs, particularly for the Professional Services staff; that the costs might be too high, meaning that the College might not be able to afford to let some individuals go. KFL advised that the Tayside Pension Scheme had previously indicated to the College that their response time would be a minimum of 12 weeks.</p> <p data-bbox="284 1733 1267 1948">SOH queried how SMT were going to manage people's expectations in that regard, particularly if some posts were considered operationally key. MC said that the College would be financing the VS costs, so would need to be careful in managing people's expectations from a role and cost perspective. At the same time, SMT did not want to be difficult in stopping people from leaving.</p>	

Item		ACTION
	<p>Action:</p> <ul style="list-style-type: none"> • MC to email TUs on Monday (21st) with the outcome of the Board's discussion on the VS Scheme. • CSW to organise another JNC joint meeting for 2 weeks' time. <p>SOH queried if SMT had concluded the line by line review of the budgets. MC said this was quite a complex process and SMT were continue to go through the budget.</p>	<p>MC</p> <p>CSW</p>
5.	<p>AOCB</p> <p>None.</p>	
6.	<p>Date and time of next meeting:</p> <p>Next meeting to be arranged for 2 weeks' time.</p>	
	<p>Meeting ended: at 14.47.</p>	

Joint JNC Meeting

Note of Meeting held on Wednesday 30th September 2020, 3.00pm, by Webex VC

Present: Management Representatives

Katy Lees (KFL), Head of HR & OD (Chair)
Dr Margaret Cook (MC), Principal
Lorenz Cairns (LC), Depute Principal, Academic
Iain Wishart (IW), Director of Finance

Academic and Professional Staff Representatives

EIS-FELA

Sara O'Hagan (SOH)

Unison

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

Apologies: Declan Gaughan (DGA)
Rob Reed (RR)

Note Taker: Carolyn Sweeney-Wilson

Minutes

Item		ACTION
1.	Welcome and Apologies KFL welcomed everyone to the meeting, which was to continue discussions regarding the 2020-21 Budget. Apologies were noted.	
2.	Minutes of the Previous Meetings The minutes of the meetings held on 17 September 2020, which had been previously circulated, were approved as an accurate reflection of the discussions that had taken place.	

Item		ACTION
3.	<p>Review of actions from previous meeting:</p> <p>There were no actions from the previous meeting.</p>	
4.	<p>2020-21 Budget</p> <p>MC advised that the VS Scheme had been approved by the College Board and was now with UHI. In discussions with SFC, MC had also emphasised to them the need for a swift response. Once the SFC response was received, this Committee would then be able to discuss how this process was moved forward.</p> <p>IW advised that he had continued to review the finances. Some details of the areas reviewed included:</p> <ul style="list-style-type: none"> • Getting a report of all the College suppliers paid in the last 12 months and the amounts that had been paid to them. IW would now work with APUC to ascertain what money could be saved, particularly if there was any savings to be made by contracting with APUC suppliers instead. • The canteen renewal would be starting again in October. • IW will be commencing monthly meetings, starting in October, with the “big budget spenders”, in particular, Estates and ICT, to analyse actual spend and keep challenging for opportunities to reduce spend. • Further to agreement at the Audit Committee meeting on Monday, a PO training program would now be introduced, which could help spend be directed through APUC and hopefully save some money. This would provide details on the size of spend that was not going through APUC, which impacted on cash planning etc. <p>IW advised that he was also a member of some UHI groups looking at non-staff spend across UHI. These groups were also reviewing different ideas for optimising savings that were being implemented across the Partnership and sharing these ideas, but also if there was any merit in collaborating spend across the UHI to make pan-UHI savings.</p> <p>MC said she was chairing the UHI staffing group and they were also looking at savings. This group had estimated that it was possible to save approximately £1M across the partnership, but this would not fundamentally change the deficits across UHI. The question now being asked was what would fundamentally change the financial position of the Partnership.</p> <p>MC advised that there was no movement in a reduction of the ‘Top Slice’ and that UHI EO had said “no” to this.</p> <p>JE queried if there was a review of the most senior posts across the</p>	

Item		ACTION
	<p>Partnership. MC said that the individual UHI institutions had their own staffing and Boards, so this was something for each AP. However, there had been discussions among 4 Colleges about a merger (discussed at a previous joint JNC meeting) and if this happened this was the likely area where potential savings could be made. JE asked if a review would be carried out at Perth. MC said that both the SMT and CMT structure had been reviewed in the last 3 years and savings were made then, so there was no current plan to undertake a further review.</p> <p>JE queried the purpose of the JNC joint meetings going forward. MC said that when the joint meetings commenced, Management indicated that they wished to work with the unions to investigate the possibilities, and options, for saving money and this was the continuing remit of these joint meetings.</p> <p>It was noted that the proposals discussed did not provide immediate solutions, but Management were keen to continue to engage, and work, with union reps to see what savings could be made.</p> <p>There followed a discussion about the frequency of the meetings and it was agreed that the next meeting should be in 3 weeks' time (due to the Reading Week/Autumn Recess) followed by fortnightly meetings, thereafter. It was agreed that a short communication between group members before each meeting would determine whether or not that meeting would go ahead. It was agreed that if a meeting was required earlier/in between set dates, that this would be convened.</p>	
5.	<p>AOCB</p> <p>None.</p>	
6.	<p>Date and time of next meeting:</p> <p>Next meeting to be arranged for 3 weeks' time, then fortnightly, thereafter.</p>	
	<p>Meeting ended: at 15.25.</p>	

PERTH COLLEGE UHI

Joint JNC Meeting

Note of Meeting held on Thursday 22 October 2020, 10.30am, by Webex VC

Present: Management Representatives

Katy Lees (KFL), Head of HR & OD (Chair)
 Dr Margaret Cook (MC), Principal
 Lorenz Cairns (LC), Depute Principal, Academic
 Iain Wishart (IW), Director of Finance

Academic and Professional Staff Representatives

EIS-FELA

Sara O'Hagan (SOH)

Unison

Rob Reed (RR)
 Winston Flynn (WF)

Apologies: Jane Edwards (JE)
 Declan Gaughan (DGA)

Note Taker: Carolyn Sweeney-Wilson

Minutes

Item		ACTION
1.	<p>Welcome and Apologies</p> <p>KFL welcomed everyone to the meeting, which was to continue discussions regarding the 2020-21 Budget.</p> <p>Apologies were noted.</p>	
2.	<p>Minutes of the Previous Meetings</p> <p>The minutes of the meetings held on 30 September 2020, which had been previously circulated, were approved as an accurate reflection of the discussions that had taken place.</p>	

Item		ACTION
3.	<p>Review of actions from previous meeting:</p> <p>There were no actions from the previous meeting.</p>	
4.	<p>2020-21 Budget</p> <p><u>VS Scheme - update</u> MC advised that Fiona Larg (FL) had attended a meeting yesterday (21st) with SFC and MC had asked FL to specifically raise the matter of the College's VS Scheme with SFC, to try and encourage them to speed up their decision. MC had not yet had any feedback from FL but the Scheme was with SFC and awaiting their approval.</p> <p><u>Budget Savings</u> IW provided an update that he had been working with APUC to look at compliance with APUC Framework and they had, so far, gone through 57% of the £2.7M spend. These reviews had not provided much in the way of savings, but IW and APUC would continue with the process.</p> <p>Beyond that, the next phase will be to ask budget holders to review their non staffing budgets to see where they could save money. The budgets were not out at the moment, but would be available by Monday (26th).</p> <p>October was usually the first month Finance provide a set of accounts, so budget holders would also be able to check their spend to-date. IW advised that budget holders had control of £2.4M of spend. Aside from the upfront spending on courses at the start of the Academic year, which equates to approximately £200K, this left a further £2.2M. From this, it was likely that there would be little spending on travel, due to COVID so a saving could be made there.</p> <p>IW said he would be asking budget holders to try to make savings of 15% of their budget, particularly from areas that would not be going ahead due to COVID. If budget holders wanted help with the review of their budget, IW said the Finance team would be happy to work with them on this. With all of this, IW said he would be looking to leverage non-staff spend savings of up to £600K.</p> <p>Another area that IW planned to review was in Temporary staffing costs. IW said he want to gain an understanding of how much Temporary staff were going to be required. Temp costs were currently approximately £1.5-1.7M per year. IW said he would be working with DL on the modelling of this to see if there was a requirement for as many Temps as per pre-COVID. There was no target figure set for this; IW just wanted to see if there was a possibility of any savings in this area.</p> <p>MC advised that the College had also spent a significant amount of</p>	

Item		ACTION
	<p>money on digital poverty, which had not been budgeted for. IW said the spend for this was currently £750K. Further costs would also be incurred in the region of £60-70K for PPE which would be needed this year. However, MC was hoping that the College would receive some direct COVID costs back from the Scottish Government (SG) at some point.</p>	
5.	<p>AOCB</p> <p><u>TQFE</u> MC referred to the GTCS registration aspect of TQFE and that Morag Redford was again cautioning that this programme might not be ready for Semester 2, as the SG were holding this up. The SG had to provide GTCS with permission to accredit the programme. The issue for the College would be timing and backfill. MC said KFL had already contacted the other two providers to query if they would run a programme for the College, but they had said “no” to this. This situation was very much out of College hands at the moment and there was nothing that could be done to move this forward.</p> <p>SOH said this was very disappointing, but was not completely surprised to hear this. She agreed that starting a programme midway through a term was not ideal for anybody, particularly for backfill requirements. MC said that from a student perspective the College would not want to change Lecturing staff towards the end of courses, as this would likely have a heavy impact on the students.</p> <p><u>Digital Poverty – Ongoing Provision</u> WF queried if the College were going to continue its spending on digital poverty, year on year. MC said she did not know at this point in time. She was aware that the schools were continuing this and handing out IT kit to every new student. However, for Colleges, this would be a sector position and MC did not know if any decisions had been made in relation to this. If the College were to continue supplying IT kit to students, then this was something that would need to be budgeted for. Although she thought the expense may not be as much in future years, as a lot of equipment had already been purchased this year. Historically, much of the College’s IT stock had been in PCs, so there would be a question, going forward, as to whether or not students would be expected to bring their own device, and if they did not have one then the College would supply one. The expectation would then be that the College would no longer provide PCs and everything would be laptop based.</p> <p><u>Lecturing Staff Uplift in Pay</u> SOH queried when the uplift in pay for Lecturing staff would be made. MC said that the Circular was not out yet and until this was received, the College could not move forward with this. Due to early salary payments the College makes to staff in December and November, this would really only leave the November pay to</p>	

Item		ACTION
	<p>complete this pay uplift. KFL said that the Circular would need to be received early next week for any payment to be made in November, as there were only 2 weeks to complete this as there was considerable amount of work that would need to be carried out to ensure that everyone was paid correctly. Added to this, HR staff would be under considerable pressure in November due to the CiPHR upgrades; they would also have limited access during the upgrade process. The Circular would really be needed by Tuesday next week (27th), otherwise HR would have great difficulty in completing this work for the November payroll. However, KFL said she would speak with SOH if this was likely to be the case.</p>	
6.	<p>Date and time of next meeting:</p> <ul style="list-style-type: none"> • Friday 6th November, 10.30am. 	
	<p>Meeting ended: 11.00.</p>	

PERTH COLLEGE UHI

Joint JNC Meeting

Note of Meeting held on Friday 6 November 2020, 10.30am, by Webex VC

Present: Management Representatives

Dr Margaret Cook (MC), Principal (Chair)
Lorenz Cairns (LC), Depute Principal, Academic
Iain Wishart (IW), Director of Finance

Academic and Professional Staff Representatives

EIS-FELA

Sara O'Hagan (SOH)
Declan Gaughan (DGA)

Unison

Jane Edwards (JE)
Rob Reed (RR)
Winston Flynn (WF)

Apologies: Katy Lees (KFL), Head of HR & OD

Note Taker: Carolyn Sweeney-Wilson

Minutes

Item		ACTION
1.	Welcome and Apologies MC welcomed everyone to the meeting, which was to continue discussions regarding the 2020-21 Budget. Apologies were noted.	
2.	Minutes of the Previous Meetings The minutes of the meetings held on 22 October 2020, which had been previously circulated, were approved as an accurate reflection of the discussions that had taken place.	

Item		ACTION
3.	<p>Review of actions from previous meeting:</p> <p>There were no actions from the previous meeting.</p>	
4.	<p>2020-21 Budget</p> <p><u>VS Scheme - update</u></p> <p>MC confirmed that EO had approved our VS Scheme and this had been sent to SFC but approval was still awaited from SFC, MC will continue to put pressure on EO to have this approved by SFC.</p> <p><u>Budget Review - update</u></p> <p>IW advised that the budgets had now been issued to budget holders and that they had been asked to look at their budgets to see where they could make 15% savings. However, as part of that exercise budget holders would need to wait until they received their actual spend figures. Finance were currently closing the books as of October and the intention would be to issue these figures to budget holders next week. Once budget holders had time to review all of this information, IW would commence 1-1 mtgs with them, to discuss their budget and where savings could, or could not, be made and the reasons for this. This process would likely take 2-3 weeks to complete and IW hoped this could leverage £100K savings.</p> <p>In regard to Procurement, IW advised that APUC had reviewed spend amounts greater than £20K over the past year. IW went on to explain the amounts involved in the different categories of the APUC Framework. The categories he referred to covered compliant spend, from the government perspective; non-influential spend and non-compliant spend, which totalled £3.3M.</p> <p>The next phase for the compliant and non-compliant spend would be for APUC to create a list of the spend and to look at whether or not moving this purchasing to the APUC framework would provide a saving. IW said that a 5% saving doing that would equate to £25K. IW said he would keep everyone updated on this process.</p> <p>Overall, within the non-staff spend there was an amount of £4.2M where there was limited ability for the College to influence eg insurances etc. Already there were areas where savings had been found ie equipment/materials and travel. However, against those savings there was additional expenditure on digital poverty items and PPE, which had not been planned for.</p> <p>IW queried if any of the union reps had heard of any savings being made in other Colleges, that Finance might not have identified. JE said she had not heard of anything, but could certainly ask.</p>	

Item		ACTION
	<p>IW said he had also met with SFC and discussed the College review process and what was being looked at and SFC could not identify any other areas that the College could review. IW said he was going to reach out to other Finance Directors, in non-UHI colleges, to ask what savings they were making in areas that IW had not identified at the College.</p> <p>JE asked if there was any update on income generation. IW said the biggest opportunity for the College was around the reduction in the 'Top Slice' from EO. However, from what IW understood, there would be no scope for reducing the 'Top Slice'. Regarding other areas, from a commercial point of view, they had been impacted by the COVID situation and it would be really difficult to know where this income would be, going forward. IW listed various areas within the College where income generation might be possible, including the Nursery, ASW, the Food Court etc, but it was very difficult to increase any fees/costs at the moment.</p> <p>WF referred the Sodexo contract for the Food Courts and that he had heard the College had renewed this contract and wondered if consideration had been given to bringing this service in-house, rather than contracting with an external provider. MC said that the Sodexo contract had not been renewed as the College had been part way through the re-tendering process when everyone had to go into Lockdown. The difficulty going forward, was the uncertainty of the situation and the unknown about what type of service the College would need to tender for. The current contract with Sodexo had been extended for a short period of time due to the current COVID situation. However, MC said she was not convinced that bringing this service in-house would be a saving at all and there would need to be a huge exercise carried out to see if this would be viable. A lot of colleges had shut their canteens altogether at the moment, but Perth had not gone down that route. MC advised that many Sodexo staff had been on Furlough since the beginning and the College had made up the 20% difference in salary for these staff. In reference to IW's comment regarding the 'Top Slice', MC said that originally Perth had asked for an immediate reduction of 25%, followed by 50%, and EO had refused this. MC advised that she the revised resource allocation model had recently been issued, which maintained the 'Top Slice' at 35%. Previously this had been calculated on HE income, but this revised version was now calculating the 'Top Slice' on FE, HE and commercial income. MC said she had expressed serious concern about this change, along with other AP Principals.</p> <p>JE queried whether or not there continued to be any staff on Furlough and whether or not the College had staff who had been made redundant, but then re-employed and put onto Furlough. MC said that there were still a very few people who were on Furlough, however, the College had not made anyone redundant, so the</p>	

Item		ACTION
	<p>second part of JE's question did not apply. MC said that there was not clarity on the current Furlough situation and was awaiting confirmation from the Scottish Government (SG) on what the Furlough would look like. However, it would be a discussion that the College would need to have with Sodexo, about their staff going forward.</p> <p>In relation to the College topping-up 20% of Sodexo staff pay, JE queried if it would not be more appropriate for Sodexo to pay this 20% salary top-up for their own employees. They were a huge multinational company and JE wondered why they should not be paying this themselves. JE asked if the College could put pressure on Sodexo to pay this on the basis Sodexo had signed up to be a Living Wage employer, and also to refund the College for what it had paid Sodexo's staff. MC said there was no link between Furlough and the Living Wage. She also noted that at the beginning of the pandemic, the question was asked of the SG about public sector organisations topping up salaries for staff and contractors and Unison were most vociferous in support of this, particularly as it was clear the contractors were not required to top up their staff salaries. There was no legal basis for the College to ask Sodexo to refund this money – the College were required by the SG to pay this top-up.</p> <p>WF queried how recruitment of International students was fairing. MC said the model being used for teaching was a trans-national model, where College staff would go to China and teach. Due to the COVID situation, teaching had to go online and so income had dropped due to the different delivery method and the Chinese were also doing more of the delivery this year. In terms of the future, the question was whether or not students would be able to travel internationally for education, or would teaching have to remain online. The costs associated with staff travelling to China to teach had reduced, but so had income. LC said that the Chinese were not enthusiastic about online teaching. They came to the Western education system to enhance their own education system and LC hoped that they would return, but there would need to be much work done to re-kindle College contacts after COVID.</p> <p>JE asked if any member of staff had come forward to indicate they wished to cut their work hours. MC said that SMT had approved 2 requests, but it was for minimal hours. What they had received more of were staff requesting greater flexibility, but that change would not save money.</p> <p>MC said there was a significant amount of work going on reviewing finances to see where savings could be made. However, while this was being done, there had also been significant additional costs in order to support digital poverty and PPE. It was hoped that the SG would support Colleges in providing money to cover payments made for COVID related items eg PPE etc, but this refund was not certain.</p>	

Item		ACTION
	MC said that she would continue to work with UHI to achieve permission for the College VS Scheme.	
5.	AOCB None.	
6.	Date and time of next meeting: <ul style="list-style-type: none"> • Thursday 19 November, 10.30am. 	
	Meeting ended: 11.00am.	

FINANCE AND GENERAL PURPOSES COMMITTEE

Membership

Chair (ex officio).

Vice Chair (ex officio).

Principal (ex officio).

No fewer than 2 other Board of Management members.

One place reserved by invitation for a Student Member of the Board, as nominated by HISA Perth.

One place reserved by invitation for a Student Member of the Board, to be determined by Staff Members of the Board

In attendance

Depute Principal (Academic)

Vice Principal (External)

Head of Human Resources and Organisational Development

Quorum

The quorum shall be 4 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.