

# Finance and General Purposes Committee

## DRAFT Agenda

**Meeting reference:** F&GP2021-22/01

**Date:** Tuesday 28 September 2021 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.

|      | <b>Agenda Items</b>  | <b>Author</b>                      | <b>Led by</b>                      | <b>Paper</b> |
|------|--|------------------------------------|------------------------------------|--------------|
| 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 24 May 2021 |                                    | Chair                              | Paper 1      |
| 5    | Actions arising from previous minutes  |                                    |                                    |              |
| 6    | <b>Financial Performance &amp; Budgets</b>   |                                    |                                    |              |
| *6.1 | Perth College Financial Update: Year to 31 July 2021                                     | Director of Finance                | Director of Finance                | Paper 2      |
| *6.2 | Perth College Budget 21/22   | Director of Finance                | Director of Finance                | Paper 3      |
| *6.3 | Pension Deficit  | Director of Finance                | Director of Finance                | Verbal       |
| *6.4 | Tay Cities Deal/Aviation Academy for Scotland  | Vice Principal External Engagement | Vice Principal External Engagement | Paper 4      |
| 7    | <b>Procurement</b>   |                                    |                                    |              |
| *8   | <b>Estates</b>   |                                    |                                    |              |
| 8.1  | Estates Update   | Head of Estates                    | Depute Principal (Academic)        | Paper 5      |

|       | <b>Agenda Items</b>  | <b>Author</b>                           | <b>Led by</b>                           | <b>Paper</b> |
|-------|--|---|---|--------------|
| 9     | <b>Human Resources</b>   |   |   |              |
| 9.1   | HR Update  | Head of HR & Organisational Development | Head of HR & Organisational Development | Paper 6      |
| 10    | <b>Compliance &amp; Reporting</b>  |   |   |              |
| *10.1 | Risk Register – F&GP   | Clerk                                   | Clerk                                   | Paper 7      |
| 11    | <b>Committee Minutes</b><br>(for noting by Committee)  |   |   | Paper 8      |
| 11.1  | JNC Support Staff <ul style="list-style-type: none"> <li>• 24 June 2021</li> </ul>   |   |   |              |
| 11.2  | JNC Lecturing Staff <ul style="list-style-type: none"> <li>• 24 June 2021</li> </ul>   |   |   |              |
| 11.3  | JNC Budgetary Meetings <ul style="list-style-type: none"> <li>• 27 May 2021</li> <li>• 17 June 2021</li> <li>• 19 August 2021</li> </ul> |   |   |              |
| 11.4  | JNC Return to Campus Meeting <ul style="list-style-type: none"> <li>• 17 August 2021</li> </ul>  |   |   |              |
| 12    | <b>Date and Time of next meeting</b> <ul style="list-style-type: none"> <li>• Monday 29 November</li> </ul>                              |   | Clerk                                   |              |
| *13   | <b>Review of Meeting</b><br>(Committee to check against the Terms of Reference to ensure all competent business has been covered)        |   |   | Paper 9      |

# Finance & General Purposes Committee

## DRAFT Minutes

**Meeting reference:** F&GP2020-21/04

**Date and time:** Monday 24 May 2021 at 5.00pm

**Location:** Online

**Members present:** Craig Ritchie (Chair, F&GP)  
Heather Cormack, Board Member  
Brian Crichton, Board Member  
Katrina Hodgson, Board Member  
Debbie Hutchison, Board Member  
Linton Scarborough, Board Member  
Margaret Cook, Principal & Chief Executive  
Alex Wilson, Student Board Member

**In attendance:** Veronica Lynch, Vice Principal (External)  
Iain Wishart, Director of Finance  
Kevin Lynch, Head of Estates  
Ian McCartney, Clerk to the Board of Management

**Apologies:** John Dare, Staff Board Member  
Lorenz Cairns, Depute Principal (Academic)  
Katy Lees, Head of HR & Organisational Development

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

| <b>Summary of Action Items</b> |   |                       |                  |
|--------------------------------|---|-----------------------|------------------|
| <b>Ref</b>                     | <b>Action</b>   | <b>Responsibility</b> | <b>Time Line</b> |
| <b>8</b>                       | <b>Estates Update</b><br>Head of Estates to provide an in-depth discussion paper with wider analysis of options around the Estates Strategy | Head of Estates       | Next meeting     |

## MINUTES

| Item |  | Action  |
|------|--|---|
| 1.   | <p><b>Welcome and Apologies</b></p> <p>Chair welcomed everyone to the meeting, and noted apologies</p>   |   |
| 2.   | <p><b>Additions to the Agenda</b></p> <p>Chair noted that AST Board continued to work on a paper around ownership rationale, however it had not been possible to prepare this for issuing to F&amp;GP ahead of the June Board meeting.</p>   |   |
| 3.   | <p><b>Declaration of Interest in any Agenda Item</b></p> <p>There were no declarations of interest.</p>  |   |
| 4.   | <p><b>Minutes of Meeting of Finance &amp; General Purposes Committee, Monday 08 March 2021</b></p> <p>The minutes were approved as a true and accurate record of the meeting.</p>  |   |
| 5.   | <p><b>Matters arising from previous minutes</b></p> <p><u>Ref 6 - Financial Regulations Review</u><br/> <b>Action:</b> Reviewed Regulations to be recirculated to Board Members online, with Track Changes, before final approval given.</p> <p><b>Action Update:</b> On Agenda (Item 6.1)</p> <p><u>Ref 7 - Financial Recovery Plan</u><br/> <b>Action:</b> Outline proposal be tabled for consideration by the full Board.</p> <p><b>Action Update:</b> Presented to Board</p> <p><u>Ref 8.1 - Financial Update to 31 January 2021</u><br/> <b>Action:</b> Director of Finance will also regularly issue cashflow figures and narrative to Board between meetings.</p> <p><b>Action Update:</b> Issued</p> <p><u>Ref 9.1 - Business Development Strategy</u><br/> <b>Action:</b> Vice Principal to table full Strategy to F&amp;GP &amp; Board during the final cycle of AY20210/21.</p> <p><b>Action Update:</b> On Agenda (Item 6.2)</p> | <p>On Agenda</p> <p>Complete</p> <p>Complete</p> <p>On Agenda</p> |

|                   |   |  |
|-------------------|---|--|
|                   | <p><u>Ref 9.2 - Tay Cities Deal/Aviation Academy for Scotland</u><br/> <b>Action:</b> Vice Principal to add a Table of Risks and a visual timeline to final proposal document.</p> <p><b>Action Update:</b> On Agenda (Item 6.3)</p> <p><u>Ref 10 - Estates Update</u><br/> <b>Action:</b> Further proposals around Estates Strategy to be detailed at the next meeting.</p> <p><b>Action Update:</b> On Agenda (Item 8)</p> <p><u>Ref 12.1 - Risk Register</u><br/> <b>Action:</b> Risk Register to be reviewed following the recent cyber security incident.</p> <p><b>Action Update:</b> On Agenda (Item 10.1)</p>   | <p>On Agenda</p> <p>On Agenda</p> <p>On Agenda</p> |
| <p><b>6.1</b></p> | <p><b>Perth College Financial Regulations</b></p> <p>Director of Finance presented Paper 2 for approval, noting that the Paper was presented in Track Changes format based on comments from the previous meeting, and that associated Authorisation Levels had been reviewed against other organisations as requested.</p> <p>Board Chair noted that the Gifting &amp; Hospitality section should be managed without requiring F&amp;GP approval, however there was no mention of rights of UHI to Audit listed. Director of Finance noted that these rights were enshrined within the Financial memorandum of Understanding between the College and UHI.</p> <p>Board Member queried why there was no mention of Engagement Committee within the Governance section. Clerk advised that only Standing Committees with specific responsibilities aligned to the Regulations were noted, the remaining Committees were summarised in the hyperlink to the Governance Manual.</p> <p>Director of Finance sought approval of Authorisation Limits. Board Member suggested inserting a review point to allow collation of data on how many large purchases are approved via this route. It was <b>AGREED</b> to review the Authorisation Limits at the corresponding F&amp;GP meeting in 2022.</p> <p>Board Member queried the visibility of sign-offs for larger items. Principal noted that there was a robust sign-off within the PECOS system which ensured orders were fully visible; in addition, most high-value purchases took place at the beginning of the year and in defined budget areas, therefore straightforward to manage,</p> <p>Committee <b>APPROVED</b> the Financial Regulations subject to minor</p> |  |

|            |   |  |
|------------|---|--|
|            | changes to be circulated.   |  |
| <b>6.2</b> | <p><b>Business Development Strategy</b></p> <p>Vice Principal summarised Paper 3, which updated the Business Development Strategy based on feedback received at an earlier Board Strategy Development session, including increased capitalisation on opportunities, new modelling for improved tracking of profitability levels, and alternative business models to ensure competitiveness.</p> <p>Student Board Member asked whether increased membership fees for ASW were being proposed under Scenario 1. Vice Principal noted that fees were reviewed annually against competitors in the regional marketplace, and that as a result fee levels were frozen for the moment, and not envisaged for 2021/22, however this position may change under review.</p> <p>Board Member queried levels of staffing in Business Engagement Team and whether Growth Plan is achievable with staffing levels. Vice Principal acknowledged the challenging targets set by the Plan.</p> <p>Board Member sought clarification on the opportunities and threats within the online section of the paper. Vice Principal advised that a number of products were currently offered online, as shown in Appendix 1, and this will provide focus for sector development plans around both new and existing offers.</p> <p>Board Member queried whether the use of subsidiary companies was being taken forward. Vice Principal advised such mechanisms were only for new activity and further work would be required with legal advisers to determine whether widened usage of subsidiary companies would prove cost-effective. Chair of Board noted that a critical mass would be required to ensure this approach was worth taking. Principal advised that there may be a need to build this mass after taking a decision as if a critical mass is built, then the College would have to retain that structure.</p> <p>Committee <b>ENDORSED</b> the strategic direction outlined in Paper 3.</p> |  |
| <b>6.3</b> | <p><b>Tay Cities Deal/Aviation Academy for Scotland</b></p> <p>Vice Principal presented Paper 4, which outlined the current status re Aviation Academy for Scotland. Vice Principal noted that the feasibility work had now been completed, and in order to identify assumptions ahead of the Final Business Case, approval was required to fund the Professional Fees via the UHI Strategic Investment Fund.</p> <p>Vice Principal highlighted that there was likely to be a funding gap of approx. £500k due to non-recoverability of VAT, which had the</p>  |  |

|                   |   |  |
|-------------------|---|--|
|                   | <p>potential to be recouped within 12 months; and that key risks to income levels had been flagged (including additional student places and private sector partners) and were addressed within the paper.</p> <p>Student Board Member queried whether the project budget had allowed for use of eco-friendly materials to comply with the UHI Climate Action Plan. Vice Principal advised that all new build options were required to build in environmental standards to receive planning approval. Head of Estates further note that carbon emissions will also be taken into account for the project.</p> <p>Board Member sought clarification around whether the professional fees were likely to change if build costs increased. Vice Principal confirmed that this would be the case as fees were based on value of construction.</p> <p>Chair queried whether there was a potential risk for equipment funding if construction fees increased. Vice Principal noted that the Tay Cities Deal financed capital only, however it was intended to transfer existing equipment into the building, and that Development Fund would be used to apply for replacement of old equipment for new at appropriate time.</p> <p>Committee <b>STRONGLY APPROVED</b> the endorsement of Paper 4, which would be taken to Board for approval of Professional Fees.</p> |  |
| <p><b>6.4</b></p> | <p><b>IP Policy</b></p> <p>Principal presented Paper 5, and noted for Committee that the IP Policy had not been signed off on its previous tabling to F&amp;GP due to a number of concerns. However, as the IP Policy is closely linked to the Partnership Agreement there needs to be approval of the Policy to allow the Agreement to be taken forward.</p> <p>Principal noted that meetings had taken place with both UHI and legal advisers regarding some of the key concerns with the Partnership Agreement, and these were still in progress, however the likely direction of travel looked to be to accept both the IP Policy and Partnership Agreement with the expectation that considerable changes will be required for both over a specific time period.</p> <p>Chair of Board stated that the paper brought before Committee was neither a policy nor a procedure, rather it was a discussion document which was functionally inadequate. However, adoption of the Policy allows a holding position to adopt a more meaningful policy whilst acknowledging current shortfalls. Moreover, UHI have committed to review of the policy by the end of the year, underpinned by both strategy and procedure.</p> <p>Committee <b>APPROVED</b> the IP Policy as a temporary placeholder.</p>  |  |



|                   |   |  |
|-------------------|---|--|
| <p><b>7.1</b></p> | <p><b>Perth College Financial Update – Year to 30 April 2021</b></p> <p>Director of Finance presented Paper 6 for information, noting the considerably improved expected financial position which has resulted from a number of additional funds being released into the accounts, although Committee were cautioned that these figures are expected to level out somewhat during Q4. It looked likely that, once various expenditure levels were finalised a breakeven position might be possible.</p> <p>Student Board Member queried whether the Bursary Hardship Fund was likely to be used up by the end of the year. Director of Finance advised that the College wishes to use as much of this fund as it can, however projections based on current rates mean there may be a shortfall so other options were under discussion, including the use of laptops to FE students as had been provided at other Colleges. Principal noted that the College was working with HISA Perth and Student Services to push Bursaries, but this was a challenge given the time of year. Principal further noted that if laptops earmarked for use as loaned devices were issued to FE students, additional devices would need to be purchased next year to replace.</p> <p>Board Member requested a forecast column for future Updates. Director of Finance informed Committee that this was the next stage of evolution in the financial presentations, and should be on stream for the first Board cycle of 2021/22.</p> |  |
| <p><b>7.2</b></p> | <p><b>Perth College Draft Budget 2021/22</b></p> <p>Director of Estates presented Paper 7, which outlines the first iteration of the 2021/22 Budget.</p> <p>Director of Finance highlighted the key assumption in the Budget process, that income levels were expected to remain static therefore focus was on cost savings to produce a breakeven budget. Director of Finance noted that confirmation was still awaited from UHI re key income numbers.</p> <p>Board Member queried the likely effects of COVID uncertainty on international income. Director of Finance noted that income streams were a fairly small percentage in terms of overall income, and income was broken down by course, which had allowed the opportunity to drill down to specific issues, such as reducing expectations on income from India. Vice Principal further noted that some income streams projected an increase due to changes in delivery models.</p> <p>Committee <b>ENDORSED</b> the principles highlighted in Paper 7, and noted that future iterations of the Budget would be required before final approval.</p>   |  |

|      |   |                 |
|------|---|-----------------|
| 8    | <p><b>Estates Update</b></p> <p>Head of Estates presented Paper 8, with specific focus on the options available around the Estates Strategy. Following a brief discussion on the broad principles outlined within the paper, it was <b>AGREED</b> to bring back a more-in depth discussion paper with wider analysis of option to the next F&amp;GP meeting.</p>  | Head of Estates |
| 9    | <p><b>HR Update</b></p> <p>Principal presented Paper 9 for information in absence of Head of HR.</p> <p>Board Member commended management teams regarding absence levels.</p> <p>Board Member sought clarification over organisational change procedures noted in the Paper. Principal noted that this related to restructuring within Student Engagement.</p> <p>Board Member queried when Board meetings would return to a face-to-face format. Principal advised that this was being actively looked at within the schedule for next year, which would be presented to the June Board.</p> |                 |
| 10.1 | <p><b>Risk Register</b></p> <p>Clerk presented Paper 10 for information, noting the specific changes made to the Register around issues relating to cyber security.</p> <p>Clerk advised that the full Risk Register was being reviewed by Audit Committee ahead of the June Board meeting.</p>   |                 |
| 10.2 | <p><b>Balanced Scorecard</b></p> <p>Clerk advised that Paper 11 was not available due to accessibility issues caused by the recent cyber security incident. This paper would be issued to Committee as soon as available.</p>   |                 |
| 10.3 | <p><b>In-Year KPIs</b></p> <p>Clerk advised that Paper 12 was not available due to accessibility issues caused by the recent cyber security incident. This paper would be issued to Committee as soon as available.</p>   |                 |
| 11   | <p><b>Committee Minutes</b></p> <p>Committee noted minutes provided within Papers 13a-13c.</p>  |                 |

|           |  |  |
|-----------|--|--|
| <b>12</b> | <b>Dates &amp; Times of Next Meeting</b> <ul style="list-style-type: none"><li>• Tuesday 28 September 2021 at 5:00pm (provisional)</li></ul> |  |
| <b>13</b> | <b>Review of Meeting</b> <p>Committee confirmed that the meeting had been conducted in line with the Terms of Reference.</p>                 |  |

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

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

**Status of Minutes – Open**

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

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

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

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

**Perth College UHI**

Paper No. 2

|   |   |
|---|---|
| <b>Committee</b>  | F&GP  |
| <b>Subject</b>  | FY 20/21 Management Accounts  |
| <b>Date of Committee meeting</b>  | 28/09/2021  |
| <b>Author</b>   | Iain Wishart  |
| <b>Date paper prepared</b>  | 21/09/2021  |
| <b>Executive summary of the paper</b>   | <p>Please outline the follow elements of this paper:</p> <ul style="list-style-type: none"> <li>i) Purpose – to present FY 20/21 financial performance</li> <li>ii) Impact – what are the intended outcomes: Information and discussion</li> <li>iii) Course of Action – what happens next &amp; by whom: Actions will be agreed (if any) in the meeting.</li> </ul>                            |
| <p><b>Consultation</b></p> <p>Please note which related parties, stakeholders and/or Committees have been consulted</p> | <p>Budget holder discussion and SMT and Board updates through the year.</p>   |
| <b>Action requested</b>   | <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> For information</li> <li><input checked="" type="checkbox"/> For discussion</li> <li><input type="checkbox"/> For endorsement</li> <li><input type="checkbox"/> Strongly recommended for approval</li> <li><input type="checkbox"/> Recommended with guidance (please provide further information, below)</li> </ul> |

## Perth College UHI

|  |   |
|--|---|
| <p><b>Resource implications</b></p> <p>Does this activity/proposal require the use of College resources to implement?</p> <p>If yes, please provide details.</p>   | <p>No</p>   |
| <p><b>Risk implications</b></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><b>Link with strategy</b></p> <p>Please highlight how the paper links to the Strategic Plan, or assist with:</p> <ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information</li> </ul> | <p>Presents our financial performance</p>         |
| <p><b><u>Equality and diversity</u></b></p> <p>Does this activity/proposal require an Equality Impact Assessment?</p> <p>If yes, please give details:</p>  | <p>No</p>   |
| <p><b><u>Data Protection</u></b></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><b>Island communities</b></p>   | <p>No</p>   |

## Perth College UHI

|  |  |
|--|--|
| 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)? | If yes, please give details:<br>Click or tap here to enter text. |
| <b>Status</b> (e.g. confidential/non confidential)   | Non Confidential   |
| <b>Freedom of information</b><br>Can this paper be included in "open" business?*   | 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<br>[please give further details]<br>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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

# Financial Review

FY 2021 (as at 20/09/21)





# Overview

## Headlines: Actual v Budget

- The FY Group surplus for 20/21 is currently £1.2M.
- The FY budget deficit was £(1.9)M which means that our profit improved by £3.1M versus budget.
- The reconciliation on the top right hand side of the page shows that income contributed £2.2M of the improvement, non-staff £812K and staff costs £78K.
- Although non-staff costs were better than budget in a number of areas e.g. travel, it was catering that contributed a significant proportion of the non-staff variance to budget due to the high budget versus a low actual.
- Furlough boosted commercial income by £283K.
- VS costs, in staff costs, were £(199)K.

| FY 20/21                 | Academic      | Business     | Services     | Elimination  | FY Act        | FY Budget     |
|--------------------------|---------------|--------------|--------------|--------------|---------------|---------------|
| Funding                  | 16,301        | 0            | 1,610        |              | 17,912        | 16,347        |
| Tuition Fees             | 3,977         | 1,874        | 0            |              | 5,851         | 4,761         |
| Commercial               | 1,485         | 771          | 617          | (100)        | 2,873         | 3,286         |
| Bursary/Hardship Funding | 0             | 0            | 2,424        |              | 2,424         | 3,131         |
| <b>Total Income</b>      | <b>21,764</b> | <b>2,645</b> | <b>4,651</b> | <b>(100)</b> | <b>29,060</b> | <b>27,525</b> |

|             |        |       |       |  |        |        |
|-------------|--------|-------|-------|--|--------|--------|
| Staff Costs | 12,250 | 1,826 | 5,501 |  | 19,576 | 19,655 |
| % Income    | 56.3%  | 69.0% | 18.9% |  | 67.4%  | 71.4%  |

|                          |      |       |        |       |       |       |
|--------------------------|------|-------|--------|-------|-------|-------|
| Non-Staff Costs          | 698  | 1,157 | 3,969  | (100) | 5,823 | 6,636 |
| Bursary/Hardship Funding | 0    | 0     | 2,424  |       | 2,424 | 3,131 |
| % Income                 | 3.2% | 43.7% | 137.4% |       | 28.4% | 35.5% |

|                              |              |              |                |          |              |                |
|------------------------------|--------------|--------------|----------------|----------|--------------|----------------|
| <b>AOP Surplus/(Deficit)</b> | <b>8,816</b> | <b>(338)</b> | <b>(7,242)</b> | <b>0</b> | <b>1,236</b> | <b>(1,897)</b> |
| % Income                     | 40.5%        | (12.8)%      | (24.9)%        |          | 4.3%         | (6.9)%         |

## Headlines: Actual v Forecast

As can be seen from the bottom right corner of the page;

Income was ahead of forecast due to Commercial Skills £237K, Short Course income £270K and AST £82K.

We had asked staff to minimise their non-staff spend at the end of the year. This translated into being £566K better than forecast for the full year.

## Act V Bud 20/21 AOP Reconciliation

|                    |                |
|--------------------|----------------|
| Budget AOP         | (1,897.4)      |
| Current Actual AOP | 1,235.9        |
| <b>Change</b>      | <b>3,133.2</b> |

|                     |                |
|---------------------|----------------|
| Add'l Funding       | 1,564.8        |
| AST                 | 147.3          |
| Tuition             | 942.9          |
| Commercial          | (413.3)        |
| <b>Total Income</b> | <b>2,241.8</b> |

Staff Costs 78.5

Non-Staff 812.9

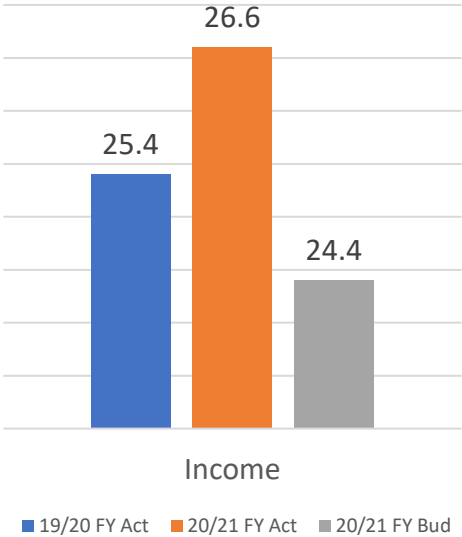
**Change 3,133.2**

## Act V Forecast 20/21

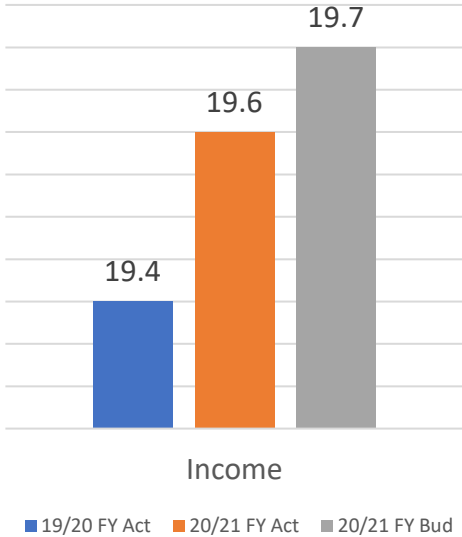
|               | Act      | For      | Delta          |
|---------------|----------|----------|----------------|
| Income        | 26,635.6 | 26,046.0 | 589.6          |
| Staff         | 19,576.4 | 19,654.8 | 78.4           |
| Non-Staff     | 5,823.4  | 6,391.0  | 567.6          |
| <b>Change</b> |          |          | <b>1,235.7</b> |

# Overview

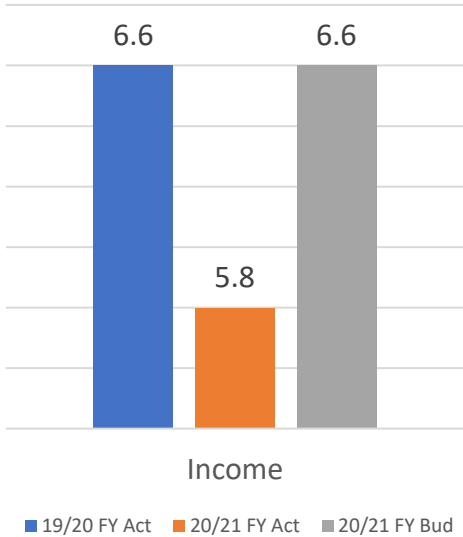
Income (Excl Bursary) £M



Staff Cost £M



Non-Staff Cost £M



AOP £M



# Academic

## Headlines

- FY AOP includes over £1M of additional funding.
- Tuition came in significantly higher than budget.

| FY 20/21                     | Research     | FY Act          | FY Bud          |
|------------------------------|--------------|-----------------|-----------------|
| Funding                      | 0.9          | 16,301.3        | 15,448.4        |
| Tuition Fees                 | 241.3        | 3,976.9         | 3,034.0         |
| Commercial                   | (0.0)        | 1,485.4         | 1,936.9         |
| Bursary/Hardship Funding     |              | 0.0             | 0.0             |
| <b>Total Income</b>          | <b>242.2</b> | <b>21,763.5</b> | <b>20,419.3</b> |
| Staff Costs                  | 201.9        | 12,249.5        | 12,070.7        |
| % Income                     | 83.4%        | 56.3%           | 59.1%           |
| Non-Staff Costs              | 10.9         | 698.1           | 949.1           |
| % Income                     | 4.5%         | 3.2%            | 4.6%            |
| <b>AOP Surplus/(Deficit)</b> | <b>29</b>    | <b>8,816</b>    | <b>7,399</b>    |
| % Income                     | 12.1%        | 40.5%           | 36.2%           |

# Business

| FY 20/21                     | AST            | Canteen        | Residences    | ASW            | Nursery        | FY Act         | FY Budget      |
|------------------------------|----------------|----------------|---------------|----------------|----------------|----------------|----------------|
| Funding                      |                |                |               |                |                | 0.0            | 0.0            |
| Tuition Fees                 | 1,874.3        |                |               |                |                | 1,874.3        | 1,727.0        |
| Commercial                   |                | 83             | 182           | 289            | 216            | 770.7          | 1,349.2        |
| Bursary/Hardship Funding     |                |                |               |                |                | 0.0            | 0.0            |
| <b>Total Income</b>          | <b>1,874.3</b> | <b>83.1</b>    | <b>182.4</b>  | <b>289.0</b>   | <b>216.2</b>   | <b>2,645.0</b> | <b>3,076.2</b> |
| Staff Costs                  | 1,069.3        |                | 2.8           | 427.8          | 326.4          | 1,826.3        | 1,899.1        |
| % Income                     | 57.1%          | 0.0%           | 1.5%          | 148.0%         | 151.0%         | 69.0%          | 61.7%          |
| Non-Staff Costs              | 517.6          | 227.4          | 224.5         | 172.8          | 14.3           | 1,156.7        | 2,049.1        |
| % Income                     | 27.6%          | 273.6%         | 123.1%        | 59.8%          | 6.6%           | 43.7%          | 66.6%          |
| <b>AOP Surplus/(Deficit)</b> | <b>287.4</b>   | <b>(144.3)</b> | <b>(44.9)</b> | <b>(311.6)</b> | <b>(124.5)</b> | <b>(338)</b>   | <b>(872)</b>   |
| % Income                     | 15.3%          | (173.6)%       | (24.6)%       | (107.8)%       | (57.6)%        | (12.8)%        | (28.3)%        |

## Headlines

- COVID impacting income across all our Businesses.
- AST surplus was over £200K ahead of budget.
- Furlough income is included in a number of areas and detailed on the following pages.

# Business - AST

## AST

| FY 20/21                     | Act YTD        | FY Budget      |
|------------------------------|----------------|----------------|
| Funding                      | 0.0            | 0.0            |
| Tuition Fees                 | 1,874.3        | 1,727.0        |
| Commercial                   | 0.0            | 65.4           |
| Bursary/Hardship Funding     | 0.0            | 0.0            |
| <b>Total Income</b>          | <b>1,874.3</b> | <b>1,792.4</b> |
| Staff Costs                  | 1,069.3        | 1,083.0        |
| % Income                     | 57.1%          | 60.4%          |
| Non-Staff Costs              | 517.6          | 710.0          |
| % Income                     | 27.6%          | 39.6%          |
| <b>AOP Surplus/(Deficit)</b> | <b>287.4</b>   | <b>(0.6)</b>   |
| % Income                     | 15.3%          | (0.0)%         |

Income includes £76K of furlough funding.

Non-Staff savings included travel, heat light & power, zero bad debt charge versus a budget of £12K

## Catering

| FY 20/21                     | Act YTD        | FY Budget      |
|------------------------------|----------------|----------------|
| Funding                      | 0.0            | 0.0            |
| Tuition Fees                 | 0.0            | 0.0            |
| Commercial                   | 83.1           | 496.0          |
| Bursary/Hardship Funding     | 0.0            | 0.0            |
| <b>Total Income</b>          | <b>83.1</b>    | <b>496.0</b>   |
| Staff Costs                  | 0.0            | 0.0            |
| % Income                     | 0.0%           | 0.0%           |
| Non-Staff Costs              | 227.4          | 918.0          |
| % Income                     | 273.6%         | 185.1%         |
| <b>AOP Surplus/(Deficit)</b> | <b>(144.3)</b> | <b>(422.0)</b> |
| % Income                     | (173.6)%       | (85.1)%        |

The budget non-staff cost was in error as we assumed breakeven.

# Business - Residences

## Residences

| FY 20/21                     | Act YTD       | FY Budget     |
|------------------------------|---------------|---------------|
| Funding                      | 0.0           | 0.0           |
| Tuition Fees                 | 0.0           | 0.0           |
| Commercial                   | 182.4         | 217.0         |
| Bursary/Hardship Funding     | 0.0           | 0.0           |
| <b>Total Income</b>          | <b>182.4</b>  | <b>217.0</b>  |
| Staff Costs                  | 2.8           | 0.0           |
| % Income                     | 1.5%          | 0.0%          |
| Non-Staff Costs              | 224.5         | 247.6         |
| % Income                     | 123.1%        | 114.1%        |
| <b>AOP Surplus/(Deficit)</b> | <b>(44.9)</b> | <b>(30.6)</b> |
| % Income                     | (24.6)%       | (14.1)%       |

Income includes £26K of additional funding support

## ASW

| FY 20/21                     | Act YTD        | FY Budget      |
|------------------------------|----------------|----------------|
| Funding                      | 0.0            | 0.0            |
| Tuition Fees                 | 0.0            | 0.0            |
| Commercial                   | 289.0          | 345.8          |
| Bursary/Hardship Funding     | 0.0            | 0.0            |
| <b>Total Income</b>          | <b>289.0</b>   | <b>345.8</b>   |
| Staff Costs                  | 427.8          | 425.0          |
| % Income                     | 148.0%         | 122.9%         |
| Non-Staff Costs              | 172.8          | 158.5          |
| % Income                     | 59.8%          | 45.8%          |
| <b>AOP Surplus/(Deficit)</b> | <b>(311.6)</b> | <b>(237.7)</b> |
| % Income                     | (107.8)%       | (68.7)%        |

Income includes £77K of furlough funding

## Nursery

| FY 20/21                     | Act YTD        | FY Budget      |
|------------------------------|----------------|----------------|
| Funding                      | 0.0            | 0.0            |
| Tuition Fees                 | 0.0            | 0.0            |
| Commercial                   | 216.2          | 225.0          |
| Bursary/Hardship Funding     | 0.0            | 0.0            |
| <b>Total Income</b>          | <b>216.2</b>   | <b>225.0</b>   |
| Staff Costs                  | 326.4          | 391.1          |
| % Income                     | 151.0%         | 173.8%         |
| Non-Staff Costs              | 14.3           | 15.0           |
| % Income                     | 6.6%           | 6.7%           |
| <b>AOP Surplus/(Deficit)</b> | <b>(124.5)</b> | <b>(181.1)</b> |
| % Income                     | (57.6)%        | (80.5)%        |

Income includes £8K of furlough funding

# Services

| FY 20/21                     | Student Services | Estates        | ICT              | Business Services | FY Act           | FY Budget        |
|------------------------------|------------------|----------------|------------------|-------------------|------------------|------------------|
| Funding                      | 379.6            | 980.8          | 250.0            | 0.0               | 1,610.4          | 898.4            |
| Tuition Fees                 |                  |                |                  | 0.0               | 0.0              | 0.0              |
| Commercial                   | 131.4            | 359.4          | 2.8              | 123.1             | 616.7            | 0.0              |
| Bursary/Hardship Funding     | 2,424.0          |                |                  |                   | 2,424.0          | 3,130.8          |
| <b>Total Income</b>          | <b>2,935</b>     | <b>1,340</b>   | <b>253</b>       | <b>123.1</b>      | <b>4,651</b>     | <b>4,029</b>     |
| Staff Costs                  | 1,188.0          | 783.1          | 452.9            | 3,076.6           | 5,500.6          | 5,685.1          |
| % Income                     | 4.1%             | 2.7%           | 1.6%             | 10.6%             | 18.9%            | 20.7%            |
| Non-Staff Costs              | 524.3            | 1,410.3        | 967.5            | 1,066.4           | 3,968.6          | 3,638.1          |
| Bursary/Hardship Funding     | 2,424.0          |                |                  |                   | 2,424.0          | 3,130.8          |
| % Income                     | 1.8%             | 4.9%           | 3.3%             | 3.7%              | 13.7%            | 90.3%            |
| <b>AOP Surplus/(Deficit)</b> | <b>(1,201.3)</b> | <b>(853.2)</b> | <b>(1,167.6)</b> | <b>(4,020.0)</b>  | <b>(7,242.1)</b> | <b>(8,424.8)</b> |
| % Income                     | (4.1)%           | (2.9)%         | (4.0)%           | (13.8)%           | (24.9)%          | (209.1)%         |

## Headlines

- Actual ICT non-staff includes £250K unbudgeted spend on digital poverty, although this is offset by £250K of funding from Estates.
- 20/21 actual Estates non-staff spend includes the following unbudgeted spend: £210K for insurance related incidents (we have received £180K of income which is included in Estates commercial income), £63K on PPE and £120K on COVID related alterations to campus (we have been fully funded for this).
- Were over £700K were underspent on our bursary/childcare .

# Cash Flow

FY Closing Cash



3 Month Avg  
Cash Usage



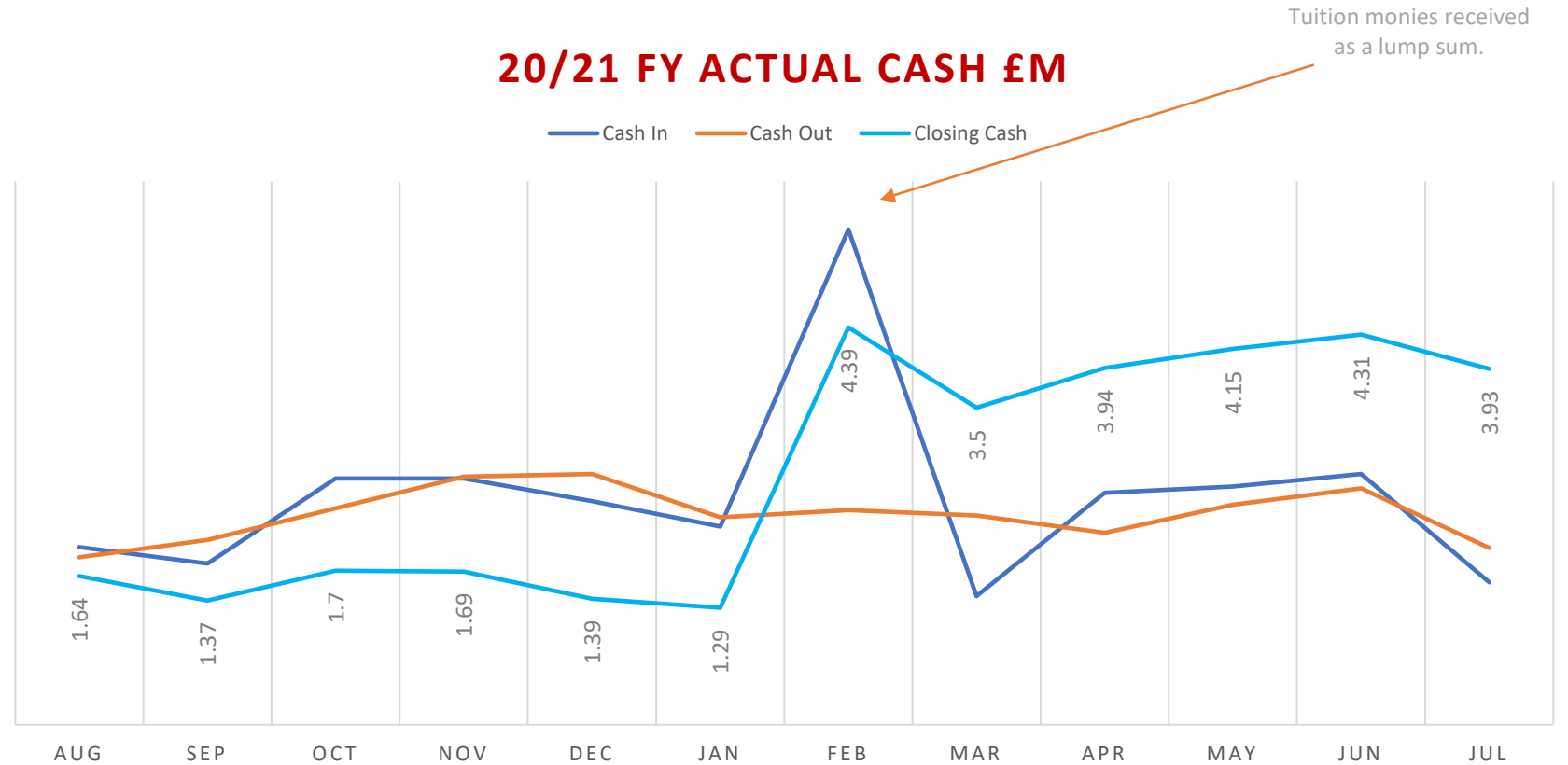
## Cash Make-Up

- AST £151K
- ASW Fund Raising £168K
- Overdrawn bursary £707K
- Perth College £2.9M

## Cash Reconciliation

- Opening balance £1.53M
- Est AOP £1.23M
- Bursary overdrawn £0.71M
- Other cash movements £0.46M
- £3.93M**

## 20/21 FY ACTUAL CASH £M



The STC are reviewing what all Colleges spent their additional funding on.



## Perth College UHI

Paper No. 3

|  |   |
|--|---|
| <b>Committee</b>   | F&GP  |
| <b>Subject</b>   | 21/22 Budget Update   |
| <b>Date of Committee meeting</b>   | 28/09/2021  |
| <b>Author</b>  | Iain Wishart  |
| <b>Date paper prepared</b>   | 21/09/2021  |
| <b>Executive summary of the paper</b>  | <p>Please outline the follow elements of this paper:</p> <ul style="list-style-type: none"> <li>i) Purpose – to present an update of the 21/22 budget.</li> <li>ii) Impact – what are the intended outcomes: Get agreement on balancing the budget.</li> <li>iii) Course of Action – what happens next &amp; by whom: Present to the Board of Management</li> </ul> |
| <b>Consultation</b><br>Please note which related parties, stakeholders and/or Committees have been consulted | SMT   |
| <b>Action requested</b>  | <input checked="" type="checkbox"/> For information<br><input checked="" type="checkbox"/> For discussion<br><input checked="" type="checkbox"/> For endorsement<br><input type="checkbox"/> Strongly recommended for approval<br><input type="checkbox"/> Recommended with guidance (please provide further information, below)                                    |

## Perth College UHI

|  |   |
|--|---|
| <p><b>Resource implications</b></p> <p>Does this activity/proposal require the use of College resources to implement?</p> <p>If yes, please provide details.</p>   | <p>Yes, the budget reflects the use of resources through 21/22</p>  |
| <p><b>Risk implications</b></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>Yes, the budget sets assumptions that may not translate into actual results.</p> <p>Click or tap here to enter text.</p> |
| <p><b>Link with strategy</b></p> <p>Please highlight how the paper links to the Strategic Plan, or assist with:</p> <ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information</li> </ul> | <p>Aligns with Financial Sustainability</p>   |
| <p><b><u>Equality and diversity</u></b></p> <p>Does this activity/proposal require an Equality Impact Assessment?</p> <p>If yes, please give details:</p>  | <p>No</p>   |
| <p><b><u>Data Protection</u></b></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><b>Island communities</b></p>   | <p>No</p>   |

## Perth College UHI

|  |  |
|--|--|
| 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)? | If yes, please give details:<br>Click or tap here to enter text. |
| <b>Status</b> (e.g. confidential/non confidential)   | Non Confidential   |
| <b>Freedom of information</b><br>Can this paper be included in "open" business?*   | 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<br>[please give further details]<br>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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

# 21/22 Budget Update

21/9/21



## Overview

The first roll up of the budget showed a deficit AOP of just under £(2)M.

After review of each department the deficit was reduced to £(1.1)M

## Different Financial View From 21/22

In 20/21 we started on a new management information journey which was always expected to evolve as we move forward. The 21/22 budget allowed us to take the next step on that journey and the table below shows how we will look at AOP in 21/22.

| New AOP Structure 21/22  |  |
|--------------------------|--|
| <b>Income</b>            | Can now be split across all our income streams (mostly)                          |
| less                     |  |
| <b>Delivery Cost</b>     | Costs directly associated with income streams.                                   |
| =                        |  |
| <b>Gross Profit (GP)</b> | £ (Income less delivery costs)   |
| <b>Gross Margin (GM)</b> | % (GP/Income)  |
| less                     |  |
| <b>Services</b>          | Activities that are required but do not (as their key objective) deliver income. |
| =                        |  |
| <b>AOP</b>               | GM less Services   |

## 21/22 Budget as at Sept 21

|               | ALS     | BMCL    | CCI     | STEM    | Research | International | AST     | ASW     | Nursery | Residences | Unallocated | Total     |
|---------------|---------|---------|---------|---------|----------|---------------|---------|---------|---------|------------|-------------|-----------|
| Income        | 6,920.1 | 4,676.1 | 4,425.4 | 3,771.3 | 185.9    | 896.2         | 1,966.0 | 514.4   | 217.5   | 351.3      | 259.6       | 24,183.7  |
| Delivery Cost | 4,441.2 | 3,428.7 | 2,591.6 | 3,339.1 | 171.2    | 731.3         | 1,714.0 | 529.7   | 361.9   | 212.0      | 0.0         | 17,520.7  |
| Gross Profit  | 2,478.9 | 1,247.3 | 1,833.8 | 432.2   | 14.7     | 164.9         | 252.0   | (15.3)  | (144.4) | 139.3      | 259.6       | 6,663.0   |
| Gross Margin  | 35.8%   | 26.7%   | 41.4%   | 11.5%   | 7.9%     | 18.4%         | 12.8%   | (3.0)%  | (66.4)% | 39.7%      | 100.0%      | 27.6%     |
| GP @ 32.1%    | 2,223.6 | 1,502.6 | 1,422.0 | 1,211.8 | 59.7     | 288.0         | 631.7   | 165.3   | 69.9    | 112.9      | 83.4        | 7,770.9   |
| Delta         | 255.3   | (255.2) | 411.8   | (779.6) | (45.0)   | (123.1)       | (379.7) | (180.6) | (214.3) | 26.4       | 176.2       | (1,107.9) |

### Services (Net)

|                       |  |  |  |  |  |  |  |  |  |  |  |           |       |
|-----------------------|--|--|--|--|--|--|--|--|--|--|--|-----------|-------|
| Student Support       |  |  |  |  |  |  |  |  |  |  |  | 1,623.7   |       |
| Estates               |  |  |  |  |  |  |  |  |  |  |  | 1,563.3   |       |
| ICT                   |  |  |  |  |  |  |  |  |  |  |  | 1,104.5   |       |
| Catering              |  |  |  |  |  |  |  |  |  |  |  | 0.0       |       |
| Professional Services |  |  |  |  |  |  |  |  |  |  |  | 3,479.4   |       |
| Total Services        |  |  |  |  |  |  |  |  |  |  |  | 7,770.9   | 32.1% |
| AOP                   |  |  |  |  |  |  |  |  |  |  |  | (1,107.9) |       |

## Balancing the Budget

We have opportunities across a number of areas to balance our budget. The Non-staff target has already been achieved.

| Income  | £            | Non-Staff Cost                      | £            | Staff Cost               | £              |
|---|--------------|-------------------------------------|--------------|--------------------------|----------------|
| Estates monies (higher than originally indicated) | £57K         | Reduce Non-Staff Costs by x%        | £222K        | Reduce new head requests | £313.9K        |
| Deferred course funding (£906K in UHI)            | £150K        |                                     |              |                          |                |
| Digital funding (£324K in UHI)                    | £65K         | Digital poverty – funded by bursary | £150K        |                          |                |
| ESIF  | £100K        |                                     |              |                          |                |
| Skill Seekers                                     | £50K         |                                     |              |                          |                |
|   |              |                                     |              |                          |                |
| <b>Total</b>                                      | <b>£422K</b> |                                     | <b>£372K</b> |                          | <b>£313.9K</b> |



|                                       |  |
|---------------------------------------|--|
| <b>Committee</b>                      | Finance and General Purposes Committee   |
| <b>Subject</b>                        | Aviation Academy for Scotland Update   |
| <b>Date of Committee meeting</b>      | 28/09/2021   |
| <b>Author</b>                         | Veronica Lynch   |
| <b>Date paper prepared</b>            | 24/09/2021   |
| <b>Executive summary of the paper</b> | <p>Please outline the follow elements of this paper:</p> <ul style="list-style-type: none"> <li>i) Purpose – what is it for</li> <li>ii) Impact – what are the intended outcomes</li> <li>iii) Course of Action – what happens next &amp; by whom</li> </ul><br><ul style="list-style-type: none"> <li>i) Purpose – This paper provides an update to the Committee on the current status of the Aviation Academy for Scotland within the Tay Cities Deal (TCD) bid. It outlines the background relating to the next stage of commitment for the project of £121,000 (VAT incl) towards professional fees that was approved at the June 2021 Board. These fees would be funded via the £330,000 of UHI Strategic Investment Funding.</li> <li>ii) Impact – this activity will draw down capital funding of £5.096m from Tay Cities Deal towards the project.</li> <li>iii) Course of Action – The Committee is asked to note the updated position and endorse the following recommendations to Perth College Board: <ul style="list-style-type: none"> <li>1. Endorsement of the footprint of the AAS Perth site as “Crieff Road only” to “Crieff Road &amp; Scone Airfield”. This is in line with the current version of the OBC which was submitted to Scottish and UK Governments 18 months ago.</li> <li>2. Agreement to support SMT’s decision to appoint a Project Manager for a fixed period, currently to end of FBC submission in Summer 2022</li> <li>3. Approve the changes in timeline noting the potential financial implications of that proportion of grant drawdown potentially being unable to be received until 2029/30.</li> </ul> </li> </ul> |

## Perth College UHI

|  |   |
|--|---|
| <p><b>Consultation</b></p> <p>Please note which related parties, stakeholders and/or Committees have been consulted</p>  | <p>College Board, Industry, Regional Partners, Scottish and UK Governments, UHI.</p>  |
| <p><b>Action requested</b></p>   | <p><input type="checkbox"/> For information</p> <p><input type="checkbox"/> For discussion</p> <p><input checked="" type="checkbox"/> For endorsement</p> <p><input type="checkbox"/> Strongly recommended for approval</p> <p><input type="checkbox"/> Recommended with guidance (please provide further information, below)</p> |
| <p><b>Resource implications</b></p> <p>Does this activity/proposal require the use of College resources to implement?<br/>If yes, please provide details.</p>  | <p><b>Yes/ No</b></p> <p>The next phase in the project development phase is funded through SIF funding already received from UHI. The wider resources are outlined within the I&amp;E within the paper.</p>   |
| <p><b>Risk implications</b></p> <p>Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk?<br/>(If yes, please provide details)</p>   | <p><b>Yes/ No</b></p> <p>This document outlines the Risks associated with the project and the associated mitigations already underway or planned.</p>   |
| <p><b>Link with strategy</b></p> <p>Please highlight how the paper links to the Strategic Plan, or assist with:</p> <ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information</li> </ul> | <p>Growing the College’s reach nationally and internationally</p> <p>Improved student experience</p> <p>New opportunity for the Curriculum and AST</p>  |

## Perth College UHI

|  |  |
|--|--|
| <p><b><u>Equality and diversity</u></b></p> <p>Does this activity/proposal require an Equality Impact Assessment?</p> <p>If yes, please give details:</p>  | <p>Yes/ No</p>   |
| <p><b><u>Data Protection</u></b></p> <p>Does this activity/proposal require a Data Protection Impact Assessment?</p> <p>If yes, please give details:</p>   | <p>Yes/ No</p> <p>Click or tap here to enter text.</p>                                     |
| <p><b>Island communities</b></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><b>Status</b> (e.g. confidential/non confidential)</p>  | <p>Confidential</p>  |
| <p><b>Freedom of information</b></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>                                | <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>            |

## Perth College UHI

|   |                          |  |                          |
|---|--------------------------|--|--------------------------|
| Its disclosure would constitute a breach of the Data Protection Act | <input type="checkbox"/> | Other<br>[please give further details]<br>Click or tap here to enter text. | <input type="checkbox"/> |
|---|--------------------------|--|--------------------------|

For how long must the paper be withheld? September 2024

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<http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp>  
and [http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

## Perth College UHI

Paper No. 5

|   |  |
|---|--|
| <b>Committee</b>  | Finance and General Purposes Committee   |
| <b>Subject</b>  | Estates Update   |
| <b>Date of Committee meeting</b>  | 27/09/2021   |
| <b>Author</b>   | Kevin Lynch, Head of Estates   |
| <b>Date paper prepared</b>  | 20/09/2021   |
| <b>Executive summary of the paper</b>   | Update on the recent and future activities within the Estates department   |
| <b>Consultation</b><br>Please note which related parties, stakeholders and/or Committees have been consulted                                      | N/A  |
| <b>Action requested</b>   | <input checked="" type="checkbox"/> For information<br><input type="checkbox"/> For discussion<br><input type="checkbox"/> For endorsement<br><input type="checkbox"/> Strongly recommended for approval<br><input type="checkbox"/> Recommended with guidance (please provide further information, below) |
| <b>Resource implications</b><br>Does this activity/proposal require the use of College resources to implement?<br>If yes, please provide details. | No   |
| <b>Risk implications</b>  | No   |

## Perth College UHI

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

## Perth College UHI

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| <b>Status</b> (e.g. confidential/non confidential)                               | Non-Confidential |
| <b>Freedom of information</b><br>Can this paper be included in "open" business?* | 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<br>[please give further details]<br>Click or tap here to enter text.           | <input type="checkbox"/> |

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

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

and

[http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

## **Estates Update September 2021**

### **Introduction**

The following report provides an update of activities within the Estates Department as of 20<sup>th</sup> September 2021.

### **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.

The Head of Estates continues to Chair the Covid Response Group and the group continues to meet weekly to monitor and discuss matters, with the group being an official sub-committee. We are also continuing to keep adequate supplies of PPE, hand sanitizer etc and this is costing the college around £2000 per month, although this cost may rise as the numbers of staff and students on campus increase.

### **Estates Strategy**

Faithful and Gould have been appointed as consultants to produce a new Estates Strategy based on the creation of a new campus. To monitor progress, we will be provided with a monthly dashboard update and a quarterly update, to allow us to inform the relevant committee groups. The whole process will take around 9 - 12 months, all going well, and we will be looking at creating a working group with various stakeholders to ensure we have an input from all relevant user groups.

### **Aviation Academy**

We are engaging with APUC and Turner and Townsend, to move to stage 2 of the project which will include a pre-planning meeting with Perth and Kinross Council, site investigations (soil samples etc.), full design etc. This will incur further costs of around £127,000 (inc VAT) with these costs being met via funding from UHI.

### **Flood/Insurance**

The flood re-instatement works are now 100% complete and all payments have been received from our insurers.

### **Car parking**

The College have abolished car parking charges across the campus, and we have also re-opened the Appin Terrace car park.

### **Contracts and Tenders**

There have been no new contracts awarded since the previous Estates update in May. As the College have abolished car parking charges, we terminated our contract with Horizon Parking, who managed the car parks on our behalf.



## **Academy of Sport and Wellbeing**

A planning application for the creation of 5 a side pitches at the ASW has been submitted to Perth and Kinross Council and we are awaiting feedback on this.

## **Estates Department Re-Structure**

We have submitted a re-structure of the Estates Department to SMT for consideration and await a decision on this. The re-structure would see the creation of a new role of 'Facilities Manager' which would allow the Head of Estates more time to work on operational and strategic matters. This will assist with providing an improved Estates service and enhancing the student experience.

## **Current Works**

We have completed the refurbishment of the finance office and have submitted an application for a building warrant to refurbish the old games hall changing rooms into a renewable energy training area for the construction curriculum.

We are in the process of finalising works required during the October break and this will include the refurbishment of the coffee bar in the Webster.

## **Summer Works**

The summer works were all completed, and this included the refurbishment of the Brahan shop which was a late addition to the programme.

There were some difficulties with supplies being available to contractors because of Covid/Brexit and this will continue to be an issue moving forward but Estates will review the planning of works to keep any inconvenience to a minimum.

**Kevin Lynch**

**Head of Estates**

**Perth College UHI**

Paper No. 6

|   |   |
|---|---|
| <b>Committee</b>  | Finance & General Purposes Committee  |
| <b>Subject</b>  | HR Update   |
| <b>Date of Committee meeting</b>  | Click or tap to enter a date.   |
| <b>Author</b>   | Katy Lees, Head of HR & Organisational Development  |
| <b>Date paper prepared</b>  | 21/09/2021  |
| <b>Executive summary of the paper</b>   | Update on key HR issues for the period to Septmeber 2021  |
| <b>Consultation</b><br>How has consultation with partners been carried out?   | N/A   |
| <b>Action requested</b>   | <input checked="" type="checkbox"/> For information only<br><input type="checkbox"/> For discussion<br><input type="checkbox"/> For recommendation<br><input type="checkbox"/> For approval |
| <b>Resource implications</b><br>(If yes, please provide details)  | No  |
| <b>Risk implications</b><br>(If yes, please provide details)  |   |
| <b>Link with strategy</b><br>Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information</li> </ul> |   |

## Perth College UHI

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| <p><b><u>Equality and diversity</u></b></p> <p>Yes/ No</p> <p>If yes, please give details:</p>   | No               |
| <p><b>Island communities</b></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><b><u>Data Protection</u></b></p> <p>Does this activity/ proposal require a Data Protection Impact Assessment?</p>  | No               |
| <p><b>Status</b> (e.g. confidential/non confidential)</p>  | Non-Confidential |
| <p><b>Freedom of information</b></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<br>[please give further details]<br>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](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:** 21 September 2021

### National Job Evaluation Scheme

Second scoring continues. No further updates on timelines or potential implications

### National Bargaining

There are ongoing discussions at National level about the Support Staff and Academic pay awards due 01 September 2021. No timescale for agreement at this stage.

### Organisational Change Procedures

The College has started two formal organisational change process, with others recently approved by SMT to progress

### Voluntary Severance

The College has opened its third window for Voluntary Severance applications, with a closing date of the 30 September 2021.

### Equality and Diversity

This element of work has slowed with the departure of the Equality, Diversity and Inclusion Adviser over the summer. A replacement is now being recruited.

### Health, Safety and Wellbeing

The Health, Safety and Wellbeing group has met again and is progressing its action plan.

### Covid-19

As has been the case for the past 18 months, the College has kept abreast of Covid Regulations and Guidance from UK and Scottish Governments and other governing bodies. The Covid Response Group meets weekly and issues are discussed in partnership with academic, support and trades union representatives. The College maintains vigilance and high standards in its Covid safe measures and protocols. Organisational, Curriculum and Departmental Covid safe assessments are written, consulted upon and reviewed regularly, keeping up to date with the ever-moving situation.

A drop in vaccination centre took place at the College on the 20 September 2021 for staff and students. Unfortunately this is the only one that the NHS can currently accommodate for the College at the current time.

We continue to offer all staff and students Lateral Flow Devices.

### Sickness Absence

Please find below college sickness absence information for the academic year 2018/19 - 2020/21

| CIPHR      | 2018/2019<br>(full year) |                            | 2019/2020<br>(full year) |                            | 2020/2021<br>(full year) |                            |
|------------|--------------------------|----------------------------|--------------------------|----------------------------|--------------------------|----------------------------|
|            | Total Sick Days          | Average Sick Days per Head | Total Sick Days          | Average Sick Days per Head | Total Sick Days          | Average Sick Days per Head |
| Management | 15                       | 0.6                        | 35                       | 1.95                       | 0                        | 0.0                        |

|          |      |      |         |       |      |     |
|----------|------|------|---------|-------|------|-----|
| Support  | 1908 | 5.9  | 3161.5  | 12.65 | 1557 | 6.7 |
| Academic | 1011 | 4.5  | 852     | 3.46  | 706  | 2.8 |
| Total    | 2934 | 5.19 | 4048.50 | 7.88  | 2263 | 4.5 |

The cumulative sickness absence rates for the College for 2020/2021 has decreased significantly compared to 2019/2020. This was identified early on in the 2020/2021 year as it has been recognised across the Sector as a trend likely linked to home working. We do not have an indication yet what this impact will have for the 2021/2022 year.

The College put on a number of mental health training sessions for staff in August 21 covering Mental Health First Aid as well as general mental health updates for staff and also how staff can support students with mental health and the services we offer.

### Organisational Development

Staff are required to complete a number of mandatory trainings of which completion rates are set out below. There has been an overall improvement, and managers have received regular updates on the staff training that is outstanding. Staff are being given time to undertake this training on an upcoming Staff Development Day.

#### Completed at

| Course name                                | 19/08/2020 | 31/07/2021 |
|--|------------|------------|
| <b>Bribery Act v.1</b>                     | 88%        | 91%        |
| <b>Bullying and Harassment Part 1 v.1</b>  | 85%        | 90%        |
| <b>Data Protection (GDPR) v.1</b>          | 88%        | 91%        |
| <b>Diversity in the Workplace v.1</b>      | 83%        | 90%        |
| <b>Health and Safety Part 1 v.1</b>        | 79%        | 87%        |
| <b>Health and Safety Part 2 v.1</b>        | 81%        | 88%        |
| <b>Safeguarding in FE Colleges v.1</b>     | 84%        | 91%        |
| <b>Stress Management for All Staff v.1</b> | 84%        | 89%        |

There are a number of other mandatory trainings within the College, but they use different platforms and we are now looking at ways to ensure that we can capture this information appropriately.

We are supporting 21 academic members of staff to complete their TQFE in this coming year to look to improve our qualified academic staff levels, as these have dropped due to changes in staffing (qualified staff leaving, being replaced by staff who do not have a TQFE), challenges in accessing the TQFE qualification and the backfill requirements which are part of National Bargaining.

The table below shows the completion rates for Board members as of 21 September 2021

| Course name                        | 21/05/2021 | 21/09/2021 |
|------------------------------------|------------|------------|
| Bribery Act v.1                    | 73%        | 71%        |
| Bullying and Harassment Part 1 v.1 | 33%        | 36%        |
| Bullying and Harassment Part 2 v.1 | 17%        | 18%        |
| Data Protection (GDPR) v.1         | 67%        | 71%        |
| Diversity in the Workplace v.1     | 85%        | 83%        |

|                                     |     |     |
|-------------------------------------|-----|-----|
| Health and Safety Part 1 v.1        | 17% | 18% |
| Health and Safety Part 2 v.1        | 17% | 18% |
| Safeguarding in FE Colleges v.1     | 77% | 83% |
| Stress Management for All Staff v.1 | 38% | 42% |

The College has just approved a new Professional Review policy for Academic staff which supports the General Teaching Council Scotland (GTCS) validation process for the College which is due to take place in November 2021.

|   |   |
|---|---|
| <b>Committee</b>  | Finance & General Purposes Committee  |
| <b>Subject</b>  | Risk Review – Finance & General Purposes Committee  |
| <b>Date of Committee meeting</b>  | 28/09/2021  |
| <b>Author</b>   | Ian McCartney, Clerk to the Board of Management   |
| <b>Date paper prepared</b>  | 21/09/2021  |
| <b>Executive summary of the paper</b>                                       | <p>Board of Management agreed at the meeting of 18/12/19 to Risk being discussed at each sub-Committee meeting to ensure risks were owned and discussed at the appropriate level.</p> <p>This paper provides Finance &amp; General Purposes Committee with an opportunity to scrutinise and assess those Strategic Risks determined to be within the Committee's purview.</p> <p>Committee members are asked to:</p> <ul style="list-style-type: none"> <li>i) Discuss the appropriateness of each Risk for the Committee;</li> <li>ii) Review in particular the currency of the Action Plan;</li> <li>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&amp;GP Committee</li> </ul> |
| <b>Consultation</b><br>How has consultation with partners been carried out? | Board Members and SMT have been consulted via discussions at sub-Committees   |
| <b>Action requested</b>   | <input type="checkbox"/> For information<br><input checked="" type="checkbox"/> For discussion<br><input type="checkbox"/> For recommendation<br><input type="checkbox"/> For approval  |
| <b>Resource implications</b><br>(If yes, please provide details)            | No  |

## Perth College UHI

|   |  |
|---|--|
| <p><b>Risk implications</b><br/>(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><b>Link with strategy</b><br/>Please highlight how the paper links to the Strategic Plan, or assist with:</p> <ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information</li> </ul> | <p>The Strategic risk register is the core risk management tool used within Perth College UHI.</p>                           |
| <p><b><u>Equality and diversity</u></b><br/>Yes/ No<br/>If yes, please give details:</p>  | <p>No</p>  |
| <p><b><u>Island communities</u></b><br/>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)?<br/>If yes, please give details:</p>   | <p>No</p>  |
| <p><b><u>Data Protection</u></b><br/>Does this activity/ proposal require a Data Protection Impact Assessment?</p>  | <p>No</p>  |
| <p><b>Status</b> (e.g. confidential/non confidential)</p>   | <p>Non-Confidential</p>  |
| <p><b>Freedom of information</b><br/>Can this paper be included in “open” business?*</p>  | <p>Open Business</p>   |



## Perth College UHI

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

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

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

[http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)



| 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><b>IT infrastructure &amp; implementation</b></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><b>F&amp;GP</b></p> | <ul style="list-style-type: none"> <li>Changes in ICT development and technology.</li> <li>Changing in Learning and Teaching practices.</li> <li>Increase in network delivery of teaching.</li> <li>Increased use of social networking.</li> <li>Inadequate VC facilities/digital platforms to support larger classes.</li> <li>Additional requirements from curriculum development and growth.</li> <li>In-equitable digital access for students (equipment and connectivity)</li> <li>Technological innovation.</li> <li>Lack of Integrated Information Systems</li> </ul> | <ul style="list-style-type: none"> <li>Higher investment in resources required.</li> <li>Need to continually alter accommodation.</li> <li>Available resources limit delivery options.</li> <li>Digital/ cloud-based services inadequate for curriculum and professional needs.</li> <li>Poor student and staff feedback.</li> <li>Lack of knowledge of system design</li> <li>Duplication of data and processes</li> </ul> | Vice Principal External / Depute Principal Academic | 4          | 3      | 12         | <ul style="list-style-type: none"> <li>Developed robust Curriculum Development Plan.</li> <li>Link ICT changes in L&amp;T practice to Estates Planning.</li> <li>Review and implement working practices to optimise available space and working times through use of CELCAT Management Reports.</li> <li>Operational Planning process and resource commitments system in place.</li> <li>Prioritise investment required for resources for key curriculum areas.</li> <li>Ongoing evaluation of VC capacity and teaching space in line with curriculum delivery plan.- complete</li> <li>ICT rolling programme of replacement – focus changed from classroom-based PCs to provision of laptops and BYOD for students</li> <li>Shared licence purchases with UHI</li> <li>UHI Wi-Fi Service upgrade: Continue existing Wi-Fi network service until the new service has been proved through a pilot</li> <li>Bright Space consolidation</li> <li>Staff training sessions available on demand</li> <li>VC Application change to Webex and MS teams.</li> <li>GDPR Training sessions: Awareness of issues around transferring data</li> <li>New Operational Planning Process</li> <li>Change tracker for Payroll Process</li> <li>Communicate changes to staff and students</li> <li>Opportunities/impetus presented by Scottish Government Digital Strategy</li> <li>Digital Poverty transition project</li> <li>ICT rolling programme transitioning from desktop renewal to RAM upgrade and staff laptop allocation.</li> </ul> | 9             | ↔     | <ul style="list-style-type: none"> <li>Rigorous approach to timetabling and utilisation of rooms.</li> <li>ICT Budget and replacement influenced by curriculum needs.</li> <li>Commission tender process for integrated Finance/Payroll/HR system</li> <li>Migration of online training to Webex MS Teams/ Sharepoint/ OneDrive</li> <li>ICT Strategy Group to develop ICT Strategy</li> <li>Updated ICT Asset Register</li> <li>Implement Common UHI Information Security Framework Policy</li> <li>Implement agreed priorities from College Sector Digital Ambition</li> </ul> | <ul style="list-style-type: none"> <li>Depute Principal Academic</li> <li>ICT Manager</li> <li>Vice Principal</li> <li>Associate Principal</li> <li>Vice Principal</li> <li>ICT Manager</li> <li>Vice Principal</li> <li>Vice Principal</li> </ul> | <ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>June 2022</li> <li>Dec 2020</li> <li>July 2021</li> <li>July 2021</li> <li>September 2021</li> <li>September 2021</li> </ul> |
| 7   | Active      | Developing staff to successfully deliver our Vision.<br><br>UHI Common Risk | <p><b>(Senior) staffing levels</b></p> <p>Disruption to services/projects and/or partnership</p>  | <ul style="list-style-type: none"> <li>Poor performance management of competence issues.</li> <li>Fast pace of curriculum</li> </ul>   | <ul style="list-style-type: none"> <li>Inability to compete.</li> <li>Loss of business and reputation.</li> <li>Potential requirement to buy in specialist staff</li> </ul>   | Principal   | 3          | 3      | 9          | <ul style="list-style-type: none"> <li>CPD reports to SMT re progress against CPD targets for professional reviews, mandatory training etc</li> <li>Prioritise an appropriate level of CPD investment linked to financial sustainability.</li> </ul>   | 4             | ↔     | <ul style="list-style-type: none"> <li>Improve completion levels for Mandatory Training</li> <li>Conduct Staff Survey</li> </ul>   | <ul style="list-style-type: none"> <li>Head of HR &amp; OD</li> <li>Principal/ Head of HR &amp; OD</li> </ul>  | <ul style="list-style-type: none"> <li>Dec 2020</li> <li>April 2021</li> </ul>  |



| 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 |
|     |             |  | re: funding and market value<br><br>Funds withdrawn elsewhere may result in rationalisation of local project  |   |  |                     |            |        |            |   |                |       | Final OBC submitted for approval  | Vice Principal External | Feb 2021        |
|     |             |  |   |   |  |                     |            |        |            |   |                |       | Financial plan to ensure sustainability of AAS including leveraging of £1.2m donor contributions              |                         | Ongoing         |
| 11* | Active      | Providing a progressive curriculum which meets economic and social needs and aspirations.<br><br>UHI Common Risk | <b>Regional curriculum plan</b><br><br>Regional curriculum plan and delivery not aligned to local demand.<br><br><b>Academic Affairs</b>  | <ul style="list-style-type: none"> <li>Fragmented ownership.</li> <li>Lack of planning.</li> <li>Over ambitious change in delivery methodology.</li> <li>Wrong blend between online and face to face.</li> <li>ESIF changes</li> <li>Not fully within gift of PC UHI, need others/UHI to contribute</li> <li>UHI curriculum strategy proposals</li> </ul> | <ul style="list-style-type: none"> <li>Lose students.</li> <li>Financial risk through reallocation.</li> <li>Students choose another provider.</li> <li>Poor retention and achievement.</li> <li>Disputed ownership/ responsibility for failings.</li> </ul> | Associate Principal | 3          | 3      | 9          | <ul style="list-style-type: none"> <li>Influence/engage with development.</li> <li>Meetings arranged with UHI Deans &amp; subject network leaders</li> <li>Keep in touch/listen to student views.</li> <li>Active engagement in SMCT, QAEC and PPF.</li> <li>UHI to commission research on impact of changed delivery methodologies.</li> <li>Work with UHI, SDS and local stakeholders to enhance demand analysis.</li> <li>Regional Outcome Agreement development and implementation.</li> <li>Depute now sits on SMCT.</li> <li>Vice Principal now sits on EPSC.</li> <li>Associate Principal now sits on PPF</li> <li>Curriculum Review complete</li> <li>In liaison with PKC re Learner Strategy</li> <li>Continuous review of FE Curriculum</li> <li>Associate Principal on UHI HE/FE Curriculum Review groups</li> </ul> | 9<br><br>(3.3) | ↔     | <ul style="list-style-type: none"> <li>Proactively engage in implementation of UHI Strategic Plan.</li> </ul> | SMT                     | Ongoing         |
|     |             |  |   |   |  |                     |            |        |            |   |                |       | UHI Curriculum Review   | UHI                     | March 2021      |
| 13* | Active      | Developing a successful and sustainable organisation.  | <b>Shared services</b><br><br>Lose control of critical processes and systems through Shared Services<br><br>Shared Service Model controlled by UHI EO and UHI Finance & General Purposes and University Court.<br><br><b>F&amp;GP</b> | <ul style="list-style-type: none"> <li>Insufficient planning.</li> <li>Inadequate backup.</li> <li>Poor training and inadequate communications.</li> <li>Loss of control of direct employees.</li> <li>Reduced service level.</li> <li>Additional cost.</li> <li>Lag in service improvement.</li> <li>Loss of control over capital investment.</li> </ul> | <ul style="list-style-type: none"> <li>Disruption to business systems and student learning.</li> <li>Increased costs.</li> </ul>   | Principal           | 3          | 3      | 9          | <ul style="list-style-type: none"> <li>Involved in thorough planning. Members of the LIS Shared Service Board.</li> <li>Member of the Shared Service Programme Board.</li> <li>Maintain Perth College input into development of shared services.</li> </ul>   | 9              | ↔     | <ul style="list-style-type: none"> <li>Agree principle of Service Level Agreements with UHI</li> </ul>        | SMT                     | Ongoing         |
|     |             |  |   |   |  |                     |            |        |            |   |                |       | Access SLA from LIS to ensure clarity of central functions and local ICT responsibilities                     | Vice Principal          | June 2021       |
|     |             |  |   |   |  |                     |            |        |            |   |                |       | Proactive within commissioning board.   | SMT                     | Ongoing         |







| 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                            |
|     |             |  | not fully compliant with regulations<br><br><b>F&amp;GP</b>  |   | Historic contracts contain higher level of risk than anticipated upon review (eg catering) |                     |            |        |            | <ul style="list-style-type: none"> <li>Contracted member of APUC staff engaged by College from July 2019</li> <li>Procurement Strategy updated</li> <li>Procurement Policy updated</li> </ul>                      |                 |       | Roll out training to budget holders and other affected staff  | Director of Finance                            | April 2021                                 |
| 29  | Active      | Developing a successful and sustainable organisation | <b>Asset Management</b><br><br>Insufficient levels of Asset Management are in place<br><br><b>F&amp;GP</b> | Lack of systems/controls to record and manage changes to Asset Register | Asset Register not complete<br><br>Creates difficulty in producing accurate accounts       | Director of Finance | 4          | 3      | 12         | <ul style="list-style-type: none"> <li>Current Asset Register reviewed and weaknesses identified</li> <li>Comparative analysis within sector conducted</li> <li>Standard capitalisation levels reviewed</li> </ul> | 12<br><br>(4,3) | ↔     | <ul style="list-style-type: none"> <li>Update Asset Register</li> <li>Review Financial Regulations</li> </ul> Codification & approval of Land & Buildings valuation calculation<br><br>Independent valuation of key assets for External Audit | Director of Finance<br><br>Director of Finance | June 2020<br><br>Feb 2021<br><br>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 <b>disaster</b> with the potential to lead to: <ul style="list-style-type: none"> <li>loss of a major UHI partner</li> <li>loss of major funding stream</li> </ul>                                  | > £500,000 or lead to likely loss of key partner        | <ul style="list-style-type: none"> <li>Likely loss of key partner, curriculum area or department</li> <li>Litigation in progress</li> <li>Severe student dissatisfaction</li> <li>Serious quality issues/high failure rates/major delivery problems</li> </ul> | <ul style="list-style-type: none"> <li>Incident or event that could result in potentially long term damage to UHI's reputation. Strategy needed to manage the incident.</li> <li>Adverse national media coverage</li> <li>Credibility in marketplace and with stakeholders significantly undermined.</li> </ul> |
| 4 - Major         | A <b>critical</b> event which threatens to lead to: <ul style="list-style-type: none"> <li><b>major</b> reduction in funding</li> <li><b>major</b> reduction in teaching/research capacity</li> </ul> | £250,000 - £500,000 or lead to possible loss of partner | <ul style="list-style-type: none"> <li>Possible loss of partner and litigation threatened</li> <li>Major deterioration in quality/pass rates/delivery</li> <li>Student dissatisfaction</li> </ul>  | <ul style="list-style-type: none"> <li>Incident/event that could result in limited medium – short term damage to UHI's reputation at local/regional level.</li> <li>Adverse local media coverage</li> <li>Credibility in marketplace/with stakeholders is affected.</li> </ul>                                  |
| 3 - Significant   | A <b>Significant</b> 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"> <li>General deterioration in quality/delivery but not persistent</li> <li>Persistence of issue could lead to litigation</li> <li>Students expressing concern</li> </ul>   | <ul style="list-style-type: none"> <li>An incident/event that could result in limited short term damage to UHI's reputation and limited to a local level.</li> <li>Criticism in sector or local press</li> <li>Credibility noted in sector only</li> </ul>  |
| 2 - Minor         | An <b>adverse</b> event that can be accommodated with some management effort.   | £10,000 - £50,000                                       | <ul style="list-style-type: none"> <li>Some quality/delivery issues occurring regularly</li> <li>Raised by students but not considered major</li> </ul>  | <ul style="list-style-type: none"> <li>Low media profile</li> <li>Problem commented upon but credibility unaffected</li> </ul>  |
| 1 - Insignificant | An <b>adverse</b> event that can be accommodated through normal operating procedures.   | <£10,000  | <ul style="list-style-type: none"> <li>Quality/delivery issue considered one-off</li> <li>Raised by students but action in hand</li> </ul>   | <ul style="list-style-type: none"> <li>No adverse publicity</li> <li>Credibility unaffected and goes un noticed</li> </ul>  |

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

**RISK MAP (for Gross risk & residual risk)**

**TIMESCALE 3 YEARS**

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

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

## Perth College UHI

Paper No. 8

|   |   |
|---|---|
| <b>Committee</b>  | F&GP Committee  |
| <b>Subject</b>  | Committee Minutes   |
| <b>Date of Committee meeting</b>  | 28/09/2021  |
| <b>Author</b>   | Various   |
| <b>Date paper prepared</b>  | 14/09/2021  |
| <b>Executive summary of the paper</b>                                       | <p>The following committee minutes are presented for noting:</p> <ul style="list-style-type: none"> <li>• JNC Support Staff, 24 June 2021</li> <li>• JNC Lecturing Staff, 24 June 2021</li> <li>• JNC Budgetary, 27 May 2021</li> <li>• JNC Budgetary, 17 June 2021</li> <li>• JNC Budgetary, 19 August 2021</li> <li>• JNC Return to Campus, 17 August 2021</li> </ul> |
| <b>Consultation</b><br>How has consultation with partners been carried out? | n/a   |
| <b>Action requested</b>   | <input checked="" type="checkbox"/> For information<br><input type="checkbox"/> For discussion<br><input type="checkbox"/> For recommendation<br><input type="checkbox"/> For approval  |
| <b>Resource implications</b><br>(If yes, please provide details)            | <del>Yes</del> / No   |
| <b>Risk implications</b>  | <del>Yes</del> / No   |

## Perth College UHI

|  |  |
|--|--|
| (If yes, please provide details)   | Click or tap here to enter text.   |
| <p><b>Link with strategy</b></p> <p>Please highlight how the paper links to the Strategic Plan, or assist with:</p> <ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information</li> </ul> | n/a  |
| <p><b><u>Equality and diversity</u></b></p> <p>Yes/ No</p> <p>If yes, please give details:</p>   | <del>Yes</del> /No   |
| <p><b>Island communities</b></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><del>Yes</del>/No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p> |
| <p><b><u>Data Protection</u></b></p> <p>Does this activity/ proposal require a Data Protection Impact Assessment?</p>  | <p><del>Yes</del>/ No</p> <p>Click or tap here to enter text.</p>                                    |
| <p><b>Status</b> (e.g. confidential/non confidential)</p>  | Non Confidential   |

## Perth College UHI

|   |                    |
|---|--------------------|
| <b>Freedom of information</b>                   | Yes/ <del>No</del> |
| Can this paper be included in "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<br>[please give further details]<br>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](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

## PERTH COLLEGE UHI

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### JNC : Support Staff

Note of Meeting held on Thursday 24 June 2021  
1.30pm, by Microsoft Teams VC

**Present:**                   **Management Representatives**  
Katy Lees (KFL), Head of HR & OD (Chair)  
Dr Margaret Cook (MC), Principal

**Support Staff Representatives**

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

**Apologies:**               Rob Reed (RR), Unison  
Lorenz Cairns (LC), Depute Principal Academic

**In Attendance:**       Iain Wishart, Director of Finance, for item 3 only

**Note Taker:**            Carolyn Sweeney-Wilson (CSW)

### Summary of Action Items

| Ref | Action   | Responsibility         | Timeline   |
|-----|--|------------------------|------------|
| 5.  | <b>HR Statistics &amp; Updates (Paper 2)</b> <ul style="list-style-type: none"> <li>JE look out a previous paper containing figures for staff turnover, grievances and disciplinaries and send to KFL.</li> </ul>  | Jane Edwards           | 09/09/2021 |
| 6.  | <b>Staff Engagement Group – update</b> <ul style="list-style-type: none"> <li>CSW to check previous minutes of Support Staff JNCs to search for a discussion that may have taken place regarding whether the term Professional Services was not to be used.</li> </ul> | Carolyn Sweeney-Wilson | 09/09/2021 |

## Summary of Action Items

| Ref | Action  | Responsibility   | Timeline   |
|-----|---|--|--|
|     | <ul style="list-style-type: none"> <li>CSW to send JE a copy of the ToR for the PSG and also the revised proposal that went to Staff EG.</li> </ul> <p><b>Addendum:</b> CSW provided the ToR and minute information for both these groups to JE on 25/06/2021.</p>  | Carolyn Sweeney-Wilson   | 09/09/2021   |
| 9.  | <p>Staff Governance Code SLWG – update</p> <ul style="list-style-type: none"> <li>KFL to write a ToR for the consultation on the Staff Governance Code proposal, with TUs and staff.</li> </ul>   | Katy Lees  | 09/09/2021   |
| 11. | <p>Policy and Procedures Approval</p> <p>11.1 <u>Policies Approved Outside of JNC</u></p> <ul style="list-style-type: none"> <li>KFL and JE to review the College RPA and NRPA to confirm which areas could be reviewed by the College.</li> </ul>  | Katy Lees, Jane Edwards  | 09/09/2021   |
| 12. | <p>Unison Items</p> <p>12.1 <u>Succession Planning</u></p> <ul style="list-style-type: none"> <li>KFL to update Unison on VS applications.</li> <li>MC to consider having brief consultations with TUs regarding roles being proposed for VS and how the staff remaining would be impacted by the removal of a role.</li> </ul> <p>12.4 <u>Staff getting time to read all staff emails (especially part-time, bank and predominantly work colleagues)</u></p> <ul style="list-style-type: none"> <li>An alternative method of transmitting College information to the Cleaners to be investigated.</li> </ul> <p>12.5 <u>Paid breaks per 20/21 pay offer (if not resolved ahead of JNC)</u></p> <ul style="list-style-type: none"> <li>KFL to issue the T&amp;Cs out to all Support Staff this week.</li> </ul> | <p>Katy Lees</p> <p>Margaret Cook</p> <p>Katy Lees, Margaret Cook</p> <p>Katy Lees</p> | <p>Ongoing</p> <p>09/09/2021</p> <p>09/09/2021</p> <p>25/06/2021</p> |

## Summary of Action Items

| Ref | Action   | Responsibility          | Timeline   |
|-----|--|-------------------------|------------|
|     | 12.7 <u>Further Discussion on TOIL Guidelines</u> <ul style="list-style-type: none"> <li>JE and KFL to discuss the TOIL Guidelines outwith this meeting.</li> </ul>  | Katy Lees, Jane Edwards | 09/09/2021 |
|     | 12.11 <u>Issues re Part-Time Staff – CiPHR / Additional Closure Days</u> <ul style="list-style-type: none"> <li>JE and KFL to have discussion outwith this meeting regarding part-time being asked to pay back time for closure days.</li> </ul> | Katy Lees, Jane Edwards | 09/09/2021 |
| 13. | <b>Facilities Time</b><br><br>CSW to add Facilities Time to the agenda for the next JNC meeting.   | Carolyn Sweeney-Wilson  | 09/09/2021 |
| 14. | <b>AOCB</b><br><br><u>Staff Engagement Restructure:</u> <ul style="list-style-type: none"> <li>WF to submit the 'Failure to Agree' to MC.</li> </ul>   | Winston Flynn           | 02/07/2021 |

## Minute

| Item   | ACTION |
|--|--------|
| <b>1. Welcome and Apologies</b><br><br>KFL welcomed everyone to the JNC for Support Staff meeting.<br><br>Apologies were noted.  |        |
| <b>2. Minute of the last Meeting</b><br><br>The minute of the JNC for Support Staff meeting held on 4 March 2021, having been circulated, was approved as an accurate reflection of the discussions that had taken place.  |        |
| <b>3. Finance – update</b><br><br>IW said the financial position for this year was looking like the College would be between break even and £250K surplus. There were still many unknowns, including that SFC might clawback some of the additional funding. Holiday accrual might also impact on that |        |



| Item |  | ACTION |
|------|--|--------|
|      | <p>surplus. However, IW did not think the College would be in deficit unless there was significant clawback from SFC, although SFC had not specifically said anything to that effect at the moment.</p> <p>The outlook moving to next year was for a projection of just under £2M deficit and the Board had indicated they would want the College to be at break-even position. Income-wise, IW was anticipating that it would be a flat income year as the SFC monies moved away. However, IW was expecting income from the commercial areas to increase and this should offset some of SFC monies. As a result, thought would need to be given to keeping costs flat for next year and as close as possible to this year.</p> <p>WF asked how the holiday accrument affected the financial impact.</p> <p>IW said an accounting entry had to be made for the cost if people did not take their holiday and the College then had to pay them. However, this figure would not be known until the end of the year, once people had taken their holiday.</p> <p>WF said it was his understanding that the College did not pay for holidays carried over.</p> <p>IW said this was an accounting exercise only and IW was required to make that calculation. The Auditors would expect to see a figure for this in the accounts.</p> <p>JE asked how much money was received from SFC and what the money was spent on.</p> <p>IW said the SFC additional funding was approx. £1.2-£1.3M. This had been added to the financial account so that the accounts did not reflect a £1M deficit. An FFR had been sent to SFC in March showing the College were budgeting for a £1M deficit.</p> <p>JE said she had received a query from a Unison member in regard to the recruitment that had taken place over the last few months and queried what impact this had on the overall staffing budget. JE asked if IW could provide a comparison of staffing costs for the last 12 months, to see if there had been an increase in staffing costs.</p> <p>IW said these costs were tracked on a monthly basis and currently he was tracking the figure at £1.6M per month in salary costs. However, salary costs had come down over the year and looking at a month by month comparison might not provide a true picture, as people were joining and leaving over a period of months. IW suggested it would be better to compare figures from the same months in the previous year.</p> |        |

| Item |  | ACTION |
|------|--|--------|
| 4.   | <p>KFL provided an explanation regarding the head count calculation and advised that there had been a drop in terms of the over-arching head count in the last couple of years. If there was something that JE was specifically concerned about, then to let KFL know and she would provide some figures.</p> <p><b>Review of Actions / Matters arising not included elsewhere on the Agenda</b></p> <p>4.1 <u>Weekly Communication</u></p> <p>KFL advised that the action from the last meeting, for an agenda item on 'Staff Communication' to go to the Staff EG had not happened. However, the results of the Staff Survey showed that staff found the updates useful.</p> <p>MC said that there would be a decision at the next SMT on whether these communications would continue. It was good to see from the Staff Survey that staff found them useful and that it was a positive communication.</p> <p>JE said that there was no other communication from SMT, there was no Blog etc, so as a general communication it was the only communication from SMT and without that, she questioned how SMT would intend to communicate with staff.</p> <p>MC said this was the way that SMT chose to communicate and the Staff Survey had shown that it was a positive type of communication. However, if staff felt there was a better way, then SMT would be happy to hear any ideas.</p> <p>MC advised that, at the moment, SMT were not planning on replacing this communication with anything different, unless someone suggested something else.</p> |        |
| 5.   | <p><b>HR Statistics &amp; Updates (Paper 2)</b></p> <p>KFL indicated that the sickness absence statistic included figures up to the end of May and were at 49%. This was a lower figure than expected and was seen as a sectorial issue at this time and that there was an element of presenteeism. This had been flagged up at Board level and it was being monitored.</p> <p>There were 5 members of staff on long term sickness, none of which were related to WRS, or any other mental health illness.</p> <p>WF referred to two members of staff who were on long term sickness and discussed their situation.</p>  |        |

| Item      |   | ACTION           |
|-----------|---|------------------|
|           | <p>KFL said she did review these cases and everyone was treated as an individual and OH advice was also considered. KFL said that WF was welcome to speak to her about these staff outwith this forum.</p> <p>KFL said she hoped to have a full year picture for the next JNC.</p> <p>JE said that previously the JNCs used to receive details of staff turnover, grievances and disciplinaries etc and queried if this could be reinstated. In response to KFL’s comment, JE said she would look out a previous paper that contained these statistics.</p> <p>KFL said in terms of staff turnover, she hoped to be able to provide this information for the next JNC as these figures were only reviewed once a year, so the full year picture would be available.</p> <p><b>Action:</b> JE look out a previous paper containing figures for staff turnover, grievances and disciplinaries and send to KFL.</p>  | <p><b>JE</b></p> |
| <p>6.</p> | <p>Staff Engagement Group – update</p> <p>The main focus of the last Staff EG was a proposal to merge Staff EG and the Professional Services Group (PSG). Part of this was because there was a lot of duplication going through both these groups. However, the PSG chose not to merge, so the Staff EG would continue on as a separate group, which formally reported to the Board. However, some re-energising of the membership would be undertaken for the start of the next academic year.</p> <p>WF queried if the remits were quite different between the two groups.</p> <p>KFL said the Staff EG used to be a formal consultation forum and was now a formal communication group. PSG had a similar remit, but this only focussed on the Professional Services areas. KFL was intending to link in with Isobel, who Chaired PSG, to cross-communicate more between the two groups. The Staff EG would also look at how to communicate about new policies that had been approved, whereas that wouldn’t go through the PSG. In terms of their communication, the PSG notes and an updates go to CMT, but it stopped at that point. Whereas, the notes from Staff EG go to CMT and then to the Board Engagement Committee.</p> <p>JE said she did not like this idea of having these separate groups where there was a big risk of mission creep for both these meetings and queried where the minutes of the PSG were kept.</p> <p>CSW said the minutes of all engagement committees had been posted on the Shared Drive (‘S’) for all staff to access. However, due to the cyber incident they had not been available for some time,</p> |                  |

| Item |   | ACTION            |
|------|---|-------------------|
|      | <p>but had recently been uploaded to PerthNet where a folder had now been created for them.</p> <p>JE queried if either of these groups were decision making.</p> <p>KFL said the Staff EG was not a decision-making body, it was a communication forum. There was also union representation on this group.</p> <p>JE said she'd like to go along to a couple of meetings of both these groups to see what the actual remit was and what the groups were discussing and if there were matters being discussed that should be going to JNC.</p> <p>KFL said that PSG did not have formal union representation, but the minutes were freely available. However, JE was more than welcome to attend a Staff EG meeting.</p> <p>JE said to be clear, if there was union representation at a meeting, then it would be one or other of the union reps who would attend the meetings. KFL said there was a slot for union representation on this committee and while a 'usual' person was expected to attend, if they were unable to attend, then another union rep would be able to attend in their place.</p> <p>JE queried why there was a group called Professional Services when she thought it had been agreed that Support Staff were not to be called Professional Services.</p> <p>MC said she had not heard that Professional Services staff were not to be called that.</p> <p>JE thought this had been discussed at a prior JNC and that staff did not want the name changing from Support Staff to Professional Services.</p> <p>MC said she had no recollection of this and that a number of staff she had spoken to recently were very supportive of the term Professional Services; even the new UHI Vice-Chancellor, Todd Walker, had recently been talking about Professional Services and how this was a much more appropriate term.</p> <p><b>Action:</b> CSW to check previous minutes of Support Staff JNCs to search for a discussion that may have taken place regarding whether the term Professional Services was not to be used.</p> <p>KFL said a number of staff had also commented to her that they preferred the term Professional Services.</p> | <p><b>CSW</b></p> |

| Item |  | ACTION |
|------|--|--------|
|      | <p>JE asked if there was a ToR for the PSG and asked for a copy of this, as well as the Staff EG ToR</p>   |        |
|      | <p><b>Action:</b> CSW to send JE a copy of the ToR for the PSG and also the revised proposal that went to Staff EG.</p>  | CSW    |
| 7.   | <p>Health and Wellbeing Group – update</p>   |        |
|      | <p>The updated Stress Action Plan had now been circulated to this group and HSC, but KFL had not yet had any other feedback from these groups. She hoped to have the Action Plan formalised and circulated to staff soon.</p> <p>JE said she did have more feedback and she would send this on to KFL. However, she did think the format was a massive improvement on the previous version and she commended the person who had upgraded it to the current version, as it was a huge improvement on the previous version.</p>  |        |
| 8.   | <p>COVID-19 – update</p>   |        |
|      | <p>MC said there had been a discussion at a UHI meeting this morning about future planning assumptions. The Scottish Government (SG) appeared to be looking at 5<sup>th</sup> August for either no social distancing, or 1m social distancing, and that would make a big impact on how staff planned for the new term. However, the guidance had not yet been issued.</p> <p>JE said that today's news was indicating the highest number of cases being recorded since the pandemic started and planning would, therefore, need to have a contingency, particularly as this would be leading into traditional flu season. The other issue would be the legislation, which currently stated where people were, and were not, allowed to go and that ended in September. She said it would be very interesting to see if the SG accompany that guidance with an extension to the legislation.</p> <p>MC said she thought that the SG had already extended the legislation until next summer. MC confirmed that the College would continue to follow any SG guidance.</p> |        |
| 9.   | <p>Staff Governance Code SLWG – update</p> <p>The Governance Code was discussed briefly at the Staff EG meeting and the annual review was being planned to take place in September and KFL said she would submit this again to the Staff EG, in order to get a wider viewpoint. KFL also planned to arrange for the Joint JNC SLWG to look at this after the Staff EG so some of that feedback could be reviewed at the SLWG.</p>  |        |

| Item |  | ACTION |
|------|--|--------|
|      | <p>JE said she was concerned about the remit of the Staff EG if they were feeding into the Governance Code.</p> <p>KFL said she would be holding a JNC with both unions, the same process as last year, but with a better resolution in terms of formally documenting it. However, she would be taking it to the Staff EG to ask for views to help feed into the process as a communication process. They were not a formal consultation group, but it was important to capture all views from across the College, not just the trade union (TU) and Management views.</p> <p>While it was good to gather a range of views, JE said that she did not want to think that the Governance review should be unduly influenced by opinion from the Staff EG. Gathering opinions was one thing, but care needed to be taken that this would be all it was, that those views would not form part of the actual Governance review, which only happened with the TUs. JE said she thought that the Code specified that the review was with the recognised TUs and certainly, under 'Fair Work', that was what the TUs were there for. JE wanted assurance that, while gathering cross-College views was fine, the Governance part was between the College and the recognised TUs.</p> <p>KFL said she did not believe the Code specifically stated the review could only be between the College and TUs as this was about communication across all levels; it was about gathering that cross-College feedback to be able to form a view as to where the College could do better. There would still be a Joint JNC SLWG to discuss the Code – this would be separate from the normal JNC, as it had to have that specific focus. However, KFL duly noted JE's concerns.</p> <p>JE referred to paragraph C, point 25, of the Code of Practice from Colleges Scotland Code of Good Governance; JE read from this and confirmed it was between the employer and the TU. This would also come under the 'Fair Work' agenda.</p> <p>KFL said this was a different document; it was the Staff Governance Standard (SGS) that KFL was referring to, not Colleges Scotland. The other was a Board level review. The SGS was very much about the TUs and working with the TUs, but there were other items in the SGS that were wider, eg the promotion of training and development opportunities, so it was important that feedback was gathered beyond just the TUs.</p> <p>JE said this was about Governance and she did not think it would be expected to ask a random selection of staff about a Governance issue when there was a recognised TU. That would be poor, from an industrial relations point of view.</p> |        |



| Item       |  | ACTION     |
|------------|--|------------|
|            | <p>KFL said it was not a random group of staff that was being asked for feedback. A formal consultation with TUs was being held, but feedback from staff was also being requested, to help inform this process.</p> <p>JE requested the ToR for what KFL was going to ask staff. JE was concerned again about “mission creep”. This document allowed for gathering of feedback, but it seemed that KFL was going to be gathering feedback on certain elements of the Code, but not all of it, so there were obviously parts that TUs needed to be consulted on and other parts of it which could be for wider consultation. Perhaps the proper way to do this would be for KFL to bring forward what she thought were the wider items for consultation, so that the TUs and the College could agree those items, which the TUs could then consult with their members on as well.</p> <p><b>Action:</b> KFL to write a ToR for the consultation on the Staff Governance Code proposal, with TUs and staff.</p>      | <p>KFL</p> |
| <p>10.</p> | <p><b>Information Required for Financial Statements</b></p> <p>KLF reminded union reps that she needed a note of their hours, up to the end of July, for the beginning of August. This was for the financial reporting.</p>  |            |
| <p>11.</p> | <p><b>Policy &amp; Procedures Approval</b></p> <p>None for this meeting.</p> <p>11.1 Policies Approved Outside of JNC</p> <p>While no policies were coming to this JNC meeting, there had been some work outside of the JNCs on the Health and Safety (H&amp;S) policies. There were a number of policies going through their final stage prior to being published. The polices reviewed were:</p> <ul style="list-style-type: none"> <li>• Fire Safety Management (new)</li> <li>• Control of Noise</li> <li>• Control of Vibration</li> <li>• H&amp;S Arrangements</li> </ul> <p>KFL said JE had been fully involved in these reviews. These would soon be available on the website. KFL thanked JE for looking at these outside the JNC, as it had helped to get through them more quickly.</p> <p>JE said, in terms of policies and procedures coming to JNC, before KFL brought them to the JNC, it would probably be worth looking at the RPA, as to what could be negotiated locally and nationally and</p> |            |

| Item |   | ACTION  |
|------|---|---------|
|      | <p>might save a lot of work if what came to JNC was for local consultation, rather than national consultation.</p> <p>MC said there was a list which indicated which areas were for national negotiation and everything else was for local negotiation. There was not two lists; anything not on the list was, by default, for local negotiation.</p> <p>KFL said there might be some local procedures required in the short term, if the national policy did cover them, eg homeworking. These would be interim measures and then would be superseded once the national policy came into place.</p> <p>JE said she did not want the College to be in the position of being in breach of RPA and perhaps if that was the plan, then KFL may need to flag-up the ones she was going to talk about and then Unison could speak to their Branch to check if they could have the discussion locally. JE said the national apparatus could not be subverted.</p> <p>There followed a fuller discussion about the College's RPA and the NRPAs, what was contained within them and what could be negotiated locally and nationally. MC suggested it would be a good exercise to look at both, so it was clear what could be done and then there would be no debate over it.</p> <p>JE said that the RPA was updated when the NRPA was published, so there should not be any conflict between the two documents.</p> <p><b>Action:</b> KFL and JE to review the College RPA and NRPA to confirm which areas could be reviewed by the College.</p> |         |
| 12.  | <p>Unison Items</p> <p>12.1 Succession Planning</p> <p>Items 12.1, 12.2 and 12.3 were taken together.</p> <p>Unison had previously raised concerns over the loss of roles going through VS and the redistribution of work. Overwork and workloads were likely to feature heavily in the Staff Survey, as they had been in the Stress Survey. At the Unison Branch committee meeting this had been discussed and it was felt it could not just be as straight forward as giving people VS. There had to be a discussion with TUs over the loss of roles and what was going to happen with the redistribution of the work and JE did not think the appropriate level of consultation with TUs had taken place with the roles that had already gone. While past roles could no longer be discussed there did need to be a discussion regarding any future roles that were to be lost; how these were going to be backfilled and that succession</p>  | KFL, JE |



| Item |   | ACTION |
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|      | <p>planning was part of that. One of the matters Unison wanted to discuss was what was the status of succession planning within the College, particularly as the age profile of the College was at the higher end of the age groupings.</p> <p>MC referred to JE's comment regarding the Staff Survey and noted there was recognition in the survey that in a small institution it was often quite hard to build succession planning. Staff had recognised that and MC felt it was more about making jobs and careers more attractive; about taking on sideways moves and different types of activity and there was some quite helpful information in the Staff Survey about that. In terms of workload, Management were aware that hours were being reduced and IW had already referred to this in his discussion earlier about Payroll, where staff numbers were being reduced. The whole issue was about looking at systems and how work was being done and becoming much more efficient and effective, either electronically, or ensuring the systems and processes used were more efficient. In terms of workload, when a role was taken out of the organisation, then work that did need to be redistributed would be, but Management were aware that some work would need to stop.</p> <p>JE queried, in terms of support staff, were there any agreed VS within the current round and what were the roles.</p> <p>KFL said she was not able to share that information at the moment as the staff concerned were on holiday and she had not shared that information with them. KFL said she would let JE know once this had been discussed with the staff concerned. There was one request that had been declined.</p> <p>JE said if there were roles under consideration for VS then there needed to be a consultation about those roles before they were made redundant. This was the advice TU Reps had received from their Branch and which advice was issued nationally.</p> <p>MC said the legislation did not require the College to consult with unions on VS redundancies.</p> <p>JE said Unison Reps were requesting to consult about the loss of roles and whether Management and TU could agree the roles should go. If Management were not willing to consult on this, then Unison Reps would need to register a 'Failure to Agree' and would then refer this up to their Branch.</p> <p>JE said that the Government money that Colleges received was to retain jobs, so the union were asking to be consulted on the roles that were being proposed to be removed.</p> |        |

| Item |  | ACTION            |
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|      | <p>Just to be clear, MC said the money from the Government was not to retain jobs. The money came in tranches and each tranche was for a different area, eg Mental Health, Estates etc.</p> <p>MC reiterated that the legislation did not require employers to consult with unions regarding VS . If Unison were asking to have a brief conversation, then Management could look at that. However, as individuals who applied for VS were usually looking for a very swift response, any discussion would need to be very brief.</p> <p>If the loss of the role was going to have a detrimental effect on the wellbeing of those left behind, WF felt that some consultation with the union, on behalf of those in the department affected, should be undertaken. MC said she would consider this and feed back to Unison on this matter.</p> <p>JE said that Management were required to consult TUs on Organisational Change and if the College were removing posts, this was Organisational Change. Without consultation this process was, therefore, being subverted and transparency was then lost. The right to consultation with unions was enshrined in the 'Collective Consultation Process' section of the Organisational Change Procedure. At the moment Unison were hearing about Organisational Changes taking place from their members in those areas. MC noted those comments and would provide feedback to Unison Reps on this.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• KFL to update Unison on VS applications.</li> <li>• MC to consider having brief consultations with TUs regarding roles being proposed for VS and how the staff remaining would be impacted by the removal of a role.</li> </ul> <p>12.2 Roles that have been made redundant - redistribution of work</p> <p>Discussed under Item 12.1.</p> <p>12.3 Organisational Change - why procedure isn't being used for organisational changes</p> <p>Discussed under Item 12.1.</p> <p>12.4 Staff getting time to read all staff emails (especially part-time, bank and predominantly work colleagues)</p> <p>JE said concerns were raise by cleaning staff, who did not get access to PC's to read work emails, in work time, in particular the information contained in the weekly updates from SMT. JE requested the College try to facilitate a way that everyone could access information contained in 'all staff' emails.</p> | <p>KFL<br/>MC</p> |



| Item |  | ACTION         |
|------|--|----------------|
|      | <p>they could start 15minutes later and finish 15 minutes earlier each day and MC said that was not the case.</p> <p>JE said no member of Unison had suggested that.</p> <p>12.6 Issue of pay deduction letters re EIS industrial action</p> <p>JE said she had received many complaints from members about the pay deduction letters, which were issued en-masse and were incorrect, informing people that their pay was going to be deducted due to not being at work on the industrial action days. JE said the whole process was a debacle. Going forward, JE said there needed to be a different process instigated to ensure that situation did not arise again.</p> <p>In answer to a comment from JE regarding the process for signing-in being a change to staff T&amp;Cs and not legal, KFL said, due to some members of Support Staff being members of EIS, who did undertake industrial action, this process was the only way to know whether or not a member of staff had attended work. Management had no other way of finding out who was taking industrial action and who was working. KFL agreed with JE's comment regarding a review of the process and said there were many processes that would need to be re-considered if there were to be further strike action.</p> <p>12.7 Further Discussion on TOIL Guidelines</p> <p>JE said the particular issue that was brought to Unison's attention was about the carry forward and the potential loss of TOIL and that this might then lead to exploitation.</p> <p><b>Action:</b> JE and KFL to discuss the TOIL Guidelines outwith this meeting.</p> <p>12.8 Annual Leave Carry Forward</p> <p>The national agreement for carrying forward annual leave was for 5 days and JE queried if Management would consider an increase to that.</p> <p>MC said that from a welfare aspect, it would be important that staff take their leave, so she would not agree to that. There was no reason why staff could not take their leave and if they did not take it she would question why they could not.</p> <p>12.9 Spending of Budget Surplus</p> <p>Due to lack of time in this meeting, JE suggested this item could be moved to the Joint JNC.</p> | <p>KFL, JE</p> |

| Item  | ACTION |
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| <p>KFL confirmed that if the College had spare money then it would be spent.</p> <p>MC said this was par for the course. If the College were aware there was spare money, then items in the budget for the following year were often brought forward into the current year, in order to spend any surplus.</p> <p>12.10 HR Advice &amp; TU Work Generated</p> <p>JE said she found herself in the position of having to carry out a lot of work deflecting questions from members who had received confusing HR advice. This was time consuming for her and stressful for the staff. She had found herself dealing with a lot of personal casework and many issues that were related to T&amp;Cs. JE said TUs would be happy to have discussions with HR about what TUs would expect to see, so there was a shared understanding. JE had found that there were many occasions when HR had provided answers without carrying out appropriate research first.</p> <p>KFL said if TU reps were finding themselves in that situation, she asked that Reps go directly to KFL with these queries.</p> <p>12.11 Issues re Part-Time Staff – CiPHR / Additional Closure Days</p> <p>JE said this matter had been ongoing for a number of years. It referred to the CiPHR issue, several years ago, when there was a reduction in the working week from 36.25hours to 35hours. CiPHR had been calculating the pay and holiday entitlement for part-time staff based on the number of hours they worked, rather than their contracted hours. JE thought it likely a huge underpayment of both salary and holiday pay from 2016 could be due.</p> <p>KFL said that JE had already flagged this matter up with her and KFL had previously advised she would investigate this issue.</p> <p>JE referred to the additional closure days which were an equalities issue. Part-time staff, mainly women, were being asked to pay back the holiday time they received for the additional closure days over Christmas. However, they had no option but to take the holiday as they could not attend work due to the campus being closed. These were closure days, not holidays, and staff were not able to come to work. JE asked if this decision could be revisited.</p> <p>In previous instances, where someone did not work on a closure day, KFL advised staff did not receive them. What was done in relation to this case was that someone who was part-time received a pro-rata entitlement to those closure days, in some cases this meant that staff owed the College time back. This would actually have been an Equalities issue if the calculation had not been done like</p> |        |

| Item       |   | ACTION         |
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|            | <p>that, because the people who worked on the Monday and Tuesday would have lost out. KFL was comfortable that the College was fair in terms of that process and that the part-time staff were treated equitably with their full time comparators.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• JE and KFL to have discussion outwith this meeting regarding part-time being asked to pay back time for closure days.</li> </ul> <p>12.12 Support Staff on Campus &amp; Why</p> <p>MC advised that this matter would be discussed at the next fortnightly COVID meeting, which meeting union reps attend.</p> <p>12.13 Catering Facilities on Campus – Summer Provision</p> <p>JE expressed concern that there would be no catering provision for Support Staff across the summer. This had not been consulted on with the unions and it had not been considered from a health and safety point of view in terms of health and wellbeing. JE asked that Management consider what could be done to mitigate this for staff over the summer period.</p> <p>MC said there would not be catering facilities at all across the summer, as the new provider would be carrying works to change the catering facilities. The works were being carried out over the summer as there was a lot of work to be undertaken and this was a period of time when there were fewer staff on campus. There were, however, many facilities across the College, such as microwaves, kettles, toasters etc which staff would be able to access.</p> | <p>KFL, JE</p> |
| <p>13.</p> | <p>Facilities Time</p> <p>This item to be carried forward to the next JNC.</p> <p><b>Action:</b> CSW to add Facilities Time to the agenda for the next JNC meeting.</p>   | <p>CSW</p>     |
| <p>14.</p> | <p><b>AOCB</b></p> <p><u>TUPE – re Catering:</u><br/>JE requested information on TUPE for the staff who were being transferred over to the new catering company.</p> <p>KFL said this was not the College’s information to provide, as this move involved Sodexo and the new catering company and the College were not involved.</p> <p><u>Staff Engagement Organisational Change Proposal:</u></p>   |                |

| Item |   | ACTION |
|------|---|--------|
| 15.  | <p>WF said Unison were going to have to lodge a 'Failure to Agree' on the proposed Student Engagement Team organisational change.</p> <p>MC raised a concern about this matter being discussed with JE being present, who was a member of the Student Engagement team.</p> <p>Due to lack of time left to discuss this matter more fully, it was agreed it would be discussed outwith this meeting</p> <p><b>Action:</b> WF to submit the 'Failure to Agree' to MC.</p> <p><b>Date and time of next meeting:</b></p> <ul style="list-style-type: none"> <li>Dates for AY2021-22 to be confirmed.</li> </ul> <p><b>Meeting End Time</b></p> <p>The meeting concluded at 15.10.</p> | WF     |

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## PERTH COLLEGE UHI

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### JNC : Lecturers

Note of Meeting held on Thursday 24 June 2021  
3.00pm, By Microsoft Teams 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:** Iain Wishart (IW), Director of Finance – for item 3 only

**Note Taker:** Carolyn Sweeney-Wilson

### Summary of Action Items

| Ref | Action   | Responsibility  | Timeline                            |
|-----|--|---|-------------------------------------|
| 4.  | <p><b>Review of Actions / Matters Arising not included elsewhere on the Agenda</b></p> <p>4.1 <u>TOIL</u> – update</p> <ul style="list-style-type: none"> <li>KFL to review the guidelines and look at separating them into one guideline for Academic staff and a separate one for Support Staff.</li> <li>This item to be added to the agenda for the next JNC for KFL to provide feedback.</li> </ul> | <p>Katy Lees</p> <p>Carolyn Sweeney-Wilson</p>        | <p>09/09/2021</p> <p>09/09/2021</p> |
| 6.  | <p>Timetabling Protocols AY2021-22</p> <ul style="list-style-type: none"> <li>KFL, MC and SOH to have a separate conversation outwith this meeting regarding the definition of APD.</li> </ul>   | <p>Katy Lees,<br/>Margaret Cook,<br/>Sara O'Hagan</p> | <p>09/09/2021</p>                   |



## Summary of Action Items

| Ref | Action   | Responsibility  | Timeline  |
|-----|--|---|---|
|     | <ul style="list-style-type: none"> <li>CSW to check the PKC dates and investigate what other days the Staff Conference could be moved to.</li> <li>KFL to check with Morag Redford how the TQFE course was going to be structured and email SOH with that information.</li> <li>SMT to review remitted time allowance for EIS union reps.</li> </ul> | <p>Carolyn Sweeney-Wilson</p> <p>Katy Lees</p> <p>Margaret Cook</p> | <p>09/09/2021</p> <p>09/09/2021</p> <p>09/09/2021</p> |
| 7.  | <p><b>Health &amp; Wellbeing Group – update</b></p> <ul style="list-style-type: none"> <li>CSW to upload a copy of the Stress Action Plan to the 'PE EIS FELA' Teams pages, so that EIS Reps were able to view it.</li> </ul> <p><i><b>Addendum:</b> The Action Plan has now been uploaded to the Teams page.</i></p>                                | <p>Carolyn Sweeney-Wilson</p>                                       | <p>16/07/2021</p>                                     |
| 8.  | <p>Staff Governance Code SLWG – update</p> <ul style="list-style-type: none"> <li>CSW to add Staff Governance Code to the agenda for the next JNC for Lecturers meeting in September.</li> </ul>   | <p>Carolyn Sweeney-Wilson</p>                                       | <p>09/09/2021</p>                                     |
| 9.  | <p><b>Policies and Procedures Approval</b></p> <p>9.2 <u>Professional Update Policy</u></p> <ul style="list-style-type: none"> <li>KFL to send EIS Reps copies of any other colleges' PRD policies that she had. SOH/DG were asked to feedback to KFL fairly quickly to let her know if EIS would accept this.</li> </ul>                            | <p>Katy Lees, EIS</p>   | <p>02/07/2021</p>                                     |
| 10. | <p><b>GTCS / TQFE – update</b></p> <p>10.2 <u>TQFE Update</u></p> <ul style="list-style-type: none"> <li>KFL to check what day of the week the TQFE modules would be running and feed this back to EIS reps.</li> </ul>  | <p>Katy Lees</p>  | <p>09/09/2021</p>                                     |
| 11. | <p><b>EIS update</b></p> <ul style="list-style-type: none"> <li>SOH to provide feedback to KFL on the permanisation rules</li> </ul>   | <p>Sara O'Hagan</p>   | <p>09/09/2021</p>                                     |

## Summary of Action Items

| Ref | Action  | Responsibility                  | Timeline                     |
|-----|---|---------------------------------|------------------------------|
| 14. | <b>AOCB</b><br><br><u>Complaints Handling</u> <ul style="list-style-type: none"> <li>DG to seek permission from the members of staff in order to pass on their names to KFL.</li> <li>KFL to send a message to SDDs asking them to remind their staff that they should not be asking other staff at what age they would be retiring.</li> </ul> | Declan Gaughan<br><br>Katy Lees | 09/09/2021<br><br>09/09/2021 |

## Minutes

| Item |  | ACTION |
|------|--|--------|
| 1.   | <b>Welcome and Apologies</b><br><br>KFL welcomed everyone to the first scheduled JNC for Lecturers meeting.<br><br>There were no Apologies.  |        |
| 2.   | <b>Minute of Previous Meeting</b><br><br>The minute of the meeting held on 4 March 2021, which had been previously circulated, was approved as an accurate reflection of the discussions that had taken place.   |        |
| 3.   | <b>Finance Update</b><br><br>The projection for this year was for the finances to land between break even and £250K profit. There were still some unknowns, including not knowing whether SFC would clawback any additional funds. Without the additional funding from SFC the College would have been in a significant loss situation.<br><br>Due to the cyber incident the MicroRAM calculation had not yet been provided and there were usually some monies that had to be paid for that. However, despite all these unknowns, IW was still predicting that the College would not be in a deficit situation.<br><br>In terms of income, IW was expecting a flat income year next year, as the SFC funding would go away. However, commercial income was expected to increase, which should offset that additional SFC |        |

| Item             |   | ACTION |
|------------------|---|--------|
|                  | <p>funding, but that costs would need to be kept fairly flat for the year.</p> <p>Income costs were coming in higher than IW would like and the projection, at the moment, was for a budget deficit of just under £2M for next year. The Board had requested that the College get back to a break even position. There was some additional money, but nothing significant that should offset the salary situation. The Finance Team would be holding meetings with budget holders to see if there were areas where people had assumed they had to do more and this would give an opportunity to advise the budget holders that this would not be the case.</p> <p>DG asked when IW would have a final financial picture.</p> <p>IW said SFC had not said yet whether they would clawback funds and the MicroRAM was due out this week, but had not yet been received. There were also other moving pieces which would mean it was likely IW would not be able to have some certainty on the budget until towards the end of July.</p>   |        |
| <p><b>4.</b></p> | <p><b>Review of Actions / Matters Arising not included elsewhere on the Agenda</b></p> <p><b>4.1 <u>TOIL – update</u></b></p> <p>The action from the last meeting was for KFL to have discussions with SDDs, re their opinion on the TOIL Guidelines. This was in relation to how much time staff would have to take TOIL before they lost it. For the Support Staff it had been proposed that the TOIL be used within 3 months of accruing it. However, SDDs and EIS had said that this might not be possible in terms of actually using the TOIL from that point. MC said a discussion had now taken place and that 6 months was being suggested for the academics.</p> <p>SOH said that in the earlier discussion there was talk about the amount of TOIL, eg in the summer, which could be a number of days, depending on what was required. It would, therefore, be challenging in some areas to take TOIL the way the document had been constructed. SOH queried that she thought KFL was going to discuss this with SDDs as well.</p> <p>KFL said the SDDs didn't raise that as an issue, but the actual TOIL guidelines, that had been proposed, said staff could only accrue 7 hours. This would be concerning if, as SOH had suggested, staff were going to be expected to do extra full days across the summer, particularly if this accrued up to a week in TOIL. SOH said it would be tricky for departments and would be a big ask for staff if they were only allowed 7 hours after working longer. SOH would be</p> |        |

| Item |   | ACTION                              |
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| 5.   | <p>particularly concerned if staff put in the time and then weren't allowed to get it back.</p> <p>MC said she was assuming staff take these days back anyway, but without a formal process. SOH confirmed this did happen, but she was conscious that if the process was being formalised that this would then box people into a very tight package and, for some of the curriculum areas, this could be a disadvantage if it was only 7 hours that was available.</p> <p>MC said she thought that it was now looking like the standard policy for both Academic and Support Staff was not going to work and that it may need to be separated out into an individual policy for each group of staff.</p> <p>KFL agreed with MC that she didn't think one policy would cover all. Although she was aware that some groups of the Professional Services staff do more than 7 hours.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• KFL to review the guidelines and look at separating them into one guideline for Academic staff and a separate one for Support Staff.</li> <li>• This item to be added to the agenda for the next JNC for KFL to provide feedback.</li> </ul> <p>4.2 <u>Complaints Handling Procedure</u></p> <p>The action from the last meeting was for DG to consult EIS regarding the Complaints Handling Procedure and to then advise KFL, who would set-up a meeting to discuss the matter.</p> <p>DG said a few further issues had been raised since then. It was agreed this item would be discussed under AOCB.</p> <p>The sickness absence figures were calculated up to the end of May and, as highlighted throughout the year, sickness absence was lower than expected. KFL noted this was a sectorial issue as there was an element of presenteeism and this was being monitored going forward.</p> <p>By the end of May there were 5 members of staff on long term sick leave, but their absence was not related to WRS or any mental health issues.</p> <p>SOH said that as staff come out of the current COVID situation there</p> | <p><b>KFL</b></p> <p><b>CSW</b></p> |

| Item      |  | ACTION                                       |
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|           | <p>could potentially be other issues with people coming back into the workplace and anxiety around that. There would need to be vigilance about staff mental health, as this had been one of the toughest years ever, and going forward there could be some significant challenges.</p> <p>KFL agreed and she was expecting a long term impact from this and it was about looking at what could be done to help support managers and staff. However, if there was anything EIS felt could be done or should be doing to let KFL know.</p>  |  |
| <p>6.</p> | <p>Timetabling Protocols AY2021-22</p> <p>KFL advised that the Timetabling Protocols (TTP) had been through a number of iterations and noted that SOH had submitted some questions. KFL understood that CE had now answered most of these.</p> <p>The one question outstanding was regarding APD being shown on timetables and KFL confirmed that DL had advised this was possible.</p> <p>SOH said there was a slightly bigger question around the definition of APD. It had raised its head again at the Staff Conference Day (SCD) about payment/non-payment, TOIL/not-TOIL, but there did need to be a conversation around what was preparation for teaching and what were the other additional duties.</p> <p><b>Action:</b> KFL, MC and SOH to have a separate conversation outwith this meeting regarding the definition of APD.</p> <p>There was also a question re the CELT course, in terms of who would be paid the 6 hours to undertake the course. It had been agreed that it was part-time staff on 9 hours or less teaching who would be funded to attend the CELT course. To clarify, KFL confirmed that this was for those who had 9 hours or less teaching, excluding APD.</p> <p>SOH said she had also raised the matter of SCDs always taking place on Fridays. MC said she would be happy to look at moving them to other days. CSW, who drafts the calendars, said that she had been asked some years ago to ensure that the SCDs matched up with the Perth and Kinross Council In-Service Days. Two of the three days were on Fridays, the other was usually on a Wednesday.</p> <p><b>Action:</b> CSW to check the PKC dates and investigate what other days the Staff Conference could be moved to.</p> | <p><b>KFL, MC, SOH</b></p> <p><b>CSW</b></p> |

| Item |  | ACTION            |
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|      | <p>KFL referred to remission for staff undertaking TQFE, which was 150 hours for remitted time. SOH had queried how this would be remitted and CE had proposed this be done on the basis of 4 hours per week, over 37 weeks, plus 2 hours left over to be taken on a flexible basis.</p> <p>SOH said that there had been a previous conversation about this when they were meant to get a presentation about the course. Due to the way the modules were running, SOH said she hadn't been able to work this out. If staff were doing 2 modules and only getting 4 hours, then this would be a hard slog. She thought it would be useful to understand that programme a bit more, so remission could fit that programme in terms of the 150 hours. There were also some other questions, for example, in relation to payment; what would happen if someone did not achieve the award and the College had paid them and how would the College reclaim that money etc. This all needed to be clarified.</p> <p>KFL said she would speak to Morag and would ask the questions in terms of how the course was going to be structured and KFL would then email SOH with this information.</p> <p><b>Action:</b> KFL to check with Morag Redford how the TQFE course was going to be structured and email SOH with that information.</p> <p>SOH said that would be helpful. She presumed there would be a standard approach across UHI in terms of staff being remitted.</p> <p>KFL said that in terms of payment, everyone would receive 150 hours, but how that was being taken KFL did not know. Some staff had asked to be paid for the 150 hours and Perth were looking to pay that in 2 instalments, one in January and one in June, subject to normal tax and NI. If someone did not complete the course then the College would be unable to claw back the money, or the remitted time. This was something the College had to take on trust and just accept that this was the way it would be. However, the College would be encouraging staff to complete. KFL said she would be writing to individuals who had expressed an interest in being paid for the 150 hours, so that they would know all the specifics. KFL asked if EIS had any information they might want to be included in this letter to let her know and KFL would also send EIS a copy of the letter.</p> <p>KFL referred to Facility Time in the TTP. This was noted as 2 hours per week for the H&amp;S Rep, 3 hours for Branch Secretary and 2 hours for the Branch Convenor.</p> <p>EIS reps brought up the issue of time and were looking for additional</p> | <p><b>KFL</b></p> |

| Item      |  | ACTION            |
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|           | <p>Facility time. MC agreed that SMT would have another look at this in terms of time allowance. KFL said they had responded to the request re H&amp;S Reps that came from the National Officer.</p> <p><b>Action:</b> SMT to review remitted time allowance for EIS union reps.</p> <p>KFL advised that under remitted time, in the TTP, she was going to remove the reference to the Masters and PhDs degrees, because this was an indicative remitted time. The only course that should be mentioned was the TQFE, as this was the only one the College were undertaking. The others were being looked at on an individual basis.</p>   | <p><b>MC</b></p>  |
| <p>7.</p> | <p><b>Health &amp; Wellbeing Group – update</b></p> <p>KFL updated on the Stress Action Plan, which had been completely revisited and had gone back to the H&amp;WG. It had also been circulated to the HSC and had some positive feedback so far. KFL said she intended to publish the plan shortly, but some of the actions had already commenced.</p> <p><b>Action:</b> CSW to upload a copy of the Stress Action Plan to the 'PE EIS FELA' Teams pages, so that EIS Reps were able to view it.</p>   | <p><b>CSW</b></p> |
| <p>8.</p> | <p><b>Staff Governance Code SLWG – update</b></p> <p>Last year there was a SLWG with the JNCs to look at the Staff Governance Code and there had also been discussion around sharing the document with the Staff Engagement Group to get their feedback.</p> <p>KFL said she had submitted a proposal to the Staff EG regarding merging with the Professional Services Group (PSG), which was to try to guarantee better representation. However, the PSG wanted to remain as a separate group. The Staff EG would, therefore, be revamped, along the same lines as previously, with one representative from each department, and one of the items that would be discussed at the next Staff EG would be feedback on the Staff Governance Code. Further to that, there would be a separate Joint JNC meeting to gather feedback from union reps.</p> <p><b>Action:</b> CSW to add Staff Governance Code to the agenda for the next JNC for Lecturers meeting in September.</p> | <p><b>CSW</b></p> |



| Item |  | ACTION |
|------|--|--------|
| 9.   | <p data-bbox="284 266 810 300"><b>Policies and Procedures Approval</b></p> <p data-bbox="284 338 831 371">9.1 Policies Approved Outside JNC</p> <p data-bbox="284 412 1262 703">Policies were normally approved through JNCs, with the exception of the Health and Safety policies, as there was a separate H&amp;S sub-group which reviewed H&amp;S policies. The policies reviewed by this sub-group had been shared with the EIS H&amp;S Rep, but KFL was concerned that she had not received any feedback from EIS on any of these policies. KFL said she was, therefore, presuming that they were approved by EIS, as they were shared with the intent of getting them approved.</p> <p data-bbox="284 743 847 777">The policies KFL was referring to were:</p> <ul data-bbox="336 784 826 931" style="list-style-type: none"> <li>• Fire Safety Management (new)</li> <li>• Control of Noise</li> <li>• Control of Vibration</li> <li>• H&amp;S Arrangements</li> </ul> <p data-bbox="284 972 1262 1039">All these policies had gone through the H&amp;S sub-committee and had EQIA's in place.</p> <p data-bbox="284 1079 1193 1146">There were still many other H&amp;S policies to review and KFL just wanted to flag this to EIS regarding not receiving any feedback.</p> <p data-bbox="284 1187 1262 1335">SOH said this was likely a lot to do with workload and other issues, but she assumed that Unison would also have provided feedback on these. KFL confirmed that was the case. In the majority of the policies there was nothing really significant for updating.</p> <p data-bbox="284 1375 767 1408">9.2 Professional Update Policy</p> <p data-bbox="284 1449 1246 1516">KFL said SOH had fed back some concerns about progressing with this policy.</p> <p data-bbox="284 1556 1262 1848">SOH said she had taken some advice from EIS and GTCS and the guidance from EIS HQ was that existing PRD policies should stay in place until the work that was been carried out separately, with EIS and GTCS, was concluded. SOH said that KFL had flagged-up the validation process and EIS had advised her that the current Professional Review policy, that the College had in place, could form part of that validation process, without making a new policy, until such time as the national guidance was issued.</p> <p data-bbox="284 1888 1222 2022">KFL said the challenge for Perth was that UHI was producing a group validation, for all the UHI colleges that were affected by this process, and GTCS had also changed some of their validation criteria, which they had been doing over the last few years. They</p> |        |



| Item |  | ACTION                 |
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|      | <p>had, therefore, been quite clear in their expectations in what they expected to see in terms of the Professional Review process and what should and should not be there. KFL did not think Perth's current Professional Review policy would meet the requirements of GTCS.</p> <p>In terms of the policy, KFL said the updating had been done with a very light touch, but it would meet the GTCS requirements. KFL said she would be concerned if this was not progressed that the policy would not meet GTCS validation requirements. KFL did fully recognise that any national policy would take over from any locally agreed work. The new forms also had to be prepared to bring them in line with the professional standard, which they currently did not meet.</p> <p>SOH asked when the validation process would take place and KFL said the proposal was for the first week in November. However, this would need to be approved so the College could start to use it and SDDs had proposed that Professional Reviews be done between September and December in the next academic year. This policy would, therefore, need to be in place and the new paperwork completed for September.</p> <p>SOH said one of the discussions taking place was around managers and their role, given they would unlikely to be GTCS registered themselves and so there was a debate about this at the moment.</p> <p>KFL said GTCS also recognised that and had indicated they would find a route through. To assist with this process the College were investigating some training for managers to be in place for August, in the form of a 'coaching' approach, but also in terms of the professional update that would only be for 5 years from when people were registered. This would mean there would be more time to help managers. However, the normal Professional Reviews needed to take place under this new policy.</p> <p>SOH suggested it would be good to see some other colleges' PRD policies before they agreed to this, particularly if it was a joint submission through UHI. KFL said she would send what policies she had.</p> <p><b>Action:</b> KFL to send EIS Reps copies of any other colleges' PRD policies that she had. SOH/DG were asked to feedback to KFL fairly quickly to let her know if EIS would accept this.</p> <p>MC said the moment there was a nationally agreed policy, then Perth's policy would fall. This policy was only to cover the College for a set period of time.</p> | <p><b>KFL, EIS</b></p> |

| Item |   | ACTION |
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| 10.  | <p><b>GTCS / TQFE – update:</b></p> <p>10.1 <u>GTCS Update</u></p> <p>MC said she would be attending a UHI meeting this next week regarding GTCS, which would provide an update on the current status and any issues. MC said she would likely get a better sense at that meeting as to the status of everyone else.</p> <p>10.2 <u>TQFE Update</u></p> <p>MC advised that Perth had the biggest cohort going through TQFE this year and probably would do for the next few years.</p> <p>In regard to TQFE enrolment, KFL advised that the website for staff to enrol opened yesterday (23<sup>rd</sup>) and the registration process was being handled by Inverness.</p> <p>SOH queried if there was any indication which day of the week the modules would be running. KFL said she did not have that information, but would check this.</p> <p><b>Action:</b> KFL to check what day of the week the TQFE modules would be running and feed this back to EIS reps.</p> | KFL    |
| 11.  | <p><b>EIS Items</b></p> <p>11.1 Permanisation - EIS Branch opinion on the Academic Permanency Rules document – update</p> <p>SOH said she had a number of updates and would email this to KFL outwith this meeting.</p>   | SOH    |
| 12.  | <p><b>Information Required for Financial Statements</b></p> <p>KFL gave a reminder to EIS reps that she would need their hours, for the financial statements, up to the end of July. KFL asked Reps to submit those to her at the beginning of August.</p>  |        |
| 13.  | <p><b>COVID-19 - updates</b></p> <p>MC she attended a meeting this morning where there was discussion about guidance due out from the Scottish Government (SG), looking at 1m, or no metre, distancing. The guidance was expected today, but this would be covered in the Wednesday CRG meeting next week, if the guidance was available then.</p> <p>If distancing was to return to the previous status (normal), SOH</p>  |        |

| Item       |   | ACTION           |
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|            | <p>queried what plans management had to provide that information to staff, particularly as most staff may be on holiday.</p> <p>MC said that the weekly update would continue and these matters would be covered in that, but she understood that staff would be on holiday and would not necessarily read these updates. However, they would be able to catch-up when they were back at work.</p> <p>SOH agreed with MC, this would be helpful and it would then be down to personal choice for staff if they read the updates while on holiday.</p>   |                  |
| <p>14.</p> | <p><b>AOCB</b></p> <p><u>Complaints Handling</u></p> <p>DG said there had been more complaints about staff members since the last meeting and a comment on the way it had been handled by SMs and the level of stress on staff members whilst waiting for their first meeting with a further investigation. DG described the process and that it was not until the investigation was fully ongoing that staff were actually informed what the complaint against them was. It had also seemed as if some SMs had not taken the informal route option, mediation, which might have meant the complaint could have been resolved prior to a full blown investigation, thereby alleviating some of the stress. Also, staff were not being told until later on what the complaint was regarding and if staff knew beforehand, then it might be a lot less stressful; the investigation might run more smoothly and staff could answer questions and provide information in advance.</p> <p>KFL said that if there was a complaint about a member of staff then a member of the HR team would usually be involved. She asked DG if he could provide the names of the staff concerned, so that she could understand the specifics of how it was being dealt with.</p> <p>DG said he would need to get permission from the particular members of staff. DG said staff felt they had been completely abandoned by the College in this process.</p> <p><b>Action:</b> DG to seek permission from the members of staff in order to pass on their names to KFL.</p> <p>DG said he had also been informed a SM had been enquiring about the retirement plans of some staff, without any prior discussion with those members of staff regarding their retirement intentions. The SM was making an assumption on staff ages and this bordered on age discrimination.</p> | <p><b>DG</b></p> |

| Item              |  | ACTION            |
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|                   | <p>KFL said no staff should be asking this question, as people could work to whatever age they wished to. KFL said she would send a message to the SDDs to remind their staff that it was entirely up to the member of staff when they wished to retire and staff should not be asking that kind of question.</p> <p><b>Action:</b> KFL to send a message to SDDs asking them to remind their staff that they should not be asking other staff at what age they would be retiring.</p> <p><u>Payroll</u></p> <p>SOH said there had been some payroll issues again and one member of staff was asked to pay back money from 2 years ago. SOH wanted to highlight this as it was quite tough when people got messages like that, which they weren't aware of, and were a bit taken aback to get the letter.</p> <p>KFL gave an explanation for why this had happened for those individuals in this instance. SOH requested time for the member to pay this money back and KFL confirmed that would happen as a matter of course; staff were allowed as long as they needed.</p> <p><u>Permanisation</u></p> <p>SOH said there had been an issue, now resolved, regarding hours that had been incorrectly calculated. Subsequently, a couple of members had asked for an explanation of how the calculation was done.</p> <p>KFL provided some background to what had happened in this case. In terms of the calculation this was sent to SDDs and there was no reason why the member of staff could not see this and they should just ask their SDD if they wanted to see this information.</p> <p>KFL and MC thanked both EIS Reps for their work over the past year.</p> | <p><b>KFL</b></p> |
| <p><b>15.</b></p> | <p><b>Date and time of next meeting:</b></p> <ul style="list-style-type: none"> <li>Dates for AY2021-22 to be confirmed</li> </ul> <p>SOH requested for the date of the last meeting of the year not to be on the last few days of the term.</p>   |                   |
|                   | <p><b>Meeting End Time</b></p> <p>The meeting concluded at 16.24.</p>  |                   |

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**DRAFT**

# PERTH COLLEGE UHI

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## Joint JNC Meeting

Note of Meeting held on Thursday 27 May 2021, 2.00pm, by MS Teams VC

**Present: Management Representatives**

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

**Academic and Professional Staff Representatives**

EIS-FELA

Declan Gaughan (DGA)

Unison

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

**Apologies:** Lorenz Cairns (LC), Depute Principal, Academic  
Rob Reed (RR), Unison  
Sara O'Hagan (SOH)

**Note Taker:** Carolyn Sweeney-Wilson

## Minute

| Item |  | ACTION |
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| 1.   | <b>Welcome and Apologies</b><br><br>KFL welcomed everyone to the meeting, which was to continue discussions regarding the 2020-21 Budget.  |        |
| 2.   | <b>Minute of Previous Meeting</b><br><br>The minute of the meetings held on 6 May 2021, which had been previously circulated, were approved as an accurate reflection of the discussions that had taken place. |        |
| 3.   | <b>Review of actions from previous meeting:</b><br><br>All actions from the previous meeting were completed.   |        |

| Item |   | ACTION |
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| 4.   | <p data-bbox="284 192 528 226"><b>2020-21 Budget</b></p> <p data-bbox="284 266 624 300"><u>UHI Curriculum Review</u></p> <p data-bbox="284 304 1254 703">MC said there seemed to be some discussion yesterday amongst academic staff about the implementation of the, as yet not agreed, UHI Curriculum Review. MC said SMT were concerned about this review because the decision making behind this was unclear and SMT did not know what the potential impact of this review would be. SMT were in discussion with UHI about the changes they were proposing, in particular in the department where this was discussed yesterday. MC wanted EIS to know that SMT had not agreed the format of the review and the outcome from this. SMT understood there would likely be a staffing impact from this review, but wanted EIS to know that SMT were investigating this.</p> <p data-bbox="284 743 392 777"><u>Budget</u></p> <p data-bbox="284 781 1254 887">IW gave an update on the current budget position, at this point in time, for this year. There was also a first roll-up of numbers for next year's budget.</p> <p data-bbox="284 927 1254 1140">For the first 9 months of this year, the budget was now looking at an Adjusted Operating Position (AOP) surplus of £1.269M. There had originally been a deficit figure budgeted of £1.9M. What had changed was that additional funding from SFC had been received and Perth had benefitted by receiving £1.3-£1.4M across a number of streams.</p> <p data-bbox="284 1180 1241 1361">The surplus figure would, however, reduce, as there were still additional expenditure to come, including the Support Staff pay award, which had been paid, but was not yet through the accounts. Estates funding was also to come through. However, IW did think that the College would end the year with a small surplus.</p> <p data-bbox="284 1402 1246 1507">There was also higher than expected money received for tuition. Originally, due to COVID, it had been anticipated the College would receive less.</p> <p data-bbox="284 1547 1254 1693">IW said that if there was a surplus position at the end of the year, then it would be important to consider where in the College to invest that money, to ensure future benefit and growth, and also to ensure that the budget was as close to breakeven as possible.</p> <p data-bbox="284 1733 1219 1879">In terms of next year's first roll-up of figures, the first key point for noting was in relation to the College income, as this was being projected as being fairly flat for next year. Included in this was an assumption that commercial business would become stronger.</p> <p data-bbox="284 1919 1246 2024">On the funding side, there were projected increases, but IW said he was nervous about that. The reason for this was that FE targets were not being met and if SFC provided additional targets, then it</p> |        |

| Item |  | ACTION |
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|      | <p>was doubtful that the College would meet these. If the College did not meet the targets it would be likely SFC would claw back the funding and that would leave a big hole in the budget. The Estates budget for next year was also projected to be lower.</p> <p>Another aspect to consider would be the expected staffing costs for next year. Based on the first roll-up of numbers, IW was projecting a huge increase in staff costs. This was due to staffing requests being submitted for an additional 23 staff.</p> <p>In terms of non-staff costs, IW said that while he was not expecting to see the same savings next year, as this year, he was projecting an increase in costs.</p> <p>Overall, after the first roll-up, this would bring the College out at a £2M deficit, on a cash basis, for next year and IW advised this would not be acceptable to the SFC.</p> <p>IW said he was commencing discussions with CMT members to review these budget figures and to understand the requests being made, what was definitely required and what could be removed from the budget. It was important for CMT to know that the budget income was being projected as flat, so they would understand what implications there would be for their budget.</p> <p>MC said the Board of Management were keen to see a best breakeven budget and they were hoping not to have a deficit. MC said that the first roll out of budget figures always produced more than expected. This was not something new and there was always a process of reviewing the budgets and seeking justification from staff for what they were requesting.</p> <p>JE queried if the College was continuing to operating in a very tight silo this year and a silo for next year +1 etc; was the College operating in both contexts for the longer term, or year by year.</p> <p>IW said that from his perspective he did not know what financing the Scottish Government (SG) would cut, in terms of their financial recovery. IW said he had to consider all eventualities regardless of what the SG do. IW said it would be important for the College to expand its commercial side, recognising if something like COVID/Lockdowns happened again, then the College would know how to react.</p> <p>JE queried what this would mean operationally and, from the Support Staff point of view, what that would mean in terms of how many job losses there could be. It looked like the financial sustainability for this year would move the College out of the red, but JE queried if the College should be looking at job losses just now, when the College was not in as bad a financial position as had been</p> |        |



| Item   | ACTION |
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| <p>predicted. JE queried if discussions on job losses should be shelved at this time.</p> <p>MC said that while this was the case at this time, the College was currently in this positive financial position due to the additional funding received from SFC. This funding had not originally been anticipated. However, there continued to be the issue of having a sustainable budget. There were a number of reviews taking place, but it should be noted that remaining sustainable was not just about any one factor. The College would continue to change and, as there was no 3 or 5 year horizon for funding, would continue to have these discussions every year.</p> <p>MC said that neither HE or FE numbers were currently anywhere near target, which was worrying, and, if this continued, it would impact on staffing. There were lots of imponderables in terms of control of finances. MC advised that there had been some further applications for VS, but these had not been big numbers.</p> <p>JE said she was concerned about staff workload; that this was a big issue in the organisation for everyone. If staff numbers were reduced in order to counteract budgetary expectation, but ended up with the same amount of work with fewer people to do it, potentially there could be issues with people going of sick with stress/workload. JE said this would, therefore, be a false economy. Also, if staff were let go, it could be that these were the very staff that would be needed for generating income. JE felt that getting rid of staff at this point seemed to be short sighted.</p> <p>JE also referred to the ongoing curriculum reviews and queried why departments were trying to recruit more people if the College was getting rid of courses.</p> <p>MC said curriculum reviews were not necessarily about getting rid of courses, some of the reviews were about how better to run courses and other efficiencies. This was an exercise that was carried out annually, but, in this instance, this was the university conducting a review. A lot of issues were about processes and it was about slim-lining processes and systems, which would mean staff working in a different way.</p> <p>KFL referred to MC's comment re the VS applications and advised that there had been 9 applications in total. Three of these had been rejected at this stage and 6 were pending. Those rejected were academic roles, most other applications were also academic roles.</p> <p>In terms of the LFT kits, KFL advised that the College had now issued 80 kits. However, it had been noted that staff were accessing kits from within the community as well, which may explain why numbers issued at the College were lower than expected.</p> |        |

| Item |  | ACTION |
|------|--|--------|
|      | <p>JE referred to the College Strategy, which lifespan ended this year, and queried if there was a 2022-27 strategy in development. Also, she noted that a few years ago the College started talking about Lean and queried if the College were looking at a longer strategic approach to how processes work, was there a process mapping plan, for someone to review all the College processes.</p> <p>In terms of the College's Strategic Development Plan, MC said SMT commenced working with the Board last year on this, but it was felt that it would be better for the College to concentrate on recovery first. MC said that it was the intention to take this back to the Board in September, to restart this process.</p> <p>MC agreed with JE, that the College had started looking at Lean a few years ago, but had not got any further with this. However, this was part of IW's remit and he had now commenced that type of process review.</p> <p>IW said this was about looking at a cultural change around College processes and were they as effective and efficient as they could be. It would be important to coach people about processes and keeping the communication going. This was about whether the customer was getting what they wanted and needed. IW said he saw it very much as a cultural change in the College. To start with, IW said it was about developing the skill of coaching and the power of talking and how to resolve problem processes.</p> <p>JE queried how IW was getting the message out to the workforce that this was taking place. IW said the first announcement was made at CMT, when he asked for volunteers. Since then IW had met with the Quality Team. However, IW said he would be happy to do one training session a month. He said care would need to be taken about how this rolled out to staff and that they did not become overburdened by being involved in too many system processes.</p> |        |
| 5.   | <p><b>AOCB</b></p> <p><u>TQFE</u></p> <p>MC advised that 21 members of staff were put forward for the September start of the UHI TQFE course. National conditions were for 150 hours remission. Some institutions were paying their staff for their 150 hours, rather than backfilling those hours. However, Perth staff would be offered the option of one or the other.</p> <p>DG queried if it would be possible for staff to change options halfway through. MC said, while this could theoretically be done, it would not be a preferred option for a number of reasons, in particular, the effect on the students, continuity of Lecturer and student experience.</p>  |        |

| Item      |   | ACTION |
|-----------|---|--------|
|           | <p>KFL said it would be important for people to dedicate their time to their course.</p> <p>DG said he would discuss this with SOH and feedback to JNC. KFL said she would need this information prior to the lists being finalised and sent to UHI and she would advise EIS when they were ready to be submitted.</p> <p>DG queried if the bar on progression had been implemented again, since TQFE was re-starting. KFL said if someone had reached the bar and had not been able to do the TQFE because the College said they could not do it, then the bar would not be there. If it was the case that it was a new member of staff, then the bar would be there.</p> <p>There followed a discussion about GTCS and their recognition of teaching qualifications for Lecturers and that there was a lot of work going on nationally in regard to this.</p> |        |
| <b>6.</b> | <p><b>Date and time of next meeting:</b></p> <ul style="list-style-type: none"> <li>• Thursday 17 June 2021, 2.00pm.</li> </ul>   |        |
|           | <p><b>Meeting ended: 15.08.</b></p>   |        |

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# PERTH COLLEGE UHI

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## Joint JNC Meeting

Note of Meeting held on Thursday 17 June 2021, 2.00pm, by MS Teams VC

**Present: Management Representatives**

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

**Academic and Professional Staff Representatives**

EIS-FELA

Sara O'Hagan (SOH)

Unison

Winston Flynn (WF)

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

**Note Taker:** Trudy Guthrie

## Minute

| Item |   | ACTION |
|------|---|--------|
| 1.   | <b>Welcome and Apologies</b><br><br>KFL welcomed everyone to the meeting.   |        |
| 2.   | <b>Minute of Previous Meeting</b><br><br>The minute of the meetings held on 27 May 2021, which had been previously circulated, were approved as an accurate reflection of the discussions that had taken place. |        |
| 3.   | <b>Review of actions from previous meeting:</b><br><br>No actions.  |        |

|    |   |           |
|----|---|-----------|
| 4. | <p><b>2020-21 Budget</b></p> <p><u>Budget</u><br/>IW gave an update on the current budget position, at this point in time, for this year, advising that we now have the official funding record from UHI. The Net position for Perth College is that there is no gain or loss. This allows us to have final income numbers to show that we will be flat year on year so additional income should be offset. The Board have now approved a flat income year and we will break even next year from a budget perspective. Academic, ASW, Student Services and Mountain Services budget meetings have taken place and all further meetings are in place over the next couple of weeks. SFC are expecting a full breakdown which we are currently working on and will take to SMT.</p> <p><u>VS Applications</u><br/>MC discussed the applications for VS which is currently going through due process. Not a huge number of applications. SOH queried if people can still apply after closing date, KFL confirmed this was allowed.</p> <p><u>Compulsory Redundancy</u><br/>MC advised that we applied to SFC for compulsory redundancy with respect of leisure tutors. MC will meet with John Kemp of UHI to further discuss this. No formal consultation with Unions has taken place yet due to the uncertainty of confirmation of compulsory redundancies from SFC.</p> <p><u>Mental Health Money</u><br/>MC stated that there is an extra £4.4 million for the college sector which can be spent on both staff and students. In UHI we will get 285k to be spent in college delivery.</p> |           |
| 5. | <p><b>AOCB</b></p> <p><u>SQA Payment for Marking</u><br/>SOH said that EIS were querying the £400 payment for staff involved in SQA work, MC explained the college's stance on this and advised we are waiting for guidance.</p>  |           |
| 6. | <p><b>Date and time of next meeting:</b></p> <ul style="list-style-type: none"> <li>• tbc – KFL asked for these meetings to be set up for every 3 weeks</li> </ul>  | <b>TG</b> |
|    | <b>Meeting ended:</b> 14.30   |           |

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# PERTH COLLEGE UHI

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## Joint JNC Meeting

Note of Meeting held on Thursday 19 August 2021, 2.00pm, by MS Teams VC

**Present: Management Representatives**

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

**Academic and Professional Staff Representatives**

EIS-FELA

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

Unison

Jane Edwards (JE)  
 Winston Flynn (WF)

**Apologies:** Rob Reed (RR)

**Note Taker:** Carolyn Sweeney-Wilson

## Minute

| Item |  | ACTION |
|------|--|--------|
| 1.   | <b>Welcome and Apologies</b><br><br>KFL welcomed everyone to the meeting.  |        |
| 2.   | <b>Minute of Previous Meeting</b><br><br>The minute of the meetings held on 17 June 2021, which had been previously circulated, were approved as an accurate reflection of the discussions that had taken place. |        |
| 3.   | <b>Review of actions from previous meeting:</b><br><br>No actions.   |        |

**4. 2020-21 Budget**

IW provided an update on the current budget status.

The original deficit was for £2M, but having now been through various meetings where budgets had been analysed, the deficit had been brought down to £1.1M. Part of this exercise was to look for areas that had been duplicated and this had been a successful exercise.

In terms of bringing down the £1.1M deficit, there were several options. There may be some additional income to be received including from SFC, who had given UHI £900K for deferred courses. Part of the budgeted deficit included a cost for delivering these courses as it had not been known that this additional income would be received. IW said he had submitted a request to EO to know how much of this fund Perth would receive. However, he estimated that Perth would receive approximately £150K. Added to this, there were different apprenticeships that would continue and these had not yet been taken account of in the income projections. Additional digital funding had also been provided to UHI by SFC and Perth should receive some of this money. Altogether, IW thought that Perth should receive approximately £300-400K in additional funding and if this came to fruition, the deficit would drop to approximately £700K.

IW said that he was, however, being fairly conservative with the deficit.

IW thought it would be feasible to reduce the non-staff costs by £300-£400K. For example, the Bursary funding could be used for FE digital poverty. This would then create a saving within the IT budget, which was where this cost sat currently.

There would also likely be some savings to be made on international travel, as there was not much taking place in the first part of the semester and IW gave an example of a £40K saving already being made, from within one curriculum budget, due to travel not taking place. IW said it would be up to budget holders to suggest where they could make other savings.

Thereafter, the new budget was itemising increasing staff costs of up to £1.2M. This year was being projected as a flat year for income as there would likely be no increase. Some of the Scottish Government (SG) income received in the last financial year, was not likely to be received this year. IW anticipated this would be replaced by commercial income, hence why income was being projected as flat. IW said that new staffing adverts would be reviewed in order to find approximately £300K savings. However, costs for TQFE and salary increases would continue to need to be taken account of. IW said this would not be about taking out what was currently in place, but trying to restrict any additions to the staffing structure.



IW said that, on paper, he was comfortable in returning the FFR to SFC indicating the College had a realistic budget. However, the situation changed all the time; the budget was a snapshot of a particular instant in time. Going forward, one of the next steps for the College would be to move into financial forecasting, which would review the budget at specific points in the year eg quarterly, to see if it remained on track, or whether action was needed to bring it back on track.

JE referred to IW's comments regarding reviewing requests for new staff and advised that Unison were only aware of one, which had been dealt with under the Organisational Change Procedure (OCP). Other than the one Unison were aware of, she queried if there were a lot of other areas looking for staff increases.

IW said this was about an increase in the costs. In terms of permanent staff there had been 6 requests; 7 additional requests for temporary/permanent staff and there had been 13 requests for temporary staff. Most of these requests were across the academic areas, but there were some for other Professional Services areas. Many of these requests were to support TQFE. In these other areas it was about looking at the additional requests and reviewing whether the staff were required, or whether the appointment of new staff could be delayed.

JE queried how the College tendered for the new catering provider as she could not find it listed on the APUC site.

MC confirmed the tender was completed through APUC, but it was no longer on the site as the tender and contract had been awarded to Aramark. Works and plans were in process and the new catering set-up was planned to be open for 1<sup>st</sup> September. In terms of the Living Wage, this was part of all APUC tendering processes and no-one was accepted onto the APUC list without providing their staff with the Living Wage.

JE had found reference to a future strategic development plan and expansion of campus plan and had noted there had been a £25K feasibility study carried out. JE queried why unions had not had any input to this and was it still live.

MC said consultants had been engaged to look at an Estates strategy as the College needed to know the state of the campus, what works needed to be carried out and what was viable given the age of some of the buildings. The College would need to have such a plan in order to be able to approach SFC for funding support. It was really important to have a plan for what the estate should and could look like and this was something most institutions did routinely.

LC said that a condition survey was carried out and that informed the need for the backlog maintenance on existing buildings and this had also informed questions being asked about investing in the

current buildings. Many colleges, particularly those close to Perth, had already had new builds, or had commissioned new works/builds. From a business perspective it was, therefore, important that Perth had a good quality campus in order to attract as many students as possible. If the College did not have an up-to-date campus, then students were likely to go elsewhere, where there were more modern facilities.

If it was accepted that colleges were part of the continuing learning experience, then there were currently 7 new build schools in Perth and Kinross (PKC), including a forthcoming major rebuild combining another two PKC schools. School students who would come from these new build schools would expect the same kind of learning environment at college. Clearly Perth would not want to be seen as a “poor relation” and to be looked on negatively within the community. It was, therefore, important to have an estates strategic plan and vision. This would form part of the College’s various strategies moving forward.

JE referred to the Business Development Strategy and the International Strategy and queried if unions could have sight of these once they are available.

Also, JE queried if the College was still involved in the TCD; had all the money been received, or was this still to come. She also queried the College’s involvement with the Innovation Lab and the SG Young Person’s Guarantee (YPG).

MC said that the College was continuing to work with TCD and partners and Perth should receive a share of the £6.2M, as part of the deal, in order for a building to be constructed for provision of Aviation on the Perth campus. In all these deals there had been no allowance for inflation, so the building would not now be as big as originally planned, as the money had less value now than originally. The SG processes were very slow and the capital money was from Westminster, not SG. However, the SG were trying to control what was done with the money, therefore, there was some conflict between the two governments over this. MC said there were other TCDs that Perth was involved in, but these deals did not bring capital money.

In reference to JE’s query regarding the YPG, LC said that it would be VL who would have the details regarding the YPG and he would ask VL to provide JE with a response to her query.

**Action:** LC to ask VL to provide a more detailed response regarding JE’s query about the YPG.

LC, VL

JE referred to the last two national audits that Perth had undergone and from the minutes that JE had reviewed it said that 60% of the 117 actions were either fully, or partially, completed as at September 2020. Also the Strategic Risk Register (SRR) contained many red

and amber areas. JE queried what mitigations were in place, or raised, in regard to the outstanding issues for these last two audits and also the red/amber items on the SRR.

MC said that the College had an external audit every year and two years ago, when the audit was carried out, MC had asked the auditors to find anything that they had concerns about and include this in their report. Management worked closely with the auditors so that all issues were included to enable staff to action these. Some of the items listed were very historical, including items going back 20 years. This report went to the Boards' Audit Committee and this subsequently informed an Action Plan. This Action Plan was regularly reported on at the Audit Committee, at the UHI Audit Committee and with SFC. In terms of the status of this report, at the last Audit Committee, held in June, the committee indicated they were content that the actions had been completed as far as possible and were happy to sign-off on it.

IW advised that there had been significant closure of items, in particular those marked critical. There were some items ongoing and some of these IW had challenged due to practical issues. In regard to the SRR, there were a lot of red items, however, many of them were outwith the control of Perth and would remain at red as a result. There was a lot more work that could be done outwith these documents, for example, in building in processes which control and monitor risks.

LC said the SRR was a living document and some of the risks would change over time and this would mean the colour could change in either direction. However, SMT would expect, where it was reasonable to do so, as and when possible, for the colours to change for the positive.

JE said she had reached the conclusion that there was a little bit of superficiality about the items discussed at Joint JNCs and some of the items JE had raised today were not topics that had been discussed here previously and she had to search to find this information. In light of Fair Work and the push under this to have worker reps on Boards, JE queried if SMT felt, in future, there should be more transparency and provision of more information to be provided on the College's strategic issues, as well as the operational ones. Trade unions (TUs) try to input positively to operational issues across all organisations, but would not be able to do so if they were not aware of the various strategies. JE felt the College should start to work towards a more transparent and open approach to these things.

MC said there was no secrecy in regard to these documents, they were all freely available and were reported on to the Board and information on discussions were available through minutes. TU membership of the Board was not within the gift of Perth and would require SG legislation to change in order to accommodate this. MC

|    |  |           |
|----|--|-----------|
|    | <p>queried JE as to what exactly she was looking for, as the paperwork was freely available.</p> <p>JE said that while the papers were available, this was about timing. The strategies JE had mentioned were already decided upon and she was looking at these a year after they had been produced. TUs would want to be involved in consultation on these strategies; to have the opportunity to influence them, ask questions and contribute positively to them. The opportunity for this would be lost by the time the information became publicly available. These were “big ticket items” and she felt TUs should be given a “heads-up” on these, in order to contribute.</p> <p>There was further discussion between MC and JE regarding this and MC said she would give some thought to the request for TU involvement and feedback to unions.</p>   | <b>MC</b> |
| 5. | <p><b>AOCB</b></p> <p><u>Voluntary Severance (VS)</u><br/>MC advised that SMT, at their meeting next week, would be discussing the option to open up a further round of VS. The decision had not been made yet, but asked TUs for their comments on this.</p> <p>Given that, previously, people who had left under VS had not been replaced nor had their roles been scrutinised under the Organisational Change Policy (OCP), JE said Unison would want to ensure future roles for removal were reviewed under OCP, to consider whether these roles should be replaced or not.</p> <p>JE suggested that once a person had applied, and been accepted, for VS, then the OCP should be instigated.</p> <p>MC advised that once SMT approved a role for VS, the individual was not required to accept VS. Therefore, in terms of timing, it would need to be after the individual had signed the paperwork accepting the VS offer. There was a gap between the individual being advised their VS application had been successful and them signing and formally agreeing to it.</p> <p>JE said the College was not following its own OCP. The TUs representing the workforce should be consulted when there was still an opportunity to influence any decision. Therefore, there appeared to be a conflict between the two situations.</p> <p>MC agreed that there would need to be some consideration given to how to resolve that conflict.</p> <p>JE said she thought the OCP would need to be withdrawn, or amended to exclude VS. However, JE said Unison would not agree to the removal of the OCP.</p> |           |

|    |   |    |
|----|---|----|
|    | <p>LC queried whether JE could categorically state Unison would not agree to this, without consulting with their members.</p> <p>JE, and WF, both said there were some items that the union reps would know their members would oppose, hence they were confident in saying that their members would not want the withdrawal of the OCP.</p> <p>There was further discussion between Unison Reps and LC regarding this matter and LC was grateful for their clarification on this matter.</p> <p><u>Heating</u><br/>WF queried the cost to the College of the heating, as he had noticed that it was always on across the summer and this must be costing the College money, which it did not need to spend. LC said he would ask KL to investigate this matter.</p> <p><b>Action:</b> LC to ask KL to investigate the matter of the heating and the times of year when it is on/off.</p> <p><u>Unison National Approach to Redundancies</u><br/>JE advised that, where there was consideration of redundancies, Unison had tabled a paper which was the national branch approach to dealing with VS and respectfully requested SMT use this approach. As this was a national Unison approach this would be the approach Perth Reps would take to the latest round of VS. KFL said she was not aware that this had come out from the Employers NJNC yet and would wait for further information on this from that committee.</p> <p>JE said this was not a matter of the Employer's Committee rubber stamping this paper; this was Unison's national position and this would be the approach all Reps would be taking.</p> | LC |
| 6. | <p><b>Date and time of next meeting:</b></p> <ul style="list-style-type: none"> <li>Thursday 7 October 2021, 2.00pm</li> </ul>  |    |
|    | <p><b>Meeting ended: 15.30</b></p>  |    |

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## Joint Meeting of JNCs re Staff Return to Campus

Note of Meeting held on Tuesday 17 August 2021, 3.00pm, by MS Teams VC

**Present:**                   **Management Representatives**  
Katy Lees (KFL), Head of HR & OD (Chair)  
Dr Margaret Cook (MC), Principal  
Lorenz Cairns (LC), Depute Principal Academic  
Veronica Lynch (VL), Vice Principal External Engagement  
Iain Wishart (IW), Director of Finance

**Unison Representatives**

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

**EIS FELA Representatives**

Sara O'Hagan (SOH)

**Apologies:**               Catherine Etri, Associate Principal Academic  
Declan Gaughan (DG)

**Note Taker:**             Carolyn Sweeney-Wilson

### Summary of Action Items

| Ref | Action   | Responsibility           | Timeline                     |
|-----|--|--------------------------|------------------------------|
| 2.  | Return to Campus<br><br>Clarity to be sought at UHI level with regard to the continuing wearing of face masks.<br><br>SMT to review TUs position regarding the 'Return to Campus' document and respond back to TUs asap. | Lorenz Cairns<br><br>SMT | 03/09/2021<br><br>18/08/2021 |



## Minutes

| Item |  | ACTION |
|------|--|--------|
| 1.   | <p><b>Welcome and Apologies</b></p> <p>KFL welcomed everyone to this Joint meeting of JNCs, which was convened to discuss the staff return to campus.</p> <p>Apologies were noted.</p>   |        |
| 2.   | <p><b>Staff Return to Campus</b></p> <p>MC advised this meeting was being held as part of the consultation process about staff return to work, mitigating actions concerning continuing with the way staff had been working over the last 18 months and the processes around the return to work. The documents for discussion were circulated prior to this meeting.</p> <p>MC queried if unions had any issues regarding the logistics in terms of mitigating actions for staff when they return to working on campus.</p> <p>Hand sanitizers would continue to be used, along with 1m social distancing, up to the October break – the same as schools. Masks would also continue to be worn in social areas.</p> <p>For staff who had not been on campus at all, they would need to complete the MediGold questionnaire, so that we know their status. MC did not think the numbers for this would be huge, as many staff had already completed the questionnaire in order to bring in their laptops etc. MC confirmed the College would continue to follow any SG guidance.</p> <p>WF said he had no issues with continuing to follow SG guidance.</p> <p>MC queried if there were any comments/questions re mitigations.</p> <p>JE questioned the consultation element in relation to the document as there was a statement in it that said the document had been agreed by CMT and TUs and JE expressed her concern as to what constituted consultation in this regard. She felt TUs were being consulted on a document, rather than the decision. The policy decision had already been made, especially in relation to the two rigid flexible working options which were being stated, rather than the standard sectorial norm of hybrid working. Those policy decisions had already been made and unions were not consulted on those. TUs felt the only thing they could influence would be the dates.</p> <p>MC said this meeting constituted the consultation exercise and she was looking at the logistical mitigations. She suggested tackling the logistics aspect first and would return to the other matter regarding flexible working/hybrid working after that. MC again asked TUs if</p> |        |

| Item |   | ACTION    |
|------|---|-----------|
|      | <p>there were any issues with the return to work aspect in relation to the logistical mitigations. It would be useful to put that to bed rather than conflate the issues.</p> <p>It was noted that members from both unions had been asking about continuing to wear masks. KFL read out the guidance stating it would continue in public areas and areas where 1m social distancing would not be possible. EIS said one of their members had said the mask wearing decision in classrooms would be up to SDDs. EIS would prefer to have a single message going out across the campus, rather than potential hearsay.</p> <p>LC advised that, at today's UHI Health and Safety Practitioners Group, they had been discussing this very issue, to try and get one definitive position where possible. The SG guidance was now using wording such as "recommend", which meant many different approaches were arising throughout the sector. LC said Perth had taken a more cautious route as this had worked better over the last period. However, LC was looking to get clarification at UHI level first and would then pass this information on as this would be a UHI position. LC agreed with SOH that the member comment was likely to be hearsay.</p> <p><b>Action:</b> Clarity to be sought at UHI level with regard to the continuing wearing of face masks.</p> <p>JE queried if signing-in would be purely for test and protect, as she was not seeing anything in the guidance saying signing in had to remain mandatory. She was concerned about what the signing-in data would be used for, how long it would be kept and what were the GDPR protections built into that.</p> <p>KFL confirmed signing-in was for test and protect purposes and would continue to be used only for this. There were privacy statements in place in regard to the data and the data would only be retained for as long as necessary.</p> <p>JE queried if this was a uniform/UHI/sector-wide approach.</p> <p>KFL said the use of the data for test and protect was one of the recommendations from SG which the College had maintained through the signing-in process. Different colleges were using different methods, but at Perth the QR codes were used as they were more accessible, but also had the back-up of people being able to sign-in manually, if their phones did not have the capacity to access QR codes. This was fairly standard in terms of this process and the College was maintaining this in terms of test and protect. The Privacy Policy stated the data would be kept for two weeks.</p> <p>LC said this was still a very useful control measure in terms of managing any outbreaks and this had worked for the College so far. In the sector there was no emerging position on any one given</p> | <p>LC</p> |



| Item |   | ACTION |
|------|---|--------|
|      | <p>aspect; people were doing things differently because they had been given the leeway to do things differently. It was Perth's preference to continue to err on the side of caution, until at least the October break, as many other colleges were doing.</p> <p>JE said the guidance document indicated staff and students "must" sign-in and she queried if the use of the word "must" meant this was mandatory. KFL confirmed this was mandatory. JE queried if the College had decided this was mandatory unilaterally. KFL said the SG guidance recommended that part of the additional measures instigated was to maintain the data for test and protect and this was Perth's way of doing this. This was why the College was stating signing-in was to remain mandatory, but this data would only be used for that purpose.</p> <p>JE queried what would happen if someone refused to sign-in or forgot to sign-in/out.</p> <p>MC said the College was using the data in a way that it had been asked to collect and use it, but managers would not be disciplining people if they refused, or forgot, to sign-in/out. The College had been asked to collect the data and this was what the College was doing.</p> <p>MC referred back to JE's comment regarding the rigidity of flexible working as opposed to hybrid working and asked JE to explain what she meant in terms of the difference between the two.</p> <p>JE said, in regard to the flexible working requests (FWR) there had obviously been a policy decision made, in order to allow people to continue to work from home, that they would require to submit a FWR. JE said she had cautioned Unison members that she did not think this was a very good idea. The College had also not followed appropriate guidelines and she did not think that any of the FWRs already approved would stand up to legal scrutiny. She said the procedure which was used did not meet some of the legal requirements, for example, people were not told they had the right to be accompanied. Also, when the letters were issued, they did not include one of the 8 reasons that the College was allowed to refuse FWR on. JE felt that there had been a consideration of FWR by collective rather than on an individual basis. Flexible working was an individual right, not a collective right. What seemed to be taking place in the sector was a much more people-centred approach in terms of a slow guidance/lead-into where the working situation would be in the future, which is where the hybrid working model should be used. JE said there were some really good hybrid model agreements available and she listed some of the wording used in these agreements. JE felt the College had gone down a rigid route where managers had not been allowed to make arrangements for a gradual lead-in to staff returning. Having a one-approach-fits-all scenario did not work. JE said the College would have been much</p> |        |

| Item |  | ACTION |
|------|--|--------|
|      | <p>better advised using the hybrid working model, which was much more sympathetic and Unison would prefer to see this model used.</p> <p>SOH said EIS also had a sense that the document had a very rigid “command and control approach”. Other Colleges had much different approaches which were more flexible. There was no flexibility in this document, for example, if staff needed to be in work on a day not in their FW contract, then they were not able to do so.</p> <p>MC said that SMT had looked at this from the point of view of the student experience and what the students would need staff to do, as well as what the institution required of staff in order to deliver to the students. Feedback received from staff was that many did want to return to campus to work. The majority of institutions would mostly be back on campus by the October school break. MC said that Management needed to have a degree of control as they needed to be assured who was on campus and when they would be there in order to plan for delivery to students. Some work would still continue to be delivered online.</p> <p>LC said that when SMT drafted this document, they looked at the Fair Work Policy and it did state flexible working was to be encouraged, but subject to business needs. It had been proved that people could carry out the work from home, but this was because there were few students in the College. However, many more would now be returning and, until students returned to campus, it would not be known what kind of support they would require. This guidance should not be seen as inflexible. If it was found that campus working was not fully necessary, then discussions with staff could be promoted around more flexible arrangements, as long as it did not compromise delivery to students and staff welfare. Moving forward, it would be important to get the balance right and if it was not right in the beginning, then it could be changed. However, there needed to be a starting position for the 500 students who would be on campus in the next 2 weeks.</p> <p>JE said that the Staff Guidance document was stating, from 24<sup>th</sup> October (should be 25<sup>th</sup>), all staff will return to on-campus working per their contract of employment, unless they have a Flexible Working Agreement (FWA) in place. JE said this would be putting the College in a position where staff either had FWA, which ties them into a permanent change of contract for at least 12 months, if not forever, or staff return to work on campus full-time. JE said there was no flexibility built into any of these options and she did not believe that SMT could say they had consulted with unions over this. In JE’s opinion, SMT had already made these decisions so unions were, therefore, not being consulted on the decisions, they were being informed of SMT decisions and unions were being asked to rubber-stamp them. Consultation had to happen at the point which decisions were being made. JE said she was not personally willing to put her name to this, as it is was quite draconian and this was not a fair to put unions into this position.</p> |        |

| Item |  | ACTION |
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|      | <p>MC said SMT had not made any decisions yet and had been continuing discussions on this up until yesterday morning and was why the paperwork only came out to TUs yesterday. SMT said staff were very keen to know what was happening. This meeting was the consultation exercise and unions would never be asked to rubber stamp anything and the wording could be changed in the documents. The documents expressed SMT's position, but MC noted that both Unison and EIS had indicated here that they felt SMT had been too inflexible in their expectations for all staff to return to work on campus, by 25<sup>th</sup> October, if they did not have a FWA in place. It was SMT's intention that there would be flexible arrangements between now and 25<sup>th</sup> October, arrangements which managers would discuss with their staff, but that those without a FWA would return to campus after the October break.</p> <p>JE queried if SMT would be willing to build in the more flexible, gradual, supportive, people-centred, hybrid model. She referred to the first two bullet points in the document and suggested that it should indicate these were the dates being worked towards and then after 25<sup>th</sup> October that people who did not have FWAs in place had a more gradual return to campus. JE queried if SMT would, therefore, be willing to introduce the hybrid model whereby those who did not have a FWA would be able to have an informal arrangement agreed with their manager about their return to campus. As this document stood at the moment it assumed one-size-fits-all and that was not the case.</p> <p>MC wished to clarify what JE was suggesting, which seemed to be, between now and mid-Oct, staff would have informal discussions with their manager as to their physical attendance, or not, on campus. SMT's suggestion was not to insist that staff return full-time to campus immediately, but wanted to be flexible with a phased return for staff, but that after 25<sup>th</sup> October, staff who did not have a FWA should return to work on campus full-time. For clarity, MC queried if JE was now suggesting that this informal, hybrid model, should be permanent, or was she suggesting the hybrid model change, suggested to take place at the October break, was taking place too early.</p> <p>JE said the world of work had changed and there had been a shift change in the way people interacted with work. She said she didn't understand why SMT had built dates into this document because if a hybrid model worked, why would it not be continued. JE said she understood that the individual arrangements that had been in place would need to change, because there will be more students on campus and everything would be opening up, but she did not understand why there was a need to state deadline dates. Provided staff had discussed with their line managers what was required for the College business needs, she question why there was a need to "set dates in stone". JE could not see any reason why a hybrid model could not continue indefinitely.</p> |        |

| Item |  | ACTION           |
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| 3    | <p>To clarify, LC said when there was talk about flexible working being encouraged by the SG it was their words, not the College's. In regard to JE's reference to "The Hybrid Model", LC question what JE was referring to, as organisations were approaching this situation differently and separately. LC said JE was continually referring to "The Hybrid Model", which suggested there was only one model that was being used and this was just not the case – there was no one-size-fits-all "hybrid model". For the last 18 months it had not been the same working situation as we are about to go into and SMT were aware of this. The situation would be changing again and students would be coming back to campus in substantial numbers in two weeks. SMT want to ensure students get the best experience upon their return and this was what SMT were trying to achieve in order to provide the students with in-person support and that was what SMT had determined was the College's business need. It was not known what these students would need when they arrived on campus and SMT do not want students to be told they have to go online for certain support; the fear would be they would see this as being the same as before and this would negatively impact on their decision to stay at Perth College.</p> <p>JE said that hybrid meant a combination of different factors and if SMT reviewed the examples of hybrid working models, the common elements were around flexibility and letting managers manage.</p> <p>MC noted that TU's had indicated what they were looking for and SMT would now take some time to consider the TUs response to their document. MC said she would respond back to TUs after that.</p> <p>SOH queried what the outcome of any surveying of staff was about what their wishes were; was anything done about this.</p> <p>KFL said there was no specific survey, but as part of the staff survey there were elements of some staff indicating they wanted to retain home working and others who wished to return to campus, but there was no proper data – it was anecdotal. There followed a discussion between KFL and SOH about flexibility and EIS members withdrawing their FWRs when they realised what this actually meant in terms of their contract.</p> <p>JE mentioned the tight turnaround required for this response as there was another meeting tomorrow afternoon to discuss this and expressed concern that both TUs and SMT would attend this meeting without a definitive agreement.</p> <p>MC said the meeting tomorrow would go ahead and she would endeavour to respond to TUs prior to that meeting.</p> <p><b>AOB</b></p> <p>None.</p> | <p><b>MC</b></p> |

| Item |   | ACTION |
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|      | <p><b>Meeting End Time</b></p> <p>The meeting concluded at 16.00.</p> |        |

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Information recorded in College minutes are subject to release under the Freedom of Information (Scotland) Act 2002 (FOI(S)A). There are certain limited exceptions, but generally all information contained in minutes is liable to be released if requested.

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.

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

DRAFT

## **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.