

Finance and Resources Committee

Agenda

Meeting reference: F&R2022-23/01

Date: Wednesday 05 October 2022 at 5:00pm

Location: Boardroom (Braham Room 019)

Purpose: Scheduled meeting

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

	Agenda Items	Author	Led by	Paper
1	Welcome and apologies		Chair	
2	Additions to the Agenda		Chair	
3	Declaration of a Conflict of Interest in any Agenda Item			
4	Minutes of the Meeting of the Finance & Resources Committee held on 24 May 2022		Chair	Paper 1
5	Actions arising from previous minutes			
6	Strategy			
*6.1	Delivering the College Strategy		Depute Principal	Paper 2
*6.2	Estates Strategy & Aviation Academy for Scotland Update	Depute Principal/ Vice Principal (External)	Depute Principal/ Vice Principal (External)	Paper 3
7	Financial Performance & Budgets			
*7.1	Perth College Financial Update: Year to 31 July 2022	Vice Principal Operations	Vice Principal Operations	Paper 4
*7.2	Perth College Financial Outlook	Vice Principal Operations	Vice Principal Operations	Paper 5
8	AST			
*8.1	AST Budget 2022/23	AST General Manager	Vice Principal (External)	Paper 6

	Agenda Items	Author	Led by	Paper
*9	Estates			
9.1	Estates Update	Head of Estates	Head of Estates	Paper 7
10	Human Resources			
10.1	HR Update	Head of HR & Organisational Development	Head of HR & Organisational Development	Paper 8
11	Committee Minutes (for noting by Committee)			Paper 9
11.1	EDIT Committee <ul style="list-style-type: none"> • 16 June 2022 			Paper 9a
11.2	JNC Support Staff <ul style="list-style-type: none"> • 02 June 2022 			Paper 9b
11.3	JNC Lecturing Staff <ul style="list-style-type: none"> • 13 June 2022 			Paper 9c
11.4	Staff Engagement Group <ul style="list-style-type: none"> • 13 June 2022 			Paper 9d
12	Date and Time of next meeting <ul style="list-style-type: none"> • Monday 12 December 2022, 5pm (includes joint meeting with Audit Committee)		Clerk	
*12	Review of Meeting (Committee to check against the Terms of Reference to ensure all competent business has been covered)			Paper 10

Finance & Resources Committee

DRAFT Minutes

Meeting reference: F&R2021-22/04

Date: Monday 24 May 2022 at 5.00pm

Location: Room 019/Online

Members present: Craig Ritchie, Chair
Brian Crichton, Board Chair
Margaret Cook, Principal
John Dare, Staff Board Member
Todor Pavlov-Kennedy, Student Board Member
Derek Waugh, Co-Opted Committee Member

In attendance: Lorenz Cairns, Depute Principal (Academic)
Veronica Lynch, Vice Principal (External)
Iain Wishart, Director of Finance
Katy Lees, Head of HR & Organisational Development
Lisa Findlay, Marketing Team Leader (Item 6.2 only)
Stewart McEwan, Design & Communications Assistant (Item 6.2 only)
Ian McCartney, Clerk to the Board

Apologies: Andrew Comrie, Board Member
Michael Buchanan, Board Member
Kevin Lynch, Head of Estates

Chair: **Craig Ritchie**

Minute Taker: Ian McCartney

Quorum: 4

Summary of Historic Action Items			
Ref	Action	Responsibility	Time Line
	<u>Carried Forward from Meeting of 14 March 2022</u>		
9	HR Update Principal to liaise with Clerk re determining best route for reporting changes to TQFE	Principal	Next Meeting

Summary of Current Action Items			
Ref	Action	Responsibility	Time Line
6.1	Update on Perth College Strategic Plan Amend "Overhead Rate" to "Gross Margin" throughout	Director of Finance	Board Meeting, June 2022
6.1	Update on Perth College Strategic Plan Ensure HE recommendations highlighted in green to come into line with FE Recommendations	SMT	Board Meeting, June 2022
6.1	Update on Perth College Strategic Plan Consider setting challenging targets that can be rather than ones that have little chance of being achieved	Depute Principal	Board Meeting, June 2022
6.1	Update on Perth College Strategic Plan Ensure the ICT/Digital Transformation Strategy is circulated with Board papers	Vice Principal (External Engagement)	Board Meeting, June 2022
6.1	Update on Perth College Strategic Plan Milestones for Sustainability Objectives to be firmed up and made more tangible	Director of Finance	Board Meeting, June 2022

MINUTES

Item		Action
1.	<p>Welcome and Apologies</p> <p>Chair welcomed everyone to the meeting and noted apologies.</p>	
2.	<p>Additions to the Agenda</p> <p>None</p>	
3.	<p>Declaration of Conflict of Interest in any Agenda Item</p> <p>There were no declarations of interest in any item on the agenda.</p>	
4.	<p>Minutes of Meeting of Finance & Resources Committee, 14 March 2022</p> <p>The minutes were approved as a true and accurate record of the meeting.</p>	
5.	<p>Matters Arising from previous minutes</p> <p><u>9 – HR Update</u></p> <p>Action: Principal to liaise with Clerk re determining best route for reporting changes to TQFE</p> <p>Action Update: Not complete – TQFE still ongoing</p>	Principal
6.1	<p>Update on Perth College Strategic Plan 2022-27</p> <p>Principal introduced Paper 2, noting the high level of consultation and the significant discussion at the most recent Strategic Development Committee on 16th May (amendments highlighted within Paper).</p> <p>Principal noted that the focus for this meeting was on financial implications, and that the highlighted KPIs reflected SMT’s recommendations as there had not been time to explore these at the SDC meeting. In addition, a line had been drawn at Board-level KPIs due to the significant numbers of strategic objectives generated.</p> <p>Co-Opted Member queried whether the Commercial objectives were too conservative at, eg, 1% over 5 years. Vice Principal noted that referred to a College overhead rate + 1%, which was actually a large increase. Director of Finance confirmed that use of this target put focus on profitability to avoid low gross profits, and</p>	

	<p>targets identified translated as a 20% improvement on current levels.</p> <p>Chair BoM advised that this would be more easily understood if referred to as Gross Margin. Committee agreed that Gross Margin was a better reference point in this instance.</p> <p>Student Board Member noted that FE recommendations had been highlighted in green, but HE recommendations had not. This was identified as an oversight, and will be sorted for Board.</p> <p>Chair BoM queried whether carbon footprint target reductions were achievable, and whether these related to public sector legislative targets. Depute Principal confirmed that the College would be covered by the Scottish Government’s Net Zero policy which is required to be achieved by 2045, and noted that the Goodlieburn building may be the key factor in achieving this target.</p> <p>Chair BoM noted there would be more comfort in setting a target that can be narrowly missed rather than setting targets that have little chance of being achieved within the 5-year timescale of the Plan. Depute Principal agreed to consider options in this area prior to the final version being submitted to Board.</p> <p>Chair queried the lack of infrastructure-based KPIs around Digital Transformation. Vice Principal noted that these were included in the enabling ICT/Digital Transformation strategy; this would be circulated within the Board papers.</p> <p>Chair recommended that milestones should be firmed up and made more tangible for the Sustainability Objective 1. Director of Finance agreed and will sort.</p> <p>Co-Opted Member queried how these efficiencies will be measured. Director of Finance advised that the metrics will be rolled up in the financial reports. Co-Opted Member suggested that this may therefore be more of a project-level KPI than a strategic one. Vice Principal agreed that this may be an area that drops “below the line”, or gets rolled up into staff costs.</p> <p>Chair concluded the discussion by noting that, subject to amendments discussed, the Plan should be taken forward with a strong recommendation. Committee agreed this position.</p>	<p>Director of Finance</p> <p>SMT</p> <p>Depute Principal</p> <p>Vice Principal</p> <p>Director of Finance</p>
<p>6.2</p>	<p>Branding Update</p> <p>Committee received a presentation from the Marketing Team re a proposed local brand as agreed following recent launch of new UHI brand.</p> <p>Marketing Team Leader outlined the guidelines and principles</p>	

	<p>behind the branding, before Design & Communications Assistant provided visuals and draft layouts/colour schemes proposed to be used.</p> <p>Vice Principal noted that the proposal retains brand recognition and the changes to the UHI logo without clashing, which is important for the recruitment market.</p> <p>Chair queried whether any conversations with UHI had taken place re proposed branding. Vice Principal advised that Board input was sought before taking the matter forward with UHI. Principal reminded Committee that the next recruitment cycle commences just after summer break.</p> <p>Chair BoM queried next steps. Principal confirmed that the proposal would be taken to June Board then rolled out over summer.</p> <p>Vice Principal noted that all development work is being carried out in-house, allowing the marketing budget to be used elsewhere.</p> <p>Student Board Member queried whether black logo was the right way to go. Design & Communications Assistant advised that the black logo would very seldom be used, for example on letterheads, but had been included for presentation purposes.</p> <p>Committee agreed to move to further consultation ahead of the final proposal being presented to Board.</p>	
<p>7.1</p>	<p>Perth College Financial Update: Year to 30 April 2022</p> <p>Director of Finance presented Paper 3 for information, noting that the improved position was mainly driven by staff cost savings, however the potential for clawback on HE numbers could bring this position back to break-even. Principal noted that May/June is very late for clawback which is causing consternation among academic partners.</p> <p>Committee noted Paper 3.</p>	
<p>7.2</p>	<p>Perth College Draft Budget 2022/23</p> <p>Director of Finance presented Paper 4 noting that Credits were less overall for the Partnership, but Perth College's are going up, albeit not as much as had been hoped. Director of Finance then outlined potential savings in non-staff cost areas.</p> <p>Director of Finance advised that FFR submission date was scheduled for 30th June, however SFC have not published instructions as yet. This will be aligned with the submission to the Board.</p>	

	Committee noted Paper 4.	
8.1	<p>Tay Cities Deal – Hospitality Skills Project</p> <p>Vice Principal introduced Paper 5, advising that Perth College wishes to submit a bid to lead a £2m project on the hospitality skills element of the Tay Cities Deal.</p> <p>Vice Principal noted that the Scottish Government had agreed the project would be deemed a Business Justification Case, and the SG are keen to proceed at risk to appoint the project lead, with costs to be recouped.</p> <p>Chair BoM noted that the project looked to be core to strategic intent and well within scale of risk appetite. Student Board Member queried the potential risk re clawback; Vice Principal noted that this would be minimal as funding would be received from within the project - only risk in this instance would be around expenditure recoup periods.</p> <p>Committee APPROVED Paper 5</p>	
9.1	<p>Aviation Academy for Scotland/Tay Cities Deal Update</p> <p>Vice Principal presented Paper 6 for information, which provided an update following the change of ownership for Tayside Aviation, and noted that an options workshop for AAS was taking place on 25th May, the outcome of which would be reported back at the next meeting</p> <p>Committee NOTED the updated position and ENDORSED the course of action being taken to inform the approval process.</p>	
10.	<p>Estates Update</p> <p>Depute Principal presented Paper 7 on behalf of Head of Estates, thanking Board Members for their input into Estates Strategy discussions</p> <p>Chair BoM queried responsibility for sourcing Green Energy incentives. Depute Principal noted that this was in the remit of the Head of Estates and that funds were being bid for where appropriate.</p> <p>The Estates Update was NOTED.</p>	
11.	<p>HR Update</p> <p>Head of HR & Organisational Development presented Paper 8.</p>	

	Chair BoM requested that Board numbers attending mandatory training be supplied prior to one-to-one reviews. The HR Update was NOTED .	Head of HR
10.	Committee Minutes The following Committee Minutes were NOTED : <ul style="list-style-type: none"> • EDIT Committee, 17 March 2022 • JNC Support Staff, 03 March 2022 • JNC Lecturing Staff, 03 March 2022 • Staff Engagement Committee, 31 March 2022 	
13.	Date & Time of Next Meeting <ul style="list-style-type: none"> • tbc <p>Clerk noted that the timetable for Board and Standing Committee meetings 2022-23 would be tabled to the final Board Meeting of the year on 16 June 2022.</p>	
14.	Review of Meeting Committee confirmed that the meeting had been conducted in line with its Terms of Reference.	

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 2018? **Yes** **No**

Perth College UHI

Paper No.2

Committee	Finance & Resources Committee
Subject	Implementing the Strategic Plan - Departmental
Date of Committee meeting	05/10/2022
Author	SMT
Date paper prepared	12/09/2022
Executive summary of the paper	Please outline the follow elements of this paper: This paper provides an initial outline of how SMT proposes to implement the Perth College Strategic Plan 2022-27.
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	n/a
Action requested	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> Strongly recommended for approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No

Perth College UHI

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

Perth College UHI

Status (e.g. confidential/non confidential)	Non Confidential
Freedom of information Can this paper be included in "open" business?*	Yes/ No

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

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

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

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

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

and

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

Excellence in Learning and the Learning Experience

Strategic Objective: The Learner Experience

KPI
Target 1. Raising awareness and promoting health and student wellbeing/safety by ensuring staff have the skills and knowledge to respond effectively to the range of student
Increase participation rates by 10% over 5 years

Our Team Can Support This Target by:	How Our Team Will Measure Our Success
1	1
2	2
3	3
4	4
5	5

KPI
Target 2. Increasing retention, attainment, achievement, progression and student satisfaction to sector-leading levels before 2027
Increase student retention (over 5 years): FE by 7% to 80% and HE by 5% to 92%

Our Team Can Support This Target by:	How Our Team Will Measure Our Success
1	1
2	2
3	3
4	4
5	5

Target Increase student progression (over 5 years): FE & HE by 13% to 85%

Our Team Can Support This Target by:	How Our Team Will Measure Our Success
1	1
2	2
3	3
4	4
5	5

Target Increase student achievement (over 5 years): FE by 12% to 74% and HE by 9% to 80%

Our Team Can Support This Target by:	How Our Team Will Measure Our Success
1	1
2	2
3	3
4	4
5	5

KPI 3. Increase student satisfaction

Target

Early Student Experience Survey (ESES): FE by 2% to 98% over 5 years and HE by 7% to 98% over 5 years

Our Team Can Support This Target by:	How Our Team Will Measure Our Success
1	1
2	2
3	3
4	4
5	5

Target

Student Satisfaction and Experience Survey (SSES): FE by 6% to 98% over 5 years and HE by 9% to 98% over 5 years

Our Team Can Support This Target by:	How Our Team Will Measure Our Success
1	1
2	2
3	3
4	4
5	5

KPI

4. Increase student response rates to learner surveys

Target

Early Student Experience Survey (ESES): FE by 20% to 60% over 5 years and HE by 10% to 70% over 5 years

Our Team Can Support This Target by:	How Our Team Will Measure Our Success
1	1
2	2
3	3
4	4
5	5

Target

Student Satisfaction and Experience Survey (SSES): FE by 13% to 65% over 5 years and HE by 20% to 60% over 5 years

Our Team Can Support This Target by:	How Our Team Will Measure Our Success
1	1
2	2
3	3
4	4
5	5

KPI

5. Increase proportion of classes with a Student Voice Representative FE and HE

Target

By 20% to 60% over 5 years

Our Team Can Support This Target by:	How Our Team Will Measure Our Success
1	1
2	2

3	3
4	4
5	5

KPI 6. Increase the number of Student Forums

Target By 20% to 80% over 5 years

Our Team Can Support This Target by:	How Our Team Will Measure Our Success
1	1
2	2
3	3
4	4
5	5

KPI 7. Our student experience will offer transformational opportunities and we will continue to enable our learners to

Target Challenge and question what they believe to be true

Our Team Can Support This Target by:	How Our Team Will Measure Our Success
1	1
2	2
3	3
4	4
5	5

Target Be open to change and interpret information more critically

Our Team Can Support This Target by:	How Our Team Will Measure Our Success
1	1
2	2
3	3
4	4
5	5

Target Consider pursuing options for advancement that they instinctively or historically considered impossible

Our Team Can Support This Target by:	How Our Team Will Measure Our Success
1	1
2	2
3	3
4	4
5	5

Target Bring their perspectives to the learning environment to influence and enhance their learning experience

Our Team Can Support This Target by:	How Our Team Will Measure Our Success
--------------------------------------	---------------------------------------

1	1
2	2
3	3
4	4
5	5

Target Apply their skills and knowledge in real-world practice and challenge strongly held beliefs and opinions

Our Team Can Support This Target by:	How Our Team Will Measure Our Success
1	1
2	2
3	3
4	4
5	5

Target Recognise observable differences, from before, during and on completion of the learner journey

Our Team Can Support This Target by:	How Our Team Will Measure Our Success
1	1
2	2
3	3
4	4
5	5

Strategic Objective: Co-Creative and Progressive Curricula

KPI 1. Strengthen and develop an agile, innovative and dynamic portfolio with pathways that respond to the regional and Scottish Governments priorities and key sector needs

Continue to annually review the curriculum portfolio and increase overall redesign of our courses by 25% (to 75%) over 5 years

Our Team Can Support This Target by:	How Our Team Will Measure Our Success
1	1
2	2
3	3
4	4
5	5

KPI 2. Informed by industry, increase the number of digitally enabled innovative pedagogies (DEIP) which respond more dynamically to current and future learner needs

Continue to increase the number of courses using DEIP by 35% (to 95%) over 5 years.

Our Team Can Support This Target by:	How Our Team Will Measure Our Success
1	1
2	2

3	3
4	4
5	5

Strategic Objective: Industry Focused

KPI Increase percentage of courses adapted in response to employer feedback – from 50% to 70%, over 5 years

Increase percentage of courses adapted in response to employer feedback – from 50% to 70%, over 5 years

Our Team Can Support This Target by:	How Our Team Will Measure Our Success
1	1
2	2
3	3
4	4
5	5

Strategic Objective: Academic Partnerships

KPI Value/leverage (£) by partnership (margin/revenue – College overhead recovery +1% by year 5)

Value/leverage (£) by partnership (margin/revenue – College overhead recovery +1% by year 5)

Our Team Can Support This Target by:	How Our Team Will Measure Our Success
1	1
2	2
3	3
4	4
5	5

Strategic Objective: Research & Scholarship

KPI Increase number of staff leading projects with research time allocated, from 6 to 12 over 5 years

Increase number of staff leading projects with research time allocated, from 6 to 12 over 5 years

Our Team Can Support This Target by:	How Our Team Will Measure Our Success
1	1
2	2
3	3
4	4
5	5

Sustainability

Strategic Objective: Financial Management

KPI	Enhancement of financial forecasting	
Target	Year 1 - Budget plus one financial forecast, Year 2 - budget plus 2 financial forecasts, Year 3 - budget plus 3 financial forecasts, Year 4 - Rolling Forecasts	
	Our Team Can Support This Target by:	How Our Team Will Measure Our Success
	1	1
	2	2
	3	3
	4	4
	5	5

Strategic Objective: Reinvestment Planning

KPI	At the end of the strategic cycle (assuming 5 years) we will have the following cost/ income ratios	
Target	Staff costs/Income 70%	
	Our Team Can Support This Target by:	How Our Team Will Measure Our Success
	1	1
	2	2
	3	3
	4	4
	5	5

Target	Non-Staff Costs / Income 21%	
	Our Team Can Support This Target by:	How Our Team Will Measure Our Success
	1	1
	2	2
	3	3
	4	4
	5	5

Target	Investment Income /Income 5%	
	Our Team Can Support This Target by:	How Our Team Will Measure Our Success
	1	1
	2	2
	3	3

4

4

5

5

Strategic Objective: Environmental Sustainability

KPI Percentage Carbon Footprint Reduction

Target 2% pa (10% over 5 years)

Our Team Can Support This Target by:

How Our Team Will Measure Our Success

1

1

2

2

3

3

4

4

5

5

College Growth & Ambition

Strategic Objective: Our Culture

KPI	1. Staff survey results from 2021 are improved	
Target	Staff have a clear understanding of the College's values. Increase to 90% (2021 result 72%)	
	Our Team Can Support This Target by:	How Our Team Will Measure Our Success
	1	1
	2	2
	3	3
	4	4
	5	5

Target	Values of the College are relevant to my work. Increase to 90% (2021 result 76%)	
	Our Team Can Support This Target by:	How Our Team Will Measure Our Success
	1	1
	2	2
	3	3
	4	4
	5	5

KPI	2. Monthly initiative around one of the values	
Target	Monthly initiative around one of the values	
	Our Team Can Support This Target by:	How Our Team Will Measure Our Success
	1	1
	2	2
	3	3
	4	4
	5	5

Strategic Objective: Our Staff

KPI	Staff survey results from 2021 are improved on for the following areas (next survey to take place in 2024)	
Target	I believe the College support the health and wellbeing of staff from 54% to 80%	
	Our Team Can Support This Target by:	How Our Team Will Measure Our Success
	1	1

2	2
3	3
4	4
5	5

Target

I am kept informed about what is happening in the College from 71% to 85%

Our Team Can Support This Target by:

How Our Team Will Measure Our Success

1	1
2	2
3	3
4	4
5	5

Target

The leadership team provide clear direction and guidance from 42% to 80%

Our Team Can Support This Target by:

How Our Team Will Measure Our Success

1	1
2	2
3	3
4	4
5	5

Target

Through the Professional Review process, I feel my training needs and ambitions are discussed, identified and actioned where possible from 64% to 80%

Our Team Can Support This Target by:

How Our Team Will Measure Our Success

1	1
2	2
3	3
4	4
5	5

Strategic Objective: Our College

KPI Increase the percentage of positive coverage (locally, regionally, nationally, internationally).

Target To 80% by Year 5

Our Team Can Support This Target by:

How Our Team Will Measure Our Success

1	1
2	2

3	3
4	4
5	5

Strategic Objective: Our Ways of Working

KPI	Efficiency/time saved (days/hours/minutes)
Target	Creation of an Effectiveness and Efficiency Development Strategy
	Our Team Can Support This Target by:
	How Our Team Will Measure Our Success
1	1
2	2
3	3
4	4
5	5

KPI	Number Services/ Processes Improved - right first time: July 2023 - 4, July 2024 - 8, July 2025 - 12
	Our Team Can Support This Target by:
	How Our Team Will Measure Our Success
1	1
2	2
3	3
4	4
5	5

Strategic Objective: Digital Transformation

Target	Percentage staff/learners with improved Digital Skills
KPI	Identify digital competence framework for each job role
	Our Team Can Support This Target by:
	How Our Team Will Measure Our Success
1	1
2	2
3	3
4	4
5	5

KPI	Digital JISC competence tool completion by staff and students: 50% by July 2023, 75% by July 2024, 90% by July 2025
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Our Team Can Support This Target by:	How Our Team Will Measure Our Success
1	1
2	2
3	3
4	4
5	5

Develop Maker Spaces/Innovation Hubs to enable staff to improve their digital capability

Our Team Can Support This Target by:	How Our Team Will Measure Our Success
1	1
2	2
3	3
4	4
5	5

KPI

Partnerships & Collaboration

Strategic Objective: Relationships

KPI	1. Percentage strategic partnerships v proportion of external engagements	
Target	Increase from 5% by 1% pa	
	Our Team Can Support This Target by:	How Our Team Will Measure Our Success
	1	1
	2	2
	3	3
	4	4
	5	5

KPI	2. Percentage learner/customer satisfaction with overall quality of courses	
Target	Increase student retention (over 5 years): FE by 7% to 80% and HE by 5% to 92%	
	Our Team Can Support This Target by:	How Our Team Will Measure Our Success
	1	1
	2	2
	3	3
	4	4
	5	5

Strategic Objective: Commercial Enterprise & Innovation

KPI	1. Commercial AOP / Commercial Income (per college area)	
Target	Gross Overhead +1% by Year 5	
	Our Team Can Support This Ta by:	How Our Team Will Measure Our Success
	1	1
	2	2
	3	3
	4	4
	5	5

Committee	Finance and Resources Committee
Subject	Estates Strategy and AAS Update
Date of Committee meeting	05/10/2022
Author	Lorenz Cairns and Veronica Lynch
Date paper prepared	28/09/2022
Executive summary of the paper	<p>Please outline the follow elements of this paper:</p> <ul style="list-style-type: none"> i) Purpose – This paper provides an update to the Committee on the current status of the Estates Strategy and resulting impact on the Aviation Academy for Scotland within the Tay Cities Deal (TCD) bid. It outlines the status of discussions with PKC and the TCD PMO in relation to the creation of a proposed Masterplan and resulting impacts on delays to the completion of the OBC. ii) Impact – these discussions will provide an opportunity to redevelop the Perth College estate in collaboration with PKC. This would increase the likelihood of presenting a strong case for funding to take these proposals forward to implementation. These proposals would also enable a more effective use of the capital funding of £5.096m from Tay Cities Deal towards the AAS project. iii) Course of Action – It is recommended that the Board of Management: <ul style="list-style-type: none"> a) Endorse SMT to align the Estates Strategy with continuing discussions with PKC in the development of a Masterplan for the Perth College Estate that would include proposals to host a new primary school and secondary school on campus. b) Endorse the inclusion of the AAS development options within the Masterplan discussions to determine the optimal approach and timing of the TCD grant funding investment.
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	College Board, Regional Partners, UHI.

Perth College UHI

<p>Action requested</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>Resource implications</p> <p>Does this activity/proposal require the use of College resources to implement?</p> <p>If yes, please provide details.</p>	<p>Yes/ No</p> <p>The Masterplan development will be led by PKC in conjunction with SMT and the College's Estates consultants. Resource implications will become clearer as this work develops.</p>
<p>Risk implications</p> <p>Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk?</p> <p>(If yes, please provide details)</p>	<p>Yes/ No</p> <p>The discussions with PKC pose no risks to the College at this time. As discussions develop, any associated risks will become clearer.</p> <p>This document outlines the risks associated with the delays in the decision phase of the AAS project and the associated mitigations already underway or planned.</p>
<p>Link with strategy</p> <p>Please highlight how the paper links to the Strategic Plan, or assist with:</p> <ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information 	<p>Estates Strategy</p> <p>Growing the College's reach regionally, nationally and internationally</p> <p>Improved learner experience</p> <p>New opportunity for the Curriculum and AST</p>
<p><u>Equality and diversity</u></p> <p>Does this activity/proposal require an Equality Impact Assessment?</p> <p>If yes, please give details:</p>	<p>Yes/ No</p>

Perth College UHI

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

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

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

For how long must the paper be withheld? September 2024

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

<http://www.itspubliknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp>
and http://www.itspubliknowledge.info/web/FILES/Public_Interest_Test.pdf

PERTH COLLEGE UHI ESTATES STRATEGY/ AAS UPDATE 5 OCTOBER 2022**Introduction**

In May 2021, Perth College UHI (PC) was approached by Perth and Kinross Council (PKC) officials to discuss what plans we had (if any), for our Goodlyburn buildings. It became clear that PKC was looking into potential sites for a new school build and were attracted to the possibility of working with PC to create a large campus that would house both a primary and a secondary school in addition to a new college build. The conversation was relatively brief and the concept rejected quickly due to site size constraints.

Perth College UHI Estates Strategy

In early 2022, with the agreement of Perth College Board of Management, PC commissioned Faithful and Gould to create a new college estates strategy. The work was on going and progress steady.

The attachment provides a summary of the first two steps of a 3 step process undertaken for the master-plan feasibility study for Perth College. The report, produced in May 2022 provides a strategic overview of the College and the site, summarising the project's status and brings together a broad range of information at a single point in the project's development.



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Recent Campus Development Discussions with PKC

While the work on the College's Estates Strategy was ongoing, PC Senior Management Team (SMT) were asked to attend a meeting on 27 August 2022 with PKC's Chief Executive Thomas Glen, Director of Education and Children's Services Sheena Devlin and Head of Property, Stephen Crawford.

At this meeting, PKC again expressed a desire to work with PC to create a single site campus that would encapsulate a primary school, a secondary school and a college. Although at a very early stage, the preferred site for the council would be Goodlyburn /Brahan (a neutral catchment). The project would be subject to a bid with an original deadline of October 2022. It should be noted that funding mechanisms have not yet been ascertained and discussions will have to include UHI at some point. UHI as the Regional Strategic Body (RSB) have however been made aware of this potential opportunity.

We informed Faithfull and Gould of this development and they have halted progress on the initial plan and stand ready to work with ourselves and PKC on any new development

At the most recent meeting with PKC, (21 September 2022), it was agreed that;

- The Council will not apply for the current round of funding as they do not have the level of detail required at this point
- They would apply for the next round of funding and would use this time with ourselves to prepare for that process
- We would commission a joint masterplan which would take account of both sets of needs and consider all of the options including off site options and also including all options for decanting as part of the build process
- We would use the procurement processes available to both organisations
- Stephen Crawford (PKC) will prepare the first draft of the brief for discussion within the next 2/3 weeks
- We will continue to discuss/refine requirements as part of this process
- PKC are keen for PC to consider a city centre presence – This could simply be to facilitate decant from existing buildings to allow deconstruction/construction
- Scottish Futures Trust are keen for the joint venture to happen, which ticks all the boxes for Government Ministers

Impact of the PKC Discussions on the Tay Cities Deal (TCD) Aviation Academy for Scotland (AAS) Project.

An Options Workshop for AAS was held in May 2022 ahead of these discussions with PKC. The resulting recommendation from that workshop was to revisit the projected outputs from the original AAS application and should the impact continue to be deliverable, that a recommendation would be made to proceed with option one outlined below. The discussions with PKC have resulted in this approach being suspended pending more detailed discussions on a joint masterplan.

Clearly, commissioning a joint masterplan with PKC will take time and with no significant level of detail yet available, it is unclear where the College could build AAS at this time without potentially compromising the larger campus development

Potential Options for AAS

1 Identify a suitable site on campus to build additional workshops for AAS.

The TCD capital grant value of £5.96m is estimated to build 5 workshops which is the minimum that AAS would require to meet the terms of the original grant award. A location adjoining Brahan to extend the existing engineering workshops are being reviewed as a potential location, however, the future of Brahan within this broader Estates Strategy is currently uncertain. It is also unlikely to meet the net zero 2045 target and this approach may limit other development options for the campus.

A stand alone location for this build would need to be selected as one which would not impact the broader Masterplan to optimise the campus development opportunities. Discussions are at too early a stage to be able to make this decision and it would be likely that this option would be put on hold until further discussions in relation to the proposed Masterplan are clearer.

2 Delay planning any AAS capital investment until after the “joint masterplan” is completed - approximately 12 months time.

This option would need to be ratified with the agreement of the Joint Management Committee (JMC) of the TCD. This would likely be acceptable to the JMC and would provide an opportunity to ensure a more optimum use of the TCD grant funding. However the market value of the grant would be significantly reduced in 12 months time and further still by the time the capital works are able to be undertaken.

This approach would further delay the College and AST’s ability to capitalise upon the market opportunity that AAS could bring to support the aviation industry’s growth projections. This would also require AST to begin discussions with renewing the Scone Hangar lease which expires in July 2024.

3 Incorporate AAS into the “joint masterplan”.

This would be likely to be acceptable to the JMC and would provide an opportunity to leverage more funding as part of the broader College estate development to ensure AAS becomes an integral part of our curriculum offer and will make better use of the TCD grant funding. With the masterplan implementation timescale as 2027/28, the market value of the grant would be further reduced by the time of the investment.

As with option 2, this approach would further delay the College and AST’s ability to capitalise upon the market opportunity that AAS could bring to support the aviation industry’s growth projections and a requirement to extend AST’s lease at Scone.

Implications for TCD Funding

Discussions with the TCD Programme Management Office (PMO) have kept them informed about the implications these proposed developments may have for the Perth element of the AAS project, including that 2024 drawdown timescales potentially may require to be extended.

In parallel, ongoing discussions are taking place with the new owners of Tayside Aviation (TA) for the pilot training element of the AAS project. TA are still keen to engage with the project, however, have their own delays in obtaining decisions from Highlands and Islands Airports Ltd (HIAL) on an agreed site location along with an acceptable Heads of Terms offer from Dundee City Council (DCC) before they can progress their part of the AAS project. This has led to uncertainty of how their proportion of TCD grant will be invested.

Discussions with the PMO and resulting mitigating approaches include the option to move towards a Programme Approval to build flexibility between each partners respective conflicting development timescales as well as any resulting impact on drawdown profile.

The College is also continuing to review the AAS project outputs on the basis of some lower than expected recruitment within the HE aviation programmes for 2022/23. This will be monitored on an ongoing basis and will be factored into the refreshed Outline Business Case before submission.

Conclusions

The options above for investment of the TCD AAS grant will influence the timing of the completion of the OBC and any resulting drawdown of the £5.96m funding.

More detailed discussions with PKC will take place within the next month to determine which of these 3 options above would be the recommended way forward for AAS or if there are any other options open to the College to progress this more quickly.

Progress with these discussions will be reported back at a future Board of Management Meeting.

Recommendations

It is recommended that the Board:

- a) Endorse SMT to align the Estates Strategy with continuing discussions with PKC in the development of a Masterplan for the Perth College Estate that would include proposals to host a new primary school and secondary school on campus.
- b) Endorse the inclusion of the AAS development options within the Masterplan discussions to determine the optimal approach and timing of the TCD grant funding investment.

Committee	Finance & Resources Committee
Subject	Management Accounts FY
Date of Committee meeting	5/010/2022
Author	Iain Wishart, VP Operations
Date paper prepared	28/09/2022
Executive summary of the paper	Review of the full year management accounts 21/22
Consultation How has consultation with partners been carried out?	First presentation at this meeting
Action requested	<input checked="" type="checkbox"/> For information only <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
Resource implications (If yes, please provide details)	Yes/ No Details the use and performance of resources.
Risk implications (If yes, please provide details)	Yes/ No Details use of resources and cash position
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information 	<p>This project supports the delivery of the strategic aim Financial sustainability</p> <p>This paper assists with risk management, compliance with legal duties and with the Code of Good College Governance.</p>

<p><u>Equality and diversity</u></p> <p>Yes/ No</p> <p>If yes, please give details:</p>	<p>Click or tap here to enter text.</p>
<p>Island communities</p> <p>Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?</p>	<p>Yes/ No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>
<p><u>Data Protection</u></p> <p>Does this activity/ proposal require a Data Protection Impact Assessment?</p>	<p>Yes/ No</p> <p>Set out any data protection aspects and whether a data protection impact assessment is needed</p>
<p>Status (e.g. confidential/non confidential)</p>	<p>Confidential</p>
<p>Freedom of information</p> <p>Can this paper be included in “open” business?* - Yes</p>	<p>Papers should be open unless there is a compelling reason for them to remain closed. If a paper, or parts of a paper, are to remain closed the reason for that exemption must be specified – see reasons below</p>

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

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

For how long must the paper be withheld? n/a.

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

Financial Performance Review

FY 21/22



Group Overview

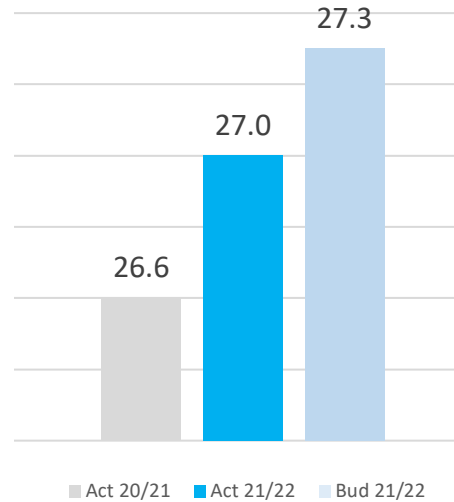
Our FY AOP (Profit) is a surplus of £565K surplus.

Income includes a reduction in funding for lower HE students although some of this was offset by core skills income performance.

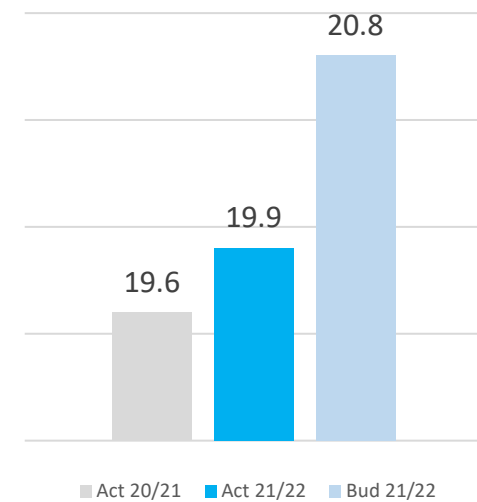
Staff costs came in lower than budget based on lower student numbers.

Non-Staff costs performed very well coming in on budget.

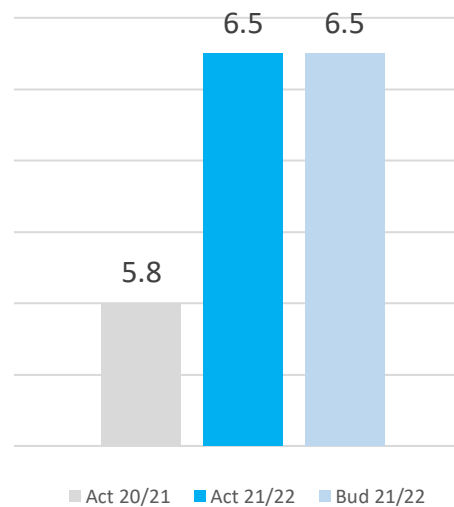
YTD Income (Excl Bursary) £M



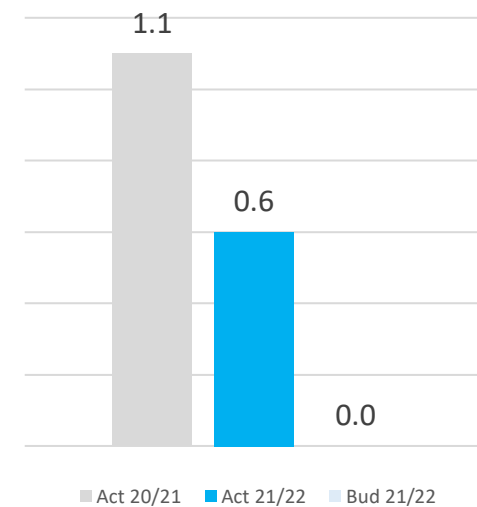
YTD Staff Cost £M



YTD Non-Staff Cost £M



YTD AOP £M



Group Overview v Budget

As can be seen below our Profit (AOP) is at £0.6M.

Our Academic and Business areas came in ahead of budget on a £ basis although there was varying performances from a gross margin % point of view which is noted in the next sections.

Income includes a reduction in HE funding for lower student numbers and this is reflected in the Academic income variance. Business income was ahead of budget due to Core Skills performing ahead of budget.

Staff costs reflect lower student numbers.

Actual £K

Actual YTD 21/22	Academic	Business	Services	Total
Funding	15,284	15	1,591	16,891
Tuition Fees	3,216	1,258	2	4,476
Commercial	1,920	2,871	855	5,646
Total Income	20,420	4,144	2,448	27,013

Staff Costs	12,422	2,519	4,979	19,921
% Income	60.8%	60.8%	203.4%	73.7%

Non-Staff Costs	967	1,064	4,496	6,527
% Income	4.7%	25.7%	183.6%	24.2%

AOP/ Gross Margin Surplus/(Deficit)	7,031	561	-7,027	565
% Income	34.4%	13.5%	(287.0)%	2.1%

Budget £K

Academic	Business	Services	Total
15,912	38	1,869	17,819
3,663	1,910	0	5,573
1,507	1,373	1,060	3,940
21,082	3,321	2,929	27,331

13,075	2,347	5,377	20,799
62.0%	70.7%	183.6%	76.1%

1,070	1,029	4,433	6,532
5.1%	31.0%	151.4%	23.9%

6,937	-56	-6,881	0
32.9%	(1.7)%	(235.0)%	0.0%

Variance £K

Academic	Business	Services	Total
-628	-22	-278	-929
-446	-652	2	-1,097
413	1,498	-205	1,706
-662	823	-481	-319

653	-171	397	879
	-20.8%		

103	-35	-62	5
	-4.3%		

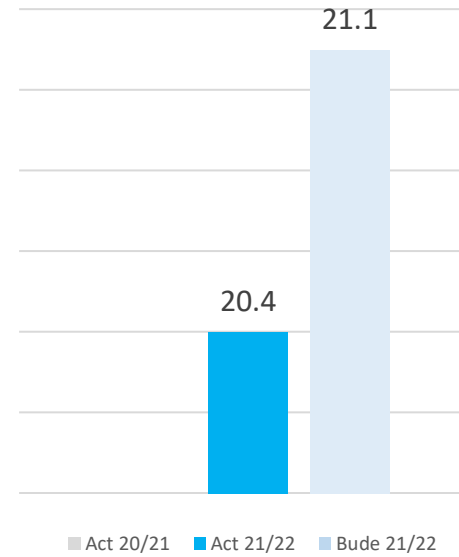
94	617	-145	565
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Academic Performance

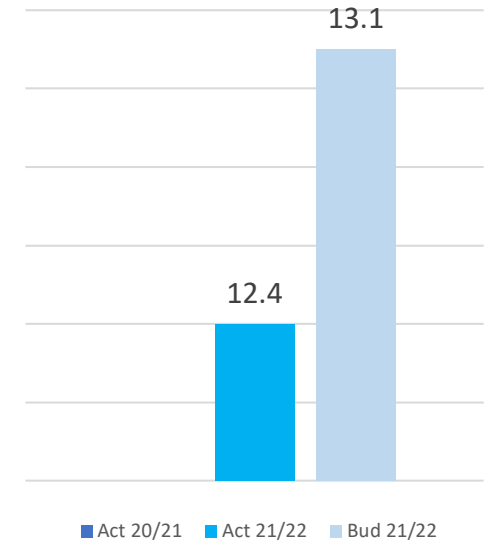
The YTD Gross Margin for consolidated Academic areas was 34.4%.

The College requires a Gross Margin of at least 26% from all income generators to breakeven.

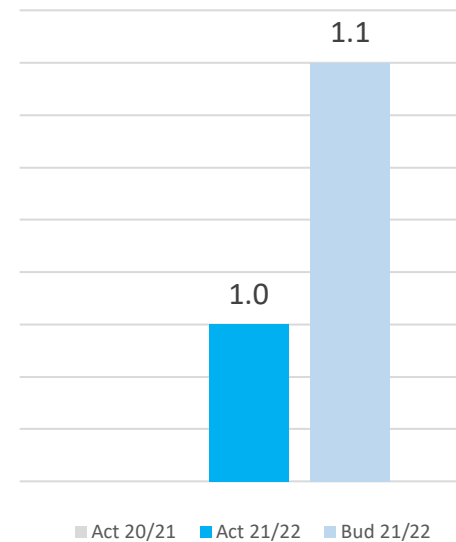
YTD Income (Excl Bursary) £M



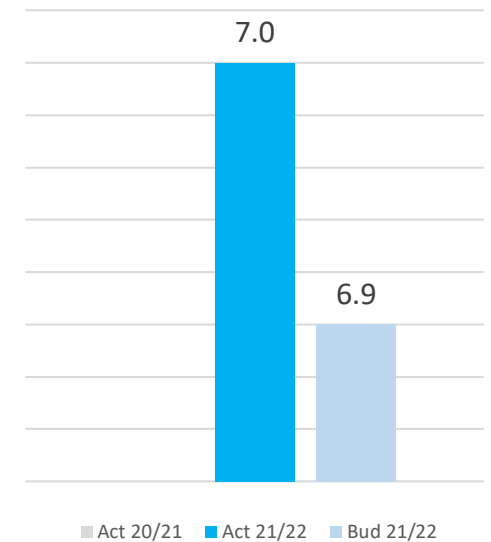
YTD Staff Cost £M



YTD Non-Staff Cost £M



YTD Gross Profit £M



Academic Performance

Despite a reduction in income for lower HE students, the Academic areas came in ahead of budget gross margin. Staff costs were lower in response to the lower student numbers while non-staff costs also came in below budget.

The actual gross margin 34% was ahead of the 24% required to cover our College overheads.

Actual £K

Actual YTD 21/22	STEM	BMCL	CCI	ALS	Research	Academic Total
Funding	3,282	3,281	3,129	5,423	170	15,284
Tuition Fees	448	967	752	1,010	40	3,216
Commercial	1,246	302	66	292	14	1,920
Total Income	4,975	4,549	3,946	6,725	224	20,420
Staff Costs	2,869	3,005	2,326	4,082	140	12,422
% Income	57.7%	66.1%	59.0%	60.7%	62.3%	60.8%
Non-Staff Costs	504	204	157	70	32	967
% Income	10.1%	4.5%	4.0%	1.0%	14.1%	4.7%
Gross Profit	1,602	1,340	1,463	2,573	53	7,031
Gross Margin	32.2%	29.5%	37.1%	38.3%	23.6%	34.4%

Budget £K

STEM	BMCL	CCI	ALS	Research	Academic Total
3,341	3,424	3,360	5,590	197	15,912
303	1,210	983	1,166	0	3,663
1,070	111	177	147	2	1,507
4,714	4,745	4,520	6,903	199	21,082
3,307	3,134	2,333	4,168	132	13,075
70.2%	66.0%	51.6%	60.4%	66.5%	62.0%
343	256	253	184	33	1,070
7.3%	5.4%	5.6%	2.7%	16.5%	5.1%
1,063	1,355	1,933	2,551	34	6,937
22.6%	28.6%	42.8%	37.0%	17.0%	32.9%

Variance £K

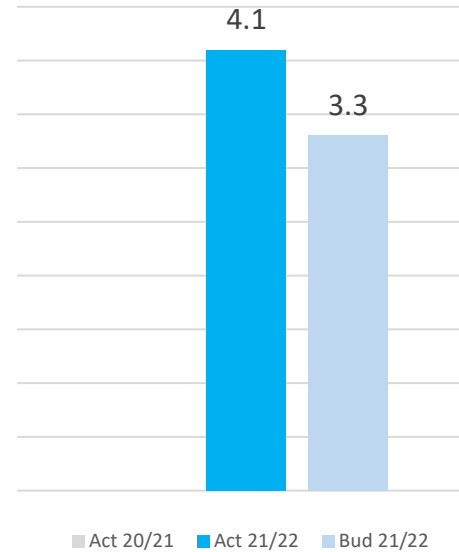
STEM	BMCL	CCI	ALS	Research	Academic Total
-59	-144	-231	-167	-27	-628
145	-243	-232	-156	40	-446
176	190	-111	145	12	413
262	-196	-574	-178	25	-662
439	129	7	86	-8	653
167.7%				-29.6%	
-161	52	96	114	1	103
-61.4%				4.6%	
539	-15	-471	21	19	94

Business Performance

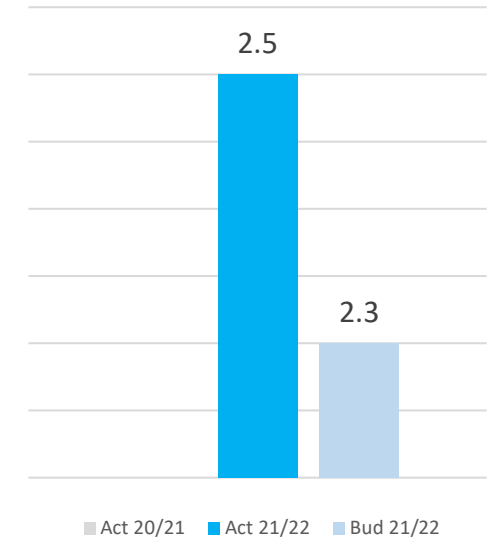
The key income driver was core skills with Managing Agents performing well ahead of budget.

It should be noted that International income is now spread across academic areas. The international cost in the Business section will be moved to academic or business services in 22/23.

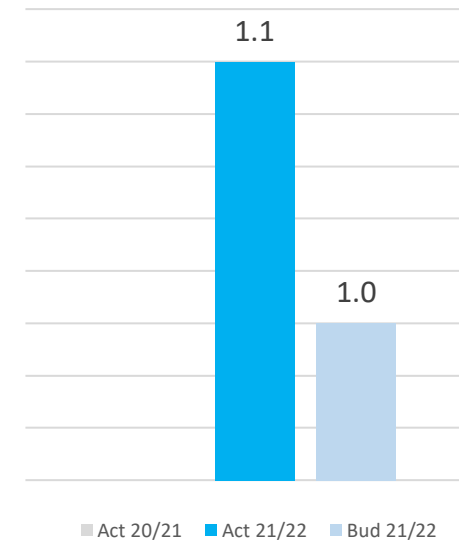
YTD Income (Excl Bursary) £M



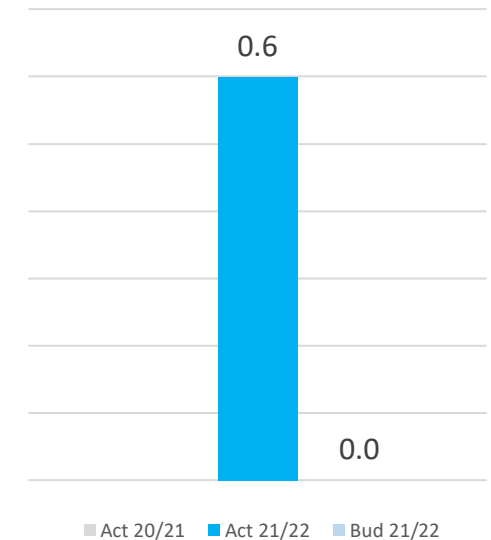
YTD Staff Cost £M



YTD Non-Staff Cost £M



YTD Gross Profit £M



Business

In 22/23 we will change how we show International and Core Skills as these are misleading as shown below. The income and cost below for these categories will be shown in academic areas in 22/23.

The other businesses came a little short of the gross margin required to cover the 26% overhead of the college.

Actual £K

Actual YTD 21/22	AST	Residences	ASW	Nursery	International	Core Skills	Group Total
Funding	0	0	0	4	0	11	15
Tuition Fees	1,242	0	0	0	0	15	1,258
Commercial	796	335	522	276	20	923	2,871
Total Income	2,038	335	522	280	20	950	4,144

Staff Costs	1,233	0	528	341	128	289	2,519
% Income	60.5%	0.0%	101.2%	121.8%	642.3%	30.4%	60.8%

Non-Staff Costs	603	255	119	25	18	45	1,064
% Income	29.6%	76.2%	22.8%	8.8%	91.5%	4.8%	25.7%

Gross Profit	202	80	-125	-85	-126	616	561
Gross Margin	9.9%	23.8%	(24.0)%	(30.5)%	(633.8)%	64.9%	13.5%

Budget £K

AST	Residences	ASW	Nursery	International	Core Skills	Group Total
0	0	0	0	0	38	38
1,910	0	0	0	0	0	1,910
56	351	514	217	0	234	1,373
1,966	351	514	217	0	272	3,321

1,206	3	421	326	140	251	2,347
61.4%	0.8%	81.8%	149.9%		92.5%	70.7%

508	209	99	30	1	183	1,029
25.8%	59.5%	19.2%	13.6%		67.6%	31.0%

252	139	-5	-138	-141	-163	-56
12.8%	39.7%	(1.0)%	(63.4)%		(60.0)%	(1.7)%

Variance £K

AST	Residences	ASW	Nursery	International	Core Skills	Business Total
0	0	0	4	0	-26	-22
-668	0	0	0	0	15	-652
740	-17	7	58	20	689	1,498
72	-17	7	62	20	678	823

-27	3	-107	-15	12	-37	-171
-37.8%		1434.1%	-23.4%	62.0%	-5.5%	-20.8%

-95	-46	-20	5	-18	138	-35
131.3%		268.0%	8.0%	-88.5%	20.4%	-4.3%

-50	-60	-120	53	15	779	617
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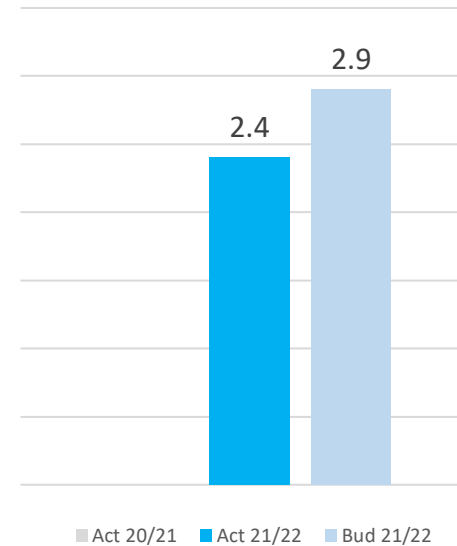
Services (Ohd) Performance

Services represent the college overheads.

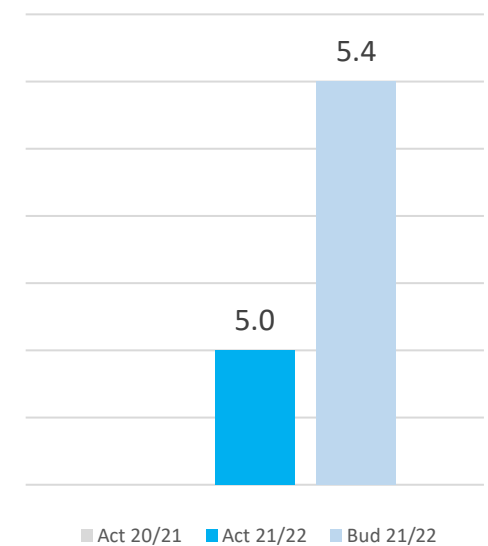
Income is below budget mainly due to catering income being down for the year.

Staff costs were slightly better than budget while non-staff costs were slightly worse than budget. Overall overheads came in on budget.

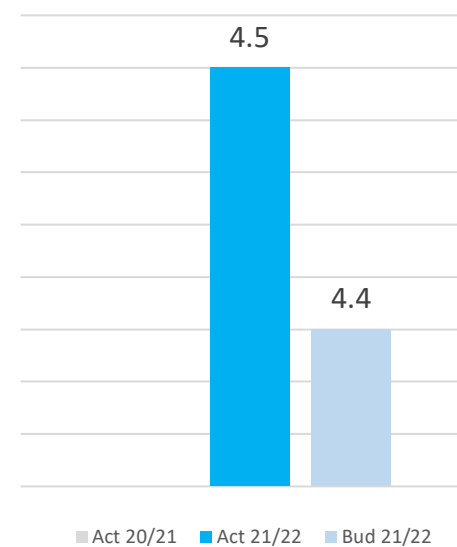
YTD Income (Excl Bursary) £M



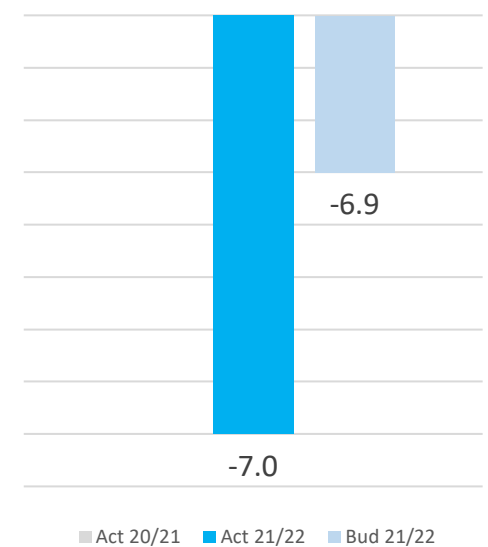
YTD Staff Cost £M



YTD Non-Staff Cost £M



YTD Net £M



Services (Overheads)

As can be seen below, the net overhead costs came in close budget for the year. The shortfall in income (catering) was offset by lower staff costs.

A key point to note is the net cost of the catering service. This was expected to be breakeven but has cost the college £172K. The continuation of COVID restrictions at the start of the year and the slow return of students made a significant contribution but there are also questions around the service which are being addressed with the provider.

Actual £K

Actual YTD 21/22	Student Services	Estates	ICT	Canteen	Business Services	Services Total
Funding	337	934	47	0	273	1,591
Tuition Fees	0	0	0	0	2	2
Commercial	133	49	1	480	192	855
Total Income	471	983	47	480	467	2,448

Staff Costs	1,166	889	479	0	2,445	4,979
% Income	247.7%	90.5%	1017.4%	0.0%	523.5%	203.4%

Non-Staff Costs	572	1,746	603	653	922	4,496
% Income	121.5%	177.7%	1281.1%	135.9%	197.3%	183.6%

Net Cost	-1,267	-1,653	-1,035	-172	-2,900	-7,027
	(269.2)%	(168.2)%	(2198.5)%	(35.9)%	(620.8)%	(287.0)%

Budget £K

Student Services	Estates	ICT	Canteen	Business Services	Services Total
517	973	49	0	331	1,869
0	0	0	0	0	0
27	0	0	800	233	1,060
544	973	49	800	563	2,929

1,341	797	454	0	2,785	5,377
246.6%	81.9%	930.1%	0.0%	494.6%	183.6%

773	1,564	488	800	808	4,433
142.2%	160.7%	1000.3%	100.0%	143.5%	151.4%

-1,570	-1,388	-893	0	-3,030	-6,881
(288.8)%	(142.6)%	(1830.5)%	0.0%	(538.1)%	(235.0)%

Variance £K

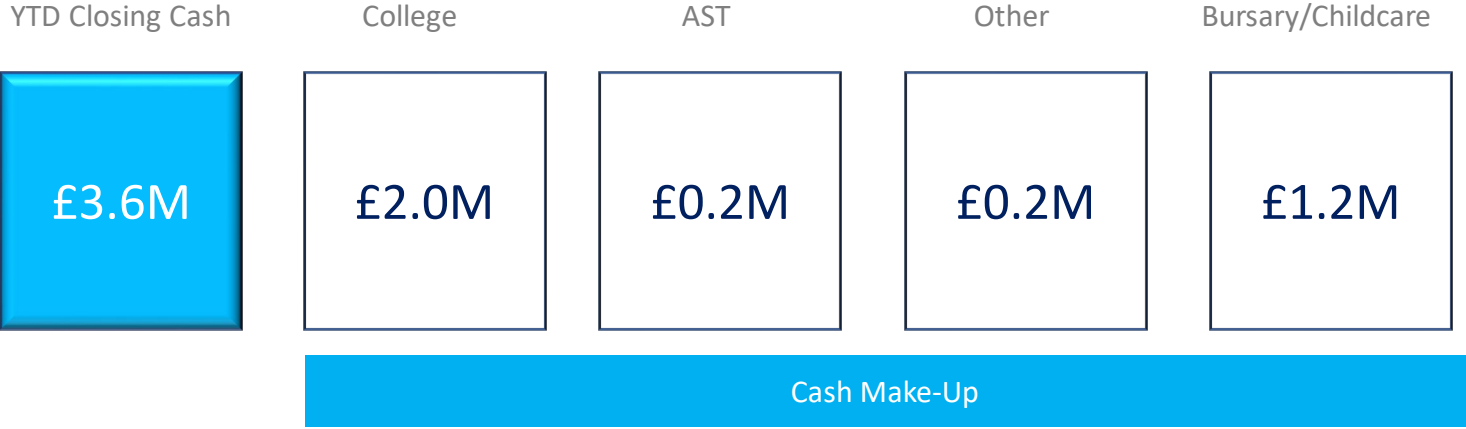
Student Services	Estates	ICT	Canteen	Business Services	Services Total
-179	-39	-2	0	-57	-278
0	0	0	0	2	2
106	49	1	-320	-41	-205
-73	10	-2	-320	-96	-481

175	-92	-25	0	340	397
	-951.6%				

202	-182	-115	147	-114	-62
	-				
	1879.3%				

303	-265	-141	-172	130	-145
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Cash



Committee	Finance & Resources Committee
Subject	Financial Outlook
Date of Committee meeting	05/10/2022
Author	Iain Wishart, VP Operations
Date paper prepared	28/09/2022
Executive summary of the paper	Current financial outlook and associated proposals
Consultation How has consultation with partners been carried out?	First presentation at this meeting
Action requested	<input type="checkbox"/> For information only <input checked="" type="checkbox"/> For discussion <input checked="" type="checkbox"/> For recommendation <input type="checkbox"/> For approval
Resource implications (If yes, please provide details)	Yes/ No Details the use and performance of resources.
Risk implications (If yes, please provide details)	Yes/ No Details sustainability risk
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information 	<p>This project supports the delivery of the strategic aim Financial sustainability</p> <p>This paper assists with risk management, compliance with legal duties and with the Code of Good College Governance.</p>

<p><u>Equality and diversity</u></p> <p>Yes/ No</p> <p>If yes, please give details:</p>	<p>Click or tap here to enter text.</p>
<p>Island communities</p> <p>Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?</p>	<p>Yes/ No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>
<p><u>Data Protection</u></p> <p>Does this activity/ proposal require a Data Protection Impact Assessment?</p>	<p>Yes/ No</p> <p>Set out any data protection aspects and whether a data protection impact assessment is needed</p>
<p>Status (e.g. confidential/non confidential)</p>	<p>Confidential</p>
<p>Freedom of information</p> <p>Can this paper be included in "open" business?* -Yes</p>	<p>Papers should be open unless there is a compelling reason for them to remain closed. If a paper, or parts of a paper, are to remain closed the reason for that exemption must be specified – see reasons below</p>

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

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

For how long must the paper be withheld? n/a

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

Financial Outlook

The financial outlook for Perth has a number of components that need to be considered to get an overall picture of our financial outlook:

1. The Sector: Government spending plans (set out in the table below) show that there will be no more funding available in the sector for the next five years. The term “flat cash” is being used. This is important as it suggests that there will be no money available, from the government, to offset wage increases and inflation on goods and services for the next five years. An example of the potential impact of this is set out in the scenarios below.

Education and Skills Portfolio Context:

Table 5: Education and Skills Portfolio Spending Plans

Level 2*	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m	2026-27 £m
Learning	532	548	548	568	813
Children and Families	194	195	195	195	195
Early learning and childcare	57	57	57	57	307
Higher education and student support	349	349	349	349	349
Scottish Funding Council	1,502	1,501	1,501	1,501	1,501
Advanced Learning and Science	23	23	23	23	37
Skills and Training	271	270	270	270	270
Total	2,927	2,943	2,943	2,963	3,472

* Figures include rounding adjustments and projected internal running costs which are subject to change as programming is finalised.

This table is sourced from the Scottish Government Resource Spending Review document.

2. Student Numbers: We have seen a significant reduction in our HE students over the last two years represented as Full Time Equivalents (FTE’s). Are we seeing a permanent reduction in HE students? Each loss of 100 FTE’s results in approximately £500K of lost income. We have significant challenges to grow our student numbers:
 - a. Universities have reduced the entry requirement on courses which has taken students who would have gone to college.
 - b. The demographics of Perth and Kinross show a reduction in the age groups who might come to college. This situation could put pressure on our FE student numbers.
 - c. Colleges who are seeing a reduction in their student numbers are now starting to advertise in Perth & Kinross.

3. The EO Effect: As Perth College is part of UHI there are layers of decision-making complexity that most Colleges in Scotland do not have to deal with. This factor slows down decision-making and can even prevent decisions from moving ahead. A good example would be International. Perth College may want to move forward with their International strategy, which would bring in more profits to support the College, but the plans have to go through EO causing significant delays can be rejected.
4. UHI Transition: If EO was efficient and effective there would still be complexities as noted at point 2. However, this is not the case and recent “Nairn” meetings have indicated that significant restructuring is needed to UHI. With significant financial challenges ahead for the sector it is a concern that resource is going to be utilised and distracted from the challenges ahead. The plan is that the restructure will take two years, but do we have two years in the current climate? In addition to the resource strain and distraction, how will the restructure impact Perth College?
5. Inflation on Goods and Services: The press has reported on the high levels of inflation that the UK faces through 22/23 and beyond. The exact, average, level, of inflation over 22/23 is difficult to predict but will be significantly higher than the average over the last two or three years.
6. National Bargaining: Most salary increases are set through national bargaining. Although the rate of increase varies by individual the average over the last few years has been around 3%. In 22/23 we could be looking at salary increases of around 10%. UNISON, who represent the academic side of our business, indicated an initial increase proposal of around 12%. Every 1% costs the college around £200K and our budget has assumed a 3% increase. The budget was set before the full extent of inflation and potential salary increases was known.
7. Job Evaluation: Jobs are being reassessed back to 2018. This exercise could result in many staff receiving wage increases back to 2018. Where the exercise indicates that staff have been paid too much then their salaries will be protected (frozen) for a period of time. The Scottish Government have set aside around £55M to pay for the historical part of the exercise. However:
 - A. The Scottish Government have indicated that if the job evaluation exercise comes out higher than £55M that Colleges will need to pay the difference. Perth have been allocated part of the £55M but we do not know if that will be enough to cover our costs.
 - B. If the exercise concludes with a net increase in the Perth payroll moving forward, then this will be similar to a permanent increase in staff costs that Perth will need to fund.

Some of the above can be modelled and give us a “what if” look over the next couple of years. The scenarios below are based on AOP profitability which relates to cash. This is important as our starting cash position at the beginning of 22/23 is around £2M. This means that any AOP or combination of AOP that adds to a loss of more than £2M would leave Perth with no cash to run the organisation.

The following values were used as a base to calculate the scenarios below:

Income – based on 22/23 budget.

Staff Costs – based on 21/22 actuals which give a more accurate starting point.

Non-Staff Costs – based on 21/22 actuals as a starting point and making specific adjustments for utility costs.

	Estimate 21/22	Budget 22/23	1 22/23	2 22/23	3 23/24
Income	27,013	28,124	26,624	28,124	26,624
Staff Costs	19,921	21,347	21,913	21,913	22,570
Non-Staff Costs	6,527	6,777	7,450	7,450	7,761
AOP	565	0	(2,739)	(1,239)	(3,707)
Reduction in FTE's			300	300	300
Inflation (Excluding utilities)			10%	10%	6%
National Bargaining			10%	10%	3%

Scenario 2 for 22/23 above assumes that Perth will receive full funding (no clawback) despite not achieving our student numbers.

As noted above, the scenarios presented only cover some of the components of our financial outlook.

While the scenarios paint an alarming picture there are unknowns which could have a significant, positive, impact on our financial position:

1. There is no clawback in 22/23 (scenario 2 above)
2. The Scottish Government get involved in National Bargaining and ensure that salary increases are at a more manageable level.
3. The government do not proceed with flat cash and find funds in future years that cover our costs.

While there are many financial unknowns and uncertainty about how Perth College might be impacted by the UHI restructure it may be time to carry out a full health check across the College with a view to managing our own financial sustainability.

This document proposes that:

1. The college carry out a financial forecast for 22/23 prior to the next Board meeting. So much has changed from when budget was pulled together that a forecast will give us a clearer picture of what our costs (and AOP) are more likely to be.
2. A full review of Perth performance with a view to creating a plan of possible changes in the future.

Committee	Perth College Finance & Resources
Subject	AST FY 2022-23 – Budget & Outlook
Date of Committee meeting	05/10/2022
Author	Mark Taylor
Date paper prepared	28/09/2022
Executive summary of the paper	A paper summarising the changes in the proposed AST budget since July 2022, together with intended actions and timescales.
Consultation How has consultation with partners been carried out?	n/a
Action requested	<input checked="" type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input checked="" type="checkbox"/> For approval
Resource implications (If yes, please provide details)	No
Risk implications (If yes, please provide details)	No
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information 	Demonstrates the income and expenditure lines within AST and the issues to be resolved, ultimately to give a positive return to the owners, Perth College

Perth College UHI

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

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

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

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

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Perth College UHI

Paper No.7

Committee	Finance and Resources Committee
Subject	Estates Update
Date of Committee meeting	05/10/2022
Author	Kevin Lynch, Head of Estates
Date paper prepared	28/09/2022
Executive summary of the paper	Update on the recent activities within the Estates department
Consultation Please note which related parties, stakeholders and/or Committees have been consulted	N/A
Action requested	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> Strongly recommended for approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No
Risk implications Does this activity/proposal come with any associated risk to the College, or mitigate against existing risk? (If yes, please provide details)	No Click or tap here to enter text.

Perth College UHI

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

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

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Estates Update September 2022

Introduction

The following report provides an update of activities within the Estates Department as of 28th September 2022.

Covid 19

All Covid restrictions have been relaxed but we have kept the one-way system in place within the library and this continues to work well.

We also continue to supply hand sanitizer, sterile wipes etc. to maintain standards.

Estates Strategy

The Estates Strategy continues to progress with step 2 of 3 almost complete. Step 2 is gathering all feedback from users with regards to space requirements, with step 3 being how to make the space work.

There have also been discussions with P&K council regarding a joint project on our campus, to include a nursery, primary school, secondary school, and College.

Depending on how these discussions progress, may have an impact on the completion of the full Estates Strategy and Masterplan.

Estates Department Re-Structure

Amendments have been made to the Estates department re-structure, which meant further consultation was required with unions and staff and this is now complete and has been approved by SMT. We have combined the Lead Caretaker and Cleaning Supervisor role, to create a Facilities Supervisor, which appears to be working well, with some very positive feedback from academic staff.

We are currently advertising for the newly created Facilities Manager role and hope to fill this role as soon as we can.

Summer/Current Works

We have completed most of our summer works programme but some projects that were requested later are still ongoing. What we have completed to date is:

- Redecoration and new floorcoverings to a number of classrooms, offices and public areas, across the campus
- Lighting upgrade to LED lighting
- New suspended ceilings
- Asbestos removal
- Equipment upgrades in Hospitality (dishwasher and waste disposal systems)
- Alterations at ASW – Hair salon has moved to a smaller space, with the old hair salon now becoming a sports therapy clinic. The H&B staff base has been relocated and there are a couple of offices to be created as well as relocating the first aid room on the ground floor.
- Room 030 has been refurbished and becomes the 'Green Skills Academy'
- Room 020 has been refurbished with new benching, flooring, lighting etc.
- Student Residences – all 3 blocks have had the gas boilers upgraded.

Environmental Sustainability

Environmental Sustainability Group have begun to meet regularly and have invited various stakeholders to join the group.

We are still at the early stages of creating a Climate Action Plan for the College and will benchmark against other similar sized organisations.

Utilities costs

Utilities bills have gone up considerably since 1st April, however early indications of the price cap recently announced by the UK Government are, that we are already paying less than the price cap and are therefore unlikely to make any savings but we await confirmation from APUC on this matter.

Kevin Lynch

Head of Estates

Perth College UHI

Paper No 8

Committee	Finance & Resources Committee
Subject	HR Update
Date of Committee meeting	05/10/2022
Author	Katy Lees, Head of HR & Organisational Development
Date paper prepared	28/09/2022
Executive summary of the paper	Update on key HR issues for the period to September 2022
Consultation How has consultation with partners been carried out?	N/A
Action requested	<input checked="" type="checkbox"/> For information only <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
Resource implications (If yes, please provide details)	No
Risk implications (If yes, please provide details)	
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information 	

Perth College UHI

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

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

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

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

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Finance and Resources Committee HR&OD Update

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

Date: 28 September 2022

National Job Evaluation Scheme

Following recent postponements or cancellations of several key National Joint Negotiating Committee (NJNC) meetings since June 2022, and a recent email from the Staff Side Project Lead to the Job Evaluation Project Manager on Tuesday 20 September 2022 advising that the staff side is no longer supporting the current Quality Assurance Process, and the uncertainty of when a Side Table (Support) meeting will take place, it has meant the employers have been unable to engage with the support staff side to have open and constructive dialogue on the future of the Job Evaluation Project. College Employers Scotland (CES) have written to the support staff joint secretary to communicate the employers' proposals in relation to the National Job Evaluation Project and Pay and Grading relating to the implementation of the Support Staff Pay Agreement 2017/18 however at the current time no response has been received by CES. What is clear is that the proposed aim for the March 2023 timescale for implementation (backdated to 1 September 2018) if progressed would be very challenging and the College requirement to provide resources to implement our own pay and grading outcomes (including calculation of backdated of salaries) needs to be considered if these progresses.

National Bargaining

Both pay awards (Support Staff and Academic staff) due on 1 September 2021 were agreed in June/July 2022 and have been paid to all staff, with leavers who have requested payments receiving monies due in September 2022.

EIS-FELA have submitted their initial pay request effective from 1 September 2022 starting with a £5,000 pay increase on all academic spine points. No pay claim has been submitted by UNISON at this stage.

Employee Relations

The College has one ongoing Employment Tribunal claim which is being defended by the College.

Trade Union Relations

The College has met with the Trade Unions on a number of occasions beyond the normal JNC's to consider a number of matters including specific organisational change proposals within the College, Hybrid Working, Staff Governance Standard.

The College has also agreed for a temporary release of a member of staff to undertake national branch work for which payment of salary is reimbursed to the College. This is currently a part time arrangement until the end of December 2022.

Equality and Diversity

The College has reengaged with the Disability Confident Scheme, and is current working through the requirements of meeting the initial level of Disability Confident Committed organisation. We can now use this logo/statement within our marketing.

We are also undertaking a number of pilots over the coming months including Pronoun training, an Equality Impact Assessment Toolkit to support the UHI training that needs to be reviewed and a pilot of a Reasonable Adjustment Passport scheme which will involve focus groups with staff who wish to have a reasonable adjustment passport so that we can ensure that the scheme is appropriate for the needs of our staff. (The Scheme will document any reasonable adjustments that staff members have in place so that if they change role/ line manager etc they do not need to go through the whole identification process again and to ensure that these reasonable adjustments are reviewed as staff needs can change. This process is very staff led.)

At the last College Equality, Diversity and Inclusion meeting there was agreement of the Actions that would be taken by the College to meeting our Equality Outcomes, which also now incorporate the previously separate Anti-Racism Action Plan and the OD/EDI Advisor is taking the lead in ensuring that these actions are regularly monitored and updates go to the College EDI meeting.

UHI has now appointed a new Head of Equality and Diversity and there has been an initial meeting to 'reset' EDI at UHI with the last meeting of the group taking place in November 2021. The Head of HR and OD and the OD/EDI Advisor both attend this meeting representing Perth College and will work with colleagues across UHI to ensure that the Perth College requirements are incorporated into the UHI EDI future plans.

The OD/EDI Advisor and the Head of HR and OD have started conversations about the work that will need to now commence to meet our next statutory reporting requirements at the end of March 2023/April 2024 which include our Gender Pay Gap report, statement on equal pay Interim Mainstreaming report which will cover both staff and students and include our annual Workforce Profile report.

Stress Survey

An external company Social Optic was commissioned to undertake Stress Focus groups across the College which are taking place between 15 September 2022 and 29 September 2022 These focus groups will provide insight into what actions the College can take to reduce levels of stress identified in the last Stress Survey conducted in January 2022. The next stress survey is due to take place in January 2023 to gauge progress in 2022.

Policies and Procedures

A process is underway to ensure that all of the staffing policies are compliant, this process involves them going to JNC's and 2 were tabled at the June JNC's (Staff Disciplinary Procedure and Staff Complaints and Grievance Procedure) and 3 at the September JNC's (Organisational Change Procedure, Redundancy Procedure and a new Travel and Subsistence Policy) and it is anticipated that this review process for all staffing policies will be completed within the 22-23 academic year.

In addition, through National Bargaining updated terms and conditions for Support staff were issued out to all support staff effective from 1 August 2022, and a new Support Staff Annual Leave policy effective from 1 September 2022 has to be issued to staff (again agreed at a National Level). Both of these do not have a significant impact at Perth College, apart from a change in notice period for some staff and how total annual leave is calculated (now 45 days as opposed to 31 days plus 14 College closure days).

A new National Menopause policy was received by the College on the 27 September 2022, to be effective from 1 October 2022 and the College with the agreement of the Trade Unions will implement this as soon as possible (We are just waiting for a word version to tailor to the College).

Sickness Absence

Please find below college sickness absence information for the academic year 2018/19 to date:

CIPHR	2019/2020 (full year)		2020/2021 (full year)		2021/2022 (Aug – April)		2022-2023 (Aug 22)
	Total Sick Days	Average Sick Days per Head	Total Sick Days	Average Sick Days per Head	Total Sick Days	Average Sick Days per Head	Total Sick Days
Management	35	1.95	0	0.0	105	5.8	5
Support	3161.5	12.65	1557	6.7	1987	12.6	70
Academic	852	3.46	706	2.8	1128	6.1	46
Total	4048.5	7.88	2263	4.5	3220	8.9	121

The final figures for the 21/22 year compared to 20/21 are below:

	Cumulative (Aug 2020 - July 2021)		Cumulative (Aug 2021 - July 2022)	
	Short Term - Total Sick Days	Long Term - Total Sick Days	Short Term - Total Sick Days	Long Term - Total Sick Days
Management	0	0	41	64
Support	620	937	932	1055
Academic	558	148	406	722
Total	1178	1085	1379	1841

As can be seen the 2021/2022 sickness year is more in line with that seen in 2019/2020, which is expected as 2020/2021 was an exceptional year due to COVID. The Management and Academic staff sickness in 2021/2022 is higher than expected when compared to 2019/2020, however the support staff sickness is reduced. However, when comparing the average sick days per head for support staff it

remains similar to 2019/2020 which is evidenced by a reduction in staffing numbers in this area.

At this stage it is too early to say what the 2022/2023 figures are going to be like, however the 2021/2022 would be a good comparison.

The initial figures for 22/23 are below

	Cumulative (Aug 2021 - July 2022)		Cumulative (Aug 2022 only)	
	Short Term - Total Sick Days	Long Term - Total Sick Days	Short Term - Total Sick Days	Long Term - Total Sick Days
Management	41	64	5	0
Support	932	1055	58	12
Academic	406	722	36	10
Total	1379	1841	99	22

COVID-19 is the main reasons for short term sickness absence in August 2022.

Health Surveillance

The HR team is working through a process to restart Health Surveillance for roles where this is required with tests such as Audiometry, Lung Function, Lead etc being planned to take place during 2022/2023.

Professional Reviews

Professional Reviews for staff will be taking place between the 17 October 2022 and the end of January 2023. Training is being put on for Managers and staff alike about on the process and paperwork alike from the 17 October 2022 and these sessions will be run by HR staff and the Head of Learning and Teaching Enhancement (for Academic managers only).

Organisational Development

The College is looking to take control of some of the mandatory training that is currently held on the UHI area of Brightspace (GBV training, EQIA training etc), however this is a complicated process and the HR team are currently working through the challenges that they are likely to experience in this implementation (based on identified challenges from other partners who have already completed this process).

The College continues to work towards completing the required actions prior to the final validation taking place for General Teaching Council for Scotland (GTCS). The timescale for this is actions are to be completed by October 2022.

Staff are required to complete a number of mandatory trainings of which completion rates are set out below. The College has a target of 90% completion in all of these trainings. Numbers are affected at this time of year by the number of starters and leavers since the end/start of the academic year. As can be seen in the table below

there is little movement in terms of this, but we are nearly at target in the majority of these identified mandatory trainings.

Completed at

Course name	22/11/2021	07/03/2022	15/05/2022	28/09/2022
Bribery Act v.1	88%	88%	88%	88%
Bullying and Harassment Part 1 v.1	87%	87%	87%	87%
Data Protection (GDPR) v.1	88%	87%	86%	87%
Diversity in the Workplace v.1	88%	88%	87%	87%
Health and Safety Part 1 v.1	86%	87%	87%	87%
Health and Safety Part 2 v.1	85%	86%	87%	87%
Let's Talk About Race	N/A	31%	48%	63%
Safeguarding in FE Colleges v.1	89%	87%	87%	88%
Stress Management for All Staff v.1	87%	87%	88%	88%

Procurement

There have been a number of procurement related activities managed by the HR department over the last few months including:

- The Occupational Health provision for the College has been retendered, with Medigold retaining the contract.
- The counselling provider has been extended for a further number of years, but will be retendered in future years
- The protective eyewear contract has now moved from Vision Express to SpecSavers under the Crown Commercial contract framework.
- Procurement of a company to undertake stress focus groups was completed.
- The Head of HR and OD is currently looking to commission a company to conduct two pulse surveys each academic year and the next full staff survey (in 2024) to support the Perth College UHI Strategy 2022-2027.
- There is an ongoing process looking at the procurement for a new HR and Payroll system.

Voluntary Severance

The College submitted a business case to UHI as our regional strategic body to extend the College's voluntary severance scheme, prior to UHI then submitting this for approval to the SFC. To date this has not been approved

Paper 9 - Minutes for Information

a - EDIT, 16 June 2022

b - JNC Support, 02 June 2022

c - JNC Lecturing, 13 June 2022

d - Staff Engagement Group, 13 June 2022

Equality Diversity and Inclusion Team (EDIT)

Note of meeting held on Thursday 15 June 2022

09.30am, By Microsoft Teams VC

Present: Katy Lees (KFL), Head of HR & OD (Chair)
 Gerald McLaughlin (GM), Student Services Manager
 Ian Bow (IB), HS&W Adviser
 Kevin Lynch (KL), Head of Estates
 Alexander Weir (AW), Wellbeing & Support Officer
 Jane Edwards (JE), UNISON Rep
 Charlie Collie (CC), Subject Leader SVS
 Sarah Wood (SW), EDI Advisor
 David Gourley (DG), Head of Learning & Teaching Enhancement
 Catherine Etri (CE), Associate Principal (Academic)
 Todor Pavlov-Kennedy (TPK), Perth HISA President

Apologies: Christiana Margiotti (CM), SDD,CCI
 Madeline Brown (MB), HISA
 Sara O'Hagan, EIS-FELA Representative
 David Snowden (DS), Exams Manager, AST

Note Taker: Trudy Guthrie

Summary of Action Items

Ref	Action	Responsibility	Timeline
8.	Terms of Reference to be brought back to next meeting.	KFL	Next Meeting
9.1	Unison guide on DAL – KFL to take to SMT for discussion.	KFL	Next Meeting
9.2	Equality Champions – ALL to feedback thoughts to KFL.	ALL	Next Meeting
9.4	Training for Managers on Equality issues – KFL/JE to meet outwith meeting to discuss.	KFL/JE	Asap
10.	Equality Outcomes for next 4 years – ALL to feedback thoughts to SW. AW/TPK to meet to discuss mental health training for students.	ALL	Next Meeting
		AW/TPK	Asap

MINUTES:

Item	Action
<p>1. Welcome & Apologies</p> <p>KFL welcomed all present.</p> <p>Apologies were noted.</p>	
<p>2. Addition to the Agenda for AOCB</p> <ul style="list-style-type: none"> • None. 	
<p>3. Minutes of previous meeting</p> <p>The minutes of the EDIT meeting held on 17 March 2022 were approved as an accurate reflection of the discussions that had taken place.</p>	
<p>4. Matters Arising not included elsewhere on the Agenda/ Review of Actions from previous meeting</p> <p>8. Terms of Reference – to be added as an agenda item to next meeting</p> <p>9. EDICT Feedback - the last meeting was cancelled KFL gave a brief update on changes within EDICT.</p> <p>11. Equalities Action Plan – To read and feedback – on agenda</p> <p>11. STUC Report – all to read – on agenda</p> <p>12. Equalities Outcomes for the next 4 years – all to read and feedback</p> <p>16. Car Parking Signage – new signs to be created – carry over to next meeting.</p> <p>16. Disability Blue Badges – KFL to check with KL re process for highlighting issues with people parking in blue badge holders. Need to look at how many spaces we are legally obliged to have. SW to take forward.</p>	<p>KFL/TG</p> <p>KL</p> <p>KFL</p> <p>SW</p>
<p>5. UHI Equality, Diversity and Inclusiveness Policy – update</p> <p>No update.</p>	
<p>6. Policy/Procedure Approvals</p> <p>None for this meeting.</p>	
<p>7. British Sign Language – update</p> <p>GM provided a brief update. UHI are overseeing the BSL action plan and they met with the Scottish Government to discuss changes. SHELS are working with UHI to create training modules which will be made available to all UHI staff. GM shared a link to the available training module.</p>	

Item	Action
<p>8. Terms of Reference</p> <p>To be brought back to the next meeting.</p>	<p>KFL</p>
<p>9. UNISON Update</p> <p>9.1 Unison guide on DAL</p> <p>JE provided an update explaining in detail and asked that this item is kept on the agenda until a procedure is in place. KFL will raise this with SMT in the new academic year and bring back.</p> <p>9.2 Equality Champions</p> <p>JE advised there were some concerns raised within Unison about this particularly the lack of dedicated time available to carry out the role. Also concerned about the way these champions are able to approach individuals presenting challenging behaviours. All discussed at length. If anyone has thoughts on this please share with KFL/SW.</p> <p>9.3 Proposed changes to PSED</p> <p>JE asked SW how the College is dealing with this. The Scottish Government held a consultation in April and asked what our implementation plan is. KFL stated the outcome of this consultation has not been published yet and will wait for the feedback on this consultation before putting anything in practice.</p> <p>9.4 Training for Managers on Equality issues</p> <p>JE asked what training our Managers get on equality issues. KFL advised they get the same training on as all other staff. If specific training becomes available they get specific training to their roles. KFL advised there is a Management training programme coming out soon. All discussed. JE/KFL to further discuss offline.</p> <p>9.5 EIA Process</p> <p>JE voiced concerns re the UHI form for this assessment and doesn't think it is fit for purpose. SW stated she has a meeting with UHI in August to review this and will be able to update at the next EDIT meeting.</p> <p>Reasonable adjustment passport – JE asked whether this would be considered. KFL confirmed that this was something that the College was going to be taking forward.</p>	<p>KFL</p> <p>ALL</p> <p>JE/KFL</p>

Item	Action
<p>10. Equality Outcomes for the next 4 years – update</p> <p>SW took team through the Equality Outcomes individually and asked if anyone had any feedback, all discussed in detail. All to read and feedback in their own time.</p> <p>TPK asked about Mental Health First Aid training for students – AW to meet with TPK outwith this meeting to discuss.</p> <p>Quiet Room – KFL advised there has been a suggestion to move this room in Brahan and when a decision has been made will bring back to this meeting. GM asked to be involved in the decision making for this. All discussed in detail.</p>	<p>ALL</p> <p>AW/TPK</p>
<p>11. Equality, Diversity & Inclusion Adviser</p> <p>SW provided an update on what she is currently working on.</p>	
<p>12. EDIT Members Updates – any other items not included elsewhere on the Agenda</p> <p>None.</p>	
<p>13. AOCB</p> <p>None.</p>	
<p>14. Date and time of next meetings:</p> <ul style="list-style-type: none"> • tbc <p>All meetings are on Thursday, 09.30-11.30am, via Microsoft Teams VC.</p> <p>Meeting End: 11.05</p>	

PERTH COLLEGE UHI

JNC : Support Staff

Note of Meeting held on Thursday 2 June 2022
1.30pm, 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

Support Staff Representatives

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

Apologies: N/A

In Attendance: Iain Wishart (IW), Director of Finance

Note Taker: Carolyn Sweeney-Wilson (CSW)

Summary of Action Items

Ref	Action	Responsibility	Timeline
1.	Welcome & Apologies <u>Notification of Rep Training to HR</u> <ul style="list-style-type: none"> JE to provide formal notification of the training for one of the Reps, who had already completed the initial training and also for the other reps once they had selected their dates. 	Jane Edwards	Next meeting (Date tbd)
7.	TOIL Guidelines – update <ul style="list-style-type: none"> Unison to feedback to KFL on their meeting with EIS, regarding TOIL Guidelines, before the next JNC. 	Unison Reps	Next meeting (Date tbd)
8.	Facilities Time		

Summary of Action Items

Ref	Action	Responsibility	Timeline
8.1	<p><u>Unison Reps to provide Management with a breakdown of their work</u></p> <ul style="list-style-type: none"> Unison Reps to provide Management with a breakdown of their work, per the usual annual return to Management, but for the period between August 2021 – February 2022. Management to review Facilities Time allowance again once information provided by Unison. 	<p>Unison Reps</p> <p>SMT</p>	<p>Next meeting (Date tbd)</p> <p>Next meeting (Date tbd)</p>

Minute

Item	ACTION
<p>1. Welcome and Apologies</p> <p>KFL welcomed everyone to the JNC for Support Staff meeting.</p> <p>There were no apologies.</p> <p>JE advised that she wished to raise a point of order before the meeting commenced. This was in regard to her Facilities Time (FT). This situation was now in crisis and, as of today, JE said she did not have any FT left. JE said she wanted SMT to give her exceptional dispensation to allow her to continue to attend this meeting, otherwise it would not be quorate. She also requested that the FT item be moved up the agenda as this was critical.</p> <p>There was then a discussion about the FT that Unison Reps received and some confusion over JE's latest communication regarding her mention of 2 hours FT; which JE said was the 7 hours spread between her and the other Reps, when there was 3 Reps in total. JE said that there was no agreement in regard to the 7 hours and Unison were in dispute with Management about this. There followed further discussion on what would happen when the new Reps were required to attend training and time that would be needed for that. Management pointed out that they had undertaken to further consider the FT for Reps, but were waiting on Unison's response to Management's reasonable request, from March 2022, for further information. Management had requested that Unison Reps provide Management with a breakdown of their work, per the usual annual return to Management, but for the period between August 2021 – February 2022. This was to be submitted to Management, prior to Management being able to consider this</p>	

Item		ACTION
	<p>matter further and, to-date, this information had not been submitted by Unison Reps.</p> <p>In regard to JE’s comment on time allowed for training for the new Reps, KFL advised that she would be expecting notification from the Branch about the training and mentoring. KFL said that training would need to be approved by the College.</p> <p>JE said she would undertake to provide formal notification of the training for one of the Reps, who had already completed the initial training, which was statutory time. The other Reps had been provided with dates for training and once they had selected their dates they would then need to apply for FT.</p> <p>MC agreed that JE could continue to attend the meeting.</p> <p>Action: JE to provide formal notification of the training for one of the Reps, who had already completed the initial training and also for the other reps once they had selected their dates.</p>	<p>JE</p>
<p>2.</p>	<p>Finance – update</p> <p>Iain Wishart (IW) joined the meeting to provide an update on the Finance situation.</p> <p>IW indicated that the College, through the first 9 months, was sitting in a profit position of just over £1M. Some items that accounted for this included receiving full funding from SFC. However, IW noted that the College had not quite made the numbers for HE that it had been paid for. IW said he was, therefore, waiting on SFC advising on any clawback for these numbers not recruited. For the full year, that clawback was, potentially, going to be approximately £1M. This would take the budget to break-even. However, the College was not able to go ahead and do anything with this money until SFC advised whether or not they would want clawback. IW said the College would ideally want to be in a break even position either way. However, if SFC allowed the College to retain the money it would be used to make a variety of much needed purchases.</p> <p>JE queried what the FE numbers were like.</p> <p>IW said they were slightly down, but were very close to what the College was paid for. Out of the approx. £1M, £90K approx. was for FE and was very close to the numbers recruited.</p> <p>If break-even was not reached, WF queried if the College was going to have significant losses.</p> <p>IW said he thought it likely that the College would reach break-even with the clawback and did not anticipate significant losses this year.</p>	

Item		ACTION
	<p>IW referred to his Finance Update paper and said that, in terms of income, this could be a false position, as the income was on an 'actual' basis and represented all that had been received from SFC.</p> <p>In terms of the 2022-23 budget, IW said that the "first pass" had been received from staff. What was indicated in his paper was showing income as relatively flat. SFC were also looking at flat income, moving forward, and it was likely that would be the situation for the next 5 years. However, the roll-up from staff appeared to show considerably more 'heads', which did not align with a flat year and the impact of that was shown in the jump from the AY21-22 estimate of £20M up to £21.385M in AY22-23, which was not sustainable for the long term. On the non-staff side there was also a huge jump, which included huge increases in the cost of utility bills from approx. £400K per year to £650K. Also to be considered was that everyone was now out of lockdown and there would likely be increased spending on travel and other costs. IW said it would be important to work out how to get the budget back to a break-even position, as a £1.4M loss would be devastating. IW said he was, today, working his way through the AY22-23 budget, department by department, looking at ways of saving money.</p> <p>In response to a query from WF's, IW said that in the 5 year spend, there was not one penny the Government were planning to add to Universities and Colleges budgets. The only thing Perth would be able to add, in terms of income, would be through commercial business.</p> <p>MC said this was a very serious issue and was also being discussed at Partnership Council. If the College were not asked by SFC for clawback this year then the money would be used to purchase needed items. What the Government was trying to do was drive change in the sector and if that did not happen, the position the sector could find itself in was one of a managed decline.</p> <p>LC advised that SFC had indicated to UHI that the FE credit allocation was also to be reduced, as were HE numbers. In terms of the process for this, SFC go to UHI first and UHI then distribute these allocations across the Partnership. What that meant was, even if the College had some growth forecast, it would not necessarily mean that Perth would receive that allocation. UHI could allocate it to another AP in the Partnership. This position was yet to fully crystallise, but the indications were concerning for the entire sector.</p> <p>JE referred to the suggestion of the loss position and that this position would get progressively worse and she requested more information on the medium to longer term forecast. The other issue was that, in the backdrop of this difficult financial situation, the</p>	

Item		ACTION
	<p>College had recently had 4 out of 5 Organisation Change consultations, which had included staffing increases and asked Management to comment on that, given the losses that the College would likely have. JE also asked when consultations would start with staff about managing staff and job losses.</p> <p>MC said she was not able to answer all of JE's queries at this point. The Organisational Change processes were about the fundamentals for the business and were needed to keep the College competitive. At this point in time there was nothing concrete from SFC about clawback and, with the information currently available, it would be difficult to make any plans and have any consultations as Management did not have the information to make any proposals/plans. Clearly if Management thought they were going to have to make staff redundant they would have to start a consultation exercise but, as Management did not know what the situation would be, they could not yet commence those discussions. The other issue of concern to Perth was the amount of the 'top slice' that was taken by Executive Office and the value for money that EO offered. Both these issues were being debated within the Partnership.</p> <p>IW said one of exercises he was currently undertaking was to go through each department's budget to understand how real that £1.4M loss would be. IW went on to provide some examples of what he was doing.</p> <p>JE said she thought it was incumbent on SMT to protect the current jobs and, if Management were aware of potentially going into a long period of financial difficulty, she thought it was reckless to be recruiting people. When looking at these Organisational Change proposals, they needed to be looked at critically.</p> <p>LC said that Management have to consider student experience and were also trying to understand the recruiting issues, so that targets could still be met. The College could not afford to stand still as an organisation, as everyone was chasing the same thing. Organisational Change must move the College forward and there were reasons behind trying to build up certain areas, in order to move forward and remain competitive.</p> <p>JE thanked everyone for this discussion and took on board what had been said.</p> <p>WF queried if the Board of Management (BoM) could re-approach the 'top slice' taken by UHI.</p> <p>MC assured WF that the entire SMT and BoM were spending a disproportionate amount of time having that conversation with UHI. There was also a number of high level roles being created by the new Vice-Chancellor and this was continually being discussed. MC</p>	

Item		ACTION
	<p>said that SMT/BoM constantly questioned the amount of money and this was an on going debate, it was not new, and the College always questioned value for money from Executive Office.</p> <p>IW advised that, further to a previous request by Unison Reps, he had added a tab to the Finance Update spreadsheet, where he had noted the spend, to-date, on Consultancy fees.</p> <p>JE expressed surprise at the level of spending on Consultancy fees.</p> <p>Due to the meeting running over time, KFL asked Unison Reps to put any questions they may have on Consultancy fees direct to IW.</p>	
3.	<p>Additions to the Agenda for AOCB</p> <p>None.</p>	
4.	<p>Minute of the last Meeting (Paper 1)</p> <p>The minute of the JNC for Support Staff meeting held on 3 March 2022, having been circulated, was approved as an accurate reflection of the discussions that had taken place.</p>	
5.	<p>Review of Actions / Matters arising not included elsewhere on the Agenda</p> <p>5.1 <u>External Consultancy Costs</u></p> <p>This item was discussed under item 2.</p> <p>5.2 <u>Staff Governance Code Proposal – update on action</u></p> <p>KFL advised that a meeting had been set-up to discuss the Staff Governance Code.</p> <p>JE queried who the Code was sent to.</p> <p>KFL said this was an internal document and was reviewed by the Auditors as part of the statutory audit of the College.</p> <p>JE queried the purpose of that meeting – was it to go through the sections and agree the content of the report, which would then be submitted to the internal auditors.</p> <p>KFL said that it would be to agree a current position for the College which she confirmed would then be forwarded to the auditors.</p> <p>JE said that in relation to FT, she thought that this year, exceptionally, Unison may want to submit a paper around the Governance Code.</p>	

Item		ACTION
	<p>KFL said that if Unison wished to submit a paper, she asked that it was provided prior to the meeting.</p> <p>JE said that given the lack of FT she had remaining, it would not be possible for her to provide a paper prior to the meeting.</p> <p>After further discussion between JE and KFL, KFL agreed that the meeting would go ahead and if Unison wanted to submit a paper to Management afterwards, Unison could do so.</p> <p>JE queried the process for the audit.</p> <p>MC confirmed the process for this and the route for the approval of the Code.</p> <p>JE queried if Unison could submit a separate report either direct to the Auditors, or straight to Audit Scotland.</p> <p>MC said that in terms of this, her report should go through the College processes first, when it would then be submitted to the BoM, who would sign-off on the Code, prior to it going to the auditors.</p> <p>JE said Unison would need to consider their participation in this process, as progress in regard to industrial relations was not being made and going through the Governance Code, to make the College sound good, was not what she wanted to do, as she was seeing shortfalls that were not being addressed.</p> <p>MC pointed out that no-one was asking Unison to make statements that they did not agree with.</p> <p>JE referred to an example, very recently, when Unison and EIS were asked to do just that and referred to that particular matter in further detail.</p> <p>KFL disagreed with JE's interpretation of that particular matter and said the unions were asked if they would like to write a supporting statement. Unison said they did not wish to do so and the bid, for student support funding, was not then progressed.</p> <p>There was further discussion and disagreement between Unison and Management on the accuracy of each other's statements. KFL noted that there was a formal record of this correspondence if it was needed to be referred to and JE requested that these factual emails to be appended to the minute.</p> <p>KFL expressed concern about the meeting running out of time and if there were no further comments on this item, asked that the meeting</p>	

Item		ACTION
	<p>moved on to the next item. JE asked that the next item be a discussion on Facilities Time (item 8).</p>	
<p>6.</p>	<p>HR Statistics & Updates</p> <p>6.1 <u>HR Statistics</u> (Paper 2)</p> <p>Due to the meeting running over time, this item to be carried forward to the next meeting.</p> <p>6.2 <u>Requesting Secondary Employment Form</u> (Paper 3)</p> <p>Due to the meeting running over time, this item to be carried forward to the next meeting.</p> <p>6.3 <u>Process Flowcharts – for information</u></p> <p>Due to the meeting running over time, this item to be carried forward to the next meeting.</p> <p>6.3.1 <u>Process for Handling Grievances</u> (Paper 4a)</p> <p>Due to the meeting running over time, this item to be carried forward to the next meeting.</p> <p>6.3.2 <u>Process for Managing Attendance</u> (Paper 4b)</p> <p>Due to the meeting running over time, this item to be carried forward to the next meeting.</p> <p>6.3.3 <u>Process for Managing Capability</u> (Paper 4c)</p> <p>Due to the meeting running over time, this item to be carried forward to the next meeting.</p> <p>6.3.4 <u>Process for Managing Conduct</u> (Paper 4d)</p> <p>Due to the meeting running over time, this item to be carried forward to the next meeting.</p> <p>6.4 <u>Absence Self-Certification and Return to work documentation – for information</u> (Paper 5)</p> <p>Due to the meeting running over time, this item to be carried forward to the next meeting.</p> <p>6.5 <u>Probation Guidance – for information</u> (Paper 6)</p> <p>Due to the meeting running over time, this item to be carried forward to the next meeting.</p>	

Item		ACTION
7.	<p>TOIL Guidelines – update</p> <p>Due to the meeting running over time, this item, and the update on the action, to be carried forward to the next meeting.</p> <p>Action: Unison to feedback to KFL on their meeting with EIS, regarding TOIL Guidelines, before the next JNC.</p>	<p>Unison</p>
8.	<p>Facilities Time</p> <p>8.1 <u>Unison Reps to provide Management with a breakdown of their work</u></p> <p>KFL asked if Unison wished to continue with discussions on this matter, as there had been a number of points in the meeting where this matter had already been discussed.</p> <p>KFL reminded Unison Reps that Management were waiting on provision of the information they had requested from Unison at the March JNC meeting, which was why Management had not been able to consider their FT further.</p> <p>JE disagreed with KFL in that she said she had already provided this information. JE noted that FT was a right that was conferred on each individual, elected, TU Rep and it was not a collective thing in that respect.</p> <p>KFL acknowledged JE’s comment, but Management had also asked for confirmation, in an ideal position, of which individual Unison Reps, would be attending which meetings, so that Management could allocate the individual FT time to each Rep accordingly. This was not impacting on Unison’s right to change Reps at these meetings, but that might then change the amount of FT given to individuals, based on the allocation the College had made to Unison. It was, therefore, really important for Management to receive this breakdown from Unison, so Management were able to make informed decisions. KFL reiterated the request, from Management, that Unison provide Management with a breakdown of their work for the period between August 2021 – February 2022 and to categorise it in terms of TU duties. There was no recognised FT for TU activities, including Branch meetings, and so that information was not required by Management.</p> <p>JE totally disagreed with Management’s position on FT, indicating it was not taking into account the industrial relations framework, it was preventing Unison Reps from attending meetings and servicing and representing Unison members. JE said that to suggest Management did not have this information was an excuse, particularly as JE had provided a really detailed email last night (1st) which covered a myriad of information. JE said she also provided</p>	

Item	ACTION
<p>her annual return from last year and Management would know, from the minutes of meetings, who attends the meetings and if Management didn't know, they could look up the minutes themselves to find out. JE said that the Branch Secretary should also be involved in this discussion, who had also submitted a proposal to Management, which Management had "rejected out of hand".</p> <p>MC said that Management disagreed with JE's comments, and expressed concern at JE's personal comments and continued tone in these discussions, which she found hugely unhelpful.</p> <p>MC agreed that Management could tally up the number of meetings etc that Reps attended, however, Management did not know what Reps' duties were over and above that, nor should they. What Management were asking for was the total from August 2021 through to February 2022, as Reps were asked to provide some significant time ago.</p> <p>MC noted that Unison had not actually said, categorically, what it was that they were looking for in terms of FT, as a totality of Unison, not as individuals for FT.</p> <p>JE said Unison wanted one day each, minimum, for each union steward. They also needed statutory time to be recognised for health and safety and to have recognised time for Branch positions and there was a separate issue for JE, in terms of a request to carry out some national TU work, which she believed the FT for that would be funded, although some of the more progressive Colleges do match that.</p> <p>MC said what Unison were asking for was 4 days, which would be 80% of a full time equivalent person, for what was a very small membership amongst the College staff. MC said that, given the College's financial position, this would be something that Management could not agree to. However, MC agreed to take this request back to SMT and have this discussion.</p> <p>KFL reiterated that Reps had not actually provided Management with the exact information from August 2021 to February 2022 that had been requested in March. What JE had provided was the figures for the year before. KFL asked that Reps provide the figures as requested. Also, in terms of this year's annual statistics for FT, KFL advised that she would need Reps to provide this to her by the end of July 2022. As the external auditors would be doing the audit early this year, KFL said it would be much appreciated if Reps could provide that information as soon as possible.</p> <p>WF provided background to the hours that Reps were working and how that had increased recently due to the departure of one of the</p>	

Item	ACTION
<p>Reps. Previously, the work had been manageable between the 3 Reps, but latterly that had not been possible and had led to Reps not being able to attend some meetings.</p> <p>JE asked if there was going to be any movement on FT from Management.</p> <p>KFL reiterated MC's comments, that Management would review this at the SMT meeting and feedback to her at the end of that week.</p> <p>JE said that in order to protect Reps position Unison would need to go to dispute.</p> <p>KFL queried JE's statement of going into dispute, as Management and Unison were continuing to have conversations regarding FT and Management had said they would feedback to Unison in a fortnight. There followed a brief discussion between KFL and JE regarding the "spirit of working together".</p> <p>MC advised Unison that if they wanted to go to dispute they were entitled to do so and this was not something Management would interfere with.</p> <p>There followed a difficult exchange between JE and KFL where there was no agreement on either side about their communication with each other.</p> <p>JE said what Unison were stipulating was that this meeting would be reconvened in 2 weeks time; for Management to take away the information already provided by Unison and for Management to consider the concerns raised by Unison today. At the re-convened meeting in 2 weeks time, Unison would consider a proposal from management in regard to FT. On that basis, Unison would not go to dispute. However, if this was opened ended then Unison would go to dispute.</p> <p>KFL reiterated that Unison provide, by mid-next week, the information Management had already requested, to enable Management to discuss this at the next SMT meeting on 14th June. Further to that meeting, Management would provide confirmation of the outcome from that SMT meeting, by the end of that week.</p> <p>There was further discussion between KFL and JE and, in particular, KFL pointed out that some of the comments by JE were not appropriate to be raised in the JNC forum.</p> <p>KFL had to leave the meeting at that point (14.48).</p> <p>As the meeting was now at its time limit, MC said the meeting would finish at this point. A date would be investigated for a further</p>	

Item		ACTION
	<p>meeting to conclude the items on the agenda. MC reiterated that Management needed the information on FT that they had previously requested, in order to consider this at the SMT meeting on 14th June. MC also reiterated that if Unison wished to lodge a complaint or dispute then that would be Unison's decision to make.</p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> • Unison Reps to provide Management with a breakdown of their work, per the usual annual return to Management, but for the period between August 2021 – February 2022. • Management to review Facilities Time allowance again once information provided by Unison. <p>8.2 <u>Management to further review Facilities Time Allowance</u></p> <p>Discussed under item 8.1.</p>	<p>Unison Reps</p> <p>SMT</p>
9.	<p>Staff Engagement Group – update (Paper 7)</p> <p>Minute of 31st March was circulated to JNC members, for noting.</p>	
10.	<p>Health and Wellbeing Group (HWBG) – update</p> <p>Due to the meeting running over time, this item to be carried forward to the next meeting.</p>	
11.	<p>Management of Stress Group – update</p> <p>Due to the meeting running over time, this item to be carried forward to the next meeting.</p>	
12.	<p>Organisational Change Procedure</p> <p>Due to the meeting running over time, this item to be carried forward to the next meeting.</p>	
13.	<p>Policy & Procedures Approval</p> <p>13.1 <u>Staff Disciplinary Procedure – minor updates all tracked changed</u> (Paper 8)</p> <p>Due to the meeting running over time, this item to be carried forward to the next meeting.</p> <p>13.2 <u>Staff Complaints and Grievance Procedure – minor updates and all tracked changed</u> (Paper 9)</p> <p>Due to the meeting running over time, this item to be carried forward to the next meeting.</p>	

Item		ACTION
14.	<p>Voluntary Severance - update</p> <p>Due to the meeting running over time, this item to be carried forward to the next meeting.</p>	
15.	<p>Unison Items:</p> <p>15.1 <u>Industrial Relations</u></p> <p>Due to the meeting running over time, this item to be carried forward to the next meeting.</p> <p>15.2 <u>Social Responsibility</u></p> <p>Due to the meeting running over time, this item to be carried forward to the next meeting.</p> <p>15.3 <u>Data Generated by Industrial Action</u></p> <p>Due to the meeting running over time, this item to be carried forward to the next meeting.</p> <p>15.4 <u>Chairing of JNCs</u></p> <p>Due to the meeting running over time, this item to be carried forward to the next meeting.</p> <p>15.5 <u>Pensions – update on shared AVCs</u></p> <p>Due to the meeting running over time, this item to be carried forward to the next meeting.</p> <p>15.6 <u>Update on Strategic Topics Being Discussed at Board</u></p> <p>Due to the meeting running over time, this item to be carried forward to the next meeting.</p>	
16.	<p>AOCB</p> <p>None.</p>	
17.	<p>Date and time of next meeting:</p> <ul style="list-style-type: none"> • Meetings for AY22-23 to be advised 	
	<p>Meeting End Time</p> <p>The meeting concluded at 14.50.</p>	

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DRAFT

PERTH COLLEGE UHI

JNC : Lecturers

Note of Meeting held on Monday 13 June 2022
2.00 pm, 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

Sara O'Hagan (SOH), EIS-FELA
Scott Innes (SI), EIS-FELA

Apologies:

In Attendance: Iain Wishart (IN), Director of Finance

Note Taker: Niamh Gilmartin

Summary of Action Items

Ref	Action	Responsibility	Timeline
5.	Review of Actions / Matters Arising not included elsewhere on the Agenda:		
	5.1 to rearrange the joint JNC meeting to discuss Staff Governance Code.	CSW	Completed
	5.2 KFL to send leisure tutor paper to EIS-FELA	KFL	Completed
14	EIS Items		
	14.2 KFL to raise EIS-FELA concerns around Brag with Head of Student Experienced	KFL	Completed

Minutes

Item		ACTION
1.	<p>Welcome and Apologies</p> <p>KFL welcomed everyone to the JNC for Lecturers meeting and welcomed IW to start with providing the Finance Update.</p> <p>There were no apologies</p>	
2.	<p>Finance Update</p> <p>IW confirmed that everyone in attendance had received the documents regarding the financial highlights.</p> <p>IW indicated that the College, through the first 9 months, was sitting in a profit position of just over £1M. Some items that accounted for this included receiving full funding from SFC. However, IW noted that the College had not quite made the numbers for HE that it had been paid for. IW said he was, therefore, waiting on SFC advising on any clawback for these numbers not recruited. For the full year, that clawback was, potentially, going to be approximately £1M. This would take the budget to break-even. However, the College was not able to go ahead and do anything with this money until SFC advised whether they would want clawback. IW said the College would ideally want to be in a breakeven position either way. However, if SFC allowed the College to retain the money it would be used to make a variety of much needed purchases. IW said that the FE numbers were slightly down, but were very close to what the College was paid for. Out of the approx. £1M, £90K approx. was for FE and was very close to the numbers recruited.</p> <p>IW said he thought it likely that the College would reach break-even with the clawback and did not anticipate significant losses this year.</p> <p>IW referred to his Finance Update paper and said that, in terms of income, this could be a false position, as the income was on an 'actual' basis and represented all that had been received from SFC.</p> <p>In terms of the 2022-23 budget, IW said that the "first pass" had been received from staff. What was indicated in his paper was showing income as relatively flat. SFC were also looking at flat income, moving forward, and it was likely that would be the situation for the next 5 years. However, the roll-up from staff appeared to show considerably more 'heads', which did not align with a flat year and the impact of that was shown in the jump from the AY21-22 estimate of £20M up to £21.385M in AY22-23, which was not sustainable for the long term. On the non-staff side there was also a huge jump, which included huge increases in the cost of utility bills from approx. £400K per year to £650K. Also, to be considered was that everyone was now out of lockdown and there would likely be increased spending on travel and other costs. IW said it would be</p>	

Item		ACTION
	<p>important to work out how to get the budget back to a break-even position, as a £1.4M loss would be devastating. IW said he was, today, working his way through the AY22-23 budget, department by department, looking at ways of saving money.</p> <p>IW said that in the 5 year spend, there was not one penny the Government were planning to add to Universities and Colleges budgets. The only thing Perth would be able to add, in terms of income, would be through commercial business.</p> <p>SOH thanked IW for the update and asked if the figures presented had considered the pay uplift that is coming up. IW confirmed that the figures did include the pay uplift.</p> <p>SOH asked IW what kind of solutions were being looked at and suggested looking at the spending on utilities and being creative, perhaps looking at flexible working?</p> <p>IW explained that different solutions would be beneficial and said that anything would help. IW suggested cutting down on travel expenses and doing some of the training, split out half this year and the rest next year. IW said that the budget is an estimate point in time, be all and end all, we will always find a way.</p> <p>LC explained that some of this will be quite normal, but that there is a worrying trend UHI in terms of how our HE and FE were also reduced. LC said that the college were 350 short HE applications and if you end up 350 again assumption if you make target that's it and that's worrying. FE is slightly better, capped numbers even if we made 100% consider not as risk UHI rationalisation, real challenges serious driver issue is recruitment.</p> <p>IW explained this is right across the sector and not just Perth College.</p> <p>KFL asked if there were any further questions for IW.</p> <p>SI asked what would happen if SFC decided not clawback the money.</p> <p>IW said that it would come back to us and we would make sure it's spent on the students. IW said that he has already voiced that to EO and that we are already making noise.</p> <p>SI thanked IW for answering questions.</p> <p>KFL thanked IW for his input and he then left the meeting at 14:25.</p>	<p>To be made clearer</p>
3.	Additions to the Agenda for AOCB	
4.	Minute of Previous Meeting	

Item		ACTION
	<p>The minute of the meeting held on 3 March 2022, which had been previously circulated, was approved as an accurate reflection of the discussions that had taken place.</p>	
<p>5.</p>	<p>Review of Actions / Matters Arising not included elsewhere on the Agenda</p> <p>5.1 <u>Staff Governance Code</u></p> <p>KFL advised that this meeting had been rescheduled to August and will be held as soon as possible at the beginning, we need that prior to the await</p> <p>Action: to rearrange the joint JNC meeting to discuss Staff Governance Code.</p> <p>5.2 <u>Leisure Tutors</u></p> <p>KFL advised that the paper would be sent by the end of tomorrow to get a way forward.</p> <p>Action: KFL to send paper to EIS-FELA.</p>	<p>Tidy up</p> <p>CSW action</p> <p>KFL action</p>
<p>6.</p>	<p>HR Statistics & Updates</p> <p>6.1 HR Statistics</p> <p>KFL asked if there was any feedback on the papers circulated prior to the meeting.</p> <p>SOH apologised and explained that she had not managed to look at the papers.</p> <p>KFL said that was fine and then went on to speak to her paper and advised that the sickness absence levels were unexpectedly higher. KFL explained this was a challenging position considerable amounts of long term sickness absence. KFL said that the main reasons for this could possibly link to Covid, being conscious more staff working from home allow themselves to work when perhaps they are not well enough to.</p> <p>KFL asked if there were any questions.</p> <p>SOH said that Cancer/stroke should be down as long term rather than short term.</p> <p>KFL agreed</p> <p>6.2 Documentation requesting secondary employment formalise process we do get asked if it is making sure, we have never said no, that might be form company director people who are in education if someone we have seen before</p>	<p>Not clear</p>

Item		ACTION
	<p>KFL explained that we need to make sure we are checking this as we have a duty of care.</p> <p>6.3 Flowcharts – Process for Handling Grievances, Process for Managing Attendance, Process for Managing Capability and Process for Managing Conduct</p> <p>KFL outlined that the purpose of these flowcharts is to give managers a quick overview of the processes. These were designed for managers.</p> <p>SI said that from a glance, the documentation is sensible and helpful and asked if this could be included in the next College update. and if you are a SM, SL, making your responsibilities clear.</p> <p>KFL explained we are looking to add in training for managers who will be taking things forward.</p> <p>SI said this was great</p> <p>SOH said she was happy with this</p> <p>6.4 Absence Self-Cert, Return to work, you do it altogether makes it easier checking process.</p> <p>SOH asked If someone is off for more than 4 weeks are they automatically referred to OH?</p> <p>KFL replied that no, it depends on the reason for the absence. If you are off with stress, even for one day, then we would look at referring the individual to OH, as it is important to look into what is causing the stress and what we can do to help. It depends on the reason. The line manager can refer and always keep in touch with the individual.</p> <p>KFL – People can be too keen to return when they are not ready, we need to look at what does a phased return to work look like.</p> <p>Probations Guidance</p> <p>SOH and SI accepted these.</p> <p>MC joined the meeting and apologised for being held up.</p>	
7.	<p>Policies and Procedures Approval</p> <p>KFL explained that there were two updated procedures with updates related to pronouns and also to ensure operationally compliant (names of staff affected), with suggested feedback from our new EDI Advisor.</p> <p>SOH and SI confirmed they are happy to approve.</p>	

Item		ACTION
	KFL thanked both SOH and SI	
8.	Item 8 no longer required	
9.	<p>Voluntary Severance</p> <p>MC said that Voluntary Severance is coming to an end on 31 July 2022. MC said that the SMT are going to request to continue the Voluntary Severance Scheme on the same basis UHI and SFC Permission.</p>	
10.	<p>Staff Engagement Group</p> <p>KFL provided an update to the group which was accepted</p>	
11.	<p>Health and Wellbeing Group</p> <p>KFL provided an update to the group which was accepted</p>	
12.	<p>Management of Stress Group</p> <p>KFL provided an update to the group which was accepted</p>	
13.	<p>EIS Attendance at Health and Safety Committee Meetings</p> <p>KFL advised that there had not been an EIS representatives at the H&S Committee meeting.</p> <p>SOH advised that this was due to timetabling issues but EIS-FELA would discuss as a team</p>	
14.	<p>EIS Items</p> <p>14.1 Equality, Diversity and Inclusion</p> <p>No notes taken for this item.</p> <p>14.2 GDPR – Brag</p> <p>EIS-FELA raised concern about who was able to access Brag data and felt that some was being shared more widely than was needed.</p> <p>KFL said that she would raise this matter with the Head of Student Experience so that appropriate guidance could be given</p> <p>14.3 Career Progression</p> <p>EIS-FELA raised that staff were concerned about the lack of career progression opportunities within the organisation.</p> <p>MC noted the comments but responded that national bargaining did not give the College flexibility in terms of creating roles that were not within national bargaining and that we were not in a position to create progression opportunities as may be seen in other types of</p>	KFL Action

Item		ACTION
	<p>organisations, whereas the College would look to advertise any vacancies and staff would be eligible to apply.</p> <p>14.4 Facilities Time for Union Duties</p> <p>EIS-FELA as there to be a further consideration of additional facilities time for EIS-FELA</p> <p>MC said that she would consider this</p> <p>14.5 Catch-up Time</p> <p>EIS-FELA asked whether there was a potential for Catch-up Time to be given to staff who had work to catch up due to being on Strike Action</p> <p>MC said that this would not be possible and staff should prioritise their workload and raise concerns with their line managers</p>	
15.	<p>Timetabling Protocols</p> <p>Amendments were noted as agreed outside the normal JNC</p>	
16.	<p>Action Short of a Strike (ASOS)</p> <p>No longer required to be discussed</p>	
17.	<p>AOCB</p> <p>None</p>	
18.	<p>Date and time of next meeting:</p> <p>TBC</p>	

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Staff Engagement Group

Minutes

Date and time: Monday 13 June 2022, 09.30am

Location: VC – Microsoft Teams

Members present: Kathleen Connor (KC), Lee Dunn (LD), Richard Fyfe (RF), Mandy MacDonald (MM), Lynne Taylor (LT), Sara O'Hagan (SO), Caroline Taylor (CT), Craig Lindsay (CL)

Apologies: Jacqui Allison (JA)

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

Note Taker: Trudy Guthrie

Summary of Action Items

Ref	Action	Responsibility	Timeline
5.	Review of Actions and Matters arising from previous meeting, <u>that are not included elsewhere on the agenda:</u>		
5.6	Cash on Campus – LC to contact Aramark re possible cashback facility. KFL to check with LC on current status.	KFL	Asap
7.1	Induction – Committee members to review the Induction area on Brightspace and feedback to JS – JS is currently compiling feedback. SO stated she has still no access, KFL to check access and will add item to the next JNC agenda	KFL	Asap

Minutes

Action

1. Welcome and Apologies

KFL welcomed everyone to the meeting.

Apologies were noted.

Action**2. Staff Conference Days**

On agenda in error.

3. Additions to the Agenda for AOCB

None.

4. Minutes of Previous Meeting

The minutes of the previous meeting, held on 31 March 2022, were approved as an accurate reflection of the discussions that had taken place.

5. Matters arising not included elsewhere on the agenda / review of actions from previous meeting:

2. Staff Conference Days – KFL advised that David Gourley is standing down of Head of Staff Conference Committee and will be replaced by Iain Wishart.

5.6 Cash on Campus- LC to speak to Aramark re the option of cashback from tills- KFL will check with LC on the outcome of these discussions.

KFL

7.1 Induction – Committee members to review the Induction area on Brightspace and feedback to JS – JS is compiling feedback. SO stated she has still no access, KFL to check access and will add item to the next JNC agenda.

KFL

10. Future agenda items – KFL to add STFG membership to next CDI agenda – this has been completed.

6. Covid-19 Update

6.1 KFL summarised current status with no restrictions in place but advised that Covid is now a standard part of all risk assessments. The legal requirement to isolate is no longer in place however stressed that staff should work from home if they test positive to alleviate spreading Covid to colleagues and students. SO stated she has had feedback from staff raising concerns about attending the staff conference on Friday due to rising Covid numbers. KFL agreed this will be a challenge as this is the first time many people will be in a large group of people since Covid restrictions began.

7. HR Update

7.1 KFL advised that the HR department is now fully staffed after the new Business Partner, Sarah Wilson joined last week. Pay awards – EIS and UNISON are currently balloting members to see if they accept this award. If this is

Action

accepted then Colleges Scotland will confirm details of the award and we will implement and backdate to Sept 2021 which will be added into our August payroll. KFL will update as soon as details are confirmed.

8. National Job Evaluation Project

- 8.1 KFL advised this is ongoing. We have not received any data yet from Employers College Scotland. KFL said there is an ongoing project to decide what to do with the results and at the moment no decisions have been made but described in detail and advised that we do not expect a final position within the next 6 months due to the vast differences within Colleges.

9. Health & Wellbeing Group & Stress Management Group– Update

- 9.1 KFL described the remit of each group in detail. MM provided a brief overview of the latest Health and Wellbeing Group meeting and advised that with Diabetes Prevention week this week we are raising awareness of the impact of Diabetes and how exercise can help with this. It is also Men's Health week and British Heart week this week, and health screening tests are available to all this week. Discussed further events in detail and asked all to contact her if there are any other items they would like highlighted in this meeting.
- KFL advised the Stress Management Group are currently looking at the Stress Survey results. Focus groups to discuss the results will be held within departments at the beginning of next semester. Explained the content of these groups and what we hope to achieve from them. Encouraged Managers to take training so they can take responsibility for the Stress Management within their teams.

10. Future Agenda Items

None.

11. Group Member Updates

(any other updates not included elsewhere on the Agenda)

RF – We are starting to see a steady increase in recruitment across the college at the moment. Payroll is also extremely busy due to nearing the end of the Academic year.

LT – Applications for the new year open in July which is later than usual due to access issues. SAS is open now and there have been a great deal of queries and asked that if anyone has any

Action

further queries please advised staff and students to email the Funding inbox.

MM – Summer camp will be running for kids and bookings are now taking place and already there is a high level of interest. There is a Street dance competition this weekend and encouraged all to come along and watch. Climbing wall is still busy and we recently launched a School of Rock for parents and toddlers which has been up taken well. Gym timetable is currently being updated and a Tough Mudder will be happening in July and tickets still are still available.

CL – In Additional Support we have closed off current year and are busy with internal assessments. New dyslexic screening tool is available and will be bringing some students in over the summer to use this.

LD – Advised the Nursery are experiencing a really busy time but all in a positive way. Have been working with ASW holding various different sessions all of which been a very positive experience for the children. Would like the children to be able to access the climbing area and will meet with MM to discuss options. Discussed in detail recent events and would like this information added to the College Facebook page and also future events, KFL advised LD to contact LF Marketing to arrange this.

SO – Teaching staff finish on 24th June and there appears to be a sense of urgency along with low moral in these staff, 8 days of lost days work due to industrial action has not helped their ability to fit work into this tight timescale.

KC – The Library is still open and very busy. It will be open right through the summer months from 8.45-4.45 and asked all to encourage their students to come in and familiarise themselves with what is available. There is a new library management system in place which will affect links in Brightspace. In the process of removing out of print books and replacing with new.

CT – no update.

12. AOCB

None.

13. Date of Next Meeting

tbc

The meeting finished at: 10.15

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 Staff Member of the Board, to be determined by Staff Members of the Board

In attendance

Depute Principal

Vice Principal (External Engagement)

Vice Principal (Operations)

Head of Human Resources and Organisational Development

Head of Estates

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.