

Finance and Resources Committee

Agenda

Meeting reference: F&R2024-25/01

Date: Thursday 26 September 2024 at 3:00pm

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 07 March 2024		Chair	Paper 1
5	Actions arising from previous minutes			
6	Strategy			
*6.1	Financial Sustainability update		Principal	Verbal
7	Financial Performance & Budgets			
*7.1	Perth College Financial Update: Year to 31 July 2024	Depute Principal (Operations)	Director of Finance	Paper 2
*7.2	UHI Perth Draft Budget 2024/25	Depute Principal (Operations)	Director of Finance	Paper 3
8	AST			
*8.1	AST Budget & Business Plan 2024/25	AST General Manager	Chair (AST Board)	Paper 4
*9	Estates			
*9.1	Environmental Sustainability Report	Director of Estates	Director of Estates	Paper 5

	Agenda Items	Author	Led by	Paper
9.2	Estates Update	Head of Estates	Head of Estates	Paper 6
10	Human Resources			
10.1	HR Update	Director of HR & Organisational Development	Director of HR & Organisational Development	Paper 7
11	Information Systems			
11.1	Digital Transformation Update	Director of Information Systems	Director of Information Systems	Paper 8
12	Committee Minutes (for noting by Committee)			Paper 9
12.1	EDIT Committee <ul style="list-style-type: none"> 14 December 2023 14 March 2024 			Paper 9a Paper 9b
12.2	JNC Committees <ul style="list-style-type: none"> 21 March 2024 			Paper 9c
12.3	Perth Staff Group <ul style="list-style-type: none"> 28 March 2024 			Paper 9d
13	Date and Time of next meeting <ul style="list-style-type: none"> Thursday 05 December 2024 		Clerk	
*14	Review of Meeting (Committee to check against the Terms of Reference to ensure all competent business has been covered)			Paper 10
	Joint Meeting of Finance & Resources and Audit Committee			
*15	Draft UHI Perth Group Report & Financial Statements for the Year ended 31 July 2023	Depute Principal (Operations)	Director of Finance	Paper 11 (to follow)
*16	Draft External Audit Annual Report 2022-23	External Auditors	External Auditors	Paper 12 (to follow)

Finance & Resources Committee

DRAFT Minutes

Meeting reference: F&R2023-24/03

Date: Thursday 07 March 2024

Location: Boardroom (Brahan Room 019)

Members present: Michael Buchanan, Chair, Finance & Resources Committee
Graham Watson, Chair, Board of Management
Jenni Harrison, Board Member
Margaret Cook, Principal

In attendance: Derek Waugh, Member of Audit Committee (to Item 2)
Lorenz Cairns, Depute Principal
Lynn Murray, Vice Principal (Operations)
Catherine Etri, Vice Principal (Academic)
Veronica Lynch, Vice Principal (External)
Iain Wishart, Vice Principal (Operations)
Katy Lees, Head of HR and Organisational Development
Gavin Whigham, Head of Estates
Ian McCartney, Clerk to the Board

Apologies: John Dare, Staff Board Member
Rebecca Bond, Student Board Member

Chair: **Michael Buchanan**

Minute Taker: Ian McCartney

Quorum: 4

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MINUTES

Item		Action
1.	Welcome and Apologies Chair welcomed everyone to the meeting and noted apologies.	
2.	Joint Meeting of Strategic Development and Finance & Resources Committees	
2.1	Financial Outlook Vice Principal (Operations) presented Paper 1 noting that Part 1 looks at UHI Perth only, not the Group (which includes AST), which shows that bottom-line income is relatively fixed at around £17.5m. On the expenditure side, Staff Costs show that the most-recent effects of VS doesn't crystallise until 2024/25, therefore there is nothing materially different from previous projection. Non-Staff Costs will likewise be similar to forecast, which in turn was close to last year's actuals. Chair queried the impact on staff being reduced in line with student numbers. Vice Principal (Operations) advised that there would be a time lag of approx. 2 years from clawback to a reduction in part-time staff costs. Vice Principal (Operations) referred to 2024/25 projections, noting that Government funding allocated via SFC had been reduced by £100m, roughly evenly split between HE and FE. Should plan be to remove the increased HE student number allocations arising from COVID, this would not impact as heavily on UHI Perth as other institutions, and the 8.6% cut in FE funding may be subject to some negotiation. Chair BOM queried whether there would be capacity or funding to deal with the potential for increased or returning numbers. Principal noted that this would depend which areas an upturn in numbers happened, however funding from UHI should be durable and capacity does exist. Vice Principal (Operations) noted that the increased or returned funding was as yet unconfirmed, and may have an impact on the size of savings required at UHI Perth. Vice Principal (Operations) confirmed that the forecast for 2024/25 should crystallise within the next few weeks, once forecast student numbers are known, due to the relative predictability of other income and costs. Chair BOM queried whether UHI Perth was doing all it could with regards to articulation from FE to HE. Vice Principal (Academic) advised that the Marketing team had been working very hard at getting the message out there, and noted that UHI Perth's withdrawal rate had dropped for the third year in a row, and is	

	<p>below the Sector norm.</p> <p>Depute Principal (Operations) advised that, due to capacity issues within the Finance Department, impacted by the work being carried out around the workstreams, there is a risk that the June Board meeting will be too early to have full Budgets prepared.</p>	
2.2	<p>UHI Transformation Operating Model</p> <p>Chair SDC noted that this Item was an open discussion around Paper 2, while noting that some points may have previously been discussed or noted within the meeting.</p> <p>Chair queried the viability of a 31st May deadline for the Outline Business Case given the work still to do, and wondered what would happen if this deadline is not met. Principal noted that the deadline was set by the UHI Chairs & Principal's Group. Chair BOM advised that the credibility of UHI is at stake if no significant progress is made by the deadline and may be problematic for some Academic Partners as SFC may not be able to provide support without comprehensive financial plans.</p> <p>Board Member noted that adding to the scope of the project when there are constraints on time and resources seemed counter-productive.</p> <p>Board Member expressed concern that such a small team had been brought together at short notice given the scope of the activities listed, which may cast doubt on them having enough time to deliver within the timescales. Principal advised that, while the Project Management office has had greater resources committed to it, the project had failed to recruit a communications person; further clarity was being sought in this matter.</p> <p>Chair expressed intrigue at the EO "service catalogue", and queried whether this was movement towards a Service Level Agreement. Principal note that there was no intent to allocate costs to items within the catalogue.</p> <p>Chair SDC summarised that Paper 2 presented an interesting document, however the impact of the model on Academic Partners is not particularly clear, and it would appear that decisions are being made at the centre without significant input from local delivery areas. Chair BOM noted the problem that there is no decision-making structure, which needs to be sorted before anything can be taken to SFC, and UHI Perth needs to have the loudest voice in that process.</p> <p>Chair SDC expressed formal thanks to departing Vice Principal (Operations) for advice provided over the last few years.</p>	

3.	Additions to the Agenda None.	
4.	Declaration of Conflict of Interest in any Agenda Item No conflicts were declared.	
5.	Minutes of Meeting of Finance & Resources Committee, 07 December 2023 The minutes were approved as a true and accurate record of the meeting.	
6.	<p>Matters Arising from previous minutes</p> <p>Clerk advised of an error in the minutes (Item 6.1) referring to a £200k loan, which should have read £2m loan. This error has been noted and will be amended in the published minutes.</p> <p>Vice Principal (Operations) provided an update around the Annual Accounts (Items 13 & 14), advising that the publication of the External Audit Report and the Group Accounts had been further delayed by an announcement of an Audit Scotland investigation into pension assumptions across all public sector organisations. Should UHI Perth not come under the auspices of this review then accounts should be ready shortly, otherwise a delay is inevitable. As yet, no timetable has been provided by Audit Scotland.</p> <p>Chair queried whether the issues around valuation and surplus land and letter of comfort had been concluded. Vice Principal (Operations) confirmed that both had been concluded, and that UHI Perth would be able to proceed with signing once authorisation to proceed was given. Chair BOM noted that the letter of comfort received from SFC focused on cashflow should the drawdown of the ongoing pay offer crystallise, rather than the Going Concern issue that the auditors were happy to sign off on.</p> <p>Following a brief discussion around how best to escalate concerns over UHI Perth note being in a position to present Audited Accounts to Scottish Parliament by the March 31st deadline, Chair offered to work with Chairs of Board and Audit to agree on appropriate text. Principal advised that the matter also involves UHI as Regional Strategic Board. Depute Principal (Operations) and Vice Principal (Operations) to provide supporting context to assist Chairs in taking this matter forward.</p>	<p>DP & VP (Operations)</p> <p>Chairs F&R/ Audit/Board</p>
7.1	Perth College Financial Update: Year to 31 January 2024 Vice Principal (Operations) presented Paper 4 noting that timing factors have skewed the position around tuition fee income,	

	<p>however projections remain similar to forecast, albeit with a better cash positions than expected at current time.</p> <p>Vice Principal (Operations) further noted AST issues, Residences lower income than previous year, and ASW profit increases due to a combination of increase in prices and ongoing issues at LivActive. Nursery loss is lower than previous year despite reduced numbers and is now looking at a breakeven position next year.</p> <p>Chair queried when LivActive is likely to be fully back up and running, and what impact this would have on ASW. Principal advised that Bells looked unlikely to reopen in the short-term, however services were being moved to Dewars. Vice Principal (External) reported that feedback from LivActive members that transferred to ASW are enjoying ASW facilities and may stay.</p> <p>Chair BOM queried the presentation of Business Development within the reports and associated staff cost allocations. Vice Principal (Operations) advised that Business Development will be dropping off the report as income will in future be spread across Academic areas, and these figures need to reflect bottom line inclusive of Business Development.</p> <p>Chair BOM reported that a number of outstanding invoices due to AST had now been settled, although a the loss of a related major contract would have an impact. AST Board are focused on managing AST back to a profitable position, and AST management have been tasked with developing a plan to deliver greater returns on certain modes of income.</p>	
8.1	<p>Estates Update</p> <p>Committee noted Paper 5.</p> <p>Chair queried on progress on the Environmental Sustainability Report. Head of Estates noted this would be presented at the next F&R meeting.</p> <p>Chair requested that some qualitative feedback be provided on the impact of direct employment of maintenance staff at a future meeting.</p>	<p>Head of Estates</p> <p>Head of Estates</p>
9	Human Resources	
9.1	<p>Disability Action Plan</p> <p>Vice Principal (External) presented and summarised Paper 6, noting the staff survey conducted as a basis for the recommendations put forward, and highlighting the report's key areas of disclosure, safety, awareness and campus accessibility.</p>	

	<p>Board Member queried whether there was a centralised budget for reasonable adjustments. Vice Principal (External) advised that currently expenditure was funded from each department, however it is proposed for the future to create a central budget that departments can call upon which could then be allocated back to each department, which should close a timing and provision look.</p> <p>Board sought clarification over proposed timings, suggesting that 2026 may allow time for the Action Plan to be implemented. Head of HR noted that planned dates linked to Mainstreaming Report as Plan would provide key evidence, however this is likely to be late 2025.</p> <p>Paper 6 was NOTED, with the associated Action Plan Recommendations ENDORSED.</p>	
9.2	<p>HR & Payroll System</p> <p>Head of HR introduced Paper 7 and provided background to the current position.</p> <p>Head of HR noted that specifications had been agreed with Academic Partners, and that UHI Perth would be the lead Partner on the project.</p> <p>Head of HR advised that, as of today, a 7% increase on figures had been provided for installation and implementation costs, which had been estimated in the Paper as 20-30%.</p> <p>Head of HR concluded that UHI Perth's Auditors had recommended installing the new system.</p> <p>Chair BOM queried how long the new system would take to implement. Head of HR noted that, while the Paper lists 12 months for installation, UHI Perth's contract for the current system is due for renewal in November 2024, so a speedy installation would avoid requiring to extend the current contract.</p> <p>Principal noted that this project is in effect being used as a blueprint for other services across the Partnership over the next few years. Chair BOM further noted that it would be useful for the Board to receive a "lessons learned" piece on the project given this context.</p> <p>Board Member queried whether the review had included exploring an outsourced solution. Head of HR advised that the APUC framework does not currently allow for an outsourced option for HR and payroll.</p> <p>Committee ENDORSED Paper 7, which would be passed to Board of Management for final approval.</p>	

9.3	HR Update Committee noted Paper 8.	
10.	Committee Meetings No Committee Minutes were presented for noting.	
11.	Date & Time of Next Meeting <ul style="list-style-type: none"> Thursday 16 May 2024 	
12.	Review of Meeting Committee confirmed that the meeting had been conducted in line with its Terms of Reference. Chair expressed formal thanks to departing Vice Principal (Operations) for advice provided over the last few years.	

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** ☒

Committee Cover Sheet**Paper 2**

Committee	Finance & Resources Committee
Subject	Management Accounts to 31 July 2024 (unaudited)
Date of Committee meeting	26/09/2024
Authors	Gavin Stevenson, Director of Finance
Date paper prepared	24/09/2024
Executive summary of the paper	This paper includes the unaudited management accounts for the 2023/24 financial year – 1 August 2023 to 31 July 2024.
Consultation How has consultation with partners been carried out?	This is the first presentation of this paper.
Action requested	<input checked="" type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
Resource implications (If yes, please provide details)	Yes
Risk implications (If yes, please provide details)	Yes Notes the risk to financial sustainability
Link with strategy Please highlight how the paper links to the Strategic Plan	Financial sustainability
<u>Equality and diversity</u> If yes, please give details:	No

Committee Cover Sheet

Paper 2

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

* 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? Until the OBC and FBC are approved and funding awarded to begin the project. This would be for an estimated 12 months.

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

UHI | PERTH

Financial Performance Review

Q4 23/24



Group Overview

Actual YTD 23/24	Academic	Business	Services	Total
Funding	15,755	158	1,026	16,939
Tuition Fees	4,269	1,578	0	5,848
Commercial	1,807	1,345	1,105	4,257
Total Income	21,832	3,080	2,131	27,043
Staff Costs	13,258	2,140	5,936	21,334
% Income	60.7%	69.5%	278.5%	78.9%
Non-Staff Costs	1,576	1,077	4,738	7,391
% Income	7.2%	35.0%	222.3%	27.3%
Surplus/(Deficit)	6,997	-136	-8,542	-1,681
% Income	32.1%	(4.4)%	(400.8)%	(6.2)%

Actual YTD 22/23	Academic	Business	Services	Total
Funding	16,321	184	1,364	17,869
Tuition Fees	3,634	1,950	0	5,585
Commercial	2,010	1,198	1,047	4,255
Total Income	21,965	3,332	2,411	27,709
Staff Costs	14,015	2,015	5,724	21,754
% Income	63.8%	60.5%	237.4%	78.5%
Non-Staff Costs	1,619	1,118	4,591	7,328
% Income	7.4%	33.6%	190.4%	26.4%
Surplus/(Deficit)	6,331	199	-7,903	-1,374
% Income	28.8%	6.0%	(327.8)%	(5.0)%

We do not have a budget in place for 23/24 so financial analysis compares actual performance against prior year.

1 Income

Income is £0.665m lower vs last year driven by Academic funding (£0.134m - of which £0.566m is Funding and £0.203m is Commercial, partly offset by Tuition fees £0.635m higher), Services £0.280m and Business £0.252m.

2 Staff Costs

Staff costs are £0.420m lower vs last year largely driven by Academic £0.757m lower primarily as a result of voluntary severance enacted in prior year and lower cost of contracted staff. Reductions are across the board with STEM £0.132m, BMCL £0.244m, CCI £0.404m and ALS £0.243m. This is partly offset by higher staff costs in Business £0.124m (AST £0.083m) and Services £0.212m. Recruitment was also delayed across both Academic and Professional Services in 23/24 driving lower staff costs.

3 Non-Staff Costs

Non-staff costs are £0.063m higher vs prior year largely driven by ICT £0.125m, Business Services £0.115m, Canteen £0.046m and AST £0.040m, partly offset by Estates £0.133m, Residences £0.088m and Academic £0.043m (of which STEM £0.092m and ALS £0.068mm partly offset by BMCL £0.062m and CCI £0.050m).

Academic Performance

Actual YTD 23/24	STEM	BMCL	CCI	ALS	Research	Academic Total
Funding	3,961	3,424	2,892	5,435	44	15,755
Tuition Fees	819	1,231	871	1,284	65	4,269
Commercial	1,343	174	93	130	66	1,807
Total Income	6,122	4,829	3,856	6,850	175	21,832
Staff Costs	3,434	3,059	2,318	4,258	190	13,258
% Income	56.1%	63.3%	60.1%	62.2%	108.9%	60.7%
Non-Staff Costs	635	447	320	143	32	1,576
% Income	10.4%	9.3%	8.3%	2.1%	18.1%	7.2%
Surplus/(Deficit)	2,053	1,323	1,218	2,449	-47	6,997
% Income	33.5%	27.4%	31.6%	35.8%	(26.9)%	32.1%

Actual YTD 22/23	STEM	BMCL	CCI	ALS	Research	Academic Total
Funding	3,942	3,313	3,453	5,538	75	16,321
Tuition Fees	663	1,016	793	1,123	39	3,634
Commercial	1,316	273	14	207	201	2,010
Total Income	5,921	4,602	4,260	6,867	315	21,965
Staff Costs	3,566	3,303	2,458	4,501	187	14,015
% Income	60.2%	71.8%	57.7%	65.5%	59.4%	63.8%
Non-Staff Costs	727	385	270	211	26	1,619
% Income	12.3%	8.4%	6.3%	3.1%	8.3%	7.4%
Surplus/(Deficit)	1,628	913	1,532	2,156	102	6,331
% Income	27.5%	19.8%	36.0%	31.4%	32.3%	28.8%

Income

Income is £0.134m lower vs prior year:

- Funding** – £0.566m lower largely driven by lower HE student numbers vs prior year.
- Tuition Fees** – £0.635m higher. BMCL £0.215m, ALS £0.162m, STEM £0.156m and CCI £0.077m.
- Commercial** – £0.203m lower driven by Research £0.135m, BMCL £0.098m and ALS £0.077m, partly offset by CCI £0.080m and STEM £0.027m.

Staff Costs

- See Staff Costs under Group Overview in slide 2.

Non-Staff Costs

- Non-staff costs are £0.043m lower largely driven by STEM £0.092m and ALS £0.068m, partly offset by BMCL £0.062m and CCI £0.050m as staff continue to work hard to minimise expenditure wherever possible.

Business

Actual YTD 23/24	AST	Residences	ASW	Nursery	Total
Funding	0	0	0	158	158
Tuition Fees	1,578	0	0	0	1,578
Commercial	47	443	684	171	1,345
Total Income	1,625	443	684	329	3,080
Staff Costs	1,230	0	525	384	2,140
% Income	75.7%	0.0%	76.8%	116.9%	69.5%
Non-Staff Costs	693	231	134	20	1,077
% Income	42.6%	52.1%	19.6%	6.1%	35.0%
Surplus/(Deficit)	1 -298	2 212	3 25	4 -76	-136
% Income	(18.4)%	47.9%	3.7%	(22.9)%	(4.4)%

Actual YTD 22/23	AST	Residences	ASW	Nursery	Total
Funding	0	0	0	184	184
Tuition Fees	1,950	0	0	0	1,950
Commercial	21	499	566	111	1,198
Total Income	1,971	499	566	296	3,332
Staff Costs	1,148	0	503	364	2,015
% Income	58.2%	0.0%	88.9%	123.3%	60.5%
Non-Staff Costs	652	318	124	23	1,118
% Income	33.1%	63.7%	22.0%	7.9%	33.6%
Surplus/(Deficit)	172	181	-62	-92	199
% Income	8.7%	36.3%	(10.9)%	(31.1)%	6.0%

1 AST

The loss of key customer Leonardo at the start of 23/24 results in FY income £0.347m lower vs prior year, with staff costs £0.083m higher driven by a pay award and non-staff costs £0.040m higher. This drives a deficit of £0.298m for 23/24. Given the budget for 24/25 shows a deficit of £0.165m, AST Board have asked to see monthly cashflow forecasts to assess the going concern position of AST.

2 Residences

Income is £0.056m lower vs prior year driven by lower summer lets, however, non-staff costs reduced by £0.088m driving an increased surplus of £0.212m.

3 ASW

The closure of a Live Active site has seen customer numbers increase alongside a price increase of 25% driving income £0.118m higher. Staff costs are £0.022m higher with non-staff spend broadly in line with prior year.

4 Nursery

Despite income being ahead of prior year, driven by a 35% price increase, a full year deficit of £0.076m was forecast which lead to the decision to close the nursery as part of the Organisational Restructure.

Services (Overheads)

Actual YTD 23/24	Student Services	Estates	ICT	Canteen	Business Services	Services Total
Funding	62	760	66	0	138	1,026
Tuition Fees	0	0	0	0	0	0
Commercial	82	117	5	676	225	1,105
Total Income	144	877	72	676	363	2,131

Staff Costs	1,282	858	480	0	3,315	5,936
% Income	892.3%	97.8%	670.5%	0.0%	913.4%	278.5%

Non-Staff Costs	331	1,762	714	806	1,125	4,738
% Income	230.1%	200.9%	996.3%	119.2%	310.1%	222.3%

Surplus/(Deficit)	-1,469	-1,743	-1,122	-130	-4,078	-8,542
% Income						

Actual YTD 22/23	Student Services	Estates	ICT	Canteen	Business Services	Services Total
Funding	72	985	66	0	242	1,364
Tuition Fees	0	0	0	0	0	0
Commercial	120	45	1	673	207	1,047
Total Income	191	1,030	67	673	449	2,411

Staff Costs	1,300	914	546	0	2,964	5,724
% Income	679.4%	88.7%	813.7%	0.0%	659.9%	237.4%

Non-Staff Costs	336	1,896	589	760	1,010	4,591
% Income	175.6%	184.0%	878.4%	112.8%	224.9%	190.4%

Surplus/(Deficit)	-1,445	-1,779	-1,068	-86	-3,525	-7,903
% Income	(755.0)%	(172.7)%	(1592.0)%	(12.8)%	(784.7)%	(327.8)%

1 Estates

Estates income is actually ‘funding for estates maintenance’. Spend is £0.153m lower this year as we carried out qualifying estates maintenance at a slower rate than prior year based on the funding we received. This also drives £0.055m lower staff costs and £0.133m lower non-staff costs vs prior year.

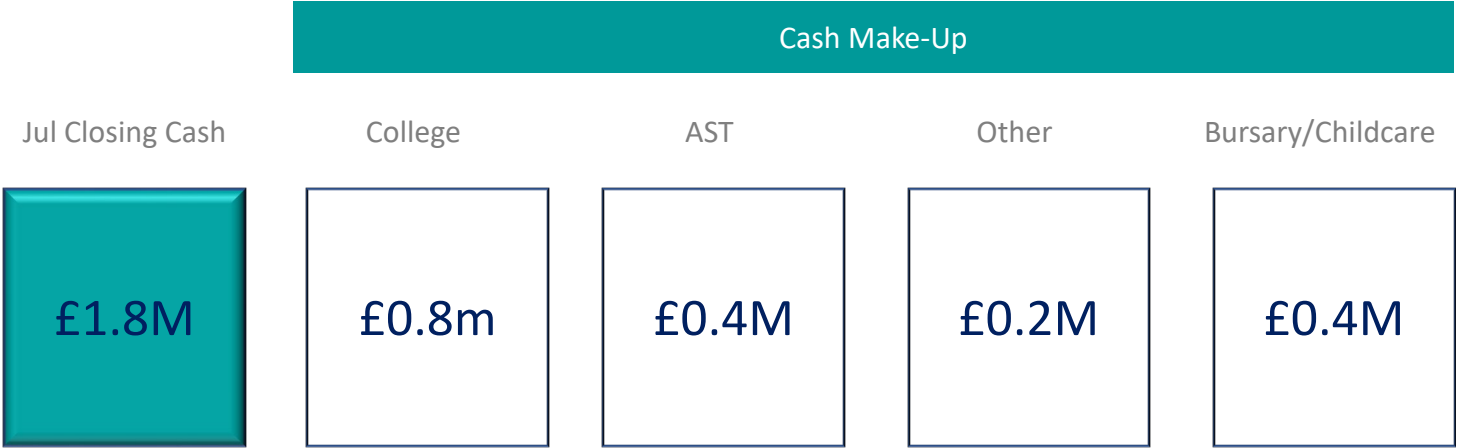
2 ICT

Staff costs are £0.065m lower driven by savings from prior years severance programmes. ICT estate spend of £0.714m is higher than prior year, however, this represents further underinvestment in our IT estate and will require an element of catch up in the near future if budgets permit.

3 Business Services

This comprises all other departments. Staff costs are £0.351m higher vs prior year as all of the Voluntary Severance costs as well as payment in lieu of notice is charged to Business Services.

Cash



Committee	Finance & Resources Committee
Subject	UHI Perth - Draft 2024/25 Budget
Date of Committee meeting	26/09/2024
Authors	Gavin Stevenson, Director of Finance Lynn Murray, Depute Principal - Operations
Date paper prepared	23/09/2024
Executive summary of the paper	This paper includes the draft 24/25 budget for discussion with this Committee to allow any changes to be made before the draft budget is tabled for approval at the Board meeting on 23 October 2024.
Consultation How has consultation with partners been carried out?	No
Action requested	<input type="checkbox"/> For information only <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
Resource implications (If yes, please provide details)	Yes
Risk implications (If yes, please provide details)	Yes Notes the risk to financial sustainability
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with:	Financial sustainability

<ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information 	
<p><u>Equality and diversity</u></p> <p>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>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>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>Non-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.

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? Until the OBC and FBC are approved and funding awarded to begin the project. This would be for an estimated 12 months.

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

Background

1. The financial sustainability of the whole of the College sector in Scotland has come under significant pressure in recent years, resulting in the majority of colleges requiring making efficiencies and implement savings proposals. The Auditor General published a report on Scotland's colleges 2024 on 19 September, which is included at appendix 5.
2. UHI Perth is also experiencing financial challenges and in the 2023/24 financial year embarked on a programme of five workstreams to identify potential cost reductions and increased income, as follows:
 - Academic
 - Professional Services
 - Estates
 - Continuous Improvement
 - Income Generation.
3. Originally cost savings of £4m were identified to achieve a balanced budget by 31 July 2025 as reductions in HE and FE income were assumed. However, once confirmation of our funding was received in May 2024 this figure reduced to £2.7m. At the meeting on 6 June 2024 the Board agreed savings of £3.2m based on a three-year high-level budget scenario. This included £2.2m staff savings and £1.0m non-staff cost reductions and additional income.
4. A budget was not in place for 2023/24 as work was superseded by an exercise to ensure our financial sustainability from 23/24 onwards (Board paper 15 May 2023). Unaudited actual figures for 2023/24 have been provided as a comparator for 2024/25 budget figures in appendix 1.
5. In future years we will aim to present a draft budget in the quarter 4 Board cycle so as the Board can approve the budget before the start of the new financial year. The budget will be used to inform the FFR (Financial Forecast Review) which has a statutory deadline for submission of 30 June. Appendix 2 shows the key differences between the figures presented to the Board on 6 June 2024; the figures in the FFR and the draft 2024/25 budget figures in this paper.

Draft 2024/25 Budget

6. The draft 2024/25 budget includes current known staff costs after applying pay awards, expected figures for non-staff costs and assumed income. The assumptions made in preparing the budget are included at appendix 3.
7. The draft 2024/25 budget at appendix 1 shows income of £25.072m and expenditure of £26.283m resulting in a deficit of £1.211m. The table below shows the summarised position.

	Budget 24/25	Unaudited 23/24	Variance
	£'000	£'000	£'000
Income	£25,072	£27,695	(£2,624)
Staff costs	(£18,662)	(£20,103)	£1,441
Non-staff costs	(£7,621)	(£8,545)	£924
Surplus/(Deficit)	(£1,211)	(£953)	(£258)
Depreciation	(£2,026)	(£2,026)	£0
Profit/(Loss)	(£3,237)	(£2,979)	(£258)

8. The deficit of £1.211m includes:

- A shortfall in income of £1.043m (260 HE full time equivalents) based on the current figure for our best estimate of student numbers for this academic year. It had been assumed in the June figures that we would meet the targets in the funding letter from the UHI Executive Office. An audit of the timetable is in progress to identify where courses have less numbers than targeted, to review level of staff numbers and to make savings recommendations.
- One-off costs of £0.720m for known voluntary severance costs, including pension strain, this year. Although the collective consultation period ended in June, individual consultations are still ongoing for several 'at risk' individuals identified in the consultation document. Full costs of these roles are included in the draft budget and associated costs of potential voluntary severance have not been included.

9. The Perth Leadership Group will continue to work on balancing the 2024/25 budget before the Board meeting on 23 October 2024. Indicative budget figures for 2025/26 and 2026/27 will also be presented at this meeting.

Staff costs

10. 477 FTE permanent employees (259 FTE academic and 218 FTE professional services) and 61 FTE employees on fixed term contracts (27 FTE academic and 34 FTE professional services) are included within the staff cost figure of £18.662m (72% of total costs) in appendix 1. Included in the staff cost figure is £0.611m for academic staff which are contracted on a flexible basis to cover teaching hours for absences, increased remission etc.

11. Since June 2023 £3.0m savings have been made from voluntary severances with ~£1.3m being realised to date from the most recent round resulting from the workstreams from a target of £2.2m staff cost reduction.

Non-staff costs

12. Non-staff costs account for 29% of the budget and ~7% relates to costs on maintaining our estate, including energy costs with ~3% relating to digital costs (hardware and software). Both areas have had significant under-investment over the past several years meaning that our estate continues to deteriorate, and we are not providing our students with up-to-date technology in teaching areas that they will have come to expect in other learning establishments. Development of systems will be an important lever to realise savings from efficiencies by continuous improvement and we will be stymied if under-investment continues.

Cashflow

13. When the academic pay award is made at the end of October 2024, UHI Perth will run out of cash. We have been working with the Chief Finance Officer from the Executive Office of UHI who has highlighted to the Scottish Funding Council that we will need a loan of ~£1.5m to ensure a positive bank balance. We have requested to pay back the loan over five years. The cashflow at appendix 4 shows the position to the end of July 2025 based on the draft 2024/25 budget at appendix 1. The cashflow will be updated in the Board paper for the meeting on 23 October in line with the three-year indicative budgets.

Risks

14. There are three risk categories in the ERM (Enterprise Risk Management) strategic risk register that relate to the financial sustainability of UHI Perth – academic income, commercial income and financial (income and cost risk). The Board has minimal risk appetite for the academic and financial categories and a cautious risk appetite for the commercial category.
15. The Perth Leadership Group will focus on identifying and mitigating risks to the budget. The Finance team will work with budget holders to regularly monitor income and costs and take action on any under/overspends. Any significant issues will be highlighted to the Board and the Executive Office of UHI.

Appendix 1 – Budget 24/25

	Draft Budget 24/25	Unaudited Actual 23/24	Variance
Income	£'000	£'000	£'000
Academic			
FE Teaching Grant	8,487	8,740	(253)
Student Support	2,340	2,342	(2)
SFC/RSB Grants	874	1,031	(157)
HE Teaching Grant	6,435	7,065	(630)
Tuition Fees	2,980	2,964	17
SDS Contracts	535	1,429	(894)
	21,652	23,571	(1,919)
Commercial			
Catering/Residences	1,080	1,018	62
Other Income	1,639	1,974	(334)
ASW	700	682	18
	3,420	3,674	(254)
Non Govt Grants	0	450	(450)
Total College Income	25,072	27,695	(2,624)
Staff Costs			
Staff Costs	16,781	20,104	(3,323)
Contracts & Timesheet	1,161	0	1,161
VS & Pension Strain	720	0	720
Total College Staff Costs	18,662	20,104	(1,441)
Non-Staff costs			
Travel & Subsistence	199	232	(32)
Training & Other staff costs	218	174	45
Course costs & exam fees	1,240	1,757	(517)
Supplies & Services	325	361	(36)
ICT	746	876	(130)
Property costs	1,886	1,811	75
Legal & Admin	550	667	(118)
Bursary costs	2,340	2,548	(208)
Finance costs	116	120	(4)
Total College Non-Staff costs	7,621	8,545	(924)
Net Surplus(Deficit)	(1,211)	(954)	(258)

Appendix 2 - Summary

	FFR 24/25	Scenario (£3.2m)	Budget 24/25
	£'000	£'000	£'000
Income	£26,202	£25,567	£26,115
Student shortfall			(£1,043)
Staff costs	(£17,941)	(£18,024)	(£18,662)
Non-staff costs	(£8,197)	(£7,123)	(£7,621)
Surplus/(Deficit)	£64	£420	(£1,211)
Depreciation	(£2,026)	(£2,026)	(£2,026)
Profit/(Loss)	(£1,962)	(£1,606)	(£3,237)

Staff Costs

- FFR assumed one-off severance costs of £0.840m based on known and assumed leavers as at 1 June.
- Scenario model based on staff cost savings of £2.2m and associated severance costs of £1.1m in 24/25.
- Budget based on current staff and known leavers as at 1 September with severance costs of £0.600m.
- All staff costs include impact of 3 year pay award in 24/25.

Non-Staff Costs

- FFR based on 23/24 MYR outlook and applied inflation of 2%.
- Scenario model as shown includes adjustments to forecast figures on both income and non-staff costs for elements such as student support, catering and estates grant.
- Scenario model also includes non-staff cost reduction of £0.300m in 24/25.
- Budget non-staff costs based on budget holders' submission adjusted to account for initial view of non-essential cost. Further discussions to be held between budget holders and SLT to target further cost reduction to support a break-even position.

Appendix 3 – Budget Assumptions

Income

- **Income** is based on expected Govt/SFC funding to be received per the funding letter from UHI EO and as assumption of other income based on expected student numbers and commercial activity. Prudence has been applied as a general principle when making these assumptions.
- **Student shortfall** is based on latest view of HE student shortfall of 236 with an added contingency of 10% bring figure to 260. Income shortfall of £4,013 per student has been calculated with support from Scott Rhynas at UHI.

Staff costs

- **Pay award** has been included in full for 24/25 with the 1 September 24 award of £1,500 pro-rated to show 11 months.
- **Staff costs** are based on payroll records as of 1 September and have been adjusted to account for FTC end dates and known leavers. Current vacancies – which account for £537,596 of total staff costs - have been assumed to start on 1 November 2024.
- **Contract and timesheet** cost of £1.161m have been included in staff costs and this will be subject to further discussion ahead of the Board paper as we complete the timetable audit and finalise student numbers.
- **Voluntary Severance** costs of £0.600m have been included based on known and expected leavers in 24/25. Please note that individual consultation is ongoing and SLT will be considering actions and next steps once this has been completed.
- **Pension strain** of £0.120m is included in staff costs based on a total pension strain from leavers of ~£0.6m which we have requested is to be funded over 5 years.

Non-Staff Costs

- **Budget holders** were asked to submit their templates following which there was an initial challenge to identify any non-essential spend which could be deducted to support the target of a breakeven budget. This exercise identified total costs of ~£0.808m including £0.439m of IT costs. Please note that this has resulted in a number of IT assets now considered as Break-Fix for which we have included contingent spend of £0.100m in the budget.

Cashflow

- **Cashflow** includes £1.556m for the backdated academic pay award which is to be paid out in October.
- **The potential HE funding clawback** of £1.043m has been deducted in July 25 which is driving our year end cash deficit of £1.181m.

Appendix 4 – Cashflow

	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25
Income	1,907,843	2,523,439	2,491,451	2,491,451	2,383,179	2,599,723	2,058,363	1,345,135	2,471,402	2,038,314	2,146,586	734,841
Staff costs	(1,873,180)	(1,526,271)	(3,082,271)	(1,526,271)	(1,526,271)	(1,526,271)	(1,526,271)	(1,526,271)	(1,526,271)	(1,526,271)	(1,526,271)	(1,526,271)
Non-staff costs	(761,921)	(731,764)	(595,612)	(610,358)	(529,836)	(919,145)	(427,073)	(467,569)	(608,617)	(577,278)	(936,940)	(526,740)
Total cashflow	(727,258)	265,405	(1,186,432)	354,822	327,072	154,307	105,019	(648,705)	336,514	(65,234)	(316,624)	(1,318,169)
Op Bal	1,538,504	811,246	1,076,651	(109,781)	245,041	572,113	726,420	831,439	182,734	519,249	454,015	137,390
Cashflow	(727,258)	265,405	(1,186,432)	354,822	327,072	154,307	105,019	(648,705)	336,514	(65,234)	(316,624)	(1,318,169)
Closing Bal	811,246	1,076,651	(109,781)	245,041	572,113	726,420	831,439	182,734	519,249	454,015	137,390	(1,180,779)

Briefing

Scotland's colleges 2024



AUDITOR GENERAL 

Prepared by Audit Scotland
September 2024



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Accessibility

You can find out more and read this report using assistive technology on our website www.audit.scot/accessibility.

Audit team

The core audit team consisted of:
Tricia Meldrum,
Shelagh Stewart
and Katy Wilson,
under the direction of
Mark MacPherson.

Key messages

- 1** The financial challenges facing colleges have increased since we reported on [Scotland's colleges in 2023](#). While only 14 of 20 college accounts were available at the time of preparing this report, 11 reported deficits in 2022/23, which is already more than the eight in 2021/22. Scottish Government funding for colleges reduced by £32.7 million in cash terms in 2024/25, and has reduced by 17 per cent in real terms since 2021/22. Colleges are also forecasting reducing cash balances, which may present a risk to their ability to continue in their current form.
 - 2** Across Scotland, colleges employ 10,957 whole-time equivalent staff. Staffing costs make up around 70 per cent of colleges' expenditure and are a key focus for them as an area for cost reduction. Across the 14 colleges, this resulted in 496 staff leaving colleges through voluntary severance in 2022/23. Colleges are predicting further reductions in staff numbers in the coming years.
 - 3** The financial pressures and reductions in staff mean that colleges may not be able to do everything that they have done in the past, which will impact on the learning they provide. Colleges are taking steps to identify efficiencies and they are working with the Scottish Funding Council on actions to help them remain sustainable. But they also need more clarity from the Scottish Government on the aspects of their role to prioritise, given the scale of the challenges, to help them manage their funding.
 - 4** Last year we said that addressing the challenges facing the college sector cannot be avoided or postponed. But reform of the post-school landscape has not yet been implemented, causing continuing uncertainty and making it more difficult for colleges to plan effectively.
-

Recommendations

- By the time it issues the 2025/26 Letter of Guidance to the Scottish Funding Council (SFC), the Scottish Government should set out the priorities that colleges are expected to deliver, so that the SFC and colleges can manage their funding to meet those priorities.
- The Scottish Government should have early engagement with colleges and the SFC about these priorities so that they have as much time as possible to plan.
- The Scottish Government should increase the pace of reform that impacts on the college sector, by ensuring all groups involved are clear on what is expected of them and by when. By the end of 2024, the Scottish Government should set out detailed and timely milestones to deliver the programmes of work to reform the post-school skills sector.
- The SFC, working with Colleges Scotland and colleges, should highlight good practice and share learning on how colleges are innovating and finding opportunities to do things differently to address the financial challenges. This should happen on an ongoing basis.

1. Scotland's colleges deliver vital services

Colleges are vital to learners, communities and the economy

1. Our previous reports on the college sector have highlighted the vital role that colleges play.

Scotland's colleges offer academic and vocational courses to develop people's skills and knowledge for work, continued study or general interest. Students can choose to study full time, day release, evenings, block release or on an open learning basis. The courses that college students undertake contribute not only to their own development but also to Scotland's sustainable economic growth. Colleges are valuable hubs whose facilities may also be used for local community purposes, including as meeting spaces and sports venues.¹

2. Scotland's colleges are situated in 13 regional areas ([Exhibit 1, page 6](#)), serving diverse communities. In 2022/23, Scotland's colleges delivered education to 248,907 students who enrolled in 329,920 courses. The sector employed 10,957 whole-time equivalent (WTE) members of staff. Courses are available at a range of levels and include further education qualifications, higher education qualifications and apprenticeships.

3. Scotland's colleges play a particularly important role in supporting learners from more deprived communities to access learning. In 2022/23, 26.6 per cent of all school leavers went into further education at college, rising to 36.8 per cent of school leavers from the most deprived areas.² Scotland's colleges are similarly a valuable route to university. In 2021/22, 46 per cent of learners from the lowest socio-economic backgrounds who went to university progressed there from college.³

4. The Scottish Government sets national policies for learning and provides over three-quarters of the college sector's funding, which is allocated by the Scottish Funding Council (SFC) to colleges or Regional Strategic Bodies (RSB). SFC funding to colleges is based on outcome agreements. These set out the courses the college will deliver and how many students they can teach. The new outcomes framework and assurance model has replaced outcome agreements from academic year 2024/25.

Exhibit 1.

Scotland's colleges as at 1 August 2024

The colleges not listed in bold are subject to audit by the Auditor General for Scotland (AGS).



- College – incorporated, audited by AGS
- **College – unincorporated, not audited by AGS**

Region	College
Aberdeen and Aberdeenshire	1 North East Scotland College
Ayrshire	2 Ayrshire College
Borders	3 Borders College
Dumfries and Galloway	4 Dumfries and Galloway College
Edinburgh and Lothians	5 Edinburgh College
Fife	6 Fife College
Central	7 Forth Valley College
Glasgow	8 City of Glasgow College
	9 Glasgow Clyde College
	10 Glasgow Kelvin College
	11 UHI Argyll
Highlands and Islands	12 UHI Inverness
	13 UHI Moray
	14 UHI North, West and Hebrides
	15 UHI Orkney
	16 UHI Perth
	17 UHI Shetland
Lanarkshire	18 New College Lanarkshire
	19 South Lanarkshire College
Tayside	20 Dundee and Angus College
West	21 West College Scotland
West Lothian	22 West Lothian College
n/a	23 Newbattle Abbey College
n/a	24 Sabhal Mòr Ostaig

Note: On 1 August 2023, UHI North Highland and UHI Lews Castle became part of a new college called UHI North, West and Hebrides.

Source: Audit Scotland

5. The Fraser of Allander Institute has quantified the contribution Scotland's colleges make to sustainable economic growth.⁴ It estimated the 2016/17 to 2021/22 college graduate cohort would make the Scottish economy better off by around £52 billion over their 40-year working life, when compared to a scenario without these skilled graduates. They would help to boost labour productivity by two per cent across the Scottish economy in the long run.

6. This briefing is based on analysis of the 14 college Annual Audit Reports (AARs) and accounts for 2022/23 that were submitted by the end of June 2024. Six AARs and accounts were delayed for a variety of reasons including capacity pressures and further work to investigate specific issues. These delays meant that some audits were then impacted by the outcome of the triennial valuation of the local government pension scheme, which includes colleges as members. The triennial valuation at some of these colleges resulted in material change to the pension information disclosed in the accounts. This meant that further audit work needed to be completed before the auditors could conclude the audit.

7. The briefing also draws on other sources including:

- reports produced by the SFC, Scottish Government and Colleges Scotland
- evidence to Scottish parliamentary committees
- reports by other academic institutions.

2. The financial challenges facing colleges have increased

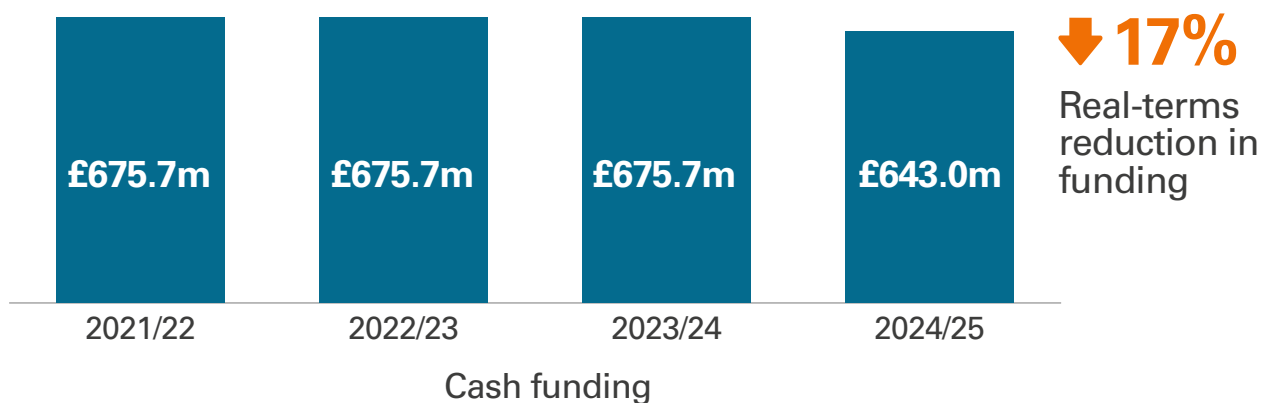
Real-terms resource funding for the sector has reduced by 17 per cent since 2021/22

8. Colleges rely heavily on Scottish Government funding. The Scottish Government's resource funding for the sector was static for three years from 2021/22, followed by a cash-terms reduction of £32.7 million in 2024/25 ([Exhibit 2](#)).

Exhibit 2.

Cash and real-terms resource funding for the college sector 2021/22 to 2024/25

Cash and real-terms funding have reduced since 2021/22.



Source: Audit Scotland analysis of Scottish Government budgets

9. The Scottish Government has also removed specific resource funds from its budget:

- An uplift of £26 million to support strategic change, additional to core college sector funding, was announced in the 2023/24 budget but later withdrawn to support pressures elsewhere.
- The £10 million flexible workforce development fund was removed in December 2023, impacting on the 2023/24 and 2024/25 budgets. This was used by eligible employers and small and

medium enterprises (SMEs) to fund retraining or upskilling of their employees. Training could be delivered in partnership with local colleges, providing them with additional income.

The financial health of the sector has deteriorated since 2021/22

10. The adjusted operating position, reported in college accounts, provides a measure of the underlying financial health of the college. An adjusted operating surplus is generally positive, while an adjusted operating deficit may be indicative of financial challenges. More colleges reported a deficit in 2022/23 than in the previous year ([Appendix 1](#)). Across all 20 colleges, eight reported a deficit in 2021/22. Across the 14 colleges where we have figures for 2022/23, 11 reported a deficit.

Colleges and the SFC are becoming increasingly concerned about cash balances and the liquidity of the college sector

11. Colleges report their end-of-year cash balance within their annual accounts and in financial returns to the SFC. This measure is only a snapshot in time and can fluctuate depending on when payments are due. A large payment could quickly reduce an end-of-year cash balance. It can also include cash that is not available to a college. For example, Edinburgh College had a cash balance of £5.7 million at 31 July 2023, but only £0.7 million was available for operational purposes. Five million pounds was reserved for reasons including pay award arrears ([paragraph 19](#)) and student support.

12. That said, the cash balance is a useful indicator of financial flexibility, which can demonstrate whether there is enough money available in the sector to deal with unpredictable challenges. [Appendix 1](#) shows cash balances across colleges. Some college auditors highlighted concerns about cash balances ([paragraph 25](#)).

13. The SFC's report, [Financial Sustainability of Colleges in Scotland 2021/22 to 2025/26](#), also expressed concerns about cash balances. It stated the sector had an aggregate cash balance of £141.4 million at the end of July 2022 but that was forecast to deteriorate to a cash deficit of £4.2 million by the end of July 2026.⁵ The SFC will report the cash balance at end of July 2023 in its next annual report on the financial sustainability of the sector.

Colleges are facing other significant challenges

14. In the context of real-terms reductions in funding, Scotland's colleges continue to experience challenges containing costs ([Exhibit 3, page 10](#)). Many of these challenges are not new but are becoming increasingly difficult to manage.

Exhibit 3.

Significant areas of risk for colleges

This is a cross-section of the numerous risks affecting colleges.

- Inflation, interest rates and energy costs.
- The investment required to achieve public sector net zero targets, especially in relation to the college estate.
- Infrastructure costs and maintaining the estate in good order.
- Investment required to invest in digital.
- Difficulties in attracting and retaining students and staff.
- The requirement for colleges to self-fund staff restructuring and voluntary severance package costs.
- Competition from private sector training providers.
- Competition from some universities.
- The challenges of raising income from non-teaching activities.
- The impact of cost efficiencies on staff wellbeing and the student experience.



Source: Scottish Funding Council, Audit Scotland

Colleges are making redundancies to reduce their costs but funding them is a further short-term financial pressure

15. Staff costs account for around 70 per cent of colleges' expenditure and we have reported in previous years that managing staff numbers is an approach to reducing costs. Colleges are seeking to reduce costs by offering voluntary severance schemes to staff.

16. In 2022/23, across the 14 colleges we have data for, 496 staff left through voluntary severance schemes. This is in addition to the 231 members of staff who left these colleges through voluntary severance in 2021/22. The Scottish Government and SFC do not provide specific funds for staff severance costs through the funding model. Meeting the costs of staff restructuring and voluntary severance packages is a significant cost pressure for colleges. Across the 14 colleges, the cost of voluntary severance packages in 2022/23 was £12.2 million. [Appendix 2](#) shows the number of staff that have accepted voluntary severance and the cost at each college where we have data.

17. Colleges plan to continue running voluntary severance schemes to help deliver savings. Some colleges report that voluntary severance is part of a transformation plan ([paragraph 25](#)). As a sector, colleges have not ruled out the need to turn to compulsory redundancy schemes to deliver the savings required. The Scottish Government's policy of no compulsory redundancies does not formally cover colleges; however colleges need to have regard to the policy. Colleges need approval from the SFC before they can launch a voluntary severance scheme. The colleges in a regional strategic body (RSB) ([paragraph 44](#)) also need approval from the RSB. SFC approval is based on assessing the college's business case that sets out the rationale for the scheme and includes the terms available, estimated cost and savings. Colleges need to consult the SFC in all cases where compulsory redundancies are being considered.

18. The SFC's [financial sustainability report](#) sets out colleges' forecasts for the reduction in staff required to balance their budgets. These estimated a required reduction of 2,387 WTE staff across the sector between 2022/23 and 2025/26.⁶ This equates to the potential removal of 21 per cent of WTE staff. Colleges highlighted the impact this would have on the student experience and the risks to them being able to provide the same breadth and quality of courses.

Failure to agree pay deals has impacted on learners but agreement has been reached recently

19. Pay deals are negotiated through the National Joint Negotiating Committee. This brings together College Employers Scotland, the representative body of colleges as employers, and the college sector unions. Uncertainties around staff pay are a pressure on planning college finances. From September 2022 there was no agreed pay deal for college support staff or lecturing staff. The sector has seen industrial action, such as strike action, for several years, and action short of strike (including a resulting boycott since 2022, where the results of assessments were not entered into a college results system). These have impacted on learners.

20. In June 2024, support staff agreed a three-year pay offer covering 2022/23 to 2024/25. Lecturing staff agreed a four-year pay offer in September 2024, covering 2022/23 to 2025/26, after the Scottish Government made an additional £4.5 million available to the sector for this purpose. These agreements provide colleges with certainty about pay costs over these time periods.

21. The need for a job evaluation process for support staff roles was first identified in 2015/16 and progress has been very slow. College Employers Scotland is now developing a critical path and milestones for this work, and agreeing with the unions how they will work together to meet the milestones. Resolving this issue will allow support staff to have certainty over the grading of their role and provide colleges with more certainty on pay costs.

There has been a steady decrease in the funds held in ALFs

22. Colleges can apply for funds from arm's-length foundations (ALFs). These are independent, charitable bodies that were set up when incorporated colleges were reclassified as public bodies and could no longer retain significant cash reserves. Colleges can donate funds into ALFs and can also apply to ALFs for funding for specific purposes. Other organisations can also donate to, and apply for funding from, ALFs.

23. The SFC has reported that there has been a steady decrease in the funds held in ALFs over the last decade, from £99 million in 2014 when they were first established to £12 million in 2023.⁷ Forecasts show £9 million is expected to remain in ALFs in 2024, nine per cent of the original balance after ten years. This means that colleges are less able to consider ALF funding as part of their planning.

Colleges and the SFC are taking action to help alleviate the financial challenges but need more clarity from the Scottish Government on priorities

24. As the scale of the challenge to their financial sustainability continues to increase, colleges need to make difficult savings decisions to manage their financial positions. These will impact on students, staff and local communities. There are examples of colleges making changes to what they deliver, such as consolidating campuses or stopping nursery care for student parents. Colleges state they are trying hard to minimise the impact on learners and deliver the same levels of service. However, concerns are growing within the sector about their ability to deliver high-quality learning experiences in the coming years. The National Union of Students has also raised concerns about colleges' ongoing ability to provide students with the additional support they need to learn.⁸

25. Colleges are responding to the financial challenges in different ways. This includes implementing financial recovery plans to reduce their cost base. Below we list some examples of the financial challenges colleges are experiencing and how they are responding:

- **Dumfries and Galloway College** had a small surplus AOP of £7,000 for 2022/23. The college planned to save £0.511 million in 2022/23 and this was delivered in full through closely monitoring costs and by reducing additional staff hours. Nine members of staff (four per cent) took voluntary severance in 2022/23 costing £0.186 million. The college forecasts it will make a surplus of £34,000 in 2023/24 and a higher surplus for the following two years.

The college is currently implementing a transformation plan to help safeguard financial sustainability. It has reported that current staffing levels are not sustainable, and voluntary severance is part of the

transformation plan. The college aims to make savings by reducing manual processing, investing in digital learning, service redesign and increasing commercial income developments. The college reports it regularly evaluates its curriculum to identify the scope for any efficiencies in what it delivers.

- **Dundee and Angus College** had a deficit AOP of -£0.086 million for 2022/23, an improvement on the previous year's deficit of -£1.450 million. It is forecasting a deficit in 2023/24, moving to a surplus from 2024/25. Cash balances were £5.533 million in 2022/23, a decrease from £6.248 million the previous year.

The college reported it achieved £1.8 million in cuts through a major savings plan implemented in April 2022 for 2022/23. Fifty-seven staff took voluntary severance in 2022/23 costing £1.501 million. The college launched a further major savings plan in April 2023 to reduce expenditure by a minimum of £2.5 million for 2023/24. This includes looking at areas of the curriculum where student credits (the volume of activity) have reduced by 10 per cent, changes to support services and a restructure of senior promoted posts.

- **Glasgow Kelvin College** had a deficit AOP of -£1.266 million for 2022/23. This was partly due to costs associated with voluntary severance and the relocation of courses from its west campus. This campus will close, to be sold or leased, to help support financial sustainability. Twenty-seven staff took voluntary severance in 2022/23 costing £0.792 million, with further schemes planned for 2023/24 and 2024/25. Cash balances were £4.154 million at end of year, a very small decrease from £4.157 million the previous year.

The college forecasts a further deficit for 2023/24 of -£0.5 million, returning to a surplus in the following two years. The forecast for a surplus assumes the college will achieve its planned voluntary severance schemes from 2023/24 to 2024/25. Savings are also required through the college estate and other costs, with a drive to increase income.

- **New College Lanarkshire** had a deficit AOP of -£3.6 million for 2022/23, an increase from -£1.8 million the previous year. Sixty staff left the college under voluntary severance in 2022/23 at a cost of £1.286 million but the college reported that this did not deliver the recurring savings budgeted.⁹ Voluntary severance schemes have taken place in the last three financial years resulting in 118 staff leaving. The college forecasts it will break even in 2023/24 but be in a deficit position up to 2025/26.

The 2023/24 budget paper contained cashflow projections and emphasised the college's precarious liquidity position. Cash balances were £1.985 million at year end, a decrease from the previous year's £5.561 million. At the time of completing the 2022/23 audit, New College Lanarkshire was in early discussions

with the SFC around a financial recovery plan. The college reports it plans to arrive at medium-term financial sustainability through focusing on improvements in resource and curriculum planning, further cost control measures in non-staff expenditure and increasing other income streams.

26. The SFC offers additional help and advice to colleges when required. It is currently working at a higher level of engagement with a small number of colleges to help them understand and assess their problem areas. The SFC has a range of options available when a college is experiencing financial difficulty, including helping to develop a recovery plan or providing loans or temporary cash funding when cash levels are of concern. The SFC requires colleges to develop plans to bring them back to a sustainable financial position.

27. The Scottish Government published its [Purpose and Principles](#) document and an initial priorities statement, in June 2023. At [paragraphs 38–42](#) we discuss the ongoing reform of the sector. More immediately, colleges need more clarity from the Scottish Government on the aspects of their role to prioritise, in light of the increasing financial challenges and the breadth and diversity of their role. Colleges are currently making fundamental decisions about their future services without this clarity.

28. The SFC is introducing a new [Outcomes Framework and Assurance Model](#) from academic year 2024/25. This is intended to give colleges more freedom to develop their own strategic plans and more flexibility around their own priorities. The SFC will set out its expectations of colleges, but these are intended to be less prescribed in advance with a greater focus on outcomes.

The SFC introduced changes to the funding model to ease financial pressures

29. The SFC has taken some action to alleviate colleges' financial challenges through changes to the funding model, introduced in 2023/24, with some applied retrospectively to 2022/23. These include:

- Lowered thresholds (the minimum required level below the target) for the number of credits (the volume of activity) that colleges are required to deliver. This is intended to reduce the risk of colleges being required to pay back money to the SFC for under-delivery against the target and to give colleges more certainty for planning.
- Teaching funds were protected in college allocations alongside these lowered credit thresholds. This means that while teaching funds remain the same, colleges have lower targets for the learning activity they need to deliver. This effectively results in a consequent increase in the price that the SFC pays per credit.

- 20 per cent of colleges' teaching funding will not be associated with the delivery of credit thresholds and so protected from any under delivery of credits (also applied retrospectively).
- A change to the 'required date' when a full-time student can be counted, in line with the university sector (also applied retrospectively).

30. It is too early to say whether these changes will help colleges to reach a more sustainable financial position. The SFC has confirmed that funds for teaching have been protected in college allocations for 2024/25, alongside maintaining the lowered credit thresholds.

It is taking a long time for the SFC's strategic approach to infrastructure to result in priorities for investment decisions

31. The SFC published a [College Infrastructure Strategy](#) (CIS) in November 2022, setting out the SFC's approach to determining future investment in Scotland's college estate and other college infrastructure. This was followed in December 2023 with the [CIS Delivery Plan](#), which supports the development of an Infrastructure Investment Plan (IIP) for the sector. The aim of the IIP is to help prioritise infrastructure investment decisions through considering all college requirements against the funding available.

32. The IIP was originally due in November 2024 but will now be later. The SFC has stated it will publish revised timescales for the IIP in an updated delivery plan in October 2024. When complete, the IIP will set out infrastructure investment need and include the options for alternative funding models. It is taking a long time for this strategic approach to help prioritise investment decisions within available funding.

33. The SFC has still to publish a plan for monitoring this work, but the commitment within the initial CIS is to report within three years. It has stated that an evaluation report against the delivery plan will be available in December 2026, with the intention to update on progress every three years.

The college sector has been affected by issues with Reinforced Autoclaved Aerated Concrete (RAAC)

34. Colleges continue to report on the challenge they face in maintaining their estate in good order. The SFC has identified that seven colleges have RAAC.¹⁰ Three college auditors reported on the implications of RAAC within their buildings. Dundee and Angus College has not needed to implement any restrictions on use; however, the remaining economic life of the affected buildings has been reduced and their value has decreased. West College Scotland has not needed to implement restrictions but the whole building has been impaired to nil from its net

book value of £1.8 million. Glasgow Clyde College has implemented restrictions at its Cardonald Campus and it has seen a reduction in value. There is a risk that RAAC will impact on the value of the college estate and on a college's financial position. The financial impact of RAAC may not be fully felt until a college needs to undertake restorative works or try to sell affected buildings. The impact of RAAC on college estates will be covered within the ongoing CIS work and considered as part of the strategic approach to prioritising investment decisions.

Colleges are working with other organisations in their region

35. Colleges are working with other organisations in their regional economic partnerships. Examples of collaborations include:

- **Ayrshire College** is involved in partnership working through various initiatives, including chairing the Regional Economic Strategy Skills Delivery Group. It has developed bespoke training opportunities through the Ayrshire Growth Deal and Regional Economic Strategy, including fast-track programmes for aerospace and high-speed cable manufacturing. The college is also a key provider for the Ayrshire Skills Investment Fund, a £3.5 million Ayrshire Growth Deal funded project to develop skills in growth sectors.
- **Dumfries and Galloway College** works in partnership with University of West of Scotland (UWS). This includes UWS using a college building, so estates costs are shared, and the college receives income for the use of the building. The college is also active with other partners within the South of Scotland Regional Economic Partnership.
- **Dundee and Angus College** works with partners across the Tay Cities region. This includes the Michelin Scotland Innovation Parc Skills Academy, which opened in October 2023, and the college reports it is the lead skills partner, delivering skills including low carbon, green energy, hydrogen and offshore wind.
- **North East Scotland College (NESCol)** works with groups focused on stimulating regional economic transformation in the North East, including on the Regional Economic Strategy, Regional Learning and Skills Partnership, Aberdeen City Council's Multi-Agency Transformation Management Group and the National Energy Skills Accelerator (NESA).

36. The SFC initiated a programme in September 2022 to explore improved joint working through regional tertiary pathfinder projects. The aim of this pathfinder work is to secure simpler pathways and improved outcomes for learners and to align provision with the needs of the region, including employer needs. Seven pilot projects are taking place in North East Scotland and South of Scotland and evaluation reports are due in

autumn 2024. The pilots are not yet fully complete but have produced some outputs already, including:

- Scotland's Rural College (SRUC) and Borders College launched a [joint prospectus for 2023/24](#) on rural skills, with learning opportunities available from SCQF Level 4 (National 4) to Level 12 (Doctoral Degree) and an enhanced curriculum across various areas.
- An Energy Career Pathways [Tool](#) and [Website](#) were launched in March 2024 by Robert Gordon University, University of Aberdeen and NESCol on behalf of NESA. NESA helps the energy industry access training and skills development programmes in its partner institutions. The tool identifies the qualifications required for specific jobs in the renewable energy sector and sets those within a learning pathway.

The Tripartite Alignment Group has helped collaborative working

37. A [Colleges: Tripartite Alignment Group](#) was initially established as a three-month initiative in summer 2023, but has been extended. Members are the Scottish Government, SFC and the college sector, through Colleges Scotland. It was established to bring together senior leaders with the right experience and knowledge to work through the urgent pressures and opportunities facing colleges.¹¹ It has worked on the following areas:

- **Credit flexibilities.** Developments in 2022/23 are mentioned at [paragraph 29](#). Further work by SFC is planned in 2024 on the model used to allocate funds to colleges, including liaison with the Tripartite Group on proposed changes. This will feed into the Scottish Government budget-setting process and college budget allocations for 2025/26.
- **Asset disposal.** This work is developing an agreement and guidance on what happens to the funding when a college sells an asset, such as a building. It is considering the circumstances where a college might retain a proportion of the sale proceeds, while the remaining money goes into a shared pot. The group hopes to trial new arrangements on asset disposal to encourage colleges to make more flexible use of their assets and it will issue refreshed guidance after that.
- **Cost methodology.** A benchmarking programme to better understand costs and develop a consistent method for calculating the full cost of delivering the range of college services to learners is at an early stage.

3. There is continuing uncertainty about reform of the college sector

The Scottish Government needs to respond to the independent reviews affecting the post-school landscape more quickly

38. Two major independent reviews were published in June 2023 making recommendations for the post-school skills delivery system: the [Withers review](#) of the post-school learning system and the [Hayward review](#) of qualifications and assessment. The Withers review recommended that the Scottish Government should redesign the process for how funding of all learning and training provision, including apprenticeships, is allocated to ensure it is prioritised to deliver strategic outcomes and best value for public investment. It also recommended establishing a single funding body and ensuring that colleges and universities are equally valued and afforded equal esteem within the system.

39. There has been limited progress in implementing these recommendations, causing continuing uncertainty for colleges. In June 2024, the Scottish Government launched a consultation that will impact on reform of the sector. The [Post-school education and skills reform legislation: consultation](#) asks for views on changing what public bodies do in the post-school system in order to simplify responsibilities for apprenticeships and student support. The consultation ends in September 2024.

40. The Scottish Government announced the groups it has put in place to take forward reform across the education system in November 2023, sitting under an Education and Skills Reform Ministerial Group. The governance structure includes a Post-school Education and Skills Reform Programme Board (the Programme Board). These arrangements are fairly new, with the Programme Board meeting since autumn 2023, the Education and Skills Reform Chief Executive Forum meeting since January 2024 and the Ministerial Group only meeting since May 2024. These arrangements are running in parallel with the Tripartite Alignment Group ([paragraph 37](#)).

41. The Programme Board currently has five areas of work: simplification of the funding body landscape; national and regional skills planning; apprenticeship reform; careers; and post-school qualifications. The Scottish Government is developing an overall plan setting out the

workstreams, responsibilities, interdependencies, phasing and timeline for a programme of post-school skills reform over a ten-year period. At this stage, it has not yet confirmed what is expected to be achieved in the short term and longer term.

42. The groups tasked with taking forward reform are expected to monitor progress, but the Scottish Government has not yet set out how it will report on this publicly. It has provided recent updates to the Scottish Parliament Education, Children and Young People Committee, in March and June 2024.

43. Updates on areas of reform include:

- **Simplification of the funding body landscape.** This work takes forward the ministerial commitment to bring learner support funding and apprenticeship provision together in the one place. The Scottish Government's consultation ([paragraph 39](#)) seeks views on two options which will impact on the role of the SFC, Skills Development Scotland (SDS) and the Student Awards Agency Scotland.
- **A new national skills planning approach** is to be designed by March 2025. This will be a Scottish Government-led skills planning function.
- **An approach for strengthening regional skills planning.** The Scottish Government has been engaging with the college sector and Regional Economic Partnerships to understand different models of setting skills priorities according to local strategies. It intends to share guidelines for developing a regional skills planning approach in September 2024.
- **Apprenticeships.** The Scottish Government has taken a staged approach to identifying improvements in the approach to funding apprenticeships. The current consultation is seeking views on this.

The Scottish Government has made slow progress in taking forward recommendations on regional arrangements

44. There are three regional arrangements, known as Regional Strategic Bodies (RSBs), in place in Lanarkshire, Glasgow and the Highlands and Islands. In 2020, the SFC published reviews on each of the regional arrangements. It recommended that the Lanarkshire RSB should be dissolved and that the three Glasgow colleges and the Glasgow RSB should explore other organisational options. In June 2024, the Scottish Government launched a consultation on changes to regional arrangements in Glasgow and Lanarkshire which closes in September 2024.

45. The regional arrangements for the Highlands and Islands colleges are very different from Lanarkshire and Glasgow because they involve a model where the University of Highlands and Islands (UHI) is the RSB. In March 2024, the Minister for Higher and Further Education; and Minister for Veterans stated that the colleges were to work constructively together, with the support of SFC and the UHI, to bring forward a recommended option for reform that will put them on a more sustainable footing for the long term. UHI and the colleges are working to develop a target operating model which they plan to discuss with the SFC towards the end of 2024. UHI will then consult on proposals before a new operating model is agreed.

Endnotes

- 1** [Scotland's colleges 2023](#), Audit Scotland, September 2023.
- 2** [Summary Statistics for Attainment and Initial Leaver Destinations](#), Scottish Government, February 2024.
- 3** [Report on Widening Access 2021–22](#), Scottish Funding Council, July 2023.
- 4** [The economic contribution of colleges in Scotland](#), Fraser of Allander Institute, October 2023.
- 5** The SFC asks colleges to submit financial forecasts. These figures include unincorporated colleges ([Exhibit 1, page 6](#)), not audited by the AGS. As with any forecast, what happens can be different to what was forecast.
- 6** This figure is from the forecasts for all 26 colleges included in the SFC report. It includes the six unincorporated colleges that are not audited by the AGS.
- 7** Data provided by the SFC, June 2024.
- 8** [Broke Students, Broken System – NUS Scotland](#), February 2024.
- 9** Figures included in the text relate to the college only and might not match internal reporting or reporting to the SFC as this includes the group subsidiary.
- 10** [Reinforced Autoclaved Aerated Concrete \(RAAC\), SFC, February 2024](#).
- 11** [Colleges – Tripartite Alignment Group: terms of reference](#), January 2024.

Appendix 1

Adjusted Operating Position and cash balances across colleges, 2022/23

College	2022/23 Adjusted operating position		Compared to 2021/22	Cash Balance at 31 July 2023 £m
	Total surplus or (deficit) £m	Surplus or deficit as % of income		
Ayrshire College	(1.153)	-2.2%	↓ Worse	11.685
Borders College	(0.050)	-0.3%	↓ Worse	3.881
City of Glasgow College	(2.836)	-2.9%	↓ Worse	10.559
Dumfries and Galloway College	0.007	0.0%	↑ Better	2.053
Dundee and Angus College	(0.086)	-0.2%	↑ Better	5.533
Edinburgh College	(0.063)	-0.1%	↑ Better	5.706
Fife College	0.284	0.5%	↓ Worse	23.409
Glasgow Clyde College	(0.496)	-0.9%	↓ Worse	10.143
Glasgow Kelvin College	(1.266)	-3.9%	↓ Worse	4.154
New College Lanarkshire	(3.573)	-6.3%	↓ Worse	1.985
North East Scotland College	(0.180)	-0.3%	↓ Worse	7.887
South Lanarkshire College	(0.253)	-1.3%	↓ Worse	3.263
West College Scotland	0.400	0.6%	↓ Worse	11.080
West Lothian College	(1.717)	-8.6%	↓ Worse	1.575

Notes:

1. To allow consistency, the figures used are for the college only and do not include balances related to group entities. This means figures may differ from SFC data or colleges' internal reporting.
2. This does not include the six colleges for which we did not have completed accounts and AARs at the time of reporting: Forth Valley, Inverness, Lews Castle, Moray, North Highland, Perth.

Source: Accounts and AARs 2022/23

Appendix 2

Voluntary severance numbers and cost

College	WTE staff at July 2023	VS take-up (staff) 2022/23	VS cost 2022/23 £m
Ayrshire College	667	53	1.385
Borders College	214	12	0.176
City of Glasgow College	1127	88	2.155
Dumfries and Galloway College	202	9	0.186
Dundee and Angus College	633	57	1.501
Edinburgh College	957	47	1.278
Fife College	843	26	0.753
Glasgow Clyde College	709	45	1.092
Glasgow Kelvin College	424	27	0.792
New College Lanarkshire	912	60	1.286
North East Scotland College	491	20	0.636
South Lanarkshire College	285	Not applicable at this time	0
West College Scotland	824	50	0.861
West Lothian College	293	2	0.111
Total	8,581	496	12.212

Notes:

1. To allow consistency, the figures used are for the college only and do not include balances related to group entities. This means figures may differ from SFC data or colleges' internal reporting.
2. This does not include the six colleges for which we did not have completed accounts and AARs at the time of reporting: Forth Valley, Inverness, Lews Castle, Moray, North Highland, Perth.

Source: Accounts and AARs 2022/23

Briefing

Scotland's colleges 2024



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Committee	Finance & Resources
Subject	AST Budget FY 2024-25
Date of Committee meeting	26/09/2024
Author	Mark Taylor, AST General Manager
Date paper prepared	28/08/2024
Executive summary of the paper	<p>Presentation of proposed AST budget 2024-25 for approval, including recommended strategic business development options.</p> <p>NB - Paper refers to 5% pay offer for staff. AST Board have recommended this offer be reviewed.</p>
Consultation How has consultation with partners been carried out?	Previously scrutinised at AST Board, 04 September 2024
Action requested	<input type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input checked="" type="checkbox"/> For approval
Resource implications (If yes, please provide details)	No
Risk implications (If yes, please provide details)	Delivery of required financial performance for FY 2023-24
Link with strategy Please highlight how the paper links to the Strategic Plan.	AST is a key partner in the delivery of the UHI Perth BSc Aircraft Maintenance Engineering & Management degree, plus is a key delivery partner of AAS and MAATIC (Moray)



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

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

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

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

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

Committee Cover Sheet

Paper No.5

Name of Committee	Finance and Resources
Subject	Environmental Sustainability report
Date of Committee meeting	26/09/2024
Author	Gavin Whigham
Date paper prepared	17/09/2024
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Update on progress and work around Environmental Sustainability on UHI Perth campus
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	n/a
Action requested	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	Click or tap here to enter text.

Committee Cover Sheet

<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>No</p>
<p>Risk implications</p> <p>Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk?</p> <p>If yes, please provide details.</p>	<p>No</p> <p>Click or tap here to enter text.</p>
<p>Equality & Diversity</p> <p>Does this activity/proposal require an Equality Impact Assessment?</p> <p>If yes, please provide details.</p>	<p>No</p>
<p>Data Protection</p> <p>Does this activity/proposal require a Data Protection Impact Assessment?</p> <p>If yes, please provide 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</p> <p>(ie confidential or non-confidential)</p>	<p>Non-Confidential</p> <p>If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld:</p> <p>Click or tap here to enter text.</p>

Committee Cover Sheet

Freedom of Information

Please note that **ALL** papers will be included within 'open' business unless a justifiable reason can be provided.

Please select a justification from the list, below:

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"/>

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

UHI Perth Environmental and Sustainability report

We continue to head towards net zero and are always looking for ways to reduce our green house gas emissions. Over the past 10 years this has seen some bigger changes happening across the campus. This has included however not limited to:

- New waste segregation areas
- Working with Aramark to reduce food waste including the introduction of the “too good to go app” allowing students and staff to buy food at cheaper prices at the end of each day rather than it going to waste.
- The program of changing light fittings over to LED’s including large areas of our carpark and path lighting
- Replacing radiator heating valves allowing areas to be switched off when not in use.
- Installing auto switch off software to PC’s and other equipment to ensure they power down over night
- Closing down areas or full buildings over the holiday periods to reduce energy consumption
- Using an electric van to service the campus
- Changing the cleaning products to diluted solutions, reducing packaging and removing harmful chemicals from these areas.

In 2015 we emitted 1839 tons of CO2 this has dropped over time to 1575 tons and then for 2023 we reported 1208 tons which was even lower than during lock down! This was down to the collective efforts of all UHI Perth staff and Students. As we make these changes the stepped decreases will become more difficult. We all need to work together to maintain this good work. This can be done through simple things like car sharing or using public transport where possible, ensuring everything is switched off each evening. Reusing your coffee cups rather than using single use disposables. This also saves you 10p per hot drink. In 21/22 118 tons of waste went to landfill/incineration with only 21 tons being able to be recycled. By where possible avoiding single use products, coordinating orders for stationary, uniforms between departments etc we can reduce waste, ensure its segregated correctly and drive down our carbon footprint even further. We do report these figures nationally each November and a year in arrears to allow for a full year to be completed.

In 2024/25 we continue our “lean to green” ethos. This incorporates Lean thinking to remove waste before investing in other solutions. We have begun with changing of the campus opening times with Tuesday being the only late opening of Brahan and Goodlyburn. We are also piloting a trial of reducing the number of bins across the Brahan building. Stopping the consumption of food and drinks in the classrooms and encouraging students and staff to use the refectories and the newly refurbished Learning hub.

We have begun getting quotes to allow us to complete a feasibility study into the refurbishing of Brahan. This is to allow the phased closure of the Goodlyburn building. There have been concerns raised from staff that Brahan may not be able to house all students and staff currently in Goodlyburn as there may not be enough electrical capacity available. This information has been here say for a number of years however with limited data to back up this theory. With changes in uses and equipment not needing as much power this needs to be tested again to be sure.

Once we are sure we are using the buildings as efficiently as possible we can then begin an investment program with Brahan being the main focus. Brahan is our largest consumer of

utilities and return on investment is likely to be the greatest. Areas to be considered would be the insulation in the roof, walls and under the floors, then replacement windows and doors with lastly the heating being replaced. It does not make economic sense to replace the heating before the building is correctly insulated and there wouldn't be grants available for such an approach.

Another area we will be considering will be solar, this could be in the form of a solar meadow, roof mounted or forming car park shelters. A quick feasibility study was completed in late 2023 looking at the area to rear of ASW and this area was thought to be large enough to supply Brahan with a 3rd of its annual electricity needs. This can be purchased through reduced electricity bills giving immediate reduction in costs with no capital outlay and full ownership in approximately 15 years.

We currently also have large areas of lawns which during the spring summer months need regular maintenance. This is currently sub-contracted out. By seeding large areas of this grass with wildflower seeds not only does this reduce our maintenance costs it also brings back colour and biodiversity to the campus. This would create a nicer outdoor environment for staff and students to spend time in, sharing the space with a larger variety of insects and other wildlife.

These suggestions still need to be incorporated into our future sustainability strategy and be budgeted for over the next few years however we do believe that this would take us closer to achieving net zero.

Committee Cover Sheet

Paper No.6

Name of Committee	Finance and Resources
Subject	Estates report
Date of Committee meeting	26/09/2024
Author	Gavin Whigham
Date paper prepared	17/09/2024
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	An update on the Estates work from May to Aug 2024, including the development of Trackplan CAFM system and expected go live dates
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Click or tap here to enter text.
Action requested	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	Click or tap here to enter text.

Committee Cover Sheet

<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>No</p>
<p>Risk implications</p> <p>Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk?</p> <p>If yes, please provide details.</p>	<p>No</p> <p>Click or tap here to enter text.</p>
<p>Equality & Diversity</p> <p>Does this activity/proposal require an Equality Impact Assessment?</p> <p>If yes, please provide details.</p>	<p>No</p>
<p>Data Protection</p> <p>Does this activity/proposal require a Data Protection Impact Assessment?</p> <p>If yes, please provide 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</p> <p>(ie confidential or non-confidential)</p>	<p>Non-Confidential</p> <p>If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld:</p> <p>Click or tap here to enter text.</p>

Committee Cover Sheet**Freedom of Information**

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

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and

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

UHI Perth Estates Report**Sept 2024****Exec Summary**

The Team begun working on a summer works program this included; path and road repairs, flooring replacements in some classrooms, stairwells, and reception. We also begun work to the roof in Brahan rerouting cables to allow for larger roof repair works to begin in Sept. The Trackplan FM project has continued to be developed with asset registers, rooms details and contractor details all being data cleansed ready for go live in Oct 2024. We continue to monitor Torq vision which highlights areas for additional cleaning and where we can reduce our checks. A new post of Senior Cleaner has been appointed with a start date being confirmed for Sept. We also selected a plumber to join our team and hopefully a start date will also be confirmed for late Sept early Oct.

Reactive repairs

As we cleanse the data for the new system this has lead to inaccuracies with the open/closed jobs. However the number received remains accurate. We expect this to level back to normal as the year progresses. In total we have seen 513 jobs received over the last 4 months.

Reactive Repairs				
Month	Number of Jobs Requested	Number of Jobs Completed	Jobs Open	Percent Completed
May	136	112	24	82
June	148	113	35	76
July	99	70	29	71
Aug	130	100	30	77

Our new Joiner and Painter are continuing to fit in well allowing for a quicker response to repairs requests and a higher standard of finish, this has allowed corridors and bathrooms to be redecorated that may have to have been left due to funding constraints. This is making a real difference across the campus and has increased moral within the team.

Once Trackplan CAFM goes live the reactive maintenance will become easier to report on including by priority. System driven reports should be ready for the end of 2024.

Projects update

Over the summer large sections of paths were replaced and various potholes were repaired across the campus. These areas were selected on a risk basis. We also carried out work to the overflow carpark at the rear of Brahan, we installed a fence across the middle making parking easier and giving a clearer area for pedestrians to walk safely. In September we will be beginning a larger repair to replace a large section of roof covering to the Brahan building which has been proven to be an issue for a number of years. We are very hopefully that this will give us many years of security.

Environmental Sustainability

This is continuing to be monitored and we are working with an external consultants to get quotes for a feasibility study and cost estimates for the Brahan building, this was paused due to a site planning exercise taking place which would hopefully give clearer guidance to the design teams. Our full carbon report is due late November to coincide with the national reporting deadlines.

Utilities

We are working with the suppliers of the mobile phone masts on the roof of Brahan to review their contracts for energy use and the recharge process. This led to the recovery of nearly £90,000 in back dated payments from one supplier with conversations underway from another 2.

Sub-contractor review

No issues to report with the new suppliers.

Expectations for the upcoming quarter

Over the coming months we will be continue to push for the rolling out of our new CAFM software. We will go live with phase one, reactive repairs mid Oct with Planned Preventative Maintenance going live before Christmas. We hope to have our Senior cleaner started and a more proactive/dynamic approach to our cleaning rotas can begin. We are also hopeful that our new plumber will also be in place before our CAFM software goes live.

Site master planning has begun with a very high level look at goals and gaps taking place. This identified the need for further workshops with our customers such as students, employers and local authorities. We are continuing to expect a very busy period in front of us.

Committee Cover Sheet

Paper No. 7

Name of Committee	Chairs Committee
Subject	HR Update
Date of Committee meeting	26/09/2024
Author	Katy Lees, Director of HR and Organisational Development
Date paper prepared	19/09/2024
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	General update on HR and OD activity since the last report
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Consolidation of information that has or is going to a number of different committees such as EDI committee, Health and Safety
Action requested	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	Click or tap here to enter text.

Committee Cover Sheet

Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No – for information
Risk implications Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk? If yes, please provide details.	Yes Click or tap here to enter text.
Equality & Diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please provide details.	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please provide details.	No Click or tap here to enter text.
Island communities Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	No If yes, please give details: Click or tap here to enter text.
Status (ie confidential or non-confidential)	Non-Confidential If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld: Click or tap here to enter text.

Committee Cover Sheet**Freedom of Information**

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

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Finance and Resources Committee HR&OD Update

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

Date: 19 September 2024

National Job Evaluation Scheme

An update was issued on the 16 August 2024 (see below).

Following our last update in March 2023 that advised individual rank order score outcomes had been issued to colleges for feedback. Having received feedback from individual colleges, the project was paused.

The employers and the support staff trade unions have since met several times to fully discuss revised proposals submitted by the staff side and how to get the project back on track. Work is now ongoing to produce a new project plan and a subsequent business plan which is required to seek approval for additional funding.

Further discussions will continue between employers and support staff trade unions over the coming weeks, and employers and support staff unions will provide a more regular update on the progress of these discussions.

National Bargaining

In June 2024, support staff agreed a three-year pay offer covering 2022/23 to 2024/25.

Lecturing staff agreed a four-year pay offer in September 2024, covering 2022/23 to 2025/26, after the Scottish Government made an additional £4.5 million available to the sector for this purpose.

As part of the Lecturing staff pay deal the College had to repay the monies deducted from staff who were taking part in the resulting boycott.

In summary the details of the deal(s) are

Both support staff and lecturing staff

Year 1 – 1 September 2022 – 31 August 2023

A consolidated Pay Award of £2000 on all salary points, effective from 1 September 2022.

Year 2 – 1 September 2023 – 31 August 2024

A consolidated Pay Award of £1500 on all salary points, effective from 1 September 2023.

Year 3 – 1 September 2024 – 31 August 2025

A consolidated Pay Award of £1,500 on all salary points, effective from 1 September 2024.

Lecturing staff only

Year 4 – 1 September 2025 – 31 August 2026

Following a commitment from the Scottish Government, a consolidated Pay Award of 4.14% for all unpromoted and promoted lecturer scale points, effective from 1st September 2025.

Employee Relations

The College has no Employment Tribunal claims.

Trade Union Relations

The College has now returned to having normal JNC discussions with our Trade Unions (these had been paused at the request of both Trade Unions due to the collective

consultation process). There was recently a joint JNC where we reviewed the Staff Governance Standard.

The College has also agreed for an extension for another year of the 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 July 2025.

Voluntary Severance

There is no open VS window at the current time. If a future window does open it has been indicated that it will be in targeted areas only.

Financial Sustainability Project

This outcomes from the collective consultations are still being implemented through individual consultations, some elements are fully completed, whereas others are expected to be ongoing throughout this full academic year.

Equality and Diversity

On the 17 September 2024 a new Equality and Diversity Advisor took up role in the HR and OD Department, following a gap of over 5 months. Ben Myles was redeployed into this role as part of the Financial Sustainability project and his previous role was as a Careers advisor. Ben brings a wealth of experience and will be an asset to the team. Ben has a number of key tasks that he is working on including the College Mainstreaming report which must be published in April 2025, our Gender Pay reporting (due March 2025), and work towards the National Equality Outcomes/our Equality Outcomes.

As recommended by the Disability Review undertaken last year a centralised redeployment budget has been set which is managed by HR to support reasonable adjustments within the workplace for staff.

Sickness Absence

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

CIPHR	2020/2021 (full year)		2021/2022 (full year)		2022-2023 (full year)		2023-2024 (full year)	
	Total Sick Days	Average Sick Days per Head	Total Sick Days	Average Sick Days per Head	Total Sick Days	Average Sick Days per Head	Total Sick Days	Average Sick Days per Head
Management	0	0.0	105	5.8	23	1.3	36.5	1.9
Support	1557	6.7	1987	12.6	1284	7.7	1619.5	7.0
Academic	706	2.8	1128	6.1	886	4.7	1306.5	5.7
Total	2263	4.5	3220	8.9	2193	5.9	2962.5	6.2

This show the average sick days per head has increased from 2022/23 to 2023/24 to 6.2 days, the average for the UK workforce for 2023 according to the ONS was 5.7 days, however the CIPD quoted 7.8 sick days.

The final figures for the 21/22 year compared to 22/23 are below:

	Cumulative (Aug 2022 - July 2023)		Cumulative (Aug 2023 - July 2024)	
	Short Term - Total Sick Days	Long Term - Total Sick Days	Short Term - Total Sick Days	Long Term - Total Sick Days
Management	23	0	36.5	0
Support	780	504	883.5	736
Academic	469	417	562.5	744
Total	1272	921	1482.5	1480

The figures shown for 2023/24 have increased when compared to 2022/23 for all staff groups. For Long term sickness absence there was a 60% increase in absence.

Further details will be provided once the full annual report has been completed.

Stress Survey

The stress management group have decided that the next Stress Survey for the College will take place in January 2025, to match the surveys run in 2021, 2022, and 2024. For 2025 this will be run through the HSE Stress Survey Tool. The Stress Management Group continue to meet to look at options for reducing stress within the organisation.

Health Surveillance

A number of staff went through Health surveillance during 2024, and further dates are set for October 2024 onwards. We have starting with audiometry, but future dates are including Lung Function, Lead testing etc.

Professional Reviews

Professional Review completion for 2023/24 was 60%, which was directly linked to the Financial Sustainability project. For 2024/25 Professional Reviews for staff will be taking place between the 14 October 2024 and the end of January 2025. Training is being put on for Managers and staff alike about on the process and paperwork alike from the 14 October 2023. For Perth Leadership Group and the SLT a 360° review system is also being put in place to take place before this group have their full appraisals, this is being run by an external company (Social Optic).

Organisational Development / Recruitment - Annual Reports

The HR and OD function has not yet been able to produce the annual reports covering Organisational Development and Recruitment so details related to the 23/24 academic year from these reports will be provided at the next meeting.

HR and Payroll System

This project is no longer going ahead due to lack of engagement from North, West and Hebrides, then UHI Inverness pulling out due to financial constraints. EO then decided to not progress with the project with only themselves and UHI Perth again due to financial constraints. As this project would not solely be for UHI Perth this has meant that we would have to cover the full implementation costs, and the SLT decided that there was not the funding available to do this, and so the current HR system will remain in place for at least the next two years. The HR Department are now looking at the implications of this decision in terms of what efficiencies and improvements could be made with our current system as no

work has been done on this for the last three years due to this proposed shared system project, as well as what audit recommendations now need to be revisited due to the expectation of the new HR and payroll system.

Procurement

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

- Our contact with our Occupational Health provider has been extended by a year
- Our contract with our benefits platform has also been extended by one year
- Our current HR system's contract is being extended by 2 years.

Name of Committee	Finance & Resources
Subject	UHI Perth Board – Digital Transformation
Date of Committee meeting	26/09/2024
Author	Jill Martin, Director of Information Services
Date paper prepared	13/09/2024
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Update paper on Digital Transformation project at UHI Perth
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	n/a
Action requested	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	College Growth and Ambition, Digital Transformation is Strategic Objective 5. “We will improve the digital capability of all our staff. This will positively impact on their resilience and the sustainability of our college.”

<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</p>
<p>Risk implications</p> <p>Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk?</p> <p>If yes, please provide details.</p>	<p>Yes</p> <p>The current institutional financial challenges do pose a risk to the successful implementation of our institutional digital transformation goals and aspirations.</p>
<p>Equality & Diversity</p> <p>Does this activity/proposal require an Equality Impact Assessment?</p> <p>If yes, please provide details.</p>	<p>No</p>
<p>Data Protection</p> <p>Does this activity/proposal require a Data Protection Impact Assessment?</p> <p>If yes, please provide 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>
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Digital Transformation

A successful digital transformation within UHI Perth involves the integration of digital technology into all aspects of the institution's operations, learning, and governance, fundamentally changing how the institution delivers education, engages students, and operates. It is not just about adopting new technologies but also about driving cultural, organizational, and operational change to improve efficiency, innovation and the educational experience.

Sustainability:

The institution has introduced self-service laptop access for all our students on campus, this reduces the need for fixed / individually allocated assets, dedicated student digital resource allocation for digital poverty is no longer funded through SFCⁱ yet the expectation/service remains, this service introduces a more flexible, consistent equitable access of ICT assets on campus for our learners. ⁱⁱ

This also allow the devices to be remotely managed, generating support efficiencies.

- 3 x Cabinets (Goodlyburn / Brahan / ASW)
- 96 Devices

We have upgraded 94% of the Campus PCs/Laptops to Windows 11 for a secure and standard OS baseline. The remaining 6% need replaced (not upgradable and end of supported life autumn 2025ⁱⁱⁱ).

All staff now have a managed laptop for mobile, managed, secure, computing capabilities.

We have replaced all 15" & 17" Square monitors on Campus thus increasing adjustment capability for accessibility and availing this capacity to our stakeholders, software is designed for wide screen format and a wider surface area to allow for text and objects to appear bigger and to enable the user to perform side by side tasks.

Culture

To create a culture supporting digital confidence and competence which inspires courage and stimulates innovation.

We are progressing to onboard more institutional service departments into the Service Management Tool (SMT) to ensure a responsive, measurable and accountable service is provided to our internal customers.

Communication and Planning - "PerthHub" a modern SharePoint communication^{iv} site has been designed, launched and adopted by all departments to inform and engage our staff.

Institutional Management and Leadership Teams have been restructured to be a more efficient and lean operational leadership team, raising awareness of change and priorities.

The JISC digital competence framework has been adopted, the resources for staff development have been developed and need to go for approval, the targets for this has slipped due to resource capacity with the Financial Sustainability Project.^v

Service

Secure Cloud Accessible systems / data integration - Moving systems to the cloud to improves scalability, accessibility, and security.

A unified communication (UCaaS) service project has been successfully completed, facilitating direct unified communications (UC) like chat, file sharing, telephony, and video conferencing tools into a single interface within the MS Teams interface. This Unified communications solution has eliminated the need to switch between multiple communication tools, boosting workplace flexibility, efficiency, and productivity.

Importantly it increases our resilience in the event of an unexpected closure of campus.

Secure cloud accessible data storage is due to be an emerging challenge as Microsoft is introducing education data storage caps to the educational sector.^{vi} Guidance of best practise has been issued to all staff. ^{vii} ^{viii}

Our SITS (Student record system) remain on physical infrastructure (hosted in UHI Data Centre). SITS is delivered as a shared service across UHI Partnership to facilitate the shared delivery of programmes and modules.

Cloud offerings are available but are cost prohibitive.

All remaining applications services are cloud hosted and no local physical infrastructure is located within UHI Perth, where Multi Factor Authentication (MFA) is available it has been implemented. It should be noted these systems are not integrated.

The publication of knowledge items (KI's) has been increased within the Service Management Tool to start to foster a culture of self-help and shared knowledge.

Automation of Administrative Tasks and Data-Driven Decision-Making.

The ability to move UHI data across the wider institution, transform and automate tasks to enhance quality, increase efficiency, derive actionable insights and reduce costs is required.

The use of API's (Application Programming Interface), AI (Artificial Intelligence), BPA (Business Process Automation) and Data Analytics to facilitate Data integration and automation would help us to work more efficiently, save time and reduce errors thus enabling UHI Perth to efficiently link and synchronize data across various applications, optimize operations, empower informed decision-making.

Progress in this area is slow due to lack of an integration specialist resource and financial resources to adopt integrated systems.

Educational experience.

Digital teaching facilities are increasingly being adopted to enrich the student and staff experience, UHI Perth has 116 Teaching Rooms, 43 Teaching Rooms require upgraded to ensure an equitable, digitally enabled teaching estate.

MS Teams has been integrated into the VLE (Virtual Learning Environment) facilitating a seamless experience for staff and students within one platform.

The unified adoption of integrated technologies and recognise that we still have more work to do in this area to equip and upskill our digital estate, staff, and students to ensure coherence, consistency and continuity in the staff and student digital experience.

We have engaged with JISC (Joint Information Systems Committee) to complete an independent VLE (Virtual Learning Environment) review^{ix} in November 2024 to identify next steps to enhancing our student's digital experience.

ⁱ [College Final Funding Allocations 2024-25 - Scottish Funding Council \(sfc.ac.uk\)](https://www.sfc.ac.uk/College-Final-Funding-Allocations-2024-25)

ⁱⁱ [Accessing computers - Lapsafe Lockers \(uhi.ac.uk\)](https://uhi.ac.uk/Accessing-computers-Lapsafe-Lockers)

ⁱⁱⁱ [Windows 10 Home and Pro - Microsoft Lifecycle | Microsoft Learn](https://www.microsoft.com/Windows10/home-and-pro)

^{iv} [PerthHUB - Home \(sharepoint.com\)](https://sharepoint.com/PerthHUB-Home)

^v [UHI Perth Financial Sustainability Project 2024 \(sharepoint.com\)](https://sharepoint.com/UHI-Perth-Financial-Sustainability-Project-2024)

^{vi} [Storage Changes for Microsoft 365 Education | Microsoft Education](https://www.microsoft.com/Storage/changes-for-microsoft-365-education)

^{vii} [What to store where and why. \(sharepoint.com\)](https://sharepoint.com/What-to-store-where-and-why)

^{viii} [Changes to Microsoft storage limits \(sharepoint.com\)](https://sharepoint.com/Changes-to-microsoft-storage-limits)

^{ix} [VLE \(Virtual Learning Environment\) review](#)

Equality Diversity and Inclusion Team (EDIT)**Paper 9a****Note of meeting held on Thursday 14.12.2023 09.30am, Room 019/Microsoft Teams VC**

Present: Lorenz Cairns (LC), Depute Principal (Chair)
 Ian Bow (IB), HS&W Adviser
 Sarah Wood (SW), EDI Advisor
 Rebecca Bond (RB), HISA Perth,
 Lesley Connaghan (LCO), SDD, ALS
 David Snowden (DS), Examination Manager, AST
 Gavin Whigham (GW), Head of Estates
 Alexander Weir (AW), Mental Health Coordinator
 Winston Flynn (WF), UNISON Rep

Apologies: Gerald McLaughlin (GM), Student Services Manager
 Catherine Etri (CE), Associate Principal (Academic)
 David Gourley (DG), Head of Learning & Teaching Enhancement
 Sara O'Hagan (SOH), EIS-FELA Representative
 Katy Lees (KFL), Head of HR & OD
 Fiona Smith (FS), HISA President Perth

Note Taker: Trudy Guthrie

Summary of Action Items

Ref	Action	Responsibility	Timeline
4.	<p>Matters Arising not included elsewhere on the Agenda/ Review of Actions from previous meeting</p> <p>JE asked what assurances this Committee have that Marketing are aware of sensitivities before sending out Marketing materials. SW to liaise with marketing re this – Complete. To avoid this recurring SW to discuss with Marketing the possibility of her censoring material before issued.</p> <p>SW and GW to meet to discuss the urgent need for Gender Neutral toilets. To be brought back to the meeting in March. FS /IB/ GW/ SW to produce a communication for staff on how to advise students where and what toilets are available. GW/IB to look into Accessible toilets access in particular the problem with the doors</p>	<p>SW</p> <p>FS/IB/GW/SW</p> <p>GW/IB</p> <p>GW</p>	<p>Complete</p> <p>ASAP</p> <p>Next Meeting</p> <p>Next Meeting</p>

<p>in the Webster toilet. - GW to look into push buttons for doors.</p> <p>12. DG – Pushing forward Digital Accessibility in Bright Space and is working with UHI to carry out an audit on this. KFL asked that a report be brought back to the next meeting detailing percentage result. – DG to provide an update on the methodology of the audit.</p>	<p>DG</p>	<p>Next Meeting</p>
<p>5. UHI Equality, Diversity and Inclusiveness Policy – update</p> <p>SW advised this is due to be reviewed but no update received yet from UHI. SW/KFL to contact UHI to ask when this policy will be reviewed.</p>	<p>SW/KFL</p>	<p>Next Meeting</p>
<p>9. National Equality Outcomes 2021-2025 – Update</p> <p>Outcome no.3 re gender imbalances - SW stated there needs to be a structure to how curriculum areas report on this. LCO/SW/DG to meet in new year to look at gender and race in curriculum.</p>	<p>LCO/SW/DG</p>	<p>Next Meeting</p>
<p>11. EDIT Members Updates – <i>any other items not included elsewhere on the Agenda</i></p> <p>LCO advised there is a member of staff returning to work with an assistance dog as she is visually impaired. Asked that HR send out an email saying how to respond to this dog.</p> <p>IB raised a concern that only one member of staff has asked for a PEEP. IB requested an all staff email be sent out reminding staff to complete a PEEP where necessary.</p>	<p>SW</p> <p>IB</p>	<p>Completed</p> <p>ASAP</p>
<p>13. AOCB</p> <ul style="list-style-type: none"> • Accessibility, lifts, stair lifts and lift signage – IB discussed the problems with lift usage and discussed options. GW will be carrying out a review and bring results to next meeting. IB to liaise with GW 	<p>IB/GW</p>	<p>Next Meeting</p>

MINUTES:

Item	Action
<p>1. Welcome & Apologies</p> <p>LC 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 14 September 2023 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>2. Aramark Food Labelling – GW to send an email advising about Halal chicken. – Complete.</p> <p>4. IB raised concerns that the vending machines are too high for some users. GW to take this to the next meeting with Aramark. GW Confirmed machines have been altered.</p> <p>5. LCO asked KFL to raise National Bargaining policy with UHI. LCO and KFL to discuss outwith this meeting. - Still outstanding.</p> <p>9. JE asked what assurances this Committee have that Marketing are aware of sensitivities before sending out Marketing materials. SW to liaise with marketing re this – Complete. To avoid this recurring SW to discuss with Marketing the possibility of her censoring material before issued.</p> <p>SW and GW to meet to discuss the urgent need for Gender Neutral toilets. To be brought back to the meeting in March. FS /IB/ GW/ SW to produce a communication for staff on how to advise students where and what toilets are available. GW/IB to look into Accessible toilets access in particular the problem with the doors in the Webster toilet. - GW to look into push buttons for doors.</p> <p>12. DG – Pushing forward Digital Accessibility in Bright Space and is working with UHI to carry out an audit on this. KFL asked that a report be brought back to the next meeting detailing percentage result. – DG to provide an update on the methodology of the audit and the percentage results.</p> <p>SW – Commented on the high standard of the Goodlyburn quiet room and will look into making the one in Brahan similar. Will liaise with FS on this to include students. – ongoing.</p>	<p>SW</p> <p>FS/IB/GW/SW</p> <p>GW/IB</p> <p>GW</p> <p>DG</p>

Item	Action
<p>5. UHI Equality, Diversity and Inclusiveness Policy – update</p> <p>SW advised this is due to be reviewed but no update received yet from UHI. SW/KFL to contact UHI to ask when this policy will be reviewed.</p>	SW/KFL
<p>6. Policy/Procedure Approvals</p> <p>None for this meeting.</p>	
<p>7. British Sign Language – update</p> <p>SW advised there will be a national event being held in March next year.</p>	
<p>8. Trade Union Items</p> <p>None for this meeting.</p>	
<p>9. National Equality Outcomes 2021-2025 – Update</p> <p>SW spoke to paper 4. Confident that all actions have been completed, these are rolling actions for each year. Outcome no.3 re gender imbalances - SW stated there needs to be a structure to how curriculum areas report on this. LCO/SW/DG to meet in new year to look at gender and race in curriculum. A lengthy discussion took place.</p>	LCO/SW/DG
<p>10. Equality, Diversity & Inclusion Adviser</p> <ul style="list-style-type: none"> • EDI Annual Report 22-23 – SW advised this is an internal HR report and advised not much change in our workforce profile however there are challenges with staff not completing the equal opportunities form on Ciphir. • Internal Review into the Experiences of Staff with Disabilities and Long-Term Health Conditions – SW spoke to this paper at length stating this is a draft report. Advised an accessibility audit was planned to take place. • Scottish Government Anti-Racism Workplace Training Pilot – SW explained that the Scottish Government are looking for participants in a pilot scheme and we have volunteered UHI Perth to take part in this. • ENEI membership – SW advised that as UHI staff we are all entitled to ENEI membership, will send details to this group and explained what the benefits are. • Notable Dates – SW advised she has a student on placement who is working on a notable dates calendar. 	

Item	Action
<ul style="list-style-type: none"> Equality Outcomes Action Plan – SW advised there is not much of an update however a national event will be held early next year. 	
11. EDIT Members Updates – <i>any other items not included elsewhere on the Agenda</i>	
<p>LCO advised there is a member of staff returning to work with an assistance dog as she is visually impaired. Asked that HR send out an email saying how to respond to this dog.</p>	SW
<p>IB raised a concern that only one member of staff has asked for a PEEP. IB requested an all staff email be sent out reminding staff to complete a PEEP where necessary.</p>	IB
<p>AW stated he will be speaking with Student Voice reps re getting students to become mental health ambassadors. Training to be provided by Lighthouse.</p>	
12. Feedback to EDICT	
<ul style="list-style-type: none"> None 	
13. AOCB	
<ul style="list-style-type: none"> Accessibility, lifts, stair lifts and lift signage – IB discussed the problems with lift usage and discussed options. GW will be carrying out a review and bring results to next meeting. IB to liaise with GW Gym Access for students with hidden disabilities – not discussed PLSP's – Not discussed Raising awareness of protected groups-yearly calendar of events – Not discussed 	GW/IB
14. Date and time of next meetings:	
<ul style="list-style-type: none"> 14 March 2024 	
<p>All meetings are on Thursday, 09.30-11.30am, via Microsoft Teams VC.</p>	
<p>Meeting End: 11.03</p>	

Equality Diversity and Inclusion Team (EDIT)**Paper 9b****Note of meeting held on Thursday 14.03.2024 09.30am, Room 019/Microsoft Teams VC**

Present: Katy Lees (KFL), Head of HR & OD (Chair)
 Ian Bow (IB), HS&W Adviser
 Sarah Wood (SW), EDI Advisor
 David Gourley (DG), Head of Learning & Teaching Enhancement
 Lesley Connaghan (LCO), SDD, ALS
 David Snowden (DS), Examination Manager, AST
 Winston Flynn (WF), UNISON Rep

Apologies: Gerald McLaughlin (GM), Student Services Manager
 Catherine Etri (CE), Vice Principal (Academic)
 Sara O'Hagan (SOH), EIS-FELA Representative
 Rebecca Bond (RB), HISA Perth
 Fiona Smith (FS), HISA President Perth
 Alexander Weir (AW), Mental Health Coordinator
 Lorenz Cairns (LC), Depute Principal
 Gavin Whigham (GW), Head of Estates

Note Taker: Trudy Guthrie

Summary of Action Items

Ref	Action	Responsibility	Timeline
4.	<p>Matters Arising not included elsewhere on the Agenda/ Review of Actions from previous meeting</p> <p>Gender neutral toilets – Workstream 3 now progressing. To pick up as an outcome at next meeting.</p> <p>GW/IB to look into Accessible toilets access in particular the problem with the doors in the Webster toilet. - GW to look into push buttons for doors.</p> <p>Pushing forward Digital Accessibility in Bright Space - This is being updated through Workstream 4 and DG to provide an update at next meeting.</p> <p>EDIT Member Update - IB requested an all staff email be sent out reminding staff to complete a PEEP where necessary. – Still outstanding, IB to send out a detailed email.</p>	<p>GW</p> <p>DG</p> <p>IB</p>	<p>Next Meeting</p> <p>Next Meeting</p> <p>Completed</p>

AOCB. IB discussed the problems with lift usage and discussed options. GW will be carrying out a review and bring results to next meeting. IB to liaise with GW and bring back to June agenda.	GW	Next Meeting
8. National Equality Outcomes 2021-2025 – Update KFL to create a SLWG to discuss the 13 areas in the first instance and will wait for further instruction after the meeting on the 7 th May. LCO/WF to join this Group.	KFL	ASAP
10. EDIT Member Updates Pay Gap Report - This will be published by the end of March and KFL will distribute this to the Group. DG raised concerns within Learning and Teaching re Neurodiversity and Accessibility in general. DG to bring an update in June.	KFL DG	Completed Next Meeting
11. Feedback to EDICT IB commented that the UHI branding is not easily visible with people with accessibility issues. KFL to raise this at next meeting.	KFL	Next Meeting

MINUTES:

Item	Action
1. Welcome & Apologies LC welcomed all present. Apologies were noted.	
2. Addition to the Agenda for AOCB <ul style="list-style-type: none"> None. 	
3. Minutes of previous meeting The minutes of the EDIT meeting held on 14 December 2023 were approved as an accurate reflection of the discussions that had taken place.	
4. Matters arising <u>not included elsewhere on the agenda</u> / review of actions from previous meeting: 4. SW and GW to meet to discuss the urgent need for Gender Neutral toilets. To be brought back to the meeting in March. FS	

Item	Action
<p>/IB/ GW/ SW to produce a communication for staff on how to advise students where and what toilets are available. – SW advised she has fed this into Workstream 3 who are now progressing it. Pick up as an outcome in the next meeting.</p> <p>GW/IB to look into Accessible toilets access in particular the problem with the doors in the Webster toilet. - GW to look into push buttons for doors. – IB advised that GW and himself did hold a conversation about this but not sure if this has been progressed. GW to report back to next meeting. – still outstanding.</p> <p>Pushing forward Digital Accessibility in Bright Space and is working with UHI to carry out an audit on this. KFL asked that a report be brought back to the next meeting detailing percentage result. – DG to provide a report detailing percentage results and an update on the methodology of the audit. - DG met with UHI to discuss extracting percentages for Perth, which has proved difficult however he has looked into the worst areas of FE and will progress with improvements. This is being updated through Workstream 4 and DG to provide an update at next meeting.</p> <p>National Equality Outcomes 2021-2025 – Update. Outcome no.3 re gender imbalances - SW stated there needs to be a structure to how curriculum areas report on this. LCO/SW/DG to meet in new year to look at gender and preventing racism curriculum.- SW advised they met to see how they better report this across the College. Agreed to add to our self-evaluation document and also to add to Team meetings and are working with Sector Managers to start to add all of these items. KFL advised we do have a legal requirement to provide a Gender Action Plan. UHI have developed one specifically for the University but we will need to create one for the College.</p> <p>11. EDIT Member Update - IB requested an all staff email be sent out reminding staff to complete a PEEP where necessary. – Still outstanding, IB to send out a detailed email.</p> <p>13. AOCB. IB discussed the problems with lift usage and discussed options. GW will be carrying out a review and bring results to next meeting. IB to liaise with GW and bring back to June agenda.</p>	<p>FS/IB/GW</p> <p>GW</p> <p>GW</p> <p>DG</p> <p>LCO/SW/DG</p> <p>IB</p> <p>GW</p>
<p>5. UHI Equality, Diversity and Inclusiveness Policy – update</p> <p>KFL advised this has been flagged to UHI re the changes that need to be made. They are looking into how they review this.</p>	
<p>6. British Sign Language – update</p> <p>KFL advised we have a new BSL plan which UHI are taking forward with a focus on students.</p>	
<p>7. Trade Union Items</p> <p>None for this meeting.</p>	

Item	Action
<p>8. National Equality Outcomes 2021-2025 – Update</p> <p>SW advised these are now coming in and we have been waiting for a National event to look at the measurement framework. A date has now been set for this on 7th May which KFL and DL will be attending where it will be discussed which areas SFC want us to report on. KFL to create a SLWG to discuss the 13 areas in the first instance and will wait for further instruction after the meeting on the 7th May. LCO/WF to join this Group.</p>	<p>KFL</p>
<p>9. Equality, Diversity & Inclusion Adviser</p> <ul style="list-style-type: none"> Equality Outcome Action plan 21-25 - SW provided an overview of the updated action plan and detailed the areas which need still need to be progressed Internal Review into the Experiences of Staff with Disabilities and Long-Term Health Conditions (Report & Action Plan) – SW spoke to the report which initially had 37 recommendations however she has concentrated on recommendations which have a legislative requirement and those which have the most impact on staff, so have now reduced this to 20. Action plan has been to PLG. SW asked this Group for approval of the report and action plan. All approved. 	
<p>10. EDIT Members Updates – any other items not included elsewhere on the Agenda</p> <p>SW advised she is currently working on the Pay Gap Report and detailed what this is focussing on. There has been an increase in Gender pay gap and Disability pay gap this year and will be challenging to address given the ongoing structure changes. This will be published by the end of March and KFL will distribute this to the Group.</p> <p>IB advised that First Aid guidance on regulations has been amended and detailed this. Specifically need to look at employees who are First Aiders who have First Aid Mental Health training.</p> <p>WF raised a concern re staff challenging students who are vaping at the entry to the building. All discussed the need for further training for having challenging conversations training and/or assertiveness training. All discussed the issues with getting staff to come to these sessions.</p> <p>DG raised concerns within Learning and Teaching re Neurodiversity and Accessibility in general. Stated that UHI Perth had done a lot, including a visits and support from Perth Autism. Need to spread awareness and progress this and looking at potentially offering more online training to help inform staff. Also</p>	<p>KFL</p>

Item	Action
<p>need to look at classroom management in relation to this. DG to bring an update in June.</p> <p>KFL offered thanks to SW for the work she has done in relation to her role as our Equality, Diversity & Inclusion Adviser, stressing how, as a College, we value the work she has done in her time here.</p>	<p>DG</p>
<p>11. Feedback to EDICT</p> <p>IB commented that the UHI branding is not easily visible with people with accessibility issues. KFL to raise this at next meeting.</p>	<p>KFL</p>
<p>12. AOCB</p> <ul style="list-style-type: none"> Note from FS - Your Students' Association is planning an event to raise awareness of hidden disabilities and provide finance and wellbeing support for students. Any suggestions of what we can do to support students with unseen disability would be greatly appreciated. 	
<p>13. Date and time of next meetings:</p> <ul style="list-style-type: none"> 20 June 2024 <p>All meetings are on Thursday, 09.30-11.30am, via Microsoft Teams VC.</p> <p>Meeting End: 10.48</p>	

JNC for Lecturers

Note of Meeting held on Thursday 21 March 2024, 3.15pm, Room 019 / MS Teams

Present: **Management Representatives**
Dr Margaret Cook (MC), Principal
Lorenz Cairns (LC), Depute Principal Academic

EIS FELA Representatives

Sara O'Hagan (SOH)
Callum McCormick (CM)

In Attendance: Catherine Etri, Vice Principal Academic, for Item 2 only
Lynn Murray, Depute Principal Operations, for Item 3 only

Apologies: N/A

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

Note Taker: Carolyn Sweeney-Wilson

Summary of Action Items

Ref	Action	Responsibility	Timeline
6.	Review of Actions / Matters arising not included elsewhere on the agenda: 6.2 <u>Local RPA Review:</u> KFL to amend the RPA and provide a draft, tracked/changed document, for EIS to provide feedback.	Katy Lees	30/05/2024
7.	Workstream Update 7.1 <u>Where We Are Including Timeline:</u> KFL to add the consultation meeting dates to the diaries of EIS Reps.	Katy Lees	30/05/2024
8.	TOIL Guidelines • EIS to further review the TOIL Guidelines and advise KFL whether or not they were happy to approve them.	EIS	30/05/2024

Summary of Action Items

Ref	Action	Responsibility	Timeline
11.	EIS Items		
	11.1 <u>Complaints</u> : Quality, HR, SDDs and TUs to meet again, after the Easter Recess, to continuing reviewing the Complaints Procedure.	Katy Lees	30/05/2024

Minute

Item		ACTION
1.	Welcome and Apologies KFL welcomed everyone to this meeting. There were no apologies.	
2.	EIS Items (Catherine Etri, VP Academic, in attendance for the following items) 2.1 <u>ML/PL Role</u> 2.1.1 Have there been calculations made as to the likely impact in terms of cost/savings from changes in line with those made recently at UHI Inverness? In terms of the costs/savings impact, CE said she had asked Workstream (WS) 1 for an estimate of costs based on some of the calculations they had been working on and what the cost was to Perth of the ML and they confirmed that it was in excess of £250K; the equivalent of at least 6 FTEs. There would potentially be no restriction as to PLs. 2.1.2 If so, what do these savings amount in terms of Lecturer FTEs? In answer to this question, CE said it would be 6 FTEs, so the savings would be in terms of remitted time and that would be how that would be considered, but would obviously need to wait on the outcome of WS1 for a final figure. The assumption would probably be that there would be a backfill element of staffing in terms of the single hour that each ML was in receipt of, so it would be a 1hr	

Item		ACTION
	<p>saving in terms of remission, and this would obviously be added back into the total teaching time for timetabling.</p> <p>2.1.3 What role are considerations of student experience (feedback times, response times) playing in considerations of the impact of these changes?</p> <p>CE said ML duties had been downsized and a small team had been working on this. They had reduced the responsibilities and tasks that MLs had been responsible for and they had reviewed the types of tasks carried out that could potentially be moved to a central admin team. However, CE had advised EO that Perth did not have any capacity for this, so this support mechanism would not be available at the College and this would need to be delivered at EO level. Again, this would be looked at in the WSSs.</p> <p>CE said that the UHI Dean of Learning and Teaching (L&T) was reviewing Brightspace in terms of better use as a central repository for marks, as there seemed to be a lot of duplication and could Brightspace be used to streamline this. From Perth's point of view, CE said that DG was already investigating this, along with Perth's Business Systems Developer. Another area under discussion was Self-Evaluations and it was being proposed that these not be continued, but replaced with some kind of 'health check' that would be more streamlined.</p> <p>CE said she had highlighted that if this work was not carried out in a timeous way it would be really critical for the change at the start of Semester 1 2024-25, because the tasks would still be there and would still need to be carried out. If they were not being done by MLs then the College would need to be in a position to know who would be carrying out these tasks, otherwise some things that were critical would fall into a black hole.</p> <p>2.2 <u>Group Size at HE</u></p> <p>2.2.1 The size of a HE group has recently increased to 30. What has been the impact of this in terms of cost/savings?</p> <p>CE reiterated that this question was in relation to class size of 30 being identified as part of the criteria for PLs. CE looked to see how many programmes there were in Perth affected and there were 7 HE full-time programmes. CE listed these programmes and student numbers. Most of the courses were comparatively over the 30, but there was no limitation set on how Perth could implement the funding the College received from UHI to cover some programmes that had large groups in it.</p>	

Item		ACTION
	<p>2.2.2 What consideration was given to student experience (feedback times, response times) when considering the impact of the change?</p> <p>CE said that the Dean of L&T was leading a group to look at the student experience and they did not envisage the downsizing of the role for MLs would have a negative impact on the students and the Dean of L&T suggested it might actually improve overall response times and the overall resulting, but this work was still ongoing.</p> <p>SOH asked for clarification of the hours for the ML, with the remission being added back into the total teaching time, what would this be.</p> <p>CE confirmed it would be 49 hours.</p> <p>SOH referred to the demarcation between what an ML did and what might be carried out by a central admin team and queried if CE knew what elements that would be.</p> <p>CE said she did not know, but she could check to see if she had any notes about that.</p> <p>SOH referred to the College's own Timetable Protocols (TTP) and queried the status of this and everything else.</p> <p>CE advised she had alerted the Project & Planning Officer and CASE that the TTP needed to be reviewed and as soon as the criteria for PL and ML had been finalised the TTP would be updated.</p> <p>MC commented that there may be some issues when the outcome of this was known and it would be a challenge to ensure that this was conveyed appropriately to staff, particularly decisions being made that were outwith the College's control.</p> <p>CE then left the meeting.</p>	
3.	<p>Finance Update</p> <p>LM referred to the document she had provided with forecast figures and advised that there had not been much change since the last time these figures were reported to JNCs. LM advised that the Board were aware of these figures and that the deficit had also been flagged with EO, so they were aware of the figures being projected for Perth.</p> <p>LM then left the meeting.</p>	

Item		ACTION
4.	<p>Additions to the Agenda for AOCB</p> <p>CM referred to the historic underpayment issue re the transfer under national bargaining and queried if EIS could be provided with a note of how many staff were affected by this.</p> <p>KFL advised that there was only one member of staff affected, which CM was already aware of.</p>	
5.	<p>Minute of Previous Meeting (Paper 1)</p> <p>The minute of the meeting held on 19 December 2023, which had been previously circulated, was approved as an accurate reflection of the discussions that had taken place.</p>	
6.	<p>Review of Actions / Matters arising not included elsewhere on the agenda:</p> <p>6.1 <u>UHI Working Group</u></p> <p>The action from this item was discussed under Item 2.</p> <p>6.2 <u>Local RPA Review</u></p> <p>KFL advised she had not completed the action for this item and the action was to be carried forward to the next meeting.</p> <p>Action: KFL to amend the RPA and provide a draft, tracked/changed document, for EIS to provide feedback.</p>	KFL
7.	<p>Workstream Update</p> <p><u>Update on Actions from JNC of 19/12/23:</u></p> <p>7.1 Where We Are Including Timeline</p> <p>MC updated the JNC on the timeline going forward. The WS finished last week and they were now in the phase of drawing together their work. After the 2 closure days at Easter, SMT would review the output proposal from the WS. MC said that a communication would be issued to all staff to advise them of the timelines. In that communication Management would be very clear about the process, in terms of consultation with trade unions (TU), as well as the overall process, to avoid any confusion as to what would be consulted on. It would be SMT's intention to meet with the WS Leads over that 2 week period at Easter, followed by another meeting with the WS Lead on 15th April to discuss the proposal document which would then be circulated to TUs on 17th April. On the same date, an all staff communication would be issued advising that the proposal document had been passed to TUs. MC said that SMT would then look to have a couple of meetings per week with</p>	

Item		ACTION
	<p>TUs, taking each WS one at a time, commencing with WS1. MC said that MC was envisaging a consultation period of 30 days.</p> <p>SOH queried if there would be a wrap around of the whole process and MC confirmed there would be.</p> <p>CM asked for clarification as to what information would be given to staff in terms of the document the TUs would receive on the 17th.</p> <p>MC said that the all staff communication would advise staff that TUs had received the proposal document and that this was confidential at that time and then the consultation process would start on a set date, to be confirmed. Staff would receive a copy of the proposal at the start of the consultation process, which would mean that TUs would have up to a week in advance to review the papers.</p> <p>KFL queried if EIS Reps would like the proposed consultation meetings added to their diaries, to which EIS confirmed they would.</p> <p>Action: KFL to add the consultation meeting dates to the diaries of EIS Reps.</p> <p>LC advised EIS of the link where the WS paperwork was stored and said that SMT were continuing with drop-in sessions and that FAQs for staff had also been uploaded, including feedback received by SMT.</p> <p>7.2 <u>Current VS Scheme</u></p> <p>KFL confirmed this action had been completed.</p> <p>7.3 <u>Feedback from Previous Exercise</u></p> <p>KFL advised this action was in relation to the 1 page summary sheets and there was some continuing discussion on this, in terms of whether they would be available.</p> <p>SOH queried if the cost savings could be provided to EIS, in due course, as she felt this would be helpful.</p> <p>KFL advised this information would be provided within the financial section of the consultations.</p>	<p>KFL</p>
<p>8.</p>	<p>TOIL Guidelines</p> <p><u>Update on Actions from JNC of 19/12/2023:</u></p> <p>8.1 KFL to have a final read through of the Guidelines and forward to EIS for further discussion.</p> <p>In relation to the questions that EIS had submitted regarding TOIL, KFL provided answers as follows:</p>	

Item		ACTION
	<ul style="list-style-type: none"> Planned date of introduction for these Guidelines would be as soon as agreed. In terms of introducing the Guidelines during this Semester, with some flexibility, this was agreed. Agreement in advance and the timescale – it would be expected to be in line with annual leave, so double the time requested. Guidance on how to log TOIL on CiPHR – this guidance was already prepared and ready to be issued, once the Guidelines had been approved. In regard to the question of offering enhanced TOIL on non-business days, MC advised there had also been discussion with Unison on that question. MC was conscious that people did work weekends, particularly International staff who could be overseas at weekends. However, MC had a duty to ensure that this was a fair process, but also did not want to put the College into further financial difficulties, as weekend work was punitive for Professional Services staff. In regard to the question of TOIL being offered to people staying overnight for business purposes, KFL advised that there had been a request from one of the SDDs to look at the College's Travel Policy, but TOIL would not normally be given for staying overnight. MC said it was more likely this would be discussed in relation to the International context and she would be open to discuss that going forward for International work. <p>KFL queried if EIS required further discussion on the TOIL Guidelines, or if they would be happy to agree them.</p> <p>EIS requested they have a further read through of the Guidelines and would then let KFL know their decision, however, that would be with the caveat for International and looking at TOIL in regard to that area.</p> <p>Action: EIS to further review the TOIL Guidelines and advise KFL whether or not they were happy to approve them.</p>	EIS
9.	<p>Sickness Absence Codes</p> <p>KFL explained that as part of the new payroll system she would be looking to consolidate these codes. However, she had added this to the J-JNC Agenda for discussion at the next meeting on 27th March. If HR wanted to change the current codes then they would need individual consent from employees.</p>	
10.	<p>Strike Deductions</p> <p>KFL advised that HR had been approached to review how the College was calculating strike deductions in relation to part-time staff who worked uneven hours, different days in the week. KFL advised</p>	

Item		ACTION
	there would be a paper issued tomorrow and this would be for discussion at the J-JNC next week.	
11.	<p>EIS Items (continued)</p> <p>11.1 <u>Complaints</u>: Given that we have discussed updating the complaints procedure and process in previous JNCs, can we agree some format or timescale to discuss any revisions or changes?</p> <p>KFL advised there had been an initial meeting between Quality, HR and SDDs to review the procedure and process with a view to making it more streamlined. However, the WSs had hampered this process. KFL said that the group would need to reconvene, probably after Easter, and that it would also be helpful if TUs could attend as well.</p> <p>Action: Quality, HR, SDDs and TUs to meet again, after the Easter Recess, to continuing reviewing the Complaints Procedure.</p> <p>11.2 <u>Deeming</u>:</p> <p>11.2.1 Will you reconsider partial performance?</p> <p>In terms of the EIS question, MC advised that it was not possible for a person to “partially meet” their contract. MC explained the difficulties in quantifying and justifying partial performance and said there was a huge risk factor in going down this route. It was MC’s hope that the College would not have to withhold pay from anyone for non-resulting, but stressed it was the College’s concern to ensure that students were not disadvantaged, as they were last year, when resulting was withheld by Lecturers.</p> <p>11.2.2 How will the process work?</p> <p>MC went on to explain the process that would take place in regard to non-payment of salary, should staff withhold marks.</p> <p>On the deadline date for marks to be input, and if they had not be input, as of the next day payment would be withheld from those staff who had not input marks. MC said this process would be flagged up to staff in advance and they would receive an explanation of how the process would work and the implications regarding continuing withholding marks.</p> <p>11.2.3 How will you explain to students that their lecturers may not be available after X date at your behest because you are not paying them?</p>	KFL

Item		ACTION
	<p>MC said that there would be a communication with students about this and the impact that this would have on students if marks were not input.</p> <p>SOH pointed out that there might be circumstances where the ML might not be the person inputting the marks - sometimes the responsibility for inputting marking is devolved to other members of staff and provided examples of this. As a result, it might not be the person with overall responsibility for inputting the marks that had withheld them, if they had devolved the responsibility to someone else. SOH was concerned that the wrong person's salary would be withheld in these circumstances.</p> <p>MC said that was why the College would be very clear about the circumstances; HR would write to staff to advise that as they were being communicated with as they had been expected to input the marks. This would then give staff the opportunity to let HR know if they had devolved that responsibility to someone else and advise who that person was.</p> <p>CM had a query regarding the pay being deemed and where MC had commented that when staff were on holiday they were not expected to work. CM wished to know if that meant staff pay would recommence when they were on holiday.</p> <p>MC confirmed that would be the case. Staff would be on leave and therefore not working, so they would not be withholding marks at that time. There was a technicality around weekends and even if marks were withheld for a full month, staff would continue to have the weekends paid.</p> <p>CM said that some colleges had decided not to deem, who had decided too initially, and queried what Perth's position was in terms of where the College stood in the sector.</p> <p>MC said that at the latest Colleges Scotland meeting she had attended, on Tuesday, there was only one college who had said they did not plan to withhold pay. The rest of the colleges were of the view that they would withhold for non-resulting but this was an individual college decision.</p> <p>CM raised the question of members of staff going to an employment tribunal if their salary was withheld and if there were enough members of staff doing this, the cost to the College could be quite significant and had the College thought about that.</p> <p>MC said if staff wished to go down the route of an employment tribunal, then this was open to them, as well as the grievance route, and she agreed that some staff might choose to do that. However, MC stressed that the reason SMT chose to withhold payment this time, and not last year, was because SMT did not actually fully</p>	

Item		ACTION
	appreciate the impact this was going to have on the students due to them not being able to get their results.	
12.	Other items from Management To be discussed outside of the JNC at a mutually agreeable time. 12.1 <u>APD</u> As noted. 12.2 <u>Job Descriptions</u> As noted. 12.3 <u>Contract Templates</u> As noted. 12.4 <u>Calendar Slippage</u> As noted.	
13.	AOCB None.	
14.	Date and time of next meeting: <ul style="list-style-type: none"> • 30 May 2024 All meetings are on Thursdays, by MS Teams, or in Rm 019 (unless otherwise stated) Meeting End Time: 16.15	

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Perth Staff Group**Minute**

Date and time: Thursday 28th March 2024, 2pm

Location: Room 019/Microsoft Teams VC

Members present: Steve Douglas (SD), Isobel Syme (IS), Sarah-Jane Urquhart (SJU), Scott Young (SY), Lisa Findlay (LF), Emma Bowman (EB), Sarah Wilson (SW), Sara O'Hagan (SOH), Susan Johnstone (SJ), Moira Porter (MP), Ype Van Der Schaaf (YVDS), Christine Paton (CP), John Dare (JD), Cindy Choquet (CC), Heidi Hope (HH)

Apologies: David Watt (DW), Katy Lees (KFL)

Chair: Lorenz Cairns (LC)

Note Taker: Trudy Guthrie

Minutes

Item	Action
<p>1. Welcome and Apologies LC welcome all to the meeting and apologies were noted.</p> <p>2. Additions to the Agenda for AOCB - None.</p> <p>3. Minutes of Previous Meeting of 31.01.2024 This was approved as an accurate record.</p> <p>4. Matters arising <u>not included elsewhere on the agenda</u> / review of actions from previous meeting: LC to confirm with Board if this meeting needs minuting – LC advised this had been agreed.</p>	
<p>5. Perth Staff Group</p>	<p>TG</p>

Item	Action
<p>5.1 Terms of Reference – EB queried her lack of details on the ToR, TG to update and amend document. All discussed what defines falling short of quorate, it was agreed that it would either be below 40% of attendees or not having any agenda items to discuss. All Approved ToR.</p>	
<p>5.2 Reporting Structure – LC spoke to the proposed document detailing the content.</p>	
<p>5.3 Standing items – TG to collate standing agenda items document from previous debunked meetings and distribute to all for discussion/agreement on any that we need to add as standing items to the agenda of this Group.</p>	TG
<p>5.4 Items for discussion – As previously agreed any items should be sent to TG to add to the agenda.</p>	
<p>6. Employee Assistant Programme – To be carried forward to the next meeting.</p>	KFL
<p>7. Stress Survey Outputs and Actions – LC advised that although he could not provide a detailed overview in KFL's absence he did provide a brief overview confirming that yes it is showing an increase in stress levels and this is understandable given the current work stream activities however we are committed to the creation of an action plan to try to address some causes/triggers Katy lees will bring an update at the next meeting.</p>	KFL
<p>8. Staff Newsletter Update Feedback – LF asked the Group if they find the fortnightly update useful and asked for opinions on current content. All discussed and all agreed that it is currently reflecting the right vibe, right frequency and appropriate content.</p>	
<p>9. Communication amongst the Group – JD raised this as a discussion point as he was concerned that some of these meetings may not go ahead if people don't get around to adding agenda items in time. All discussed and agreed that TG to add a draft agenda to the Teams area in advance of each meeting and remind all to populate it at any point before the meeting. LC suggested that if members of the Group wanted to add a paper that they add it directly to the appropriate area in Teams.</p>	TG
<p>10. Staff Conference – JD asked if we still have a Staff Conference working group. There was slight confusion over the current status of the Group so LC to check if it is still in place. JD asked if we will we have any input and/or opportunities for us to add to content. After a short discussion, EB offered to create a form with suggestions for items for the August staff conference which the Group could share with their teams and populate for the next meeting. SOH raised a concern that some staff...cleaners, caretakers etc who don't access/use emails can be</p>	LC/KFL EB ALL EB

Item	Action
given paper copies of this to feel included in this process. Copies to be printed and put in the staff room.	
11. Progress on Workstreams – JD asked for an update from LC who advised the published deadline for the first part of the workstream deadlines is tomorrow and there will be a staff communication coming out either today or tomorrow providing a timeline for the rest of the process.	
12. Staff Workloads and Delays in Replacing Staff – LC acknowledged it's been a difficult time over the past few months while we wait to see the outcomes from the workstreams. When the recommendations have been agreed then we can move on to what's next and we can look at staffing and what we can invest in. All discussed the issues that have arisen from loss of staff members through VS without replacement. Staff are taking on additional work through a sense of responsibility to provide the best experience for our students. SOH raised concerns about the lack of clarity around the previous statement from SMT re losses through VS and what we 'won't still be doing' going forward after these positions have been removed. MP raised a point about additional workloads and responsibilities within team without acknowledgement from SMT in the 10 months since the initial announcement. This point to be raised by LC at PLG/SMT.	LC
13. Technology – SW brought up the fact that not all of us know the capabilities of the technology that we currently have. Queried if we need additional training for all teams on the capabilities of our existing technology. All discussed the issues with training that has been recently offered and the lack of take up of these training sessions. JD advised this is an ongoing problem. EB to add training to the list of options for future staff conferences, in particular, how we would can sell it better. SY mentioned the 6 days of staff CPD and how low the uptake for this is. All discussed the need to make training more interesting/inviting. LC asked JD to think about interactive ways of training large groups of people.	EB JD
14. External Phone System – SJU raised concerns with the problems which have arisen from the removal of desk phones. All mentioned having similar problems and no-one in this Group believes it is fit for purpose. EB suggested capturing all the issues in one paper and take to PLG. TG to add a paper into the Teams area for all to populate, HH agreed to edit the document.	TG HH
15. Car Park – SJU asked if there are any plans to repair the potholes in the main carpark both on the stairs/walkways and parking spaces. After discussing it was agreed LC will highlight the concerns to our H & S Advisor to assess.	LC

Item	Action
<p>16. Quality Matters and What its's used for – MP explained she raised this agenda item to discuss shared communication, stating the Quality Team have a page on PerthHub called Quality Matters which contains information about the Quality Team and what they do. MP questioned if each department does the same. LF advised that most Professional Service areas have a similar page on PerthHub however Academic areas do not. All discussed lack of visibility of who does what, when and where. LF explained that initially a decision was made that our external website would include details about our Academic areas and PerthHub would highlight Professional Services. LF/MP to meet to discuss and see if this is still the best way to promote all departments.</p>	LF/MP
<p>17. AOCB – None.</p>	
<p>18. Date and Time of Next Meeting: 25th April 2024</p>	
<p>19. Meeting ended at: 15.28</p>	

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Membership

Chair (ex officio).

Vice Chair (ex officio).

Principal (ex officio).

No fewer than 2 other Independent Members of the Board of Management.

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)

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.