

Joint Strategic Development & Finance and Resources Committee

Agenda

Meeting reference: Strategic Development_F&R 2022-23/03

Date: Thursday 02 March 2023 at 5.00pm

Location: Boardroom (Braham Room 019)

Purpose: Scheduled meeting

*Denotes items for discussion/approval.

Members should contact the Clerk 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 Interest in any Agenda Item		Chair	
4a	Minutes of the meeting of Strategic Development Committee held on: 05 December 2022		Chair	Paper 1
4b	Minutes of the meeting of Finances & Resources Committee held on: 05 December 2022			Paper 2
5	Actions arising from previous minutes		Chair	
6	Items for Discussion			
*6.1	UHI Perth Financial Update: Year to 31 January 2023	Vice Principal (Operations)		Paper 3
*6.2	Financial Outlook		Vice Principal (Operations)	Verbal
*6.3	Commercial Delivery	Vice Principal (External)	Vice Principal (External)	Paper 4
*6.4	Estates Strategy		Depute Principal	Verbal
*6.5	UHI2024 - update		Principal	Verbal
*6.6	KPI Progress	Depute Principal	Depute Principal	Paper 5

	Agenda Items	Author	Led by	Paper
7	Review of Meeting – Strategic Development Committee (Committee to review Terms of Reference, and to ensure all competent business has been covered)		Clerk	Paper 6
	Finance & Resources Committee Business			
8	Estates			
8.1	Estates Update		Depute Principal	Verbal
9	Human Resources			
9.1	HR Update	Head of HR & OD	Head of HR & OD	Paper 7
10	Committee Minutes (for noting)			
10.1	EDIT Committee <ul style="list-style-type: none"> • 08 December 2022 			Paper 8a
10.2	JNC Support Staff <ul style="list-style-type: none"> • 15 December 2022 			Paper 8b
10.3	Staff Engagement Group <ul style="list-style-type: none"> • 16 February 2023 			Meeting not quorate
*11	Review of Meeting – Finance & Resources Committee (Committee to review Terms of Reference, and to ensure all competent business has been covered)			Paper 9
12	Dates and times of next meetings: <ul style="list-style-type: none"> • SDC: Tuesday 09 May 2023 • F&R: Monday 22 May 2023 		Clerk	

Strategic Development Committee

DRAFT Minutes

Meeting reference: SDC 2022-23/02

Date: Monday 05 December 2022

Location: Boardroom (Braham Room 019)

Members present: Andrew Comrie, Board Member (Chair)
Michael Buchanan, Board Member
Heather Cormack, Board Member
Sheena Devlin, Board Member
Jenny Hamilton, Board Member (to Item 6.6)
Derek Waugh, Board Member
John Dare, Staff Board Member (to Item 6.4)
Todor Pavlov-Kennedy, Student Board Member
Margaret Cook, Principal (to Item 6.6)

In attendance: Lorenz Cairns, Depute Principal
Veronica Lynch, Vice Principal (External)
Catherine Etri, Vice Principal (Academic)
Iain Wishart, Vice Principal (Operations)
Ian McCartney, Clerk to the Board
Mark Taylor, AST General Manager (Item 6.1 only)

Apologies: Charlea Jefts, HISA Perth Depute President Activities & Welfare

Chair: Andrew Comrie

Minute Taker: Ian McCartney

Quorum: 3

Minutes:

Item		Action
1.	Welcome and Apologies Chair welcomed all present to the meeting, and noted apologies.	
2.	Additions to the Agenda There were no additions to the Agenda. Chair noted a rescheduling of some Agenda items to facilitate the prompt departure of the Principal.	
3.	Declaration of Interest in any Agenda Item No interests were declared	
4.	Minutes of Meeting held on 21 September 2022 The minutes were agreed as being an accurate record of the meeting.	
5.	Matters Arising from Previous Minutes <u>Actions outstanding from prior meetings: 02 November 2021</u> <u>Item 6.3 – Commercial/Non-Core Business Strategy</u> Action 3: Provide further report on Commercial activity following College Strategy approval Action Update: On Agenda under Item 6.2 <u>Item 6.5 – Development Trust</u> Action: Provide Committee with more information including presentation by representative of Trust Action Update: On Agenda under Item 6.6	

6	Items for Discussion	
6.1	<p data-bbox="268 208 874 241">AST Digital Sales & Business Recovery</p> <p data-bbox="268 275 1214 461">AST General Manager presented Paper 2, details future budget performance, potential mitigation actions and laying out a possible Digital strategy for training notes development and sales re Air Service Training. Paper was being presented as part of acknowledgement of strategic investment both past and future.</p> <p data-bbox="268 495 1249 680">AST General Manager noted the coalescence of contracts coming to an end with new contracts and opportunities not yet fully on stream, which has provided some challenges around cashflow, however without significant investment in training equipment over the last couple of year, the position would be much worse.</p> <p data-bbox="268 714 1246 824">AST General Manager provided detail around the proposed digital sales strategy, noting the fundamental differences between AST and the current market leader in this area.</p> <p data-bbox="268 857 1259 1010">Board Member queried how AST can be first to market. AST General Manager advised that the AST brand was key to success – by getting the products and pricing right there is confidence that significant inroads can be made in this marketplace.</p> <p data-bbox="268 1043 1246 1229">Board Member queried pricing points. AST General Manager acknowledged that AST’s current prices are way out of sync with the market, and this is under review to be updated before year end, however due to differentiation in training materials, AST will not be priced to compete directly with market leader.</p> <p data-bbox="268 1263 1233 1415">Student Board Member queried potential impact on students. AST General Manager advised that current students will be through their courses before proposed changes, while future individual students will see changes progressively.</p> <p data-bbox="268 1449 1249 1671">Chair asked around timelines for development of the materials, and associated costs. AST General Manager advised that an opportunity exists within the current staff cohort to fund this exercise. Depute Principal advised that now more than ever the public have more choice and expectations are high, therefore would encourage getting done right over getting done quickly.</p> <p data-bbox="268 1704 1233 1780">Chair advised that it would be useful to see the levels of investment required before final proposals go to Board.</p> <p data-bbox="268 1814 1262 1890">Committee NOTED Paper 2 and thanked AST General Manager for a useful paper.</p>	

6.2**Commercial Business Overview**

Vice Principal (Operations) presented Paper 3 to provide an overview of the current status of non-SFC funded activity and was working on a wider paper based on this issue for consideration at Finance & Resources Committee and the Board.

Vice Principal (Operations) noted that the background to the paper was the threat to the sector, and how Perth College can do to mitigate against predicted issues. Vice Principal (Operations) outlined 3 key questions to determine definition and purpose of “commercial” aspects of the College.

Board Member noted that surplus net income being brought into the College to provide additional income to the core business of the College would be a decent starting point.

Board Member advised that the question around core competence needs to be asked, eg making money out of teaching in ASW vs making money of out providing a nursery, however how is benefit to student numbers around provision of services calculated?

Board Member advised that nursery funding follows the child not the provider, therefore it would be sensible looking at this area within the context of the Masterplan work.

Chair advised that it would be worth looking at a fully commercial operation for ASW with College usage charged as required. Vice Principal (Academic) noted that ASW is business critical for the College due to the classroom provision.

Vice Principal (External) advised that it is difficult to quantify the impact of ASW on recruitment numbers due to people coming onto campus that wouldn't otherwise have done so.

Board Member suggested that it would be useful to see an overlay of management recommendations to balance discussions and decisions against, and further suggested that it would be useful to know how much can be explored with PKC to determine what areas of community engagement fall within the responsibility of the College. Chair agreed that there needs to be some modelling of options.

Board Member stated that if facilities provide benefits around recruitment and retention, this provides a reason to subsidise if required, however there is clearly a need for streamlining and simplifying portfolios as each commercial area is accessing Professional Services, which provides opportunities to save management costs.

	<p>Board Member queried whether a Management Fee approach would allow “beneficial” elements to be costed in.</p> <p>Board Member stated that argument keeps coming around to what is the definition of commercial, with an attendant risk of withdrawing from elements that are integral to teaching. Board Member argued that there needs to be an identified level of subsidy that is acceptable to the College.</p> <p>Chair noted the similarity of Council models re Management Fees and other mechanisms. The next step would appear to be the generation of “What if?” scenarios to assess commercial functions’ contribution to the core curriculum and the student experience.</p> <p>Board Member queried where Research would fit into the equation. Principal noted that a proportion of the funding is REF money, but historically research has made the College quite a bit of money. Research feels different to the other “commercial” areas.</p> <p>Chair queried hurdle rates. Vice Principal (Operations) advised that these started at 32%, however there is a need to factor in other elements. Chair advised that care needs to not set these too high, and a differentiated model may be preferable, eg for maturity of business vs start-up.</p> <p>Chair thanked Members for the discussion and Committee NOTED Paper 3.</p>	
<p>6.4</p>	<p>UHI 2024 – progress update</p> <p>Principal provided a verbal update on progress to date re the UHI2024 initiative, advising that the Interim Chair had taken up a position on the Programme Board and that Principal was leading on the Shared Services workstream.</p> <p>Principal noted that it was difficult to see short-term savings re Shared Services as there has been chronic under-investment which will need to be addressed before Shared Services make enough sense to be able to generate economies of scale.</p> <p>Board Member queried what Court’s expectations are. Principal advised that significant savings were expected by 2024</p> <p>Principal noted that Workstream Leads were meeting with the Programme Board every 2 weeks which is useful. The UHI Court on 15th December will be looking at overall cost saving.</p>	

<p>6.6</p>	<p>Development Trust</p> <p>Principal advised on a number of issues affecting the Development Trust, noting that a review of the Deed of Trust and the OSCR registration for the Trust had identified some governance issues that would need to be addressed.</p> <p>Principal further noted that discussions were ongoing around some areas of improvement to the day-to-day operations of the Trust, including how best to improve alumni relations.</p> <p>A paper will be brought back to next meeting.</p>	<p>Principal</p>
<p>6.3</p>	<p>KPI Prioritisation</p> <p>Depute Principal presented Paper 4, and summarised the iterative steps taken to reach this point before outlining the proposed 12 prioritised KPIs, which would then be monitored at Board level via a Balanced Scorecard approach.</p> <p>Chair opened the floor to Committee in order to agree that these 12 KPIs were the preferred option.</p> <p>Board Member suggested that Environmental Sustainability is now a standard measure for Boards to monitor and lead on, which Chair agreed with. Depute Principal reminded Committee that all KPIs will remain and be monitored. Board Member argued that, given latest positioning around Net Zero, Environmental Sustainability is a politically charged issue and it would be remiss for Board not to regularly monitor progress.</p> <p>Committee AGREED that Environmental Sustainability should be added to the Prioritised list of KPIs.</p> <p>Following a request for clarification from a Board Member, it was AGREED that the Balanced Scorecard around the Prioritised KPIs would be presented for monitoring each Board Cycle, and the remaining “below the line” KPIs would be presented annually.</p> <p>Board Member queried whether the Balanced Scorecard would allow for some measure of efficacy and impact, and whether there would be qualitative data as well as quantitative, for example around measures for Partnerships & Collaboration Strategic Objective 1. Depute Principal noted these comments and would re-examine who these could be best achieved.</p> <p>Committee ENDORSED Paper 4 with amendments as noted.</p>	

6.5	<p>UHI Engagement Strategy</p> <p>Vice Principal (External) advised that despite the departure of the Vice Principal at UHI who was leading the Engagement Strategy, discussions were still ongoing, although the launch of the Strategy had now been deferred to spring 2023.</p> <p>Vice Principal (External) advised that Perth College continues to work with UHI on the Together Campaign, and this will be updated to Committee at a future meeting.</p> <p>Vice Principal (External) noted that the Development Trust Strategy is likely to provide the biggest impact for Perth College within the wider UHI strategy.</p>	
7	<p>Date and time of next meeting:</p> <ul style="list-style-type: none"> Thursday 02 March 2023 @ 5:00pm (includes joint meeting with Finance & Resources Committee) 	
8	<p>Review of Meeting</p> <p>Committee confirmed the business of the meeting had been compliant with the Terms of Reference.</p>	

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

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

Finance & Resources Committee

DRAFT Minutes

Meeting reference: F&R2022-23/02

Date: Monday 12 December 2022 at 5.00pm

Location: Boardroom (Braham Room 019)

Members present: Katrina Hodgson, Chair
Michael Buchanan, Board Member
Andrew Comrie, Board Member
Heather Cormack, Board Member
Margaret Cook, Principal
Todor Pavlov-Kennedy, Student Board Member

In attendance: Jim Crooks, Chair of Audit Committee (from Item 12)
Fiona Martin, Member of Audit Committee (from Item 12)
Debbie McIlwraith Cameron, Member of Audit Committee (from Item 12)
Derek Waugh, Member of Audit Committee (from Item 12)
Lorenz Cairns, Depute Principal
Veronica Lynch, Vice Principal (External)
Iain Wishart, Vice Principal (Operations)
Ian McCartney, Clerk to the Board
Rachel Wynne, Ernst & Young, External Auditor (from Item 12)
David Archibald, Henderson Loggie, Internal Auditor (from Item 12)

Apologies: Graham Watson, Interim Chair, Board of Management
John Dare, Staff Board Member

Chair: **Katrina Hodgson**

Minute Taker: Ian McCartney

Quorum: 4

MINUTES

Item		Action
1.	<p>Welcome and Apologies</p> <p>Chair welcomed everyone to the meeting and noted apologies.</p>	
2.	<p>Additions to the Agenda</p> <p>None</p>	
3.	<p>Declaration of Conflict of Interest in any Agenda Item</p> <p>None</p>	
4.	<p>Minutes of Meeting of Finance & Resources Committee, 05 October 2022</p> <p>The minutes were approved as a true and accurate record of the meeting.</p>	
5.	<p>Matters Arising from previous minutes: 05 October 2022</p> <p><u>10.1 – HR Update</u></p> <p>Action: Head of HR and Clerk liaise re the current requirements re Mandatory Training to Board Members.</p> <p>Action Update: Clerk had now received the outstanding list re Board Mandatory Training and will distribute.</p> <p><u>6.2 – Estates Strategy & Aviation Academy for Scotland Update</u></p> <p>Board Member requested an update on the latest position re this issue.</p> <p>Depute Principal advised that the Perth College Masterplan had been shared with PKC, who are due to respond before Xmas break to firm up a joint masterplan, initially with regards to space as financial elements had not yet been discussed. It was likely that 5-year outlook for the project would be required.</p> <p>Depute Principal further advised that the Scottish Futures Trust was the most likely bidding source should these plans be further developed, however there was a need to firm up access to these funds. Following a query from a Board member re commercial impact on the nursery, Depute Principal noted that the nursery would form part of the discussion with PKC.</p>	

<p>6.1</p>	<p>Perth College Financial Update: Year to 31 October 2022</p> <p>Vice Principal (Operations) summarised Paper 2, noting that actual staff costs do not incorporate National Bargaining at this stage, and that HE numbers were down quite significantly which has led to staff costs being behind budget.</p> <p>Vice Principal (Operations) advised that Paper 2 also showed a realignment of budget centres based on commercial incomes aligned to areas noted in Paper 3 to provide additional clarity.</p> <p>Board Member asked whether Perth College was broadly in line with the sector. Vice Principal (Operations) advised that the whole sector seemed to be sharing pain around clawback, energy costs and National Bargaining, however Perth College may be unusual in the impact of the drop in HE numbers as we recruit more therefore the impact is bigger.</p> <p>Chair queried whether the timing issues noted were a surprise. Vice Principal (Operations) noted that Estates work was a factor, particularly around work from 2021/22 requiring to be completed in a timely manner to allow the AOP to be utilised appropriately. It was planned to tackle this better in the next Budget phase.</p> <p>Board Member queried whether there was any lobbying being done with regard to HE numbers. Depute Principal noted that UHI were looking to tackle numbers within the current AY, however with UCAS entries for 2023/24 closing in January, it would appear difficult to see how this gap will be bridged. Principal further noted that the UHI2024 Curriculum strand are looking towards 2024/25.</p> <p>Committee noted Paper 2.</p>	
<p>6.2</p>	<p>Financial Outlook</p> <p>Vice Principal (Operations) summarised Paper 3 and noted that a discussion on similar issues had been tabled at Strategic Development Committee (paper included). Vice Principal (Operations) further noted that the comparability of sector spending should be treated with caution as this were high-level estimates as not all Colleges report spending in the same way.</p> <p>Chair thanked Vice Principal (Operations) for the comprehensive paper and the huge amount of information provided, noting that the paper focused the mind on the question of what the core business of the College is.</p> <p>Board Member suggested that the benefits of some of the poorer-performing commercial operations need to be taken into account, particularly around recruitment and retention, as this might justify them being subsidised. Board Member agreed with this position,</p>	

	<p>however noted that the College do not strictly need to own such operations for benefit to be realised.</p> <p>Board Member noted that the ratio of reliance on Government funding would be useful to know, and suggested that different models need to be looked at, for example contracted services similar to those operated by Council-run leisure activities. Depute Principal advised that the College's reliance on core funding was approximately 80%.</p> <p>Chair thanked Members for their input, and asked what next steps were. Clerk advised that the next meeting of the Committee was to be a joint meeting with Strategic Development Committee, and suggested that these common areas form the bulk of the shared agenda. This proposal was AGREED by Committee.</p> <p>Board Member suggested that the numbers of income stream areas be reduced from the 22 listed to perhaps save on overheads.</p>	
7.1	<p>Aviation Academy for Scotland/Tay Cities Deal - update</p> <p>Vice Principal (External) briefly summarised Paper 4, noting that College would not be in a position to draw down funding in 2023/24, therefore proposes to defer drawdown until Year 10 of the project.</p> <p>Vice Principal (External) advised that the TCD Project Management Office was comfortable with this deferral as it posed a low risk to the project.</p> <p>Committee ENDORSED the proposals outlined in Paper 4.</p>	
8.1	<p>Estates Update</p> <p>Committee noted Paper 5.</p>	
9.1	<p>HR Update</p> <p>Committee noted Paper 6.</p> <p>Board Member requested that information be provided re staff absences apparently exceeding pre-pandemic levels. Clerk to liaise with Head of HR to issue as soon as possible.</p>	Clerk
9.1	<p>Estates Update</p> <p>Depute Principal presented Paper 7 for information.</p> <p>Committee noted Paper 7</p>	

<p>10.</p>	<p>Committee Meetings</p> <p>The following Committee Minutes were noted:</p> <ul style="list-style-type: none"> • EDIT Committee, 15 September 2022 • JNC Support Staff, 17 November 2022 • JNC Lecturing Staff, 22 September 2022 • JNC Lecturing Staff, 17 November 2022 • Staff Engagement Committee, 01 September 2022 • Staff Engagement Committee, 03 November 2022 	
<p>11.</p>	<p>Review of Meeting</p> <p>Committee confirmed that the meeting had been conducted in line with its Terms of Reference.</p>	
	<p>Joint Meeting with Audit Committee</p> <p>Committee held a joint meeting with Audit Committee to review Annual Statements and Reports relating to FY 2021/22.</p>	
<p>12.</p>	<p>Joint Welcome and Apologies</p> <p>Chair of Finance & Resources welcomed members of Audit Committee to proceedings, and noted apologies.</p>	
<p>13.</p>	<p>Declaration of Conflict of Interest in any Agenda Item</p> <p>None</p>	
<p>14.</p>	<p>Draft Perth College Group Report & Financial Statements for the Year ended 31 July 2022</p> <p>Vice Principal (Operations) presented Paper 9 for consideration and endorsement, noting that the final AOP figure was in line with expectation per the Management Book presented to previous Finance & Resource Committees.</p> <p>Vice Principal (Operations) advised that the Audit process had proceeded relatively smoothly, with only minor delays in the provision of certain information.</p> <p>Vice Principal (Operations) highlighted the Balance Sheet, noting that a revaluation of assets related to the College Estate had moved the overall asset position, and that there had been an accounting adjustment related to the Pension Fund liability which, under FRS102, cannot be shown as an asset on the Balance Sheet.</p> <p>External Auditor confirmed that all adjustments presented had</p>	

	<p>been recorded correctly.</p> <p>Chair of Finance & Resources queried the signing-off procedure for the Accounts. Vice Principal (Operations) advised that the Accounts were required to be signed off this week to allow for lodging with the Auditor General before the end of the year. It was AGREED that, with the Joint Meeting constituting a quoracy of the Board, the accounts could be signed off within that period and ratified by the Board on the 22nd, assuming any remaining amendments did not breach the Materiality threshold of £540,000 confirmed by External Auditor.</p> <p>Audit Committee Member queried the trend information around the environmental performance on Page 15 of the Group Report. Depute Principal advised that this had been addressed during the Estates Report to Finance & Resources Committee. Clerk to circulate this paper to Audit Committee for information.</p> <p>Vice Principal (Operations) noted that there was a material uncertainty around AST Going Concern, however due to this being within the College Materiality for the Group Accounts, this would not have an effect on the signing off timetable, and AST Auditors were in close consultation with EY on this matter.</p> <p>The Perth College Group Report & Financial Statements for the Year ended 31 July 2022 were APPROVED subject to any Materiality issues and would be presented to Board for ratification.</p>	Clerk
15.	<p>Draft External Audit Annual Report 2021-22</p> <p>External Auditor presented Paper 10, noting an Unqualified Audit Opinion for the Financial Statement presented under Paper 9. External Auditor thanked the College Finance Team for their efforts in presenting a set of accounts for consideration in December for the first time in a few years.</p> <p>External Auditor noted key risks as presented being Pensions (due to a significant swing due to the discount rate, a position that was being repeated across the sector) and Going Concern (AST had been considered but EY comfortable not to escalate due to position within Group Accounts, and are in regular contact with AST Auditors).</p> <p>External Auditor noted the following Wider Scope issues:</p> <ul style="list-style-type: none"> • A RED rating had been allocated to Financial Sustainability due to sector-wide issues resulting in the likelihood of difficult decisions being required • External Auditor noted the pace of change in internal 	

	<p>improvements within Finance Management since this matter was first advised in 2019/20, however there were still a number of key personnel dependencies that required addressing, and increased capacity was required, resulting in a RED rating being allocated</p> <ul style="list-style-type: none"> • Governance & Transparency had received an AMBER rating due to the pace of change from the previous year relating to the remaining items from the 2019 Audit Action Plan. External Auditor also noted the lack of clear evidence of consideration of the Public Sector Pay Policy when agreeing the revised Principal's remuneration • Value For Money also received an AMBER rating due to a delay in visibility of public performance reporting. <p>Board Member noted a presentational issue. External Auditor confirmed this was due a version control issue, and this would be corrected prior to publication of the Report.</p> <p>Chair of Audit noted comments re capacity within Finance and shared concern, however believed this should be resolved operationally. Chair of Audit requested that Clerk add the matter to the agenda of the next Audit Committee to take forward.</p> <p>Chair of Remuneration addressed the issue of the Principal's Salary advised in the External Audit Report.</p> <p>[Principal left meeting during discussion of this matter]</p> <p>Chair of Remuneration advised those present that the governance shortfall had been caused by an omission from the minutes, that discussion had place around the Public Sector Pay Policy, however this had not been formally recorded. Chair of Remuneration noted in mitigation that the review of the salary was a 5-year review therefore Remuneration Committee as a whole had been remiss in not addressing the issue on a regular basis.</p> <p>Chair of Remuneration advised that a briefing had been prepared earlier today in response to a query from a Board Member on this issue, and requested that the Clerk forward this briefing/response to External Auditor for full transparency.</p> <p>The Draft External Audit Annual Report 2021-22 was ENDORSED pending minor amendments, and would be presented to Board for approval.</p>	<p>Clerk</p> <p>Clerk</p>
<p>16.</p>	<p>Draft Internal Audit Annual Report 2021-22</p> <p>Internal Auditor presented Paper 11, noting that audit processes were independent and compliant with standards.</p>	

	<p>Internal Auditor noted the larger programme of work compared to previous years, and that, following the extension of Henderson Loggie’s contract as External Auditor, and Audit Needs Assessment had preceded the agreement of the Audit Plan.</p> <p>Internal Auditor advised that all reports within the Annual Action Plan had been delivered, with a summary of outcomes presented on page 3 of the Audit Report, and noted that the overall outputs were broadly positive.</p> <p>Internal Auditor highlighted the Follow-Ups section of the Report, advising that, of the 29 actions in this section, 8 had been fully implemented, 2 were close to full implementation, and 19 were outstanding but moving forwards.</p> <p>Chair of Audit noted the continuing theme of capacity and the number of Follow-Ups still outstanding, which would require to be addressed.</p> <p>Chair of Finance & Resources asked where responsibility for monitoring progress of the 19 outstanding recommendations referred to in the Follow-Up report lay. Chair of Audit noted that these linked back to the outstanding Audit Action Plan, and would be monitored accordingly. Vice Principal (Operations) advised that internal resource had been identified within team to lead on closing outstanding actions, and would be taking on this role from January 2023.</p> <p>The Draft Internal Audit Annual Report 2021-22 was ENDORSED, and would be presented to Board for approval.</p>	
17.	<p>Draft Audit Committee Annual Report to the Board of Management</p> <p>Clerk presented Paper 12, noting that the Audit Committee Report to the Board was largely collated from the preceding reports with additional information provided around key changes within the College during the year, and was intended to supply Board with confidence that Audit Committee had enacted its compliance responsibilities.</p> <p>The Draft Audit Committee Audit Annual Report 2021-22 was ENDORSED, and would be presented to Board for approval.</p> <p>Chair of Audit noted that 2021/22 represented to final External Audit to be conducted for Perth College by Ernst & Young after many years, and thanked EY on behalf of Audit Committee for their scrutiny, openness and valued input over the years. Principal echoed these thanks on behalf of the Senior Management Team</p>	

18.	<p>Date & Time of Next Meeting</p> <ul style="list-style-type: none"> • Tuesday 02 March @ 5:00pm <p>Clerk noted that this meeting would include a joint meeting with Strategic Development Committee.</p>	
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Do the minutes contain items which may be contentious under the terms of the Data Protection Act 2018? **Yes** **No**

Committee Cover Sheet

Paper No.3

Name of Committee	SDC and F&R
Subject	Management Account h1 22/23
Date of Committee meeting	02/03/2023
Author	Iain Wishart
Date paper prepared	24/02/2023
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Financial position through the first half of 22/23
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	First review
Action requested	<input checked="" type="checkbox"/> For information <input checked="" 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.	Reflects on use of resources and gives an indication of our financial sustainability position/risk.

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>Yes</p> <p>Financial sustainability is part of our strategic risk register.</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

Financial Performance Review

Q2 22/23



Group Overview

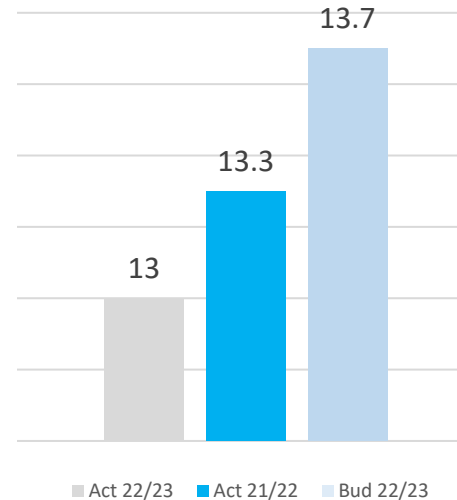
The year to date deficit is in line with expectations arising from the shortfall in HE FTE performance. There should be some improvement in these figures in the rest of the year but the majority of enrolments should have happened by now.

Actual HE Funding figures are based on actual enrolments.

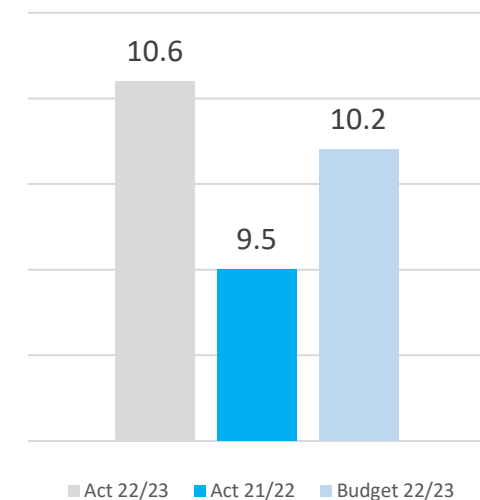
There is a potential release, by UHI, of legacy ESIF funding in the coming months which may offset some of the HE reduction.

Staff cost increases against budget and prior year are due to applying an estimate for 22/23 of 6%, double the budget estimate. The impact of the increased pay award is all recorded against services at the moment and not spread across all areas.

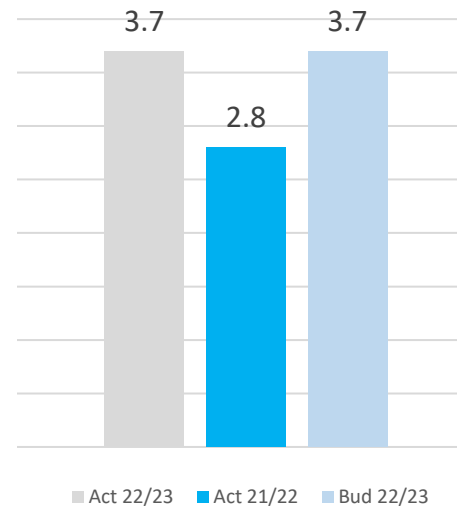
YTD Income (Excl Bursary) £M



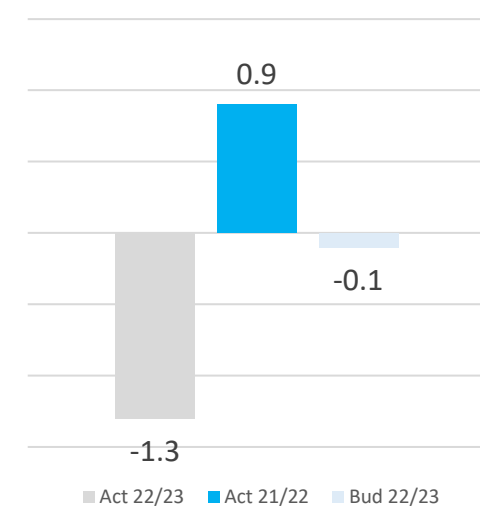
YTD Staff Cost £M



YTD Non-Staff Cost £M



YTD Surplus/Deficit £M



Group Overview v Budget

The Gross Profit of the academic areas, driven by income shortfall, are now behind the budget rate of 32.3%. This compares with the businesses who are at still only at a Gross Margin of 2.6%.

Actual staff costs now include an estimate for a 6% national bargaining pay award to cover the period from September to January against our budget assumption of 3%. Note the impact of the pay award is all shown in services and not spread across each area.

Actual £K

Actual YTD 22/23	Academic	Business	Services	Total
Funding	7,495	0	731	8,226
Tuition Fees	1,247	917	178	2,342
Commercial	1,229	667	506	2,401
Total Income	9,970	1,584	1,415	12,969

Staff Costs	6,483	1,012	3,062	10,556
% Income	65.0%	63.9%	216.4%	81.4%

Non-Staff Costs	727	531	2,425	3,683
% Income	7.3%	33.5%	171.4%	28.4%

AOP Surplus/(Deficit)	2,761	40	-4,072	-1,271
% Income	27.7%	2.6%	(287.8)%	(9.8)%

Budget £K

Academic	Business	Services	Total
8,166	0	379	8,544
1,831	880	0	2,712
1,492	556	430	2,478
11,489	1,436	808	13,734

6,424	1,048	2,700	10,173
55.9%	73.0%	334.0%	74.1%

923	467	2,265	3,654
8.0%	32.5%	280.1%	26.6%

4,142	-79	-4,157	-93
36.1%	(5.5)%	(514.2)%	(0.7)%

Variance £K

Academic	Business	Services	Total
-671	0	352	-318
-584	37	178	-370
-263	111	76	-77
-1,519	147	607	-765

-58	36	-361	-383
	24.6%	-59.5%	

196	-64	-161	-29
	-43.7%	-26.5%	

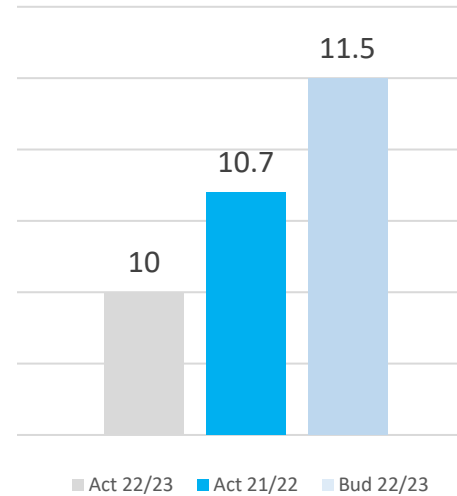
-1,381	119	85	-1,177
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Academic Performance

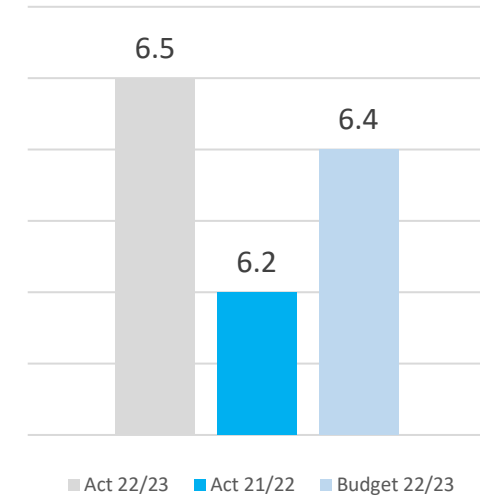
You can see that, due to income shortfall, the Gross Margin for academic areas is now behind both budget and prior year.

Staff costs are slightly higher than budget, primarily driven by STEM and ALS. The estimated pay award increase has been charged to a central admin code so is not impacting on academic performance.

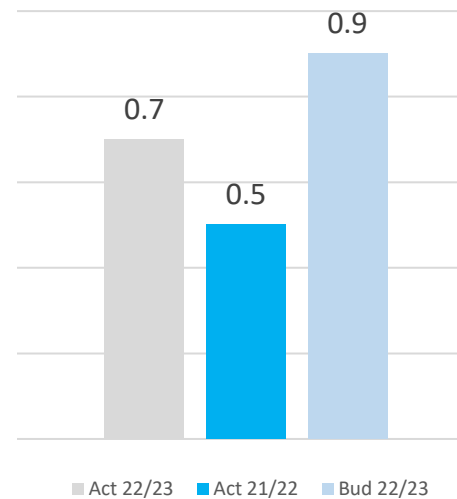
YTD Income (Excl Bursary) £M



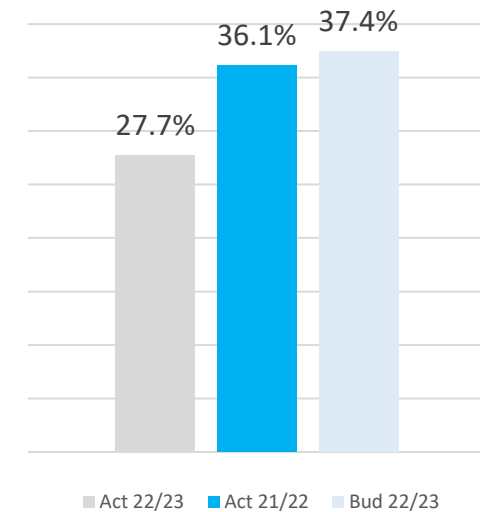
YTD Staff Cost £M



YTD Non-Staff Cost £M



YTD Gross Margin £M



Academic Performance

The figures below show Gross Profit at £1.4m behind budget. This is due to a number of reasons:

1. Funding for HE is based on actual FTE's enrolled. There are 1,469 funded FTE currently achieved against a funded target of 1,877 which equates to a funding and tuition shortfall of £1.1m YTD and estimated at £2.2m for the full year. There will be some additional FTE enrolled in the remainder of the year but these are not included.
2. We have received payment for £356k of tuition fees from SAAS which have not been allocated to invoices. Half of this amount £178k is recognised in a central account code because they cannot be allocated to the correct areas. The resolution of the discrepancy is being investigated at the UHI level.
3. STEM and ALS are over budget for staff costs which does not include the pay award estimate. These variances are primarily due to omissions in the budget submissions.

Actual £K

Actual YTD 22/23	STEM	BMCL	CCI	ALS	Research	Academic Total
Funding	1,839	1,453	1,619	2,556	28	7,495
Tuition Fees	68	450	312	402	15	1,247
Commercial	811	168	104	90	55	1,229
Total Income	2,718	2,071	2,035	3,048	98	9,970
Staff Costs	1,632	1,550	1,136	2,080	85	6,483
% Income	60.1%	74.8%	55.8%	68.3%	86.2%	65.0%
Non-Staff Costs	284	212	141	80	9	727
% Income	10.5%	10.2%	6.9%	2.6%	8.7%	7.3%
AOP Surplus/(Deficit)	802	309	758	887	5	2,761
% Income	29.5%	14.9%	37.2%	29.1%	5.1%	27.7%

Budget £K

STEM	BMCL	CCI	ALS	Research	Academic Total
1,907	1,902	1,658	2,669	30	8,166
154	578	500	599	0	1,831
741	429	124	112	86	1,492
2,802	2,908	2,282	3,380	116	11,489
1,494	1,726	1,213	1,908	82	6,424
53.3%	59.4%	53.1%	56.5%	70.6%	55.9%
353	163	212	189	5	923
12.6%	5.6%	9.3%	5.6%	4.6%	8.0%
955	1,018	858	1,283	29	4,142
34.1%	35.0%	37.6%	38.0%	24.7%	36.1%

Variance £K

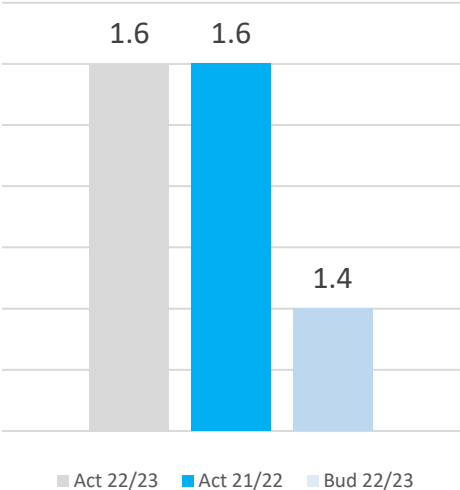
STEM	BMCL	CCI	ALS	Research	Academic Total
-68	-448	-39	-113	-2	-671
-86	-128	-188	-197	15	-584
70	-261	-20	-22	-31	-263
-84	-837	-247	-332	-18	-1,519
-138	177	77	-172	-2	-58
69	-49	71	108	-3	196
-153	-709	-100	-396	-24	-1,381

Business Performance

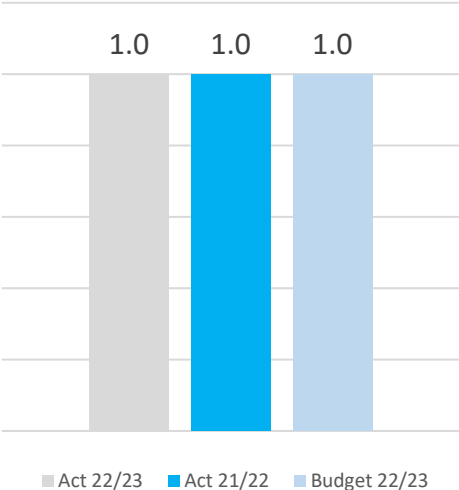
Actual margins are better than budget other than in ASW.

The Gross Margin %'s have large differences but this converts into small absolute values.

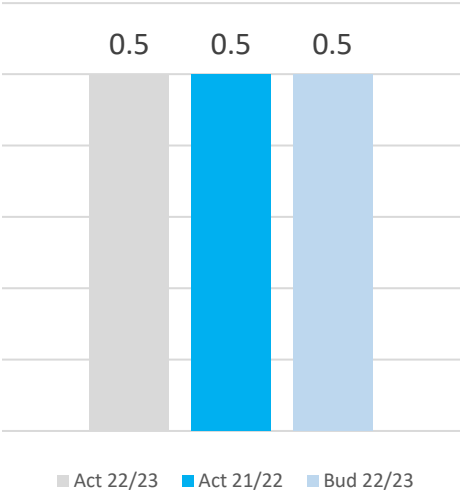
YTD Income (Excl Bursary) £M



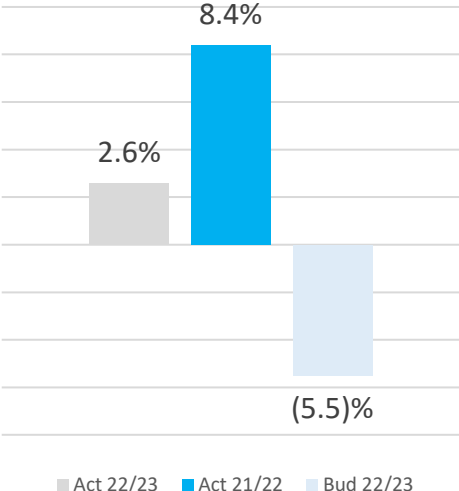
YTD Staff Cost £M



YTD Non-Staff Cost £M



YTD Gross Margin £M



Business

The commercial business numbers are broadly in line with budget. The overall variance is primarily due to AST and Residences being ahead of budget.

The favourable AST Gross Margin, versus budget, is primarily due to staff cost savings with a number of staff leaving and not being replaced.

ASW's unfavourable Gross Margin is due to £17K of staff costs due to bank staff (£17k). Non staff costs are £31k higher than budget due to the backdated music licence costs (8k), increased consultancy costs (£13k) of consultancy costs, unbudgeted climbing centre equipment (£4k) and other timing differences.

Residences Gross Margin is favourable to budget due to income for summer lets as well as higher than budgeted occupancy levels for student lets.

Actual £K						Budget £K					Variance £K				
Actual YTD 22/23	AST	Residences	ASW	Nursery	Total	AST	Residences	ASW	Nursery	Total	AST	Residences	ASW	Nursery	Business Total
Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Tuition Fees	917	0	0	0	917	880	0	0	0	880	37	0	0	0	37
Commercial	2	274	277	114	667	5	169	273	109	556	-3	105	4	5	111
Total Income	919	274	277	114	1,584	885	169	273	109	1,436	33	105	4	5	147
Staff Costs	602	0	236	175	1,012	665	0	219	165	1,048	63	0	-17	-10	36
% Income	65.5%	0.0%	85.1%	153.5%	63.9%	75.1%	0.0%	79.9%	151.8%	73.0%	189.3%	0.0%	-475.2%	-189.6%	24.6%
Non-Staff Costs	295	146	80	10	531	294	105	49	19	467	-1	-41	-31	9	-64
% Income	32.1%	53.2%	29.0%	8.7%	33.5%	33.2%	62.3%	18.0%	17.2%	32.5%	-4.1%	-38.7%	-852.3%	175.1%	-43.7%
AOP Surplus/(Deficit)	22	128	-39	-71	40	-73	64	6	-75	-79	95	65	-45	4	119
% Income	2.4%	46.8%	(14.1)%	(62.1)%	2.6%	(8.3)%	37.7%	2.1%	(69.0)%	(5.5)%					

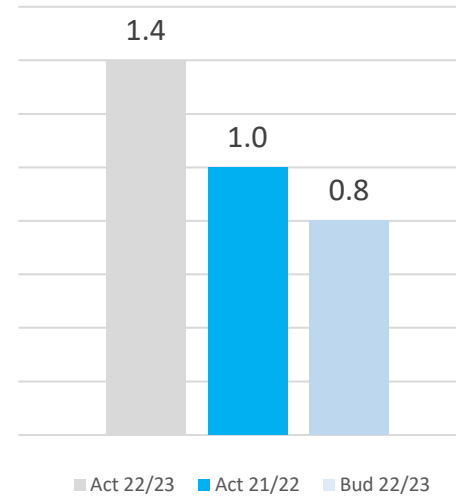
Services (Overhead) Performance

Income, which is more cost funding than income for teaching, is £0.6M ahead of budget with the main categories being £178K of unallocated tuition, estates £180K due to timing, digital transformation funding in ICT £66k, £51k AST overhead income.

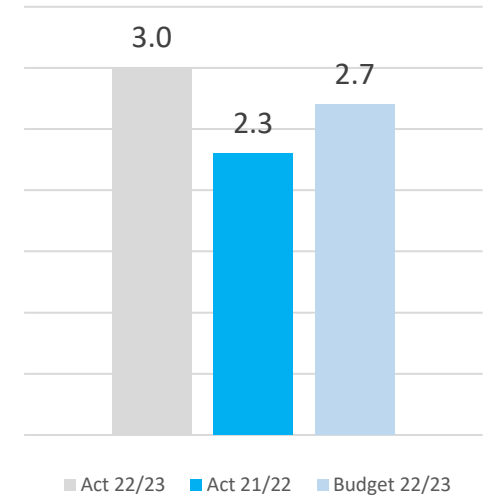
Staff costs are higher than budget which is due to the anticipated pay award cost being charged to a central admin cost. Underlying staff costs are broadly in line with budget.

Non-staff costs are similar to budget.

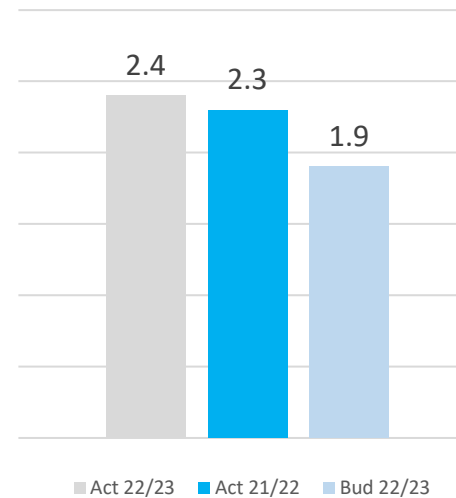
YTD Ohd Funding £M



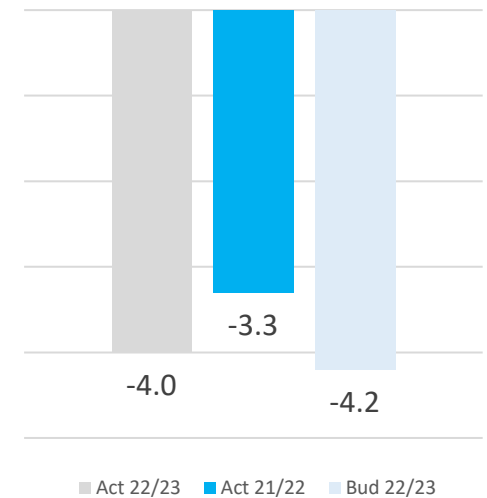
YTD Staff Cost £M



YTD Non-Staff Cost £M



YTD Net Ohd £M



Services (Overheads)

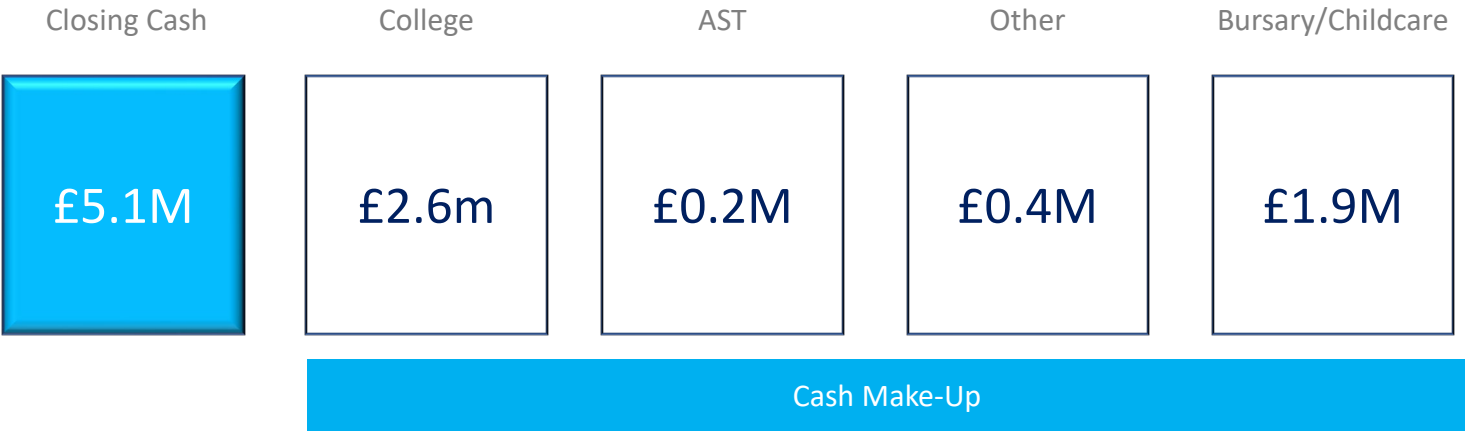
The Estates income variance, favourable £180K is actually drawdown of funds to meet Estates costs, you will see that the non-staff cost variance is unfavourable £(71)K. This is for the continuation of summer works started in 21/22. This remains a timing issue and will correct over the year.

ICT is also a timing issue and represents front loaded spend. Ideally the costs would be spread over the year but as this will all be spent in the year and would be difficult to manage, it is all charged when the goods are purchased.

The Q1 canteen loss has narrowed in Q2 due to increased student numbers and is now broadly in line with he budgeted loss.

Actual £K							Budget £K						Variance £K					
Actual YTD 22/23	Student Services	Estates	ICT	Canteen	Business Services	Services Total	Student Services	Estates	ICT	Canteen	Business Services	Services Total	Student Services	Estates	ICT	Canteen	Business Services	Services Total
Funding	36	652	66	0	-23	731	50	472	0	0	-144	379	-14	180	66	0	121	352
Tuition Fees	0	0	0	0	178	178	0	0	0	0	0	0	0	0	0	0	178	178
Commercial	37	8	0	358	103	506	39	18	0	375	-1	430	-2	-10	0	-17	104	76
Total Income	73	660	66	358	258	1,415	89	490	0	375	-145	808	-16	170	66	-17	403	607
Staff Costs	607	417	252	0	1,785	3,062	644	427	248	0	1,381	2,700	38	10	-4	0	-405	-361
% Income	834.8%	63.2%	383.4%	0.0%	692.1%	216.4%	728.1%	87.3%		0.0%		334.0%		6.1%	-6.2%		-100.5%	-59.5%
Non-Staff Costs	128	1,022	419	381	476	2,425	219	951	308	400	387	2,265	92	-71	-111	19	-89	-161
% Income	175.7%	154.8%	636.7%	106.4%	184.5%	171.4%	247.9%	194.1%		106.7%		280.1%		-41.8%	-168.7%		-22.1%	-26.5%
AOP Surplus/(Deficit)	-662	-779	-605	-23	-2,003	-4,072	-775	-888	-556	-25	-1,912	-4,157	113	109	-49	2	-91	85
% Income	(910.5)%	(118.0)%	(920.1)%	(6.4)%	(776.5)%	(287.8)%	(876.0)%	(181.3)%		(6.7)%		(514.2)%						

Cash



Committee Cover Sheet

Paper No.4

Name of Committee	Strategic Development Committee and Finance and Resources Committee Joint Meeting
Subject	Alternative Models For Perth College Commercial Businesses
Date of Committee meeting	02/03/2023
Author	Veronica Lynch, Vice Principal External
Date paper prepared	24/02/2023
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	This paper provides an update on the progress to date in reviewing alternative options for delivery of commercial revenue streams 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.	Update to paper submitted to Strategic Development Committee, December 2022
Action requested	<input type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion <input checked="" 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	Financial Sustainability

Committee Cover Sheet

of this paper to the nominated Committee.	
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Yes/ No
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/ No This paper may lead to savings proposals which will require consultation with different stakeholder groups including staff, students and commercial customers.
Equality & Diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please provide details.	Yes/ No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please provide details.	Yes/ 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)?	Yes/ No If yes, please give details: Click or tap here to enter text.

Committee Cover Sheet

<p>Status (ie confidential or non-confidential)</p>	<p>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>Until all decisions on savings proposals are concluded and actions implemented.</p>
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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 checked="" 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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and

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FINANCE AND RESOURCES COMMITTEE

ALTERNATIVE MODELS FOR PERTH COLLEGE COMMERCIAL BUSINESSES

INTRODUCTION

Following the discussion at December's Strategic Development Committee, this paper provides an update on the progress to date in reviewing alternative options for delivery of commercial revenue streams at UHI Perth.

The Committee should note that the College is unable to subsidise commercial businesses through public funding. In addition, the financial outlook of the College identifies the need to make savings to remain financially sustainable. Where we may face the scenario of needing to implement compulsory cuts, justification of the retention of loss making and or non-contributing commercial businesses ahead of making savings within any of our core business areas will be difficult.

The Committee is requested to discuss the scenarios presented and note progress and/ or endorse the recommendations outlined for each revenue stream.

COLLEGE NURSERY

Options

1. Retain Nursery in Current Delivery Structure

Retaining the Nursery Provision within UHI Perth within its current format, based on 2022-23 financial data results in an annual loss of £157,000 Gross (£228,000 Net). Due to limitations on space capacity and regulatory ratios of children to staff, and fee rates set by PKC funded provision, a loss position would continue, even with the nursery at optimum capacity.

In addition, UHI Perth Nursery staff salaries exceed those within the private nursery sector. These are likely to disproportionately increase further with staff included within the nationally bargained pay awards which are currently under negotiation between the College Employers Association and the Trade Unions.

2. Request PKC to take over provision of UHI Perth Nursery places

In the context of broader discussions with PKC in relation to the UHI Perth Estate Masterplan, along with exploring potential collaboration options for our Nursery provision, a meeting has taken place with the Director of Education and Children's Services and the Service Manager, Early Years at PKC. Appendix 1 outlines the data shared with PKC.

Discussions relating to a proposed collaboration between UHI Perth and the PKC run Nursery within Goodlyburn Primary School are unable to be progressed at this time due to capacity issues resulting from children being transferred into Goodlyburn from another city Nursery building. PKC indicated that they were currently unaware of any capacity within Council run nurseries in other parts of the city that could accommodate the numbers of UHI Perth children but that situation may change. A follow meeting has been scheduled for 7 March once PKC have had time to review other options for consideration.

3. Transfer Nursery Places and Staff into Commercial Nursery Structure

Any proposed transfer of provision would incur Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE"). This would require a 4 year pay protection for staff and access to an occupational pension scheme on equivalent terms to the College's existing provider, Tayside Pension Fund - Local Government Pension Scheme (LGPS).

Recommendation - With the current financial pressures facing the College, it is unsustainable for the College to continue with this level of subsidy for the Nursery and investigation into other potential provision for students' and staffs' children should be explored.

ACADEMY OF SPORT AND WELLBEING (ASW)

Options

1. Retain ASW Current Delivery Structure

Retaining the ASW within UHI Perth within its current format, based on 2022-23 financial data results in an annual loss of £13,000 Gross (£190,000 Net). This space is shared with the Sport and Fitness curriculum team resulting in restrictions on the times when commercial revenues can be generated. These limitations coupled with staff salaries and conditions exceeding those within the private gym and fitness sector, profitability remains a challenge. These are likely to disproportionately increase further due to nationally bargained pay awards currently under negotiation between the College Employers Association and the Trade Unions.

2. Transfer ASW Commercial Provision into a Commercial Structure

Any proposed transfer of provision would incur Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE"). This would require a 4 year pay protection for staff and access to an occupational pension scheme on equivalent terms to the College's existing provider, Tayside Pension Fund - Local Government Pension Scheme (LGPS).

3. Formal Collaboration with Live Active

A meeting has been scheduled with the CEO of an equivalent, non-competitive SCIO structure to discuss potential models for a collaborative structure which may result in a more cost competitive delivery model for ASW services.

Recommendation – ASW plays a significant role within UHI Perth student recruitment and as part of a broader student experience although this is difficult to measure as part of any decision making. A smaller level of overhead to be covered by ASW revenues has been in place since its inception in 2017. With the current financial pressures facing the College however, this will be unsustainable for the College to continue with this level of subsidy and investigation into other potential models should be explored.

AST

A paper reviewing AST ownership options was discussed at Perth College's Board in June 2021. This reviewed a number of options with the 'Retain and Grow' decision taken at that time. The scenarios facing AST are now different with customer contracts due to complete over the next 2 year period, replacement contracts not yet concluded and AST's largest customer paying outstanding bills late resulting in continued cash flow challenges for AST.

Recommendation - This paper will be refreshed for discussion within Board cycle 4.

Options will include:

- 1. Status Quo**
- 2. Source External Investment**
- 3. Consider Transferring Ownership to UHI**

RESIDENCES

There are always significantly higher demands for student residences than there are places available and this has been a reasonably profitable venture, while providing a critical service for attracting students to UHI Perth. The private rental market in Perth, while better than many cities, is becoming more difficult. Having availability of accommodation helps to attract International and RUK students to join UHI and AST and we are reviewing different options to increase student accommodation options within the city.

Options

1. Estates Masterplan with PKC

Discussions with PKC relating to the overall Masterplan of the College Estate are underway. Student residences will be a key part of those discussions. Current residences include 3 blocks with 72 beds with planning permission in place to support one further block of 24 flats within the existing site on campus. Initial discussions have taken place with Aviva on our 'Birth to Doctorate' vision. Aviva are receptive to investing in social projects in cities where they are located, and discussions are at an early stage relating to funding options for additional residences and/or the fuller estate development. Aviva indicate that a 100 bed facility would potentially be appealing to an external investor.

Aviva are also keen to explore the potential of an investment into luxury accommodation which would appeal to students from high income countries such as Qatar and Oman with these facilities providing good yields. A balance of standard and luxury will be explored.

Discussions with Aviva will assist in generating other ways of making the campus development more financially achievable through the most effective use of our land asset. We are in process of establishing a Non-Disclosure Agreement (NDA) with Aviva on this matter in order for fuller discussions to proceed.

2. Residences Development within Perth City Centre

PKC would be keen for UHI Perth to consider existing city centre buildings for the College to relocate to, either for delivery of learning or for student residences. Aviva's initial guidance was that investors are less likely to invest in conversions of existing buildings as these tend to be more costly with lower returns. Discussions with PKC will clarify the potential sites within the city centre along any existing interest from developers keen to work with UHI Perth on this venture. Collaborative discussions with Aviva will also continue on this option.

3. Increase Homestay Provision

The College currently has around 30 Homestay providers offering international students an accommodation and meals package. This is particularly relevant for our one semester or summer programme Language School students. This provision is British Council accredited.

Covid, along with the cost of living crisis has resulted in a loss of a number of Homestay providers. Work to grow the numbers of Homestay providers happens throughout the year. There is, however, a high level of compliance associated with this provision and its appeal is typically only relevant to this selected target audience. It is unlikely that growth in this alone will be sufficient to cover pressures on student accommodation requirements, but this will continue to form part of the mix.

Recommendation – Discussions will continue with PKC and Aviva into opportunities to grow our student residence provision, including identifying the possibility of attracting a private sector developer to invest directly.

INTERNATIONAL

The College's International Strategy 2019-2024 was impacted by Covid but to a lesser extent than had been envisaged with international delivery which was already contracted with our existing TNE partnerships able to continue through adapting teaching approaches and timetables to meet the needs of students.

Covid did however impact the development of new partnerships as well as on campus recruitment due to restrictions on travel meaning limited engagement with partners and prospective students face to face to build strong relationships and differentiate us from competitors.

South East Asia

New TNE partnerships have been developed over the last 2 year period and visits are being scheduled to 3 new partners in China during April to undertake Due Diligence and to endorse UHI's commitment to these partnerships. Progressing these collaborative agreements could generate an additional 500 TNE students per annum across different Engineering disciplines, with further potential opportunities for 100 Hospitality and 100 Computing TNE students.

One of our Brunei customers, His Majesty the Sultan's Flight (HMSF) will be visiting UHI Perth in early March. Our partnership agreement involves 4 sponsored students from Brunei Ministry of Education joining the BSc Aircraft Maintenance Engineering and Management programme every 2 years. We also receive 2 students from Shell Brunei each year to join this programme. These are good quality students and we will continue to nurture this partnership.

Language students from Japanese partnerships have recommenced and will feature within 2023/24 international recruitment projections.

South Asia

New partnerships have been developed with Institutional partners in India, Nepal and Sri Lanka and we have recruited a new International role to manage these partnerships and to convert applications from students through those partnerships to study in Perth. In addition, opportunities for introducing TNE partnerships through franchise type models in those markets are being explored. Work with UHI on considering the value of these new business models is at an early stage.

Arctic Region

Our TNE partnership with the University of Akureyri in Iceland is targeted for an increased number of Online MBA students with 10 current students increasing to 20 for 2023/24.

There are opportunities to engage with this partner on other UHI programmes including MSc in Human Resources Management led through Inverness College.

North America

UHI Perth will host a credit bearing Summer School for Business and Management students from Utah Valley University and Stetson University in Florida. This will be an opportunity to build on these relationships for broader recruitment from this market to UHI. UHI now have the Federal grants available to US students and are focussing on this as one of their target markets.

UHI Collaborations

UHI have recently appointed a Head of International Student Recruitment and discussions on the creation of a one UHI International Team have been approved in principle at UHI Partnership Council. This proposal means that UHI Perth would have a greater level of autonomy in the decision making over UHI's International Strategy, and would lead on International Partnerships on behalf of UHI. The Head of International at UHI would lead on campus recruitment and improvements to UHI's recruitment and application process in conjunction with UHI's Director of Student Recruitment.

The resource implications of this proposed model requires further planning to quantify the resource and budgetary implications and UHI Perth will engage with EO to support that planning process. In the meantime, the UHI Perth International Strategy has been refreshed to reflect the updated Perth College Strategy.

Recommendation – The Committee are requested to note the progress with the UHI Perth International Strategy Implementation and the proposals to create a one UHI International Team. Progress updates will be provided to the Board as this develops.

PERTH COLLEGE DEVELOPMENT TRUST

Work is being undertaken by the Finance and Development Trust Teams to determine whether the Perth College Development Trust should be retained with the resulting amount of time involved in preparing separate accounts. The Finance Team are exploring any potential implications on retention of larger amounts of cash raised through the Trust in relation to restrictions we face as a result of College's status as public bodies. The Development Trust Team have identified the relatively small number of Trusts and Foundations that would not be receptive to a bid for funding should the College bid directly for those funds rather than through the Development Trust. Once this piece of work has been completed, should the recommendation be to retain Perth College Development Trust, the deeds will be amended to remove personal liability relating to the Trust by College Chair and Principal.

In the meantime, a bid to the Gannochy Trust has been submitted to the value of £300,000 over 3 years to increase STEM engagement within schools with a particular focus on early years and primary education pupils. A decision is expected in early April.

While the proposed UHI Together Campaign has been paused due to senior staffing changes at UHI, a closer working relationship with UHI Development and Alumni Team is identifying areas where we can pool our resources to achieve a bigger overall return. This will be included within the refreshed Development Trust Strategy once this has been quantified. UHI Perth Strategic projects that will be targeted for funding by the Development Trust are included at Appendix 2.

Recommendation – A proposal on whether to retain the Development Trust to be brought to Board cycle number 4 together with a refreshed Development Trust Strategy.

BUSINESS DEVELOPMENT

The UHI Perth Business Engagement Strategy 2019-2024 was impacted through the Covid period with many employers furloughing their staff and many industries losing staff, particularly exacerbated by Brexit and many staff opting to take early retirement.

Flexible Workforce Development Funding (FWDF) has continued during the Covid period although many customers deferred delivery which has caused carry over of funds from one budget year into the next year creating some planning difficulties. A greater level of Associates have been appointed to supplement College staffing and to provide greater flexibility to meet customer needs. Funding allocations for 2022/23 were only announced in January 2023 and these have reduced from £17m to £10m for both Levy and SMEs. This has impacted UHI Perth allocation of only £200k against a current demand of £285k. In line with the approach agreed with colleges across the sector, the Business Engagement Team are obtaining customer applications for the full allocation to increase the pressure on Scottish Government to release an additional £3m FWDF funding for the remainder of 2022/23.

Post Covid, demands have increased in relation to Employability Funding as employers seek to fill unfilled vacancies. This has prioritised work to bring economically inactive people into the workforce which in many cases is a longer-term approach to working with individuals who have multiple barriers to employment and who need confidence building initially before a skills based training is suitable.

The College has delivered this work through its New Opportunities and Employability Teams as well as delivering Employability Skills Academies for a range of industries, funded through the Local Employability Partnership (LEP) and the Department for Work and Pensions (DWP). Additional funding in excess of £250k has been sourced to deliver this activity.

This is an area of growth for UHI Perth with No One Left Behind and Parental Employment Support Funding being targeted for 2023/24 and beyond as well as Shared Prosperity Funding to enhance Numeracy skills for a range of target audiences. This work is estimated to bring in excess of £500k over 3 years to supplement reducing SFC funding.

Recommendation – A refreshed Business Development Strategy aligned with the new Perth College Strategy to be brought to Board Cycle 4.

RECOMMENDATIONS

The Committee are requested to

- i) Note the progress made in determining the viability of commercial activities of the College to inform future decisions.
- ii) Note that the College are not permitted to fund private businesses using public funding and will need to make savings in those areas prior to creating savings within core delivery
- iii) Endorse the recommendations identified within each commercial theme to ensure the appropriate decisions are made for the future sustainability of the College.

UHI PERTH NURSERY OVERVIEW

APPENDIX 1

This provides an overview of the UHI Perth Nursery provision.

Financial Breakdown (2022/23)

Gross Profit/(Loss) £(157)K

Net Profit/(Loss) £(228)K

Please note that staff costs could rise by over 5% in 22/23

RATIO OF CHILDREN TO STAFF

Maximum number of children by age group:

1-2 Room: 6 children per day (2 staff, 1:3 ratio)

2-3 Room: 15 children per day (3 staff, 1:5 ratio)

3-5 Room: 24 children per day (3 staff, 1:8 ratio)

Occupancy numbers for January 2023 are outlined below. This includes changes from original offers where students have not started or have withdrawn from their course.

Nursery Occupancy January 2023

Date	Day AM	Day PM	No of children 1-2	1-2%	No of children 2-3	2-3 %	No of children 3-5	3-5%
9/1/23	Monday		6	100	8	53	24	100
		Monday	6	100	7	47	24	100
	Tuesday		5	83	8	53	26	108
		Tuesday	5	83	8	53	26	108
	Wednesday		4	67	9	60	24	100
		Wednesday	4	67	7	47	24	100
	Thursday		5	83	11	73	23	96
		Thursday	5	83	10	67	23	96
	Friday		4	67	9	60	23	96
		Friday	4	67	8	53	23	96
		Weekly Total	48	80	85	57	240	100
16/1/23	Monday		6	100	9	60	24	100
		Monday	6	100	8	53	24	100
	Tuesday		5	83	8	53	26	108
		Tuesday	5	83	8	53	26	108
	Wednesday		4	67	9	60	24	100
		Wednesday	4	67	7	47	24	100
	Thursday		5	83	11	73	23	96
		Thursday	5	83	10	67	23	96
	Friday		4	67	9	60	23	96
		Friday	4	67	8	53	23	96
		Weekly Total	48	80	87	58	240	240

The 1-2 occupancy is up as 2 new children started 6 sessions each. The other child due to start 4 sessions withdrew so we have offered the place out and a new child will start in February. A child increased their sessions by 2. The 2-3 occupancy is down as 2 children moved to the 3-5 room and 1 child reduced their sessions by 1 due to parent's work pattern. The 3-5 room occupancy is up as 2 children moved up from the 2-3 room, 1 new child started 10 sessions, 2 new children started 2 sessions and a child increased their sessions by 2. At the moment the 2-3 and 3-5 rooms will stay the same next month.

NURSERY STAFFING

UHI Perth Nursery includes a total of 14 staff who work a 40 week opening period:

Nursery Manager

Depute Nursery Coordinator

6 Early Childhood Practitioners (4 full-time 2 that job share)

6 Early Childhood Assistants (2 full-time, 2 that job share, 2 lunchtime cover)

2 lunchtime cover staff,

One working Mon-Fri 9.30-3.30.

One working 11.30am-2.15pm 4 days per week.

Variability throughout the week is set within contracts with parents and staff have set contractual days. (I would love part-time staff to have flexible days rather than set days as some day they are set to work are quiet and could be better utilised on busier days)

NURSERY FEE STRUCTURE

Fulltime students can have 4 full days funded provision for 39 weeks.

Non-student or staff children can have 40 weeks if paying fees.

Children within the 3-5 room are eligible for 1140 hours Government funding for the term following their 3rd Birthday.

Children have 30 hours weekly over 39 weeks. This includes 5 unfunded in-service closure days which tie in with UHI Perth staff conference days.

	1-2 room	2-3 room	3-5 room
Full day (8.30-5.00)	£51	£46	£46
	£46.50 (staff)	£42 (staff)	£42 (staff)
Morning session (8.30-12.45)	£25.50	£23	£23
	£23.25 (staff)	£21 (staff)	£21 (staff)
Afternoon session (1.45-5.00)	£25.50	£23	£23
	£23.25 (staff)	£21 (staff)	£21 (staff)

A proposal to increase prices to reflect increasing costs for 2023/2024 is being developed by the Nursery Manager.

Government funded places Fees for 2022 with 2023 to still be decided.

Strong starts 2: £5.65 per hour

1140 3-5 room £5.45 per hour.

- cost benefits of the Scottish Healthy Milk and Snack payment paid at a flat rate of 58.2p
- cost benefits of meal and snack payments paid in addition to the sustainable rate £3.00

APPENDIX 2

UHI PERTH STRATEGIC INVESTMENT PROJECTS 2023-2030)

Perth College Development Trust are targeting funding for the following strategic projects:

1. **From Birth to Doctorate at UHI Perth Community Campus** – (Masterplan with PKC under development £100m+ supported by Scottish Futures Trust who expect a collaborative funding bid within 12 months). These discussions with PKC are currently confidential due to implications for other education provision within Perth city. Estimated completion date 2027/28
2. **Aviation Academy for Scotland** - £6m capital funding already in place through UK Government TCD. Sub projects which will be targeted at different philanthropic audiences as a collective or as stand-alone projects include, UHI Perth Aviation Engineering Centre of Excellence, UHI Perth Sustainable Energies Academy (incorporating sustainable transport, offshore wind, green skills), UHI Perth STEM Centre for Resilience and Wellbeing (Gannochy Trust interest with invitation to discuss project with Trustees. £300k bid submitted with decision April 2023), UHI Perth Innovation Centre, Composites Centre. (Timing for £6m investment could be immediate, however decision on location of investment now linked to broader Estate Strategy investment outlined in above project so likely project investment start timescale in 2023/24). Parallel Pilot Training Academy at Dundee Airport. Strong connectivity with Boeing in Moray (Moray Growth Deal). UHI Perth College supporting UHI Moray through AST and Perth Engineering Team.
3. **Hospitality Finishing School** - £2m Scottish Government TCD already awarded. Project Manager started December 2022. TCD project start date September 2023 (subject to BJC approval date). Strategic relationships with Gleneagles and other Perthshire Hotels in place.
4. **Academy for Sport, Wellbeing and Resilience** - £160k already raised from philanthropic donations plus £75k capital from Sports Scotland for all weather sports pitches. Planning permission granted. UK Shared Prosperity bid of £115k submitted. A further £22k has been raised and invested in a wellness garden officially opened by Aviva on 26 October 2022.
5. **Centre for Creative Confidence** - £177k employability revenue funding raised plus UK Shared Prosperity revenue funding bid of £500k submitted with agreement to proceed at risk by PKC ahead of funding formally awarded.
6. **Student Residences** – UHI Perth currently has 3 blocks on campus with 72 beds available. Demand within Perth City would easily double that number. Opportunity for private developer to undertake this development within Perth City Centre or on campus.

Committee Cover Sheet

Paper No. 5

Name of Committee	Strategic Development Committee
Subject	KPI monitoring/Balanced Scorecard
Date of Committee meeting	02/03/2023
Author	CMT/Lorenz Cairns
Date paper prepared	20/02/2023
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	This paper monitors the college progress in achieving multiple strategic objective targets. Paper includes the summary Balanced Scorecard together with the wider monitoring document covering all KPIs. The documents show the lead authors, the SMT sponsor, the targets' set for the remainder of the current year (22/23) and the initially proposed actions.
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	This document will monitor progress against all strategic objective targets contained in the UHI Perth Strategic plan 2022-27

Committee Cover Sheet

of this paper to the nominated Committee.	
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	No
Risk implications Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk? If yes, please provide details.	No 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 Click or tap here to enter text.

Committee Cover Sheet

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.
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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

Balanced Scorecard 2022-27 - Year One 2022-23

							2022-23			
12 KPIs	38 KPIs	College Strategy 2022-27	Strategic KPI	Lead Author(s)	SMT Sponsor	Baseline	Target (Over 5 years)	2022/23 Target	Current RAG	Actions 2022-23
Excellence in Learning and the Learner Experience										
1	2	Increasing retention, attainment, achievement, progression and student satisfaction to sector leading levels	Increase student retention							No KPI for Destination or Recruitment Need to check Baseline and confirm parameters Qualitative: mapping - curriculum teams; initiatives - student services Withdrawal data collation - reasons why + analysis. Focus upon rural and transport Heatmap - Action 22-23 (withdrawals/postcodes)
			a) FE by 7%	Jill Elder/ Deborah Lally	Catherine Etri	73%	80%			
b) HE by 5%				87%	92%					
Increase student achievement										
2	4		a) FE by 12%	Jill Elder/ Deborah Lally	Catherine Etri	62%	74%			
			b) HE by 9%			71%	80%			
3	5	Increase student satisfaction	Student Early Survey (SF1)							1. Need to get the 2022-23 satisfaction. 2. Review complaints (thematic review) (red button) CQM 3. Heatmap 4. Implement Learning and Teaching Enhancement Strategy
			a) FE by 2%	Nicky Inglis/ Deborah Lally	Lorenz Cairns	96%	98%			
	b) HE by 7%				91%	98%				
	Student End of Year Survey (SF3):									
	6		a) FE by 6%	Nicky Inglis/ Deborah Lally	Lorenz Cairns	92%	98%			1. Need to get the 2022-23 satisfaction. 2. Review complaints (thematic review) (red button) CQM 3. Heatmap 4. Implement Learning and Teaching
		b) HE by 9%			89%	98%				
SO2: Co-Creative and Progressive Curricula										
4	12	Strengthen and develop an agile, innovative and dynamic portfolio that responds to regional and Scottish Govt priorities and key sector needs	Continue to annually review the curriculum portfolio and increase overall redesign of our courses by 25%	Lesley Connaghan/ David Gourley	Catherine Etri	50%	75%	55%		1. Curriculum Review (SIPS; RSA; Gov priorities) 2. CPR Model 3. SARU Review Implement 4. Curriculum Strategy
SO4: Academic Partnerships (Industry)										
5	15	Value/leverage (£) by partnership	Margin/revenue - overhead recovery +1% by year 5	Gareth McKenna/ Christiana Margiotti	Veronica Lynch		+1%			1. Evaluate process - needs aligned to approvals 2. CPR Model will contribute to ensuring 30%
College Growth and Ambition										
SO1: Our Culture										
6	18		Monthly initiative around one of our values	Katy Lees/ Christiana Margiotti	Veronica Lynch	0%				
SO4: Our Ways of Working										
7	26		Number services/processes improved July 2023 - 4 July 2024 - 8 July 2025 - 12	Jill Martin/ Henry Nicholson	Iain Wishart	0	12	4		
SO5: Digital Transformation										
8	27	Percentage staff/learners with improved Digital Skills	Baseline +10% pa	Jill Martin/ David Gourley	Iain Wishart		+10%			1. Need to identify baseline 2. Intro of CPD 3. JISC target should only be for staff. 4. Students: essential skills 5. Maker spaces: to include signposting, plus STEM Focus
	28		Identify a baseline digital competence framework for each job role	Jill Martin/ David Gourley	Iain Wishart					

Partnerships and Collaboration										
SO1: Relationships										
9	31	Percentage strategic partnerships v proportion of external engagements	Increase from 5% by 1% pa	Nicky Inglis/ Gareth McKenna	Veronica Lynch	5%	10%			1. Baseline 2. Define parameters 3. Stakeholder mapping
SO2: Commercial Enterprise and Innovation										
10	33	Commercial AOP/Commercial Income (per college area)	Gross overhead +1% by Year 5	Nicky Inglis/ Gareth McKenna	Veronica Lynch		+1%			1. Clarify the KPI 2. Baseline clarity 2. Define the scope/definition 3. Agree the language
Sustainability										
SO2: Reinvestment Planning										
11	35	At the end of the strategic cycle have the following cost/income ratios:	1. Staff Cost/Income 70%	Henry Nicholson	Iain Wishart	80.90%	70%	80%		1. Links to KPIs 26,27 and 28 2. Baseline
			2. Non-Staff Cost/Income 21%			23	21%	22.8%		
			3. Investment Cost/Income 5%			0	5%	1%		
SO3: Environmental Sustainability										
12	36	Percentage gross carbon footprint reduction	Decrease by 2% pa	Gavin Whigham/ David Gourley	Lorenz Cairns	1864	1481 tonnes	1900		1. Check Baseline 2. As per sustainability strategy

Definitions
Lead Author - CMT member responsible for monitoring/tracking data

SMT - member of SMT sponsoring the KPI

Baseline - current data for 2021/22

Target - the set value to be achieved over the 5 year period

Balanced Scorecard 2022-27 - Year One 2022-23

							2022-23			
13 KPIs	36 KPIs	College Strategy 2022-27	Strategic KPI	Lead Author(s)	SMT Sponsor	Baseline	Target (Over 5 years)	2022/23 Target	Current RAG	Actions 2022-23
Excellence in Learning and the Learner Experience										
SO1: The Learner Experience										
	1	Raising awareness and promoting health and student wellbeing/safety by ensuring staff have the skills and knowledge to respond effectively to the range of student circumstances, experience and aptitudes	Increase staff participation rates by 10%	Katy Lees & Deborah Lally	Lorenz Cairns		+10%			1. Identify baseline (Staff and Students) 2. Increase recording in CIPHR re: training 3. Define scope of training 4. Increase evaluation 5. Invest in staff training re: SMHFA to meet staff need
1	2	Increase retention, attainment, achievement, progression and student satisfaction to sector leading levels	Increase student retention							Note: No KPI for Destination or Recruitment - recruitment now added to KPI 12 (23/2/23) 1. Need to check Baseline and confirm parameters 2. Qualitative: mapping - curriculum teams; initiatives - student services 3. Withdrawal data collation - reasons why + analysis. Focus upon rural and transport 4. Heatmap - Action 22-23 (withdrawals/postcodes) 5. Healthboard: Extremes are extremes 6. Learning and Teaching Enhancement Strategy
			a) FE by 7%	Jill Elder/ Deborah Lally	Catherine Etri	73%	80%			
			b) HE by 5%			87%	92%			
	3		Increase student progression							
			a) FE to HE by 13%	Jill Elder/ Deborah Lally	Catherine Etri	72%	85%			
2	4		Increase student achievement							
		a) FE by 12%	Jill Elder/ Deborah Lally	Catherine Etri	62%	74%				
		b) HE by 9%			71%	80%				
3	5	Increase student satisfaction	Student Early Survey (SF1)							1. Confirm ESES 2022-23 satisfaction. 2. Review complaints (thematic review) (red button) CQM 3. Heatmap 4. Implement Learning and Teaching Enhancement Strategy
			a) FE by 2%	Nicky Inglis/ Deborah Lally	Lorenz Cairns	96%	98%			
			b) HE by 7%			91%	98%			
	6		Student End of Year Survey (SF3):							
		a) FE by 6%	Nicky Inglis/ Deborah Lally	Lorenz Cairns	92%	98%			1. Need to get the 2022-23 satisfaction. 2. Review complaints (thematic review) (red button) CQM 3. Heatmap 4. Implement Learning and Teaching	
		b) HE by 9%			89%	98%				
	7	Increase student response rates to learner surveys	Student Early Survey (SF1)							Review student forum process (i.e. SLIDO)
			a) FE by 20%	Lesley Connaghan/ Deborah Lally	Catherine Etri	40%	60%			
			b) HE by 10%			60%	70%			
			Student End of Year Survey (SF3):							
	8	a) FE by 13%	Lesley Connaghan/ Deborah Lally	Catherine Etri	52%	65%			Review student forum process (i.e. SLIDO)	
		b) HE by 20%			40%	60%				
	9	Increase the proportion of classes with a Student Voice representative	a) FE by 20%	Christiana Margiotti/ Deborah Lally	Catherine Etri	40%	60%			1. Heatmap - coverage of SVR by area/programme 2. Identify student needs for SVR per area
			b) HE by 20%			40%	60%			
	10	Increase the number of courses holding Student Forums	a) By 20%	Christiana Margiotti/ Deborah Lally	Catherine Etri	60%	80%			1. Heatmap - coverage of SVR by area/programme 2. Identify student needs for SVR per area

	11	Our student experience will offer transformational opportunities and we will continue to enable our learners to: Challenge what they believe to be true Be open to change and interpret information more critically Consider pursuing options for advancement they instinctively or historically considered impossible Bring their perspectives to the learning environment to influence and enhance their learning experience Apply their skills and knowledge to real-world practice and challenge strongly held beliefs and opinions Recognise observable differences, from before, during and on completion of their learner journey	Increase the number of students undertaking work related experiences	Nicky Inglis/ Gareth McKenna	Veronica Lynch	584				1. Define the scope (check the WP Co-ordinator rationale) 2. Implement the relevant values and section of the Learning and Teaching Enhancement Strategy and Implementation Plan
SO2: Co-Creative and Progressive Curricula										
4	12	Strengthen and develop an agile, innovative and dynamic portfolio that responds to regional and Scottish Govt priorities and key sector needs with a focus on recruitment	Continue to annually review the curriculum portfolio and increase overall redesign of our courses by 25%	Lesley Connaghan/ David Gourley	Catherine Etri	50%	75%	55%		1. Curriculum Review (SIPS; RSA; Gov priorities) 2. CPR Model 3. SARU Review Implement 4. Curriculum Strategy
	13	Informed by industry, increase the number of digitally DEIP which respond more dynamically to current and future learner needs	Increase the number of courses using DEIP	David Gourley/ Jill Martin	Catherine Etri	60%	95%			1. Change the KPI (DEIP) 2. Increase lecturer confidence in using digital technologies (ensure resources in place to support) 3. Reporting mechanism by programme - use of digital (explore recording on SITS)
SO3: Industry Focused										
	14	Increase percentage of courses adapted in response to employer feedback	From 50% to 70 %	Lesley Connaghan / Gareth McKenna	Veronica Lynch	50%	70%			1. Investigate baseline (sector by sector) 2. Core delivery/FWDF/Commercial 3. Direct employer feedback 'v' LMI 4. Strategic partnership v Acad Partnership (Engagement with registration) 5. Mapping exercise (22-23 outcome) 6. Education 'v' Training 7. Attitude 'v' Skills 8. Apprentices Implement Curriculum Strategy
SO4: Academic Partnerships (Industry)										
5	15	Value/leverage (£) by partnership	Margin/revenue - overhead recovery +1% by year 5	Gareth McKenna/ Christiana Margiotti	Veronica Lynch		+1%			1. Evaluate process - needs aligned to approvals 2. CPR Model will contribute to ensuring 30%
SO5: Research and Scholarship										
	16	Increase number of staff leading projects with research time allocated	From 6 to 12	David Gourley/ Roz Bryce	Lorenz Cairns	6	12			Implement the Research Strategy
College Growth and Ambition										
SO1: Our Culture										
	17	Staff survey results from 2021 are improved in the following areas (next survey to take place in 2024):	Staff have a clear understanding of the College's values:	Katy Lees/ Christiana Margiotti	Iain Wishart	72%	90%			1. 3 conferences on values 22/23 2. Management code of conduct (values) 3. Include awareness of values (comms role can help)
			Values of the college are relevant to my work			76%	90%			
6	18		Monthly initiative around one of our values	Katy Lees/ Christiana Margiotti	Veronica Lynch	0%				
SO2: Our Staff										
	19	Staff survey results from 2021 are improved in the following areas (next survey to take place in 2024):	I believe the College supports the health and wellbeing of staff	Jillian Elder/ Katy Lees	Lorenz Cairns	54%	80%			1. Ongoing initiatives (stress group, health and wellbeing group, management development programme) 2. 'Leadership starts with me'

	20		I am kept informed by what is happening in the College	Jill Elder/ Jill Martin	Veronica Lynch	71%	85%			1. Communication Strategy Group (ready reckoner sheet) 2. Stress management group
7	21		The leadership team provide clear direction and guidance	Jill Elder/ Jill Martin	Lorenz Cairns	42%	80%			1. Management Code of Conduct concept (values, leadership development, comms) 2. Greater collaboration 3. 10 o'clock news updates
	22		Through the Professional Review process, I feel my training needs and ambitions are discussed, identified and actioned where possible	Jillian Elder/ Katy Lees	Lorenz Cairns	64%	80%			1. Review process 2. Improve uptake
SO3: Our College										
	23	We will positively showcase PCUHI to our local community, regionally, nationally and internationally	Increase the percentage of positive coverage locally, regionally, nationally, internationally to 80%	Christiana Margiotti	Veronica Lynch		80%			(Work with Marketing - Comms officer?) 1. Define baseline 2. Communication strategy 3. Linked to code of conduct 4. Building relationships
SO4: Our Ways of Working										
	24	We will enhance and improve our systems and processes, driving high quality outcomes	Efficiency/time saved(days/hours/minutes)	Jill Martin/ Henry Nicholson	Iain Wishart	n/a				1. IW CMT Training 2. Request team: continuous improvement 3. Process mapping 4. All for 1 + 1 for all
	25		Develop an Effective and Efficient Strategy	Jill Martin/ Henry Nicholson	Iain Wishart	0	1			
8	26		Number services/processes improved July 2023 - 4 July 2024 - 8 July 2025 - 12	Jill Martin/ Henry Nicholson	Iain Wishart	0	12	4		
SO5: Digital Transformation										
9	27	Percentage staff/learners with improved Digital Skills	Baseline +10% pa	Jill Martin/ David Gourley	Iain Wishart		+10%			1. Need to identify baseline 2. Intro of CPD 3. JISC target should only be for staff. 4. Students: essential skills
	28		Identify a baseline digital competence framework for each job role	Jill Martin/ David Gourley	Iain Wishart					5. Maker spaces: to include signposting, plus STEM Focus 6. Implement IT and Digital Transformation Strategy
	29		JISC Digital Competence tool completion by staff and students; 50% by July 2023, 75% by July 2024, 90% by July 2025	Jill Martin/ David Gourley	Iain Wishart	0%	90%	50%		
	30		Develop maker spaces/innovation hubs to enable staff to improve their digital capability	Jill Martin/ Nicky Inglis	Iain Wishart	0				
Partnerships and Collaboration										
SO1: Relationships										
10	31	Percentage strategic partnerships v proportion of external engagements	Increase from 5% by 1% pa	Nicky Inglis/ Gareth McKenna	Veronica Lynch	5%	10%			1. Baseline 2. Define parameters 3. Stakeholder mapping
	32	Percentage learner/customer satisfaction with quality of courses	Increase to 97%	Nicky Inglis/ Deborah Lally	Veronica Lynch		97%			1. Clarify scope - commercial? 2. FWDF Pilot QA 3. Target 75%
SO2: Commercial Enterprise and Innovation										
11	33	Commercial AOP/Commercial Income (per college area)	Gross overhead +1% by Year 5	Nicky Inglis/ Gareth McKenna	Veronica Lynch		+1%			1. Clarify the KPI 2. Baseline clarity 2. Define the scope/definition 3. Agree the language
Sustainability										
SO1: Financial Management										
	34	Enhancement of financial forecasting	Year 1 Budget plus one financial forecast	Henry Nicholson	Iain Wishart	0	1			1. Budget holder meeting timetable (aim is to move to monthly) 2. Reporting framework 3. PO's compliance
			Year 2 Budget plus 2 financial forecasts			1	2			
			Year 3 Budget plus 3 financial forecasts			2	3			
			Year 4 Rolling forecasts			3	+			

SO2: Reinvestment Planning										
12	35	At the end of the strategic cycle have the following cost/income ratios:	1. Staff Cost/Income 70%	Henry Nicholson	Iain Wishart	80.90%	70%	80%		1. Links to KPIs 26,27 and 28 2. Baseline
			2. Non-Staff Cost/Income 21%			23	21%	22.8%		
			3. Investment Cost/Income 5%			0	5%	1%		
SO3: Environmental Sustainability										
13	36	Percentage gross carbon footprint reduction	Decrease by 2% pa	Head of Estates/ David Gourley	Lorenz Cairns	1864	1481 tonnes	1900		1. Check Baseline 2. As per sustainability strategy

Definitions
Lead Author - CMT member responsible for monitoring/tracking data
SMT - member of SMT sponsoring the KPI
Baseline - current data for 2021/22, some to be confirmed
Target - the set value to be achieved over the 5 year period
22/23 Actions - Working actions, to be refined by mid-March to inform 22/23 target.

Strategic Development Committee - Terms of Reference

Membership

No fewer than 3 Independent Members of the Board of Management

College Principal

1 Staff Member of the Board of Management

2 Student Members, to be nominated by HISA Perth

In attendance

Depute Principal

Vice Principal (Academic)

Vice Principal (External Engagement)

Vice Principal (Operations)

Quorum

The quorum shall be 4 members

Frequency of Meetings

The Committee shall meet no less than three times per year.

Terms of Reference

- To actively engage in the development, review and monitoring of the College's Strategic Plan;
- To consider and approve other appropriate College Strategies, in particular those that seek to grow non-SFC income for the College;
- To consider matters relating to community outreach and the participation of the college in the delivery of major partnership projects;
- To keep under review the regional and national economy and market trends to help advise on the alignment of the curriculum;
- To monitor risks associated with commercial and international income and make appropriate recommendations to the Audit Committee;
- The Strategic Development Committee shall meet jointly with Finance & Resources Committee on an annual basis to ensure there is sufficient scrutiny of resource implications of potential proposal and recommendations taken forward by Strategic Development Committee.

ToR Reviewed January 2022

Perth College UHI

Paper 7

Committee	Finance & Resources Committee
Subject	HR Update
Date of Committee meeting	02/03/2023
Author	Katy Lees, Head of HR & Organisational Development
Date paper prepared	23/02/2023
Executive summary of the paper	Update on key HR issues for the period to February 2022
Consultation How has consultation with partners been carried out?	N/A
Action requested	<input checked="" type="checkbox"/> For information only <input type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
Resource implications (If yes, please provide details)	No
Risk implications (If yes, please provide details)	
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information 	

Perth College UHI

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

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

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

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

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

Finance and Resources Committee HR&OD Update

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

Date: 23 February 2023

National Job Evaluation Scheme – latest update (December 2022)

Following our update at the end of October 2022, we can now report that work on the final quality assurance checks, as part of Stage Two (evaluation of roles), has been progressing well over the past few months and all 22 college HR departments are due to receive the initial outcomes from the evaluation process for feedback ahead of the festive break.

Next steps will be for the project team to consider this feedback and finalise the outcomes from the evaluation process ready for ratification from the NJNC Job Evaluation Working Group and subsequently to the full NJNC in early 2023 and therefore, conclude this stage of the project.

A project update was provided at the recent NJNC Side Table (Support) meeting on Wednesday 7 December 2022 and further key meetings will be scheduled for early 2023 to allow further discussions to take place between the support staff and management sides on taking forward the remaining stages of the project which includes Stage Three (development of pay and grading options) and Stage Four (Appeals Process).

Once these discussions have taken place, the project team will be able firm up the details around timescales for final implementation, and we will aim to provide a further update in February 2023.

National Bargaining

There is no progress on this matter, however both EIS-FELA and UNISON are considering industrial action.

Employee Relations

The College has two ongoing Employment Tribunal claims, one is near settlement and the other is being defended by the College.

Equality and Diversity

Completion of the Mainstreaming report is the key focus in this area which needs to be completed by the end of March 2023 to ensure that we meet with our Gender Pay reporting deadlines. We are currently on track to complete within this timeline.

Stress Survey

The next meeting of the Stress Management Group is taking place on the 19 December 2022 and the group will be focusing on the findings of the Stress Management Group. The stress survey planned for January 2023 is being postponed until later in the year to allow the focus to be on the focus group findings.

Sickness Absence

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

CIPHR	2019/2020 (full year)		2020/2021 (full year)		2021/2022 (Aug – April)	
	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	35	1.95	0	0.0	105	5.8
Support	3161.5	12.65	1557	6.7	1987	12.6
Academic	852	3.46	706	2.8	1128	6.1
Total	4048.5	7.88	2263	4.5	3220	8.9

The current figures for 22/23 are below:

	Cumulative (Aug 2021 - July 2022)		Cumulative (Aug 2022 – Feb 22 only)	
	Short Term - Total Sick Days	Long Term - Total Sick Days	Short Term - Total Sick Days	Long Term - Total Sick Days
Management	41	64	22	0
Support	932	1055	523	233
Academic	406	722	346	163
Total	1379	1841	891	396

As highlighted in previous reports the College sickness absence data is looking to be similar to that seen in line with the figures seen in 2019/2020 which was pre-COVID. With the current position being slightly higher for management staff (22 days as opposed to 7/12 of the annual figure in 2019/20 being 20 days), in line for academic staff (509 days as opposed to 497 for the same proportion of the year), and lower for support staff (756 days compared to the 1843 based on 7/12 of the annual figure for 2019/20).

Cold/Flu is the main reasons for short term sickness absence in February 2022

Professional Reviews

Professional Reviews took place between 17 October 2022 and the end of January 2023. Training was put on for Managers and staff alike about on the process and paperwork alike from the 17 October 2022 and there were regular reminders for managers of these requirements. Professional review completion was also identified as a weakness within the College which is being actively managed. The data below shows the current position in terms of professional review returns. There has been a

discussion with the Corporate Management Team about why we are not at 100% return and a revised deadline of the end of March for full completion has been agreed by all parties.

Department	% Outstanding
Academy of Sport and Wellbeing	58%
Library and Careers	45%
Business Development	40%
Centre for Mountain Studies	40%
Business, Management, Computing and Leisure	28%
Marketing	25%
Applied Life Studies	16%
Creative Industries	15%
ICT	13%
Student Experience	6%
Science, Technology, Engineering and Maths	5%
Estates	3%
Academic Central Administration	0%
Executive Office	0%
Finance	0%
Human Resources and Organisational Development	0%
International Centre	0%
Quality	0%
Teaching and Learning Enhancement	0%

It should be noted that in some cases these professional reviews have not been completed due to long term sickness absence. Also in small departments the number outstanding can be skewed due to the data, e.g. there is one Professional review outstanding in ICT but this is showing as 13%

Organisational Development

The College is currently reviewing what training is considered mandatory across the College and is looking to streamline how staff access this training. At the same time we are considering other trainings which we may consider as mandatory and which is the best package to use such as cybersecurity and PREVENT.

Mandatory training completion figures have significantly reduced as many staff are now hitting their cycle of renewals of trainings and based on the number of mandatory trainings identified by the College this is taking some time to now complete. The College has an action to achieve 95% completion in all of its mandatory training, but this may not be realistic based on the number of new starters and leavers that the College has, as well as timing of these trainings, as start members are being required to do all of these at the same time, which is challenging with normal workloads. A more realistic figure of 90% is proposed and will be taken to audit committee for consideration.

Completed at

Course name	22/11/2021	06/12/2022	23/02/2023
Bribery Act v.1	88%	90%	60%
Bullying and Harassment Part 1 v.1	87%	89%	59%
Data Protection (GDPR) v.1	88%	88%	59%
Diversity in the Workplace v.1	88%	90%	62%
Health and Safety Part 1 v.1	86%	90%	65%
Health and Safety Part 2 v.1	85%	90%	61%
Let's Talk About Race	N/A	68%	60%
Safeguarding in FE Colleges v.1	89%	90%	62%
Stress Management for All Staff v.1	87%	90%	61%

The College passed its validation with the GTCS which was submitted to UHI in October 2023. We are still awaiting our final report.

Voluntary Severance

The College recently opened a window for voluntary severance and outcomes from this are being notified to staff.

Equality Diversity and Inclusion Team (EDIT)

Note of meeting held on Thursday 8 December 2022

09.30am, By Microsoft Teams VC

Present: Katy Lees (KFL), Head of HR & OD (Chair)
 Ian Bow (IB), HS&W Adviser
 Alexander Weir (AW), Wellbeing & Support Officer
 Sarah Wood (SW), EDI Advisor
 David Gourley (DG), Head of Learning & Teaching Enhancement
 Catherine Etri (CE), Associate Principal (Academic)
 Sara O’Hagan (SOH), EIS-FELA Representative
 Lesley Connaghan (LCO), SDD, ALS
 Charlea Jefts (CJ), HISA
 Lorenz Cairns (LC), Depute Principal
 David Snowden (DS), Exams Manager, AST
 Kevin Lynch (KL), Head of Estates

Apologies: Jane Edwards (JE), UNISON Rep
 Gerald McLaughlin (GM), Student Services Manager

Note Taker: Trudy Guthrie

Summary of Action Items

Ref	Action	Responsibility	Timeline
5.	UHI Equality, Diversity and Inclusiveness Policy – KFL to provide an update after the UHI Equality and Diversity Committee meets	KFL	Dec 2022
8.	Equality Outcomes 2021-2025 – SW to arrange a meeting with SDDs to discuss.	SW	Dec 2022
11.	EDIT Members Updates – SW to resend email to all students and staff regarding lift usage.	SW	Dec 2022

MINUTES:

Item	Action
1. Welcome & Apologies KFL welcomed all present. Apologies were noted.	

Item	Action
<p>2. Addition to the Agenda for AOCB</p> <ul style="list-style-type: none"> • None. 	
<p>3. Minutes of previous meeting</p> <p>With the amendment requested below, the minutes of the EDIT meeting held on 15 June 2022 were approved as an accurate reflection of the discussions that had taken place.</p> <p>In Item 10, ToR SOH asked that the word member be changed to membership.</p>	
<p>4. Matters Arising not included elsewhere on the Agenda/ Review of Actions from previous meeting</p> <p>7. BSL Update – GM to send TG link to Shells Development Modules – Complete.</p> <p>8. Reasonable Adjustment Passport – KFL/SW to send out a communication to staff re updates, budget details etc – Complete.</p> <p>9.1 Unison Guide on DAL – KFL to take to SMT – KFL advised that SMT commented that this was not for discussion at local level as had been raised at national level.</p> <p>9.4 Training for Managers on Equality Issues – KFL/JE still to meet – this item to be removed from the agenda</p> <p>10. Feedback on Equality outcomes (ALL) – Complete.</p> <p>10.Terms of Reference – KFL will look at the purpose, update the document and bring back to next meeting – KFL has reviewed detailed the changes which all accepted.</p> <p>12.1 Period Poverty Act – GM to bring an update to next meeting – KFL advised this was take to the STEG and actions required are being carried out by Deborah Lally – Complete.</p> <p>12.2 EIAs relating to cost of living crisis – JE will share the document she created for Unison in relation to this – Still pending.</p> <p>14. EDIT Members update – IB to compile a report on non-accessible areas and send to KFL to raise with SMT – Ongoing.</p> <p>AW/TPK to meet to discuss Mental Health training for Learner Voice reps – AW advised that TPK will be taking this to the SRC group to ask for volunteers</p> <p>All discussed ASW accessibility and LC noted that it meets the legal requirements. IB advised the fire doors are not easily opened by wheelchair users. LC/KL confirmed the building meets legal requirements. All discussed at length.</p> <p>SW will contact Perth Autism Support with a view to carrying out the training and will also ask if they can review our Student Code of Conduct – Ongoing, looking into delivering two different types of training.</p>	<p>JE</p> <p>IB</p>

Item	Action
Car Parking - KL to update on actions – KL stated that when the signage is complete patrols will start, this will be put in place in the New Year. An email will be sent out an all staff and all students when this is complete to explain why this has been put in place.	
5. UHI Equality, Diversity and Inclusiveness Policy – update	
No change for this meeting. KFL advised that the UHI Equality and Diversity Committee is meeting next week and will provide an update after that meeting.	KFL
6. Policy/Procedure Approvals	
None for this meeting.	
7. British Sign Language – update	
GM not present.	
8. Equality Outcomes 2021-2025 – Update	
SW advised she is still waiting for most updates however GM has provided an update on outcome 2. SW had circulated an update from Marketing on outcome 3 and advised there is ongoing communication with Curriculum leads. In the future all action holders will submit updates to SW a week before EDIT meetings. KFL asked that all disseminate information discussed in this item to all other relevant meetings. LCO asked that the SDDs meet with SW before Christmas break to discuss, SW to arrange meeting.	SW
9. UNISON Update	
9.1 No member present. KFL asked that this item be changed to Trade Unions update to allow for both Unions to update if they wished.	
10. Equality, Diversity & Inclusion Adviser	
10.1 Trans Awareness Training SW advised that pilots have taken place for both this and item 10.2 and asked for approval to role this training out to all. Proposed both online and face to face training. Trans training will take place face to face. CE suggested SW meeting with DG team to make the online training more interactive. All agreed the training should go ahead.	
10.2 Pronouns Awareness Training As above.	
10.3 Reasonable Adjustment Passport Scheme	

Item	Action
<p>The pilot scheme has now been launched along with a form and Line Managers have undergone training. This will be rolled out further and the pilot scheme will be undertaken by 6 members of staff who have varying requirements. This should be finished by the end of this term and SW will provide feedback at the next meeting.</p>	
<p>10.4 Equality Outcomes Action Plan Training has been launched across the College and SW advised there will also be Neurodiverse training next year. SW/DL met with Trans students and discussed their College experience and their feedback will help us to improve the student experience for Trans people.</p>	
<p>CE said that TPK and HISA will not be taking actions in relation to the race action plan. KFL raised concerns. LC voiced his disappointment and stated he will discuss with MC and be in contact with HISA. CE confirmed that they have been instructed not to have actions which would go into future years as they may not be what the new HISA representatives wished to do. Concern was raised about this statement as it indicated that HISA was not committed to supporting the College from a student perspective on becoming an anti-racist organisation, however CE confirmed that this was not the case but they were not able to have actions that go forward into future years.</p>	
<p>11. EDIT Members Updates – any other items not included elsewhere on the Agenda</p>	
<p>DS – No update.</p>	
<p>CF – No update.</p>	
<p>KL – No update.</p>	
<p>IB – Has been conducting a lot of Student PEEPs mostly for SVS, and will be arranging training for PATs and other staff members to help them conduct PEEPs. Re accessibility IB asked all to feedback if they have any accessibility issues within their departments.</p>	
<p>SW – Advised that a proposal had been raised to restrict lift access solely to people with mobility issues. All discussed at length the issues surrounding this. KL to look at costs for CCTV for the lift both real and dummy cameras. HR to resend email to all staff and all students about lift usage explaining the reasons for the restrictions.</p>	SW
<p>CE – No update.</p>	

Item	Action
<p>AW – Confirmed he had discussed the Man Cave Group with SMT and will be completing an EQIA before taking the proposals forward. Thereafter focus groups will take place for both staff and students before creating the Group. Provided an update on the meetings of the Neurodiverse Group and advised this had been a really positive group with regular attendees.</p> <p>SOH – Detailed what EIS are currently working on, including gender pay justice, more LGBTQ+ inclusive education, autism appropriate workplaces, reasonable adjustment, long covid and mobilising anti racism.</p> <p>DG – The team continue to push forward with digital accessibility and will be rolling out awareness raising of digital accessibility in the new year. Encouraged all to use the DTP team to help upskill staff. Provided an overview of tools currently in use and how these can help. Also looking into Culturally Inclusive Curriculum and meeting with LCO to look at what this will include. DG will be attending a training course on this and will feedback once completed.</p> <p>LCO – No update.</p> <p>KFL – No update.</p> <p>LC – No update.</p>	
<p>12. Feedback to EDICT</p> <p>Not discussed.</p>	
<p>13. AOCB</p> <ul style="list-style-type: none"> • Accessibility – covered in item 11. 	
<p>14. Date and time of next meetings:</p> <ul style="list-style-type: none"> • 9 February 2023 <p>All meetings are on Thursday, 09.30-11.30am, via Microsoft Teams VC.</p> <p>Meeting End: 10.44</p>	

PERTH COLLEGE UHI

JNC for Support Staff: Meeting 2

Note of Meeting held on Thursday 15 December 2022, 1.30pm, by MS Teams VC

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

Unison Support Staff Representatives

Jane Edwards (JE)
 Winston Flynn (WF)

Apologies: John Dare (JD)

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

Note Taker: Carolyn Sweeney-Wilson (CSW)

Summary of Action Items

Ref	Action	Responsibility	Timeline
2.	<p>Finance – update</p> <ul style="list-style-type: none"> IW to provide Unison with figures for a full month's income and expenditure, for the next JNC meeting. KFL/MC to check the governance process for the internal Audit investigations report into the matter of calculation of salaries formula and feedback to Unison. 	<p>Iain Wishart</p> <p>Katy Lees, Margaret Cook</p>	<p>02/03/2023</p> <p>02/03/2023</p>
5.	<p>Review of Actions / Matters arising not included elsewhere on the agenda:</p> <p>5.1 Career Development Activity</p> <ul style="list-style-type: none"> KFL to amend the form to remove the signature section, but add a box for staff to 	<p>Katy Lees</p>	<p>02/03/2023</p>

Summary of Action Items

Ref	Action	Responsibility	Timeline
	<p>note their name and the date they submit the form to their manager.</p> <p>5.5 Digital Etiquette Policy – KFL to raise UNISON’s concerns with this policy to Marketing and feedback</p> <ul style="list-style-type: none"> • KFL to feedback to Marketing Unison’s comments and to arrange for an updated version of the Policy to be circulated to Unison. • KFL to raise a question with the Head of IT if there was already a policy in place within UHI that could be used/ contextualised for Perth use. • This item to be added to the agenda of the March JNC for feedback on the actions. 	<p>Katy Lees</p> <p>Katy Lees</p> <p>Carolyn Sweeney-Wilson</p>	<p>02/03/2023</p> <p>02/03/2023</p> <p>02/03/2023</p>
6.	<p>HR Statistics & Updates (Paper 3)</p> <ul style="list-style-type: none"> • KFL to arrange an annual meeting with Unison to discuss the matter of perminisation/sole role staff/Circular 5/18. • Average sick leave statistics for Support Staff to be added as an individual item for the next JNC meeting. KFL to investigate these statistics in regard to the numbers of Support Staff being double that of Academic staff. 	<p>Katy Lees</p> <p>Katy Lees</p>	<p>02/03/2023</p> <p>02/03/2023</p>
14.	<p>Unison Items:</p> <p>14.2 Workforce Planning Strategy for Next 3-5 Years</p> <ul style="list-style-type: none"> • This item to remain on the agenda for the next JNC meeting. <p>14.4 CPD and 2 Days Career Development Entitlement</p> <ul style="list-style-type: none"> • KFL to ask the Organisational Development / Equality, Diversity and Inclusion Adviser to carry out an analysis on why some particular groups of staff did not have good uptake of CPD as past of the annual review. • CPD item to remain on the agenda for the next JNC. 	<p>Carolyn Sweeney-Wilson</p> <p>Katy Lees</p> <p>Carolyn Sweeney-Wilson</p>	<p>02/03/2023</p> <p>02/03/2023</p> <p>02/03/2023</p>

Summary of Action Items

Ref	Action	Responsibility	Timeline
	14.5 Sickness Absence "Triggers" <ul style="list-style-type: none"> The Sickness Absence Policy – "triggers" to be added to the March JNC Agenda and discussed under the Policies and Procedures item. 	Carolyn Sweeney-Wilson	02/03/2023
	14.6 Clarification on "other" Leave Types & Provisions <ul style="list-style-type: none"> KFL to circulate to staff a list of the types of contractual leave entitlement. 	Katy Lees	02/03/2023
15.	Cost of Living Support for Staff <ul style="list-style-type: none"> KFL to clarify in the next communication to staff that the 'Cost of Living Support' was for staff and students. 	Katy Lees	02/03/2023

Minute

Item	ACTION
1. Welcome and Apologies KFL welcomed everyone to the JNC for Support Staff meeting. Apologies were noted.	
2. Finance – update Iain Wishart (IW) joined the meeting to provide an update on the College Finances. Q1 for August – September 2022-23 income was ahead of budget, but this was not an accurate reflection of the true position due to the draw down of money. Finance would need to review the budget more carefully in future and take account of the timing of when income was received. Staff costs were just under £400K better than budget. £150K of that was due to actual numbers, as the figures for National Bargaining were not available yet. HE numbers were down and were currently	

Item	ACTION
<p>being assessed by academics. As a consequence, the back filling of positions was not required in such large numbers, so not as many temporary staff were being employed and this had resulted in a saving in staff costs.</p> <p>Non-staff costs we approximately on budget. There was £140K extra cost on the Estates side, but this had been offset by less spend on the academic side. All told, at this date, everything was looking on budget. In terms of the outlook for the rest of year, IW said Finance were waiting to see what happened, in particular a number of issues were not yet known including potential SFC Clawback and National Bargaining costs.</p> <p>WF queried if money had been set aside in expectation of clawback etc and IW said the College could not set aside money at all, as it was not allowed to do that. However, all colleges in Scotland were in a similar position.</p> <p>JE raised the matter of information on consultancy fees, an update on which had not recently been supplied.</p> <p>IW said the Finance team were now working on this. The production of these figures had been delayed due to the Auditors being in College.</p> <p>In terms of the pay award, JE queried if Finance had estimated a percentage for this pay uplift.</p> <p>IW indicated that Finance had carried out estimates based on the initial request from unions and this would likely add a considerable sum per year onto the payroll going forwards.</p> <p>JE had requested a more detailed overview of the College's financial position, particularly more information on what strategically was being provided to the Board around projection for workforce planning.</p> <p>IW said no information had been provided to the Board about workforce planning as such, but information that was provided to JNCs last month was the same as had been provided to the Board. IW said the College was needing to try and find savings of millions and these were unlikely all to come from the non-staff costs side. While a review of levels of staff would be required, there was no such plan in place for this. IW also pointed out that if anything was done in that regard, the College had no money for redundancy.</p> <p>JE queried if IW was referring to VS or compulsory redundancy.</p> <p>IW said there was no money for either.</p>	

Item		ACTION
	<p>JE queried if compulsory redundancy had been discussed at the Board.</p> <p>IW said nothing like that had been discussed at the Board.</p> <p>JE said she felt it would be helpful for Unison to receive a note of a full month's income and expenditure, as they did not have any figures to understand what it meant when IW was discussing not being able to find savings.</p> <p>Action: IW to provide Unison with figures for a full month's income and expenditure, for the next JNC meeting.</p> <p>JE raised the matter of calculation of salaries formula and wanted to know what the College's position was in regard to this.</p> <p>IW advised that there was an internal Audit process taking place and the Auditors were currently looking at this. However, IW had received some initial feedback and that had indicated the process being used at Perth was an acceptable process.</p> <p>KFL advised that a response was sent to the individual who raised this matter and the Auditors were reviewing this individual case. However, she confirmed what IW had advised in that, the Auditors were content with the processes Perth used and this was an acceptable process.</p> <p>There followed a more detailed discussion between JE and KFL regarding this matter. JE queried the legalities of the College position and KFL said that the Auditors would do their own due diligence, in terms of legal compliance, to ensure that their report covered all areas.</p> <p>JE requested a copy of the full Auditors report and MC said that, as that was a report produced by the Auditors, it would firstly need to be submitted to the Audit Committee. MC said she would check the governance of this and respond to JE regarding her request.</p> <p>Action: KFL/MC to check the governance process for the internal Audit investigations report into the matter of calculation of salaries formula and feedback to Unison.</p> <p>In terms of item 14.8 on the Agenda - Executive/non-NRPA Salary Increases – as this was a Finance item JE raised this while IW was present. Unison requested information on the payment of these salary increases, as they had been approached by members who had reported significant salary increases had been made at Executive level, outside the scope of NRPA. JE queried if there had been pay increases and, if so, when had they been made, what had</p>	<p>IW</p> <p>KFL, MC</p>

Item	ACTION
<p>been the process for agreeing and paying out these increases and what amounts had been paid.</p> <p>KFL queried if JE was requesting information on staff who were not Unison members, so questioned why JE was raising this matter at the Support Staff JNC.</p> <p>JE said the College was a publicly funded organisation and so some salaries were to be scrutinised publicly.</p> <p>KFL confirmed no member of CMT or SMT had received a cost of living increase as of the 1 September 2022 and that the process for the review of these salaries did not take place until after the staff negotiations were completed and support staff and academic staff pay awards were agreed. KFL said this information would be available in the publicly available accounts.</p> <p>JE pointed out that the information for this year would not be available until, at the earliest, 2023/2024 due to the process the College accounts had to go through before being published.</p> <p>KFL re-confirmed that no cost of living pay increase had been made to either SMT or CMT members of staff from the 1 September 2022.</p> <p>KFL thanked IW for his update and he then left the meeting.</p>	
<p>3.</p>	<p>Additions to the Agenda for AOCB</p> <p>None.</p>
<p>4.</p>	<p>Minute of the last Meeting (Paper 1)</p> <p>The minute of the JNC for Support Staff meeting held on 17 November 2022, having been circulated, was approved as an accurate reflection of the discussions that had taken place.</p>
<p>5.</p>	<p>Review of Actions / Matters arising not included elsewhere on the Agenda</p> <p>5.1 Career Development Activity (Paper 2)</p> <p>JE queried why this form had to be signed.</p> <p>KFL said it was just for staff to confirm that they had completed the form.</p> <p>JE said she would prefer not to have a signature on the form.</p>

Item		ACTION
	<p>KFL said she would instead add a box for staff to include their name and the date they submitted the form to their manager.</p> <p>Action: KFL to amend the form to remove the signature section, but add a box for staff to note their name and the date they submit the form to their manager.</p> <p>5.2 Reviewed Policies – KFL to arrange a joint meeting between UNISON and EIS to look at what policies need reviewed.</p> <p>KFL confirmed this was to be arranged for March/April 2023.</p> <p>5.3 Redundancy – KFL to circulate correct document to all</p> <p>Action completed.</p> <p>5.4 New Policies – JD to read policies and provide feedback to group</p> <p>Action completed.</p> <p>5.5 Digital Etiquette Policy – KFL to raise UNISON’s concerns with this policy to Marketing and feedback</p> <p>KFL confirmed she had forwarded Unison’s concerns to Marketing and would add this to the March meeting agenda.</p> <p>JE said the policy seemed to be all over the place and felt that there were also now so many IT policies that it would be worthwhile bringing them all together in one place.</p> <p>KFL said that this particular policy was based on the original Social Media Policy, which was produced by Marketing. However, in terms of JE’s comment regarding merging a number of the IT policies, many of the IT/Cyber security policies were controlled by UHI, not the College, so it would not be possible to bring all these together, particularly as they all had different intents. This Policy was not intended to be a new policy, but was a revamping and renaming of the policy. KFL queried if Unison were not willing to consider the change of Social Medial Policy to a Digital Etiquette Policy.</p> <p>JE said that this policy affected members’ T&Cs so Unison needed to ensure that there was nothing in it that would affect the T&Cs. If the College were looking to make significant changes it would then need to go through due process as it would affect members T&Cs.</p>	<p>KFL</p>

Item		ACTION
	<p>Unison had proposed some changes and were awaiting on a response to this, so nothing further could be done until that response had been received.</p> <p>WF queried if there was not already a policy within UHI that the College could align to, rather than having to produce a policy.</p> <p>Actions:</p> <ul style="list-style-type: none"> • KFL to feedback to Marketing Unison’s comments and to arrange for an updated version of the Policy to be circulated to Unison. • KFL to raise a question with the Head of IT if there was already a policy in place within UHI that could be used/ contextualised for Perth use. • This item to be added to the agenda of the March JNC for feedback on the actions. <p>5.6 Social Responsibility Initiatives to Help Staff – MC will discuss with KFL and IW. JE will liaise with EIS for wording for members.</p> <p>In regard to this action, KFL confirmed that, as the College was a publicly funded organisation, unfortunately, it would not be deemed an appropriate use of public funds.</p> <p>5.7 Any Staff Impacted by Circular 02/21 - KFL to contact JE outwith this meeting to discuss.</p> <p>Action completed.</p>	<p>KFL</p> <p>KFL</p> <p>CSW</p>
<p>6.</p>	<p>HR Statistics & Updates (Paper 3)</p> <p>KFL spoke to her report.</p> <p>JE referred to the statistics for fixed term contracts and in reference to Circular 5/18 there was meant to be a discussion with TU side in regard to those staff who were 1-2 years and 2 years service, around whether perminisation should take place. JE requested that the ‘Sole Role’ column therefore be highlighted to make sure the College was complying with the circular.</p> <p>JE queried the average sick leave statistics for Support Staff, which were more than double the Academic colleagues.</p> <p>KFL did not have an answer to that question at that time.</p>	

Item		ACTION
	<p>JE requested that this matter be carried forward as Unison were raising a concern about these figures.</p> <p>KFL suggested meeting outwith this meeting to discuss this matter and it was agreed a meeting should be organised annual for this.</p> <p>LC said that it should not be forgotten that COVID remained and, depending on business needs, it may turn out that more Support Staff were needed to be in College, than Academic staff, which may account for the higher numbers of sick leave. However, he agreed, it would be good to look into this statistic.</p> <p>Actions:</p> <ul style="list-style-type: none"> • KFL to arrange an annual meeting with Unison to discuss the matter of perminisation/sole role staff/Circular 5/18. • Average sick leave statistics for Support Staff to be added as an individual item for the next JNC meeting. KFL to investigate these statistics in regard to the numbers of Support Staff being double that of Academic staff. 	<p>KFL</p> <p>KFL</p>
7.	<p>UHI Strategic Direction</p> <p>MC confirmed that UHI2024 continued and a VS scheme at EO had now been launched. It was hoped that EO would be able to make staff savings and this would then improve the UHI financial position and help with the top slice.</p> <p>MC advised that there were a number of initiatives looking at shared services, including for Finance, HR, SITS, Marketing.</p> <p>WF queried why MC had not mentioned ICT.</p> <p>MC said that ICT was as close to a shared services as UHI already had at the moment.</p> <p>MC said she would continue to provide updates on these discussions going forward.</p> <p>There followed a brief discussion about the fact that EO did not recognise trade unions and JE advised that UCU was now looking to bid to have automatic recognition.</p>	
8.	<p>Staff Engagement Group – update</p> <p>No meetings held since the last JNC meeting.</p>	
9.	<p>Health and Wellbeing Group (HWBG) – update</p> <p>No meetings held since the last JNC meeting.</p>	

Item		ACTION
10.	<p>Management of Stress Group – update</p> <p>No meetings held since the last JNC meeting.</p>	
11.	<p>Policy & Procedures Approval</p> <p>No policies to be considered since the last JNC.</p>	
12.	<p>TOIL Guidelines – update</p> <p>JE advised she had discussed this matter with EIS, but that had raised a number of questions and both felt it would not be possible to agree the same guidelines for each of the staff groups - academic and support staff. The requirement for TOIL for the 2 different staff groups seemed to be different and for different reasons. JE said she and SOH would meet again to produce a more detailed paper regarding this feedback and to list the issues and differences and how these might be overcome. It would not, therefore, be possible to move ahead with this document at this time, until these discrepancies were ironed out.</p> <p>KFL said the policies were different for EIS and Unison, but asked that JE and SOH feedback to KFL, as soon as possible, on the outcome of their meeting.</p>	
13.	<p>TU Nominees on the Board of Management</p> <p>JE reminded the JNC that Unison had requested they have TU attendees at Board meetings, but the Board had previously turned down that request. JE asked if there was any further update, or change of position, regarding this.</p> <p>MC said that there was legislation forthcoming which would encompass TU Reps attendance at Board meetings and this was due to be published by the summer. MC suggested this would, therefore, hopefully be in place by the beginning of the next academic year.</p>	
14.	<p>Unison Items:</p> <p>14.1 Calculation of Salaries Formula</p> <p>This was discussed in Item 8, above.</p> <p>14.2 Workforce Planning Strategy for Next 3-5 Years</p> <p>JE said that some other institutions had a strategic workforce plan and, if the College planned to introduce further VS schemes, she</p>	

Item		ACTION
	<ul style="list-style-type: none"> • CPD item to remain on the agenda for the next JNC. <p>14.5 Sickness Absence "Triggers"</p> <p>JE queried if there was such a thing as "triggers".</p> <p>KFL said these were noted in the Sickness Absence Policy (SAP).</p> <p>JE queried how up-to-date the SAP was in terms of case law.</p> <p>KFL said she had raised this with Unison and EIS previously, but Unison had intimated they were against any change to this. However, KFL had wanted to review this policy, especially in regard to short term absence. The triggers were used as a supportive process in terms of ascertaining if there was anything underlying; was there anything else that could be done to support the member of staff.</p> <p>Action: The Sickness Absence Policy – "triggers" to be added to the March JNC Agenda and discussed under the Policies and Procedures item.</p> <p>14.6 Clarification on "other" Leave Types & Provisions</p> <p>JE suggested it might be helpful to circulate a summary to staff of contractual leave entitlement, in terms of other types of leave eg Paternity Leave etc.</p> <p>Action: KFL to circulate to staff a list of the types of contractual leave entitlement.</p> <p>14.7 Speeding up National Wage Negotiations</p> <p>JE noted JD's point and said everyone was in agreement of this.</p> <p>14.8 Executive/non-NRPA Salary Increases</p> <p>This matter was discussed under Item 2 above.</p>	<p>CSW</p> <p>CSW</p> <p>KFL</p>
<p>15.</p>	<p>Cost of Living Support for Staff</p> <p>JE said the communication that was circulated regarding this seemed to indicate this was just for students. However, JE had clarified with the Principal's PA that this should be for both staff and students.</p>	

Item		ACTION
	Action: KFL to clarify in the next communication to staff that the 'Cost of Living Support' was for staff and students.	KFL
16.	AOCB None.	
17.	Date and time of next meeting: • 2 March 2023 All meetings are on Thursdays, by MS Teams, or in Rm 019 (unless otherwise stated)	
	Meeting End Time The meeting concluded at 15.33.	

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

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

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.