

Joint Meeting of Strategic Development & Finance and Resources Committees

Agenda

Meeting reference: Strategic Development_F&R 2022-23/04

Date: Monday 22 May 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	
4	Minutes of the joint meeting of Strategic Development and Finance & Resources Committee held on 02 March 2023		Chair	Paper 1
5	Actions arising from previous minutes		Chair	
	Finance & Resources Committee Business			
6	Items for Approval			
6.1	Ratification of online decision re HR Systems Procurement	Head of HR & OD	Head of HR & OD	Paper 2
7	Estates			
7.1	Estates Update	Head of Estates	Head of Estates	Paper 3
8	Human Resources			
8.1	HR Update	Head of HR & OD	Head of HR & OD	Paper 4
9	Committee Minutes (for noting)			
9.1	EDIT Committee <ul style="list-style-type: none"> 09 February 2023 			Paper 5a
9.2	JNC Support Staff <ul style="list-style-type: none"> 02 March 2023 			Paper 5b

	Agenda Items	Author	Led by	Paper
9.3	JNC Lecturing Staff <ul style="list-style-type: none"> 02 March 2023 			Paper 5c
10	Items for Discussion (Joint)			
10.1	UHI Perth Financial Update: Year to 30 April 2023	Vice Principal (Operations)	Vice Principal (Operations)	Paper 6
*10.2	Financial Sustainability		Principal	Presentation
*10.3	UHI Perth Budget 2023/24	Vice Principal (Operations)	Vice Principal (Operations)	Paper 7
*10.5	UHI2024 - update		Principal	Verbal
*10.6	Key Performance Indicators	Depute Principal	Depute Principal	Paper 8
11	Review of Meeting – Strategic Development Committee (Committee to review Terms of Reference, and to ensure all competent business has been covered)		Clerk	Paper 9
12	Review of Meeting – Finance & Resources Committee (Committee to review Terms of Reference, and to ensure all competent business has been covered)			Paper 10
13	Dates and times of next meetings (provisional): <ul style="list-style-type: none"> SDC – Monday 19 September 2023 F&R – Monday 03 October 2023 		Clerk	

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Joint Meeting of Strategic Development and Finance & Resources Committees

DRAFT Minutes

Meeting reference: SDC/F&R 2022-23/03

Date: Thursday 02 March 2023

Location: Boardroom (Brahan Room 019)

Members present: Andrew Comrie, Board Member (Chair, SDC)
Katrina Hodson, Board Member (Chair, F&R – from Item 6.1)
Heather Cormack, Board Member
Jenny Hamilton, Board Member
Derek Waugh, Board Member
Michael Buchanan, Board Member (from Item 6.3)
John Dare, Staff Board Member
Todor Pavlov-Kennedy, Student Board Member
Margaret Cook, Principal
Charlea Jefts, HISA Perth Depute President Activities & Welfare

In attendance: Lorenz Cairns, Depute Principal
Veronica Lynch, Vice Principal (External)
Catherine Etri, Vice Principal (Academic) (Until Item 6.3)
Iain Wishart, Vice Principal (Operations)
Katy Lees, Head of HR & Organisational Development
Ian McCartney, Clerk to the Board

Apologies: Graham Watson, Interim Chair of Board of Management

Chair: **Andrew Comrie**

Minute Taker: Ian McCartney

Quorum: 7

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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 advised that the order of business may alter from Agenda based on discussions scheduled.	
3.	Declaration of Interest in any Agenda Item John Dare advised of his role as a local Unison official and advised of a potential conflict around Items 6.2 and 6.3. Todor Pavlov-Kennedy advised of his role on the Development Trust and advised of a potential conflict around Item 6.3.	
4a.	Minutes of Meeting of Strategic Development Committee held on 05 December 2022 The minutes were agreed as being an accurate record of the meeting.	
4b.	Minutes of Meeting of Finance & Resources Committee held on 012 December 2022 The minutes were agreed as being an accurate record of the meeting.	
5.	Matters Arising from Previous Minutes All action items were either complete or tabled on the Agenda for this Joint meeting.	
6	Items for Discussion	
6.1	UHI Perth Financial Update: Year to 31 January 2023 Vice Principal (Operations) presented Paper 3, noting the cash deficit being recorded, and advised that the outlook did not look any better due to projections of approx. 400 FTE shortfall on HE credits (representing around £2m). The position also reflect an increase in salaries by 6% (3% more than budget, and adding around £2.7m in staffing costs) – 6% equates to the levels of increase in teaching, and it would appear unlikely that	

	<p>the College sector will be less than this. Commercial operations were looking at a small combined net loss.</p> <p>Vice Principal (Operations) noted that the cash position was not yet critical, but this could crystallise quickly depending on EO's treatment of the shortfall in student numbers. It is also unknown how the government will react to the situation across the college sector.</p> <p>Chair F&R queried that, given that numbers were down across the college sector, where does allocated money go if not spent elsewhere by the government. Vice Principal (Operations) advised that of the 700 FTE shortfall of HE numbers across UHI, Perth accounted for 400 FTEs, therefore Perth is likely impacted more than other partners due to HE exposure; in reality, other colleges across the sector are more impacted by falling numbers in FE credits. Vice Principal (Operations) suggested that SFC was unlikely to take cash back, however this may be retained by EO as it was last Academic Year, therefore it was unknown how much of the £2m shortfall would be released to Perth College.</p> <p>Principal noted that, while dialogue would be required with UHI on this issue, SFC's position needs to be known first. Principal also advised that EO may decide to route clawback funds to UHI2024. Chair SDC noted that the short-term risk was greater than the needs of UHI2024 and suggested this is something that needs articulated to UHI Court.</p> <p>In response to a query around staffing, Vice Principal (Operations) noted that the current budget cycle includes a financial forecast from each budget holder, which will allow a reforecast to be provided by end March, and budget holders would be expected to work to this reforecast.</p> <p>Vice Principal (Operations) advised that, if levers need to be pulled, the question is one of what does College do, and when. Principal further noted the additional complexity of not being able to have a direct conversation with SFC as dialogue is routed via RSB.</p> <p>Committee NOTED Paper 3.</p>	
<p>6.2</p>	<p>Financial Outlook</p> <p>Vice Principal (Operations) referred to the comprehensive paper issued and discussed during Board Cycle 2 regarding the financial outlook for the College, and noted that the picture had not changed in the interim, however there were some areas that could be updated for information.</p>	

	<p>Vice Principal (Operations) advised that EO now required financial forecasts from partner colleges every 3 months, and it had been identified that some other colleges had capacity to transfer unused HNC/HN credits from HE to FE provision on a short-term basis which should help mitigate their position, however this option was not available to Perth College due to the mechanism using FTE for HE qualifications. It was hoped that a conversation with EO/SFC can be arranged to discuss options in this area.</p> <p>Vice Principal (Operations) also advised that some European funding may also be available, however this would only generate around £200k.</p> <p>Board Member noted the discussions may be politically challenging as it asks the question as to how UHI delivers HE.</p>	
<p>6.3</p>	<p>Commercial Outlook</p> <p>Vice Principal (External) presented Paper 4, noting that this was in follow-up to the paper presented to SDC in December 2022. Vice Principal (External) noted that the paper strips out academic provision with a focus on purely commercial operations within the College.</p> <p>Vice Principal (External) highlighted to Committee the risks of cross-subsidisation of commercial activity from public funds, in particular rules precluding the retention of loss-making activities at the expense of core provision.</p> <p>Chair SDC queried whether the buying in of services from other sources was allowed. Vice Principal (External) clarified that this was permissible as a cost of delivery of provision of a programme.</p> <p>Board Member queried the practical application of an accounting principal, for example can the funding of sports students be considered a cost of provision. Vice Principal (Operations) noted that the ASW building belongs to the College, therefore courses would still run even if there were no commercial activities taking place in that building as the curriculum takes precedent, and costs are all staff-related.</p> <p>Chair F&R sought clarification that, in effect, the Residences were subsidising the other commercial operations. This was confirmed by Vice Principal (Operations).</p> <p>Student Board Member highlighted the importance of ASW in terms of student recruitment.</p> <p>Vice Principal (External) took Committee through each commercial area in turn to discuss and seek endorsement of recommendations.</p>	

1 – Nursery

Vice Principal (External) highlighted annual loss of £157k gross/£228k net and noted the limitations imposed by the space, legislation, PKC funding rates and staff salaries being higher than national average within private sector meant that it was unlikely that the Nursery would generate a surplus.

Any move to a company-based solution would require staff to be TUPEd over, and under National Bargaining salaries would be protected for 4 years.

Board Member asked whether there was any specific information regarding staff and student usage of the Nursery. It was clarified that numbers had been aggregated within the paper, but these could be split out.

Board Member asked whether there was a need to add the 4th option of closure for consideration.

Vice Principal (External) advised that the potential solution re the Estates Strategy Masterplan with PKC would present a solution, and recommended that options be brought back to Committee in Cycle 4 to allow further discussions with PKC.

This recommendation was **AGREED**.

2 – ASW

Vice Principal (External) noted the £13k gross loss in ASW and informed Committee of some of the restrictions on usage of the commercial spaces in this building.

Board Member highlighted that, given the loss amounts, it would seem likely that a cost reduction/commercial focus exercise could see ASW being a contributory activity for the College, in particular some comparative analysis of the cost of running courses out of external providers. Vice Principal (External) noted that the issue for ASW isn't income, it's staffing costs when compared to the wider gym sector, due to staff being employed on College terms and conditions.

Board Member queried whether the development of 3G pitches was linked into paper. Vice Principal (External) confirmed this was not the case as plans were on hold re the pitches due to the space being identified within the Estates Masterplan, therefore a decision will be required on the Masterplan before proceeding with the 3G pitch development.

Vice Principal (External) recommended options be further explored during Cycle 4. This recommendation was **AGREED**.

	<p><u>3 - AST</u> Vice Principal (External) noted that the paper reflected an AST options paper presented to Board in June 2021, where a decision was made to retain and grow the business, however current contractual and cashflow challenges mean that it seems prudent to revisit these options.</p> <p>Vice Principal (External) recommended options be further explored during Cycle 4. This recommendation was AGREED.</p> <p><u>4 – Residences</u> Vice Principal (External) noted that there was far more demand than places available, and planning permission was in place to build an additional residence block.</p> <p>Board Member queried the position re expectations of returns re a commercially-funded building. Vice Principal (External) agreed that this approach may not provided additional funds in and of itself, however additional residential places would have benefit to College in terms of recruitment.</p> <p>Vice Principal (External) sought endorsement of continuing further discussions with potential commercial partners for building an additional residence block. This approach was AGREED.</p> <p><u>5 – International</u> Vice Principal (External) briefly updated key points relating to the International Strategy. Committee NOTED progress reported.</p> <p><u>6 – Development Trust</u> Vice Principal (External) advised that strategic options for the Development Trust were still being worked on, and proposed that these be presented during Cycle 4. This approach was AGREED.</p> <p><u>7 – Business Development</u> Vice Principal (External) briefly updated key points relating to the Business Development Strategy. Committee NOTED progress reported.</p>	
6.4	<p>Estates Strategy</p> <p>Depute Principal provided a verbal update on the Estates Strategy, noting that the Strategy had been paused at Phase 2 while options around the campus Masterplan were being considered.</p> <p>Depute Principal noted that a meeting between the College and PKC had taken place, with positions and key documents being shared as</p>	

	<p>part of the dialogue and a visioning exercise would follow. Depute Principal further noted that PKC had been given permission for further discussion within their budget process, and SMT sought the same from this Committee.</p> <p>Board Member queried what level of engagement would be expected from the Board during the visioning process to ensure involvement in the development of the vision rather than being limited to responding to it. Principal advised that the process needs to be bottomed out for both parties and further details would follow.</p> <p>Chair SDC suggested that a short-life working group might be best option. It was AGREED that Clerk would add this item for discussion at the next Chairs' Committee.</p>	
<p>6.5</p>	<p>UHI 2024 – Update</p> <p>Principal provided a verbal update on UHI 2024, noting that a new academic structure had been put in place with a view to generating savings, and that work continued to progress around Shared Services, with agreement that Finance and HR would look towards full Shared Service across the Partnership and Marketing and Admissions moving towards a team model across the Partnership.</p> <p>Principal further noted that the review of Executive Office had resulted in a reduction of 20 roles, and the first report from the external consultants conducting the Curriculum Review had been received.</p> <p>Board Member queried whether the focus on co-operation rather than integration of some areas would generate sufficient reductions in overheads. Principal responded that there is no capacity to look beyond the 2 areas listed for full integration at the moment.</p>	
<p>6.6</p>	<p>KPI Progress</p> <p>Depute Principal presented Paper 5 and explained that Balanced Scorecard of 13 KPIs would be presented on a quarterly basis with the full suite of KPIs provided for information annually. Depute Principal advised that Lead Authors would be made available to present at specific Board and Committee meetings if desired.</p> <p>Staff Board Member advised that staff were struggling to understand some of the KPIs. Depute Principal advised that Team Leaders were engaging with Lead Authors to address any issues, however Committee was reminded that it was not envisaged that all teams would be engaged in all 36 KPI areas.</p>	

	<p>HISA Perth Depute President queried the lack of recognition of HISA Perth in the document presented. Depute Principal advised that HISA Perth were noted more within the wider Strategic Document, but this feedback would be taken back to CMT for consideration.</p> <p>Chair SDC welcomed the prospect of members of CMT being invited to meetings on themed basis. Committee requested that one or two CMT members be invited to discuss key areas during next Cycle of Board Committee meetings.</p>	SMT/Clerk
7	<p>Estates Update</p> <p>Depute Principal advised that a new Head of Estates had been appointed and had now started in the role.</p> <p>The remainder of the Estates Update was provided under Item 6.4</p>	
8	<p>HR Update</p> <p>Head of HR and Organisational Development provided a brief summary of Paper 7.</p> <p>Chair SDC noted error in dates provided re Sickness Absence numbers, and requested that comparison to pre-COVID figures be provided for improved clarity.</p> <p>Board Member noted that staff sickness levels appeared quite high, and wondered whether Board should be concerned. Head of HR and Organisational Development advised the Perth's levels showed as higher than other Colleges but this is tempered by not knowing what is recorded within figures elsewhere. This disparity in data reported was being looked into within the Sector HR Group. Head of HR and Organisational Development to report back on comparative data once available.</p> <p>Chair SDC noted that the levels of outstanding Professional Reviews seemed quite high. Head of HR and Organisational Development advised that percentages were skewed in smaller departments, and that there were issues around reviews of hourly-paid staff reviews having taken place but paperwork not yet lodged.</p> <p>Chair SDC enquired about the recent Voluntary Severance process, and whether this data would be made available to Board. Principal advised that 12 staff had applied and one application had been accepted. Confirmation would be provided to Board within Principal's Report.</p>	Head of HR & OD

9	<p>Committee Minutes</p> <p>Minutes of the following committees were NOTED:</p> <ul style="list-style-type: none"> • EDIT Committee – 08 December 2022 • JNC Support Staff – 15 December 2022 	
10	<p>Dates and times of next meetings:</p> <ul style="list-style-type: none"> • SDC: Tuesday 09 May 2023 • F&R: Monday 22 May 2023 	
11	<p>Review of Meeting:</p> <p>Committees confirmed the business of the joint meeting had been compliant with the Terms of Reference of both Committees.</p> <p>Chair SDC queried when trends relating to Curriculum Review would be tabled for discussion, and how this topic fits into remit of SDC. Principal advised that these items are likely to be covered within Learner Experience Committee, and would review. Vice Principal External noted that certain elements affecting external engagement were also covered within the Business Development Strategy which will also be reviewed at a future point.</p>	Principal

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

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

Status of Minutes – Open (Except Items 6.2 & 6.3)

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

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

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

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

Committee	Finance & Resources Committee
Subject	HR and Payroll System Update
Date of Committee meeting	22/05/2023
Author	Katy Lees, Head of HR & Organisational Development
Date paper prepared	15/05/2023
Executive summary of the paper	<p>A paper was submitted to F&R Committee out of cycle related to expenditure for the UHI apportion of the new HR and Payroll System Contract. This was approved by F&R Committee and progression to contract progressed.</p> <p>Unfortunately agreement could not be reached between UHI and the supplier and contracts have not been signed as of 15/05/2023. The College is now considering their options as a new HR and Payroll system is needed.</p>
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:	

Perth College UHI

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

Perth College UHI

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

Paper for consideration by F&R Committee

Submitted: 11 April 2023

Executive Summary

F&R are requested to approve the expenditure of £185,264 on the UHI Perth apportionment of the new HR and Payroll System (iTrent) with contracts to be signed in May 2023 and implementation to commence immediately thereafter. Significant savings have been identified and will be generated on an ongoing basis due to a multi-partner procurement of the system.

Background

It was identified by the College that a new HR and Payroll system was needed as

- Our internal auditors confirmed that the current HR system (CIPHR) was not fit for purpose (September 2021), and was resulting in increased administrative tasks by Line Manager and the need for increase levels of oversight of progress by HR
- The current payroll (Payrite) is not cloud based and so causes significant risk if there is another cyber incident

The College has been working on procurement options and an indicative proposal for iTrent HR and Payroll gave a 5 year cost of £302,354

iTrent software (provided by MHR) is a fully integrated, cloud-based HR and Payroll system thereby greatly reducing the duplicate administration that current takes place between HR and payroll. The system has modules for Payroll, HR management & administration (covers people details, organisation structure, housekeeping, and workflow), Employee self service, Manager self service, iTrent reporting, insight builder, survey builder, absence management, organisation charts, correspondence with e-signatures, Recruitment & Learning Management.

This product has a strong presence in the college and university sector across the UK and is considered a mid-market product with much-improved functionality over our current systems. It is also on the sole supplier on the APUC framework so procurement can be as direct award, with an initial 5 year contract with additional annual extensions available.

The College has then been working with partners within UHI and there is now a proposal for multi-partner procurement comprising of

- UHI Executive Office
- UHI Inverness
- UHI North, West and Hebrides (the proposed merged college)
- UHI Perth

When considering all partners identified progressing with this implementation the total costs for the five years of the project are £706,258, which gives £474,659 in saving on all of these partners progressing individually and the savings for UHI Perth would be £112,693 (further details of the savings and costs are below).

This system is cloud based and it is proposed that a HR and Payroll Systems Manager is appointed across the partnership to oversee the implementation and ongoing management of this significant system and it is hoped that other partners will come on board in future years and thereby reducing the ongoing contract costs.

This role of HR and Payroll Systems Manager is proposed to be 'hosted' by UHI Perth who will be the lead partner in this project and ongoing management of this system. The costs of this appointment will also be apportioned across the partners involved.

Savings

Partner	Single procurement external implementation costs	Single procurement contract costs (5 years)	Total savings vs multi-partner procurement
UHI executive office	£84,786	£166,752	£135,541
UHI Inverness	£92,009	£201,892	£108,968
UHI North, West and Hebrides	£92,009	£245,512	£117,458
UHI Perth	£94,025	£203,932	£112,693
Total	£362,829	£818,088	£474,659

Cost Breakdown

Partner	Apportionment	External Implementation Costs	Contract Costs (5 years)
UHI executive office	16.4%	£27,925	£88,072
UHI Inverness	26.2%	£44,520	£140,413
UHI North, West and Hebrides	31.2%	£52,978	£167,086
UHI Perth	26.2%	£44,600	£140,664
Total	-	£170,023	£536,235

Committee	Finance & Resources Committee
Subject	Estates Update
Date of Committee meeting	22/05/2023
Author	Gavin Whigham, Head Estates
Date paper prepared	17/05/2023
Executive summary of the paper	Update on key Estates issues for the period to April 2023
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 	

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

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

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

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UHI Perth Estates Report

Jan – April 2023

Exec Summary

Gavin Whigham joined the Estates team as the head of the department mid-February from RZSS where he previously enjoyed nearly 10 years working within the Property and Estates department as the Head of P&E. The team have been working on reviewing the training needs of the staff and completing reviews of the planned preventative maintenance records. They have also been reviewing budgets to ensure we have everything accounted for in the 23/24 term.

Reactive repairs

Reactive Repairs				
Month	Number of Jobs Requested	Number of Jobs Completed	Jobs Open	Percent Completed
January	152	133	13	88
February	140	139	5	99
March	140	94	39	67
April	107	82	20	77

There was a reduction in the maintenance requests completed completed during March and April we believe this was largely due to staff annual leave and a concentration on completing larger more disruptive works over the period of the college closure. For example clearing boiler rooms and site presentation which would necessarily be recorded as a repair.

Projects update

The team successfully completed the refurbishment of the textile room this included new storage cupboards, sink and painting. Hopefully the staff and students enjoy using this space.

The main reception corridor was painted in the new brand colours over the Easter break, and this gives a fresh welcome to our students and visitors.

Environmental Sustainability

We are conducting a review of our waste streams to see where we can be more environmentally friendly and reduce our waste costs. The waste contract is due for renewal this summer so this is a perfect opportunity to add in on site segregation and enhance our green credentials. Giving our staff and students confidence that we are taking sustainability seriously.

We have begun widening our scope on how we measure our carbon footprint, previously this was solely measured on energy consumption. We will now be able to measure all aspects of our day-to-day operations allowing efficiencies to be made and to meet our carbon reduction targets.

We have also begun reviewing our working partnership with Aramark, to focus on carbon and waste reduction. Aramark have implemented the “too good to go” app which allows students and staff to purchase food parcels at the end of the day full of food that would have previously been thrown out. These are available from Costa and Starbucks. They have also increased their signage to focus on reducing food waste and from next term will label all the packaged food showing carbon miles to allow students and staff to make green choices.

Utilities

Electricity usage Aug 22 to April 23, compared to same period the previous year

Goodlyburn refectory – reduced by 521 units

Goodlyburn Main building – increased 12653 units

Brahan refectory – increased 2481 units

Brahan main building – increased 32319 units

Webster building - reduced by 9545 units

Horticulture unit – reduced by 13610 units

ASW – reduced by 22445 units

Student residencies reduced by 12749 units

Nursery – increased by 143 units

Gas usage Aug 22 to April 23, compared to same period the previous year

Goodlyburn Main building – reduced 80638 units

Brahan main building – increased 88862 units

Webster building - reduced by 1520 units

ASW – increased 30794 units

Student residencies – increased by 52620 units

Nursery – reduced by 647 units

This is early in our process of monitoring month on month over a three year comparison, figures will be slightly affected by the return to normal after covid restrictions, however areas are showing larger than expected increases and we need to work hard to understand why. We will be looking to install half hourly metres and sub metring across the site which should give us a clearer picture of what is happening and when.

Sub-contractor review

A review of our current contracts is underway with the fulling contracts up for renewal in the coming months: Waste management, Gas boiler and Air conditioning and Evening Security. The Catering contract has been extended by one year to allow more time to review the colleges needs.

Expectations for the upcoming quarter

Over the coming months we will continue to review the site usage looking for efficiency savings, with the target of reducing our utility bills and reducing our carbon footprint. This will be data driven using utility metres and room booking schedules as well as spot checks and daily inspections. This will include a room usage review which has already begun which going forward will allow UHI Perth to make informed decisions future developments. With this in mind, the planned works for the end of 22/23 term and the beginning of 23/24 term will be largely concentrating on backlog repairs and redecoration. Over the summer period there will be a concentration on Planned Preventative maintenance and servicing including legionella, fixed wire test, boiler servicing etc. We will also be relacing floor coverings and repainting some classrooms.

We will be reviewing contractor spend and indentfying areas where internal staff can be trained to allow us to reduce our unknown overhead of reactive repairs. Areas we are looking at are, but not limited to, minor plumbing repairs, painting repairs, lock changes and grass cutting. We are confident that these could easily be brought in house at little cost and reduce our reliance on sub-contractors.

Committee	Finance & Resources Committee
Subject	HR Update
Date of Committee meeting	22/05/2023
Author	Katy Lees, Head of HR & Organisational Development
Date paper prepared	09/05/2023
Executive summary of the paper	Update on key HR issues for the period to April 2023
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: 15 May 2023

National Job Evaluation Scheme – latest update (March 2023)

Following our update in December 2022, we can now report that all 22 college HR departments have received the initial outcomes from the evaluation process for feedback.

College HR department feedback is now ongoing and will be considered before the finalised outcomes from the evaluation process are ready for ratification from the NJNC Job Evaluation Working Group, and subsequently the full NJNC.

Employers and support staff trade unions met on Wednesday 22 February 2023 for informal, exploratory discussions on this area of work. This included undertaking Stage Three (development of pay and grading options) in a timeous and efficient way. Both sides reiterated their joint commitment to ensuring college staff can access the funding set aside for National Job Evaluation outcomes as soon as possible.

Further discussions will continue between employers and support staff trade unions over the coming weeks, and we will aim to provide a further update in April 2023.

Note: No further update has been shared at the time of writing this paper

National Bargaining

There is no progress on this matter, however both EIS-FELA and UNISON have balloted and successfully got numbers to undertake industrial action. EIS-FELA are currently undertaking Action Short Of a Strike (ASOS). UNISON have not notified us of any actions from their members yet.

Employee Relations

The College has one ongoing Employment Tribunal claim, with the other settled.

Equality and Diversity

The College completed and published our Mainstreaming report by our statutory deadline.

Stress Management

The Stress Management group continues to meet to look at ways to mitigate stress within the College. A number of short term and medium term actions are being identified to be worked on across the College as improvements to reduce staff stress levels.

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 year to date (Aug 2022 – April 23 only)		
	Short Term - Total Sick Days	Long Term - Total Sick Days	Short Term - Total Sick Days	Long Term - Total Sick Days	Total sick days (Short and Long term)
Management	41	64	22	0	22
Support	932	1055	691	392	1083
Academic	406	722	407	301	708
Total	1379	1841	1120	693	1813

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. When comparing total sickness data current academic sickness may rise above the total number of days sickness seen in 2019/2020, whereas levels for Management and Support Staff are likely to be below the levels seen in 2019/2020

For the first time this academic year Mental Health is the most frequent reason for absence in April 2023

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 (approximately 15% of professional reviews were returned in 2020/2021), the return rate for this year is 87%.

Equality Diversity and Inclusion Team (EDIT)

Note of meeting held on Thursday 09.02.2023 09.30am, Room 019/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)
 Lesley Connaghan (LCO), SDD, ALS
 Charlea Jefts (CJ), HISA
 Lorenz Cairns (LC), Depute Principal
 David Snowden (DS), Examination Manager, AST
 Jane Edwards (JE), UNISON Rep
 Gerald McLaughlin (GM), Student Services Manager
 Todor Pavlov-Kennedy (TPK), HISA President Perth

Apologies: Sara O'Hagan (SOH), EIS-FELA Representative

Note Taker: Trudy Guthrie

Summary of Action Items

Ref	Action	Responsibility	Timeline
12.	Mainstreaming Report Update – Interim Meeting to be created to discuss.	TG	By mid May
14.	EDIT Members Updates – IB raised concerns that the vending machines are too high for some users. KFL to provide IB with info re Aramark group to raise this. Digital Accessibility Regulations 2018 – rebranding means we need to update all our teaching materials and explained how we approach this. DG to forward this issue to KFL who will raise it at UHI level.	KFL DG	Asap Asap
15.	Feedback to EDICT - KFL asked if there was anything in particular the Group would like taken to the next meeting – asked all to feedback to herself and SW. DG asked for Accessibility to be taken.	ALL	For next Meeting

MINUTES:

Item	Action
<p>1. Welcome & Apologies</p> <p>KFL welcomed all present.</p> <p>Apologies were noted.</p>	
<p>2. Addition to the Agenda for AOCB</p> <ul style="list-style-type: none"> • Accessibility 	
<p>3. Minutes of previous meeting</p> <p>With the amendment requested below, the minutes of the EDIT meeting held on 8 December 2022 were approved as an accurate reflection of the discussions that had taken place.</p> <p>IB noted that in item 11 its SVS not SDS.</p>	
<p>4. Matters Arising not included elsewhere on the Agenda/ Review of Actions from previous meeting</p> <p>5. UHI Equality, Diversity and Inclusiveness Policy – KFL to provide update – KFL stated the UHI EDI Committee has met and this is on their agenda to look at but will be later this calendar year. Their key focus is on Mainstreaming at the moment, KFL detailed this.</p> <p>8. Equality Outcomes 2021-2025 – SW to arrange a meeting with SDDs to discuss – Completed. SW has added the updated action plan into the Teams area.</p> <p>11. EDIT Members Update – SW to resend email to all students and staff re lift usage – Completed.</p>	
<p>5. UHI Equality, Diversity and Inclusiveness Policy – update</p> <p>No change for this meeting.</p>	
<p>6. Policy/Procedure Approvals</p> <p>None for this meeting.</p>	
<p>7. British Sign Language – update</p> <p>GM provided an update detailing SHELLS - 3 modules have been developed to help staff, GM will send link to HR. UHI Shells are open to students accessing these units, GM will create a cohort of students to be able to access. Detailed BSL plans for the education sector. The Scottish Government will be creating an online session to connect BSL students across Scotland. Awareness raising session will be held at the UHI Development</p>	

Item	Action
<p>Day in May to demonstrate how we get the additional support for students with BSL needs.</p>	
<p>8. Trade Union Items</p>	
<p>None.</p>	
<p>9. Equality Outcomes 2021-2025 – Update</p>	
<p>SW spoke to this paper. GM advised we are meeting everything stipulated. SW stated that she had been speaking with curriculum areas finding out what they are doing in relation to outcome 3 which relates to gender imbalances. SW wants to look into our reporting mechanisms. All discussed the need to capture this information in the Mainstreaming report across this organisation.</p>	
<p>10. Equality, Diversity & Inclusion Adviser</p>	
<p>SW provided an update on the next 2 items. Neuro Diversity training – this went to SMT and was approved so are now working with PAS to get this implemented. Will be arranging more in-depth training for Academic staff and shorter training sessions for all other staff along with ongoing drop-in sessions. Trans and Pronoun awareness training also being set up for this Academic year.</p>	
<p>11. Tackling Persistent Inequalities Together – National Equality Outcomes</p>	
<p>KFL spoke to this item. Explained the report was published in January this year and was agreed between The Scottish Funding Council and EHRC. We are being asked to review the equality outcomes which have an impact for us and to build that into the work we are doing. Although this was discussed at UHI level this week, they have put forward different proposals. We are proposing we look at the National Equality Outcomes but don't lose sight of our own outcomes which we have researched and agreed following consultation. This piece of work is to be carried out over the next 2 years. All discussed at length what our approach should be. Need to identify which of these outcomes has the biggest impact on our College. SW will be contacting individuals in due course.</p>	
<p>SW advised that a questionnaire has been sent out to all involved in the Reasonable Adjustment Scheme Passport and this information will be used to inform the final proposed scheme and will bring to next EDIT meeting for final approval.</p>	
<p>12. Mainstreaming Report Update</p>	
<p>SW advised the Mainstreaming Report has been her main focus, advising it should be published by the end of March It was</p>	

Item	Action
<p>suggested holding a separate meeting to discuss this further. TG to create an interim meeting to focus on Mainstreaming.</p>	TG
<p>13. Wheelchair Storage</p> <p>GM raised this issue as he is concerned there is a lack of momentum with this. Student wheelchair is currently being stored in room 035. GM to raise with the new Head of Estates.</p>	
<p>14. EDIT Members Updates – any other items not included elsewhere on the Agenda</p> <p>A discussion took place re accessibility requirements and how we move forward with this. IB advised that he had referred to the previous Accessibility report when looking into what needs updated/amended.</p> <p>JE – Asked that we take an action point to review our systems as discussed during this meeting. KFL will look through the discussed actions and advise if there is anything to report back</p> <p>CJ – No update.</p> <p>TPK – No update.</p> <p>SW – No update.</p> <p>IB – Currently carrying out Semester 2 PEEPs. Spoke to AOCB item on Accessibility and mentioned that vending machines are too high for some users. Is there any way we can improve access to these? KFL to provide IB with info re Aramark group to raise this.</p> <p>GM – No update.</p> <p>AW – The Man Cave Group is getting closer to starting and AW will be talking about this at the forthcoming staff conference. An opportunity has arisen with RASAC for a 6 week trial starting on the 21st Feb.</p> <p>LC – No update.</p> <p>DS – No update.</p> <p>DG – Digital Accessibility Regulations 2018 – rebranding means we need to update all our teaching materials and explained how we approach this. DG to forward this issue to KFL who will raise it at UHI level. Regarding decolonising the curriculum, had a good meeting re the pilots and discussed the progress on this.</p> <p>CE – Commended AW and team on work around The Man Cave.</p>	<p style="text-align: center;">KFL</p> <p style="text-align: center;">DG</p>

Item	Action
<p>LCO – Brought up online accessibility, wanted to highlight that we need to improve as individuals. Decolonising the curriculum, good work being carried out and believe we are providing a more in-depth look at this. Explained in detail how this is being carried out.</p> <p>KFL – Recognised the importance of this Group and the work we are doing to improve process across the College.</p>	
<p>15. Feedback to EDICT</p> <p>KFL asked if there was anything in particular the Group would like taken to the next meeting – asked all to feedback to herself and SW. DG asked for Accessibility to be taken.</p>	ALL
<p>16. AOCB</p> <ul style="list-style-type: none"> • None 	
<p>17. Date and time of next meetings:</p> <ul style="list-style-type: none"> • 15 June 2023 <p>All meetings are on Thursday, 09.30-11.30am, via Microsoft Teams VC.</p> <p>Meeting End: 11.02</p>	

UHI PERTH

JNC for Support Staff: Meeting 3

Note of Meeting held on Thursday 2 March 2023, 1.30pm, by MS Teams VC

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

Unison Support Staff Representatives

Winston Flynn (WF)
 John Dare (JD)

In Attendance: Iain Wishart (IW), Vice Principal Operations for Item 2 only

Apologies: None

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

Note Taker: Carolyn Sweeney-Wilson (CSW)

Summary of Action Items

Ref	Action	Responsibility	Timeline
5.	Review of Actions / Matters arising not included elsewhere on the agenda:		
	5.1 Career Development Activity <ul style="list-style-type: none"> • 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. 	Katy Lees	08/06/2023
6.	HR Statistics & Updates		
	6.1 Meeting with Unison to discuss perminisation/sole role staff/Circular 5/18. <ul style="list-style-type: none"> • KFL to arrange a meeting with Unison to discuss the matter of perminisation/sole role staff/Circular 5/18 in April/May. 	Katy Lees	31/03/2023

Summary of Action Items

Ref	Action	Responsibility	Timeline
7, 8 & 9	<p>Staff Engagement, Health & Wellbeing and Stress Management Groups</p> <ul style="list-style-type: none"> Staff Engagement Group, Health & Wellbeing Group and Management of Stress Group to be removed from JNC Agendas going forward. 	Carolyn Sweeney-Wilson	08/06/2023
10.	<p>Policy & Procedures Approval</p> <p>10.1 <u>REVIEWED POLICIES:</u></p> <p>10.1.2 <u>Sickness Absence Policy – “Triggers”:</u></p> <ul style="list-style-type: none"> KFL to review the Sickness Absence Policy to assess some of the wording and see if it could be made a bit more friendly. 	Katy Lees	08/06/2023
11.	<p>TOIL Guidelines – update</p> <ul style="list-style-type: none"> KFL to re-circulate the TOIL Guidelines to Unison. Unison Reps to review the TOIL Guidelines and provide KFL with their response by the end of March. 	<p>Katy Lees</p> <p>Unison Reps</p>	<p>10/03/2023</p> <p>31/03/2023</p>
12.	<p>Unison Items</p> <p>12.3 Workforce Planning Strategy for Next 3-5 Years</p> <ul style="list-style-type: none"> This item to be removed from agenda, going forward. 	Carolyn Sweeney-Wilson	08/06/2023

Minute

Item		ACTION
1.	<p>Welcome and Apologies</p> <p>MC welcomed everyone to the JNC for Support Staff meeting.</p> <p>Apologies were noted.</p>	
2.	<p>Finance – update</p> <p>Iain Wishart (IW) joined the meeting to provide an update on the College Finances.</p> <p>IW shared his update document showing the College's position at the 6 months stage. IW reviewed his previous updates from the 3 month stage, in order to compare the two sets of figures. IW noted that the 3 month figures were showing a surplus, but that there was also no clawback or national bargaining figures shown at that point. Also, at the November meeting, IW had presented scenarios showing figures including clawback and national bargaining at 10% and if these became reality, then there would be a significant loss.</p> <p>At 6 months, numbers were crystallising with around 400 FTEs short in HE and it was more than likely that SFC would clawback £2M. In regard to staff costs, IW had assumed a 6% pay increase, which was based on the figure used for Lecturers. Running through with those numbers the budget showed a more than likely loss of £1.3M after 6 months, which would at least double for 12 months.</p> <p>JD queried if the College continued to be in discussions with EO about the reduction in the top slice.</p> <p>MC advised that EO currently had VS open and UHI partners were waiting on the completion of that exercise. The intent was that the top slice would be reduced, however, this would not happen this year. MC said it was not known yet what the reduction in top slice would be.</p> <p>JD queried if there was any further information on the possible SFC clawback.</p> <p>IW said the sector was still waiting on an official announcement on any potential clawback from last year. Everything that was being heard was that there would be no clawback from last year but, as EO had the money, and Perth's numbers were down, IW said EO might not give Perth the money should SFC not claw it back. EO had indicated that the money might be available for something, but Perth, like other UHI colleges, would likely have to bid for it.</p>	

Item		ACTION
	In regard to the actions from the last meeting, KFL confirmed these had been completed. KFL thanked IW for his update and IW then left the meeting.	
3.	<p>Additions to the Agenda for AOCB</p> <p>None.</p>	
4.	<p>Minute of the last Meeting (Paper 1)</p> <p>The minute of the JNC for Support Staff meeting held on 15 December 2022, having been circulated, was approved as an accurate reflection of the discussions that had taken place.</p>	
5.	<p>Review of Actions / Matters arising not included elsewhere on the Agenda</p> <p>5.1 Career Development Activity</p> <p>KFL advised she had not yet completed the action from the last meeting, but would do so shortly.</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 Cost of Living Support for Staff:</p> <p>KFL confirmed that the action from the last meeting was completed.</p>	KFL
6.	<p>HR Statistics & Updates (Paper 2)</p> <p>KFL reported on her paper and reviewed the statistics therein.</p> <p>6.1 KFL to arrange an annual meeting with Unison to discuss the matter of perminisation/sole role staff/Circular 5/18.</p> <p>KFL advised this action had not yet been completed, but would arrange a meeting for April/May with Unison.</p> <p>Action: KFL to arrange a meeting with Unison to discuss the matter of perminisation/sole role staff/Circular 5/18 in April/May.</p> <p>6.2 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> <p>In regard to the action from the last meeting, KFL said it was difficult to say why there was a lot more sickness absence amongst support staff than academic but, she noted that the absence was more short</p>	KFL

Item		ACTION
	<p>term for support staff. KFL advised that more staff were using Rowan but noted that she received an annual report showing statistics only, not any details on which staff were using their service. KFL said she would include some of that data in her annual sickness report.</p>	
7.	<p>Staff Engagement Group – update</p> <p>KFL discussed Items 7, 8 and 9 together as she was proposing to take these items off the agenda, as Unison were represented on these groups.</p> <p>MC felt that these 3 groups seemed very similar in terms of remit and the same staff seemed to be members of these groups and she expressed concern about people’s time in attending these groups. MC queried if there was a danger of repeating discussions and not making any impact.</p> <p>KFL explained why the Management of Stress Group (MSG) had been formed, which had been extracted from the HWBG and the MSG had a slightly different focus, being mainly the actions from the Stress Survey.</p> <p>After some further discussion, all agreed that these 3 items (Staff Engagement Group, Health & Wellbeing Group and Management of Stress Group) be removed from Agenda going forward. It was also noted that if there was anything to come out of any of these groups that needed to be discussed at JNC, it would be added as an exceptional item.</p> <p>Action: Staff Engagement Group, Health & Wellbeing Group and Management of Stress Group to be removed from JNC Agendas going forward.</p>	CSW
8.	<p>Health and Wellbeing Group (HWBG) – update</p> <p>Discussed under Item 7, where there was a proposal to take this item off the agenda as Unison were represented on this group.</p>	
9.	<p>Management of Stress Group – update</p> <p>Discussed under Item 7, where there was a proposal to take this item off the agenda as Unison were represented on this group.</p>	
10.	<p>Policy & Procedures Approval</p> <p>10.1 <u>REVIEWED POLICIES:</u></p> <p>10.1.1 <u>Digital Etiquette Policy:</u></p> <p>KFL advised this policy was still being considered by Marketing. This policy was originally the Social Media Policy.</p>	

Item	ACTION
<p>10.1.1.1 KFL to raise UNISON's concerns with this policy to Marketing and feedback.</p>	
<p>Noted under item 10.1.1.</p>	
<p>10.1.1.2 KFL to feedback to Marketing Unison's comments and to arrange for an updated version of the Policy to be circulated to Unison.</p>	
<p>Noted under item 10.1.1.</p>	
<p>10.1.1.3 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.</p>	
<p>Noted under item 10.1.1.</p>	
<p>10.1.2 <u>Sickness Absence Policy – “Triggers”:</u></p>	
<p>KFL referred to the current Sickness Absence Policy and the proposal for the “trigger” points to be changed. There followed a discussion about the number/timing of the triggers and Unison was opposed to changing those triggers, as Management wanted to reduce the length of time from 12 to 6 months.</p>	
<p>WF said that there was less sickness across the summer months and Unison felt it was better to spread the time period over the 12 months, rather than the 6 months. WF said that if the trigger was reduced to 6 months staff might feel pressured.</p>	
<p>MC said that Management wanted to be more supportive to staff and that it was not meant to be a pressure process.</p>	
<p>The discussion continued, in particular, about why SMT were looking to change this trigger timing and that it was not meant to cause fear, but to be more supportive. JD suggested perhaps a change in terminology might be better and that the ‘trigger’ meeting should be informal, rather than being a ‘formal’ meeting.</p>	
<p>KFL reminded everyone that the trigger was currently for 6 absences in 12 months and Management were proposing to move it to 3 absences in 6 months.</p>	
<p>In response to JD's query, as to whether this meeting would be informal, KFL said it would be more formal, as notes would need to be taken, but HR would not necessarily be there.</p>	
<p>KFL agreed to review the Sickness Absence Policy to assess some of the wording and see if it could be made a bit more friendly.</p>	

Item		ACTION
	<p>Unison agreed to the reduction in number and timing for the trigger point.</p> <p>Action: KFL to review the Sickness Absence Policy to assess some of the wording and see if it could be made a bit more friendly.</p> <p>10.2 <u>NEW POLICIES:</u></p> <p>No new policies for this meeting.</p>	<p>KFL</p>
<p>11.</p>	<p>TOIL Guidelines – update</p> <p>KFL raised the matter of the TOIL Guidelines and queried whether Unison had reached a decision on this yet.</p> <p>In review, KFL said that TOIL was in place to cover the need for additional hours worked and Management wanted to ensure there were appropriate guidelines in place for this. It would also help HR track what was being accrued, that it could also be logged on CiPHR, and it would help highlight any areas where there was a lot of TOIL being accrued, which may mean a staffing issue. In terms of TOIL being taken by a certain date, KFL said this was about ensuring people were looking after themselves and taking the time back timeously.</p> <p>WF referred to mention in the Guidelines regarding the rate at which TOIL would be calculated at and said that it should be calculated at time and a half. KFL said that TOIL would only be paid at ‘time’.</p> <p>Unison said they wished to review the Guidelines again, since it had been some time since the document had first been circulated.</p> <p>KFL agreed to re-send the Guidelines to Unison for them to review and asked that they respond to her by the end of March.</p> <p>Actions:</p> <ul style="list-style-type: none"> • KFL to re-circulate the TOIL Guidelines to Unison. • Unison Reps to review the TOIL Guidelines and provide KFL with their response by the end of March. 	<p>KFL Unison Reps</p>
<p>12.</p>	<p>Unison Items:</p> <p>12.1 CPD and 2 Days Career Development Entitlement</p> <p>In regard to the action from the previous meeting, whereby KFL was 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 within the annual report, KFL confirmed that this would be done via the CPD annual report.</p>	

Item		ACTION
	<p>12.2 Clarification on “other” Leave Types & Provisions</p> <p>KFL confirmed that the action from the previous meeting was completed and the information was now on available on PerthHub.</p> <p>There was a discussion about who authorised CPD for staff and where the budgets were held for CPD, in response to a query from JD, who advised that there was a perception amongst staff that if they requested CPD, it would not be approved.</p> <p>12.3 Workforce Planning Strategy for Next 3-5 Years</p> <p>Action: This item to be removed from agenda, going forward.</p>	CSW
13.	<p>AOCB</p> <p><u>Voluntary Severance (VS)</u> MC advised that VS was now closed. There had been a small number of applications for both Academic and Support Staff but, of those, only 1 had been approved in total, and that was for a Support Staff member. This was due to the need for, and cost of, backfill.</p> <p>JD queried if this would mean the College would need to look at compulsory redundancies.</p> <p>MC said she did not know what would need to be done. At the moment the College was holding its nerve in terms of what it might be required to do.</p> <p>LC said as the College did not know what SFC were going to do, it was very hard to see what the College should do.</p> <p><u>UHI 2024</u> WF asked about UHI 2024 and MC provided a general update on the Shared Service Group that she was Chairing.</p>	
14.	<p>Date and time of next meeting:</p> <ul style="list-style-type: none"> • 8 June 2023 <p>All meetings are on Thursdays, by MS Teams, or in Rm 019 (unless otherwise stated)</p>	
	<p>Meeting End Time</p> <p>The meeting concluded at 14.53</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.

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DRAFT

UHI PERTH

JNC for Lecturers: Meeting 3

Note of Meeting held on Thursday 2 March 2023, 3.00pm, MS Teams

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

EIS FELA Representatives
 Sara O'Hagan (SOH)
 Callum McCormick (CM)

In Attendance: Iain Wishart (IW), Vice Principal Operations - for Item 2 only

Apologies: N/A

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

Note Taker: Carolyn Sweeney-Wilson

Summary of Action Items

Ref	Action	Responsibility	Timeline
9.	Facilities Time		
9.1	Facilities Time - MC and KFL will meet to review. - completed	Margaret Cook, Katy Lees	08.06.2023
9.2	SI to forward his tracking document to KFL.	EIS	08.06.2023
10.	Staff Engagement Group – update		
	Staff Engagement Group, Health & Wellbeing Group and Management of Stress Group to be removed from JNC Agendas going forward.	Carolyn Sweeney-Wilson	08.06.2023
13.	TOIL Guidelines		
13.1	KFL to have a final read through of the Guidelines and forward to EIS for further discussion.	Katy Lees	08.06.2023
14.	Academic Calendars		
14.1	<u>2023-24 Calendar</u>		08.06.2023

Summary of Action Items

Ref	Action	Responsibility	Timeline
	<ul style="list-style-type: none"> KFL/MC to look at the calendar to provide a better response, to take account of different commitments across the Partnership. To have ready for June meeting. EIS to contact their members for their input. 	Katy Lees, Margaret Cook	08.06.2023
	<p>14.2 <u>Calendar Slippage</u></p> <ul style="list-style-type: none"> KFL/MC to investigate and make sure it works for FE and HE students to consider for 2024/2025. 	EIS Katy Lees, Margaret Cook	08.06.2023

Minute

Item		ACTION
1.	<p>Welcome and Apologies</p> <p>KFL welcomed everyone to this meeting.</p> <p>There were no apologies.</p>	
2.	<p>Finance Update</p> <p>Iain Wishart (IW) joined the meeting to provide an update on the College Finances.</p> <p>IW shared his update document showing the College's position at the 6 months stage. IW reviewed his previous update from the 3 month stage, in order to compare the two sets of figures. IW noted that the 3 month figures were showing a surplus, but that there was also no clawback or national bargaining figures shown at that point. Also, at the November meeting, IW had presented scenarios showing figures including clawback and national bargaining at 10% and if these became reality, then there would be a significant loss for the College.</p> <p>At 6 months, numbers were crystalising with around 400 FTEs short in HE and it was more than likely that SFC would clawback £2M. In regard to staff costs, IW had assumed a 6% pay increase, which was based on the figure used for Lecturers. Running through with those numbers the budget showed a more than likely loss of £1.3M after 6 months, which would at least double for 12 months.</p> <p>IW said that the College used approximately £2M per month to run and as soon as the deficit got to that point the College would have</p>	

Item		ACTION
	<p>no cash. There were measures that could be taken to offset this, but that would mean running the College on loans, or borrowing next year's cash.</p> <p>CM queried if IW had a projection of when the College would likely hit the £2M mark.</p> <p>In response to that query, IW said that in terms of the specifics in regard to cash it was difficult to predict, particularly as there were a number of unknowns, for example, national bargaining costs, and when this would come to fruition, which made it difficult to be specific on timing.</p> <p>SOH queried what the College could do.</p> <p>LC said that the unknowns were frustrating for everyone across the entire sector. Also unknown was what the Scottish Government's (SG) plans were. LC thought that the College sector would need to look to the SG for support.</p> <p>MC said the College was having to hold its nerve, particularly as these budget figures were estimated, but the Board had also been fully briefed on this situation. At the moment there was nothing the College could do.</p> <p>SOH queried if there was a message Reps could take back to their members.</p> <p>MC said there was still significant uncertainty and not much that could be passed on to members. The College had tried VS, in terms of reducing costs, but only 1 of the applications had been successful in the most recent round. A number of applications had to be turned down due to the backfill costs. MC also indicated said that the College HE targets were poor, but the partnership was also significantly down in terms of its numbers, although the College would likely meet its FE targets.</p> <p>In terms of the action from the last meeting, KFL confirmed that this had been completed.</p> <p>KFL thanked IW for his update and IW left the meeting.</p>	
3.	<p>Additions to the Agenda for AOCB</p> <p>SOH – UHI 2024 requested to be a standing agenda item.</p>	
4.	<p>Minute of Previous Meeting (Paper 1)</p> <p>The minute of the meeting held on 17 November 2022, which had been previously circulated, was approved as an accurate reflection of the discussions that had taken place.</p>	

Item		ACTION
5.	<p>Review of Actions / Matters arising not included elsewhere on the agenda:</p> <p>None.</p>	
6.	<p>HR Statistics & Updates (Paper 2)</p> <p>KFL spoke to her paper, in particular she mentioned a minor increase in sickness levels, but numbers were similar to 2019-20 and cold/flu was the main reason for the short-term absence.</p> <p>KFL referred to the second part of her paper which mentioned employee relations matters and advised that the statistics noted dealt with concluded matters only. KFL advised that the 'complaint's' statistics were issues that had been raised by students, so they had not gone to grievance and therefore not included in those figures.</p> <p>SOH referred to the student complaints and that there were issues at the investigation phase which were causing EIS members angst. At that stage, members of staff may not really know what the complaint was about and may, or may not, know who had made the complaint and for the staff this was making them upset and anxious.</p> <p>KFL explained the differences in terms of the staff complaint procedure, as opposed to the grievance procedure and also explained the link with the Ombudsman in this regard. KFL said she had already held discussions with SDDs about what could be done better. If the complainant wanted to remain anonymous then it was very difficult to deal with in terms of supporting the member of staff, as the complainant could be a student they were teaching. In KFL's view, there was a rise in the number of student complaints.</p> <p>KFL then discussed the types of complaints that were being submitted.</p> <p>In terms of the investigative process, CM queried how the Lecturer was meant to respond to the complaint and was there not a point in the investigation in which the Lecturer would have to deal with it.</p> <p>KFL said that if the complaint was handed anonymously then it could not be dealt with. If the complainant wanted their name removed from the complaint, then a conversation would need to be had with the student in terms of forward action.</p> <p>KFL said HR were investigating the 'lessons learned' to look at the bigger picture from this and they might produce some anonymised case studies for reference.</p>	
7.	<p>Policies & Procedures Approval:</p> <p>7.1 <u>Reviewed Policies:</u></p>	

Item		ACTION
	<p>7.1.1 <u>Professional Review Policy for Academic Staff</u></p> <p>In terms of the action from the last meeting for KFL to send the College's consultation response to SOH, KFL said she could not provide this because there was already an online form. This action was confirmed as completed.</p> <p>7.2 <u>New Policies:</u></p> <p>7.2.1 <u>Digital Etiquette Policy</u></p> <p>SOH advised that she had forwarded this policy to one of the EIS branch officers, but this officer was currently off. SOH said she would follow-up on this.</p> <p>KFL advised that this policy was previously the Social Media Policy and it would, therefore, be important to have a refreshed policy circulated to staff as soon as possible.</p> <p>KFL advised that there were no other new policies to come forward at the moment, but some more were due to be submitted to the June JNC meeting.</p>	
8.	<p>Voluntary Severance</p> <p>KFL advised that 9 applications had applied for VS, but due to the costs of backfill, only 1 application had been progressed.</p> <p>SOH queried if VS would be re-opened again.</p> <p>MC said that this was being considered, but permission from the Board of Management would be required. SMT were having discussions about the possibility of re-opening VS after Easter.</p> <p>SOH queried the status of the Curriculum Review (CR), in terms of timeline.</p> <p>MC said there were two CRs ongoing, the Perth College one and there was also UHI2024. MC said there was unlikely to be any radical change within the Perth one, but there might be through the UHI one.</p>	
9.	<p>Facilities Time</p> <p>The actions under this item (9.1 and 9.2) were to be carried forward to the next meeting.</p> <p>9.1 Facilities Time - MC and KFL will meet to review.</p> <p>9.2 SI to forward his tracking document to KFL.</p>	<p>MC, KFL</p> <p>EIS</p>

Item		ACTION
10.	<p>Staff Engagement Group – update</p> <p>KFL advised that she was proposing Items 10, 11 and 12 be removed from the agenda as EIS-FELA were represented on each of these groups.</p> <p>MC commented on the similarity of these groups in terms of the same staff members attending and she expressed concern about the amount of time they were spending in attending these meetings, particularly when many of the groups had similar remits.</p> <p>KLF explained that the Health and Wellbeing Group (HWBG) and the Management of Stress Group (MSG) had a slightly different focus. In particular the MSG was focussing on the outcomes of the Stress Survey. The Staff EG was slightly different and there had previously been a proposal to merge that group with the Professional Services Group (PSG), but PSG members wished to remain as a separate group. KFL said that Staff EG did not really work as well as it should, but it was a group that reported to the Board. KFL said the Staff EG was also suffering in terms of lack of membership.</p> <p>MC asked that further thought was given about the relevance of all these groups.</p> <p>After some further discussion, all agreed that these 3 items (Staff Engagement Group, Health & Wellbeing Group and Management of Stress Group) be removed from the Agenda going forward.</p> <p>Action: Staff Engagement Group, Health & Wellbeing Group and Management of Stress Group to be removed from JNC Agendas going forward.</p>	CSW
11.	<p>Health & Wellbeing Group – update</p> <p>Discussed under Item 10.</p>	
12.	<p>Management of Stress Group – update</p> <p>Discussed under Item 10.</p>	
13.	<p>Toil Guidelines</p> <p>13.1 KFL to have a final read through of the Guidelines and forward to EIS for further discussion.</p> <p>KFL confirmed she had not yet forwarded the Guidelines to EIS and would do so soonest. KFL said she would like to settle this matter before the next meeting.</p>	KFL
14.	Academic Calendars	

Item		ACTION
	<p>14.1 <u>2023-24 Calendar</u></p> <p>KFL advised the action from this item had not been completed and it was to be carried forward to the next meeting.</p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> • KFL/MC to look at the calendar to provide a better response, to take account of different commitments across the Partnership. To have ready for June meeting. • EIS to contact their members for their input. <p>14.2 <u>Calendar Slippage</u></p> <p>KFL advised the action from this item had not been completed and it was to be carried forward to the next meeting.</p> <p><u>Action:</u> KFL/MC to investigate and make sure it works for FE and HE students to consider for 2024/2025.</p>	<p>KFL, MC</p> <p>EIS</p> <p>KFL, MC</p>
15.	<p>EIS Items</p> <p>None.</p>	
16.	<p>Other items from Management</p> <p>Items 16.1 – 16. 3 to be discussed outside of the JNC at a mutually agreeable time.</p> <p>16.1 APD</p> <p>As noted above.</p> <p>16.2 Job Descriptions</p> <p>As noted above.</p> <p>16.3 Contract Templates</p> <p>As noted above.</p>	
17.	<p>AOCB</p> <p><u>Restructuring – UHI2024:</u> CM said that there was concern about the restructuring being considered under the UHI2024 review and staff were concerned, in particular, about how this affected Arts and Humanities going forward. CM said members felt there was more scope for discussion about these proposed changes.</p> <p>MC said the review outcome had now been agreed at yesterday's (1st March) Partnership Council meeting. MC proceeded to provide some background to the changes and why the subjects were</p>	

Item		ACTION
	grouped as they were. MC also discussed some of the savings that were hoped to be made, which was not as large in comparison to EO's budget. However, what was noted in the review had now been agreed.	
18.	<p>Date and time of next meeting:</p> <ul style="list-style-type: none"> • 8 June 2023 <p>All meetings are on Thursdays, by MS Teams, or in Rm 019 (unless otherwise stated)</p> <p>Meeting End Time</p> <p>The meeting concluded: 16.11.</p>	

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Committee	Strategic Development, Finance & Resources Committees
Subject	Management Accounts
Date of Committee meeting	22/05/2023
Author	Iain Wishart, VP OPs
Date paper prepared	16/05/2023
Executive summary of the paper	Q3 YTD Management Accounts
Consultation How has consultation with partners been carried out?	No
Action requested	<input checked="" type="checkbox"/> For information only <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
Resource implications (If yes, please provide details)	Yes/ No Details use of resources through Q3 YTD 22/23
Risk implications (If yes, please provide details)	Yes/ No Notes the risk to financial sustainability
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 	Financial sustainability

<ul style="list-style-type: none"> • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information 	
<p><u>Equality and diversity</u></p> <p>Yes/ No</p> <p>If yes, please give details:</p>	<p>Click or tap here to enter text.</p>
<p>Island communities</p> <p>Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?</p>	<p>Yes/ No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>
<p><u>Data Protection</u></p> <p>Does this activity/ proposal require a Data Protection Impact Assessment?</p>	<p>Yes/ No</p> <p>Set out any data protection aspects and whether a data protection impact assessment is needed</p>
<p>Status (e.g. confidential/non confidential)</p>	<p>Non-Confidential</p>
<p>Freedom of information</p> <p>Can this paper be included in “open” business?* -Yes</p>	<p>Papers should be open unless there is a compelling reason for them to remain closed. If a paper, or parts of a paper, are to remain closed the reason for that exemption must be specified – see reasons below</p>

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

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

For how long must the paper be withheld? Until the OBC and FBC are approved and funding awarded to begin the project. This would be for an estimated 12 months.

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

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

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

UHI Perth

Financial Performance Review

Q3 22/23



Group Overview

The year to date deficit is in line with expectations arising from the shortfall in HE FTE performance and accruing for a higher salary increase. The full year forecast deficit is still expected to be around £2.4m.

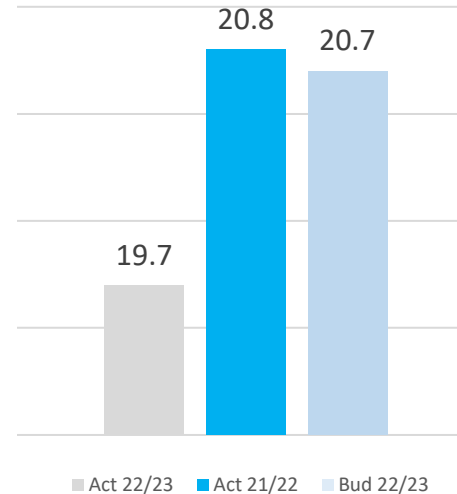
The income numbers are down primarily due to HE shortfalls. There is a potential of some ESIF income being released by EO in Q4 but there is no confirmation of the value.

Staff costs are £400k over budget at Q3 which is due to the achievement of some staff cost savings being offset by the higher than anticipated pay award which at 6% is double the budget estimate.

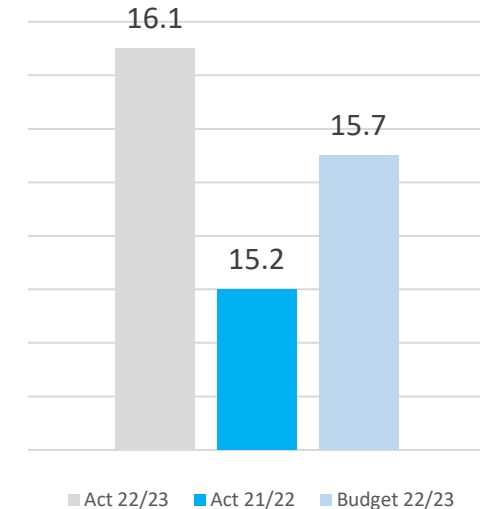
The full year forecast for staff costs is expected to be around £600k over budget. This means that some of the required staff cost savings required to achieve balanced budget have been achieved but that saving is being offset by the anticipated pay award.

The estimated cost of the pay award for the period to date £783,000 and that has been included in the YTD staff cost.

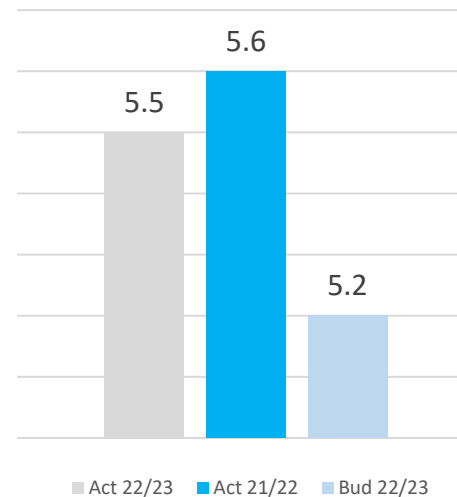
YTD Income (Excl Bursary) £M



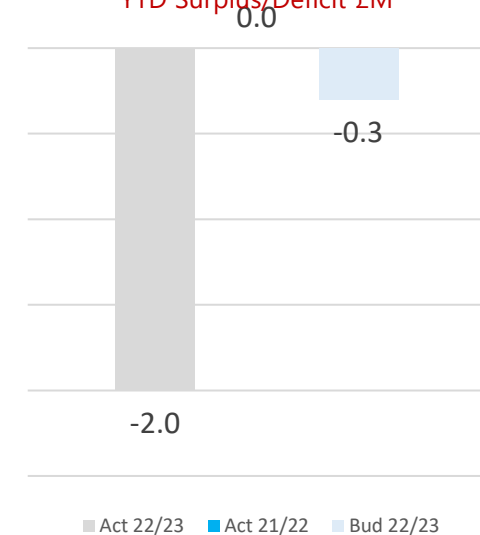
YTD Staff Cost £M



YTD Non-Staff Cost £M



YTD Surplus/Deficit £M



Group Overview v Budget

Actual AOP at Q3 is a deficit of £(2)m compared to a budget deficit at Q3 of £(0.3)m. The Q3 budget deficit of £(0.3)M is due to the timing of staff costs and was based on a full year NIL AOP. The actual full year AOP deficit is forecast to be around £2.4m

The Gross Profit of the academic areas are now below the 32.3% FY budget overhead rate for 22/23. Business gross margin has improved to 11.5% although this is due to the improvement in AST.

Actual staff costs now include an estimate for a 6% national bargaining pay award to cover the period from September to April against an original budget assumption of 3%. The total estimate currently assumed for pay award is £783k.

Actual £K

Budget £K

Variance £K

Actual YTD 22/23	Academic	Business	Services	Total	Academic	Business	Services	Total	Academic	Academic	Business	Services	Total
Funding	11,158	136	959	12,253	12,248	0	568	12,816	-671	-1,091	136	391	-564
Tuition Fees	2,786	1,446	0	4,233	3,410	1,447	0	4,857	-584	-624	-0	0	-624
Commercial	1,511	927	696	3,134	1,575	834	570	2,979	-263	-64	93	126	155
Total Income	15,455	2,509	1,655	19,619	17,234	2,280	1,138	20,652	-1,519	-1,779	229	517	-1,033
Staff Costs	10,463	1,526	4,124	16,114	9,961	1,591	4,179	15,731	-58	-502	65	55	-382
% Income	67.7%	60.8%	249.2%	82.1%	57.8%	69.8%	367.4%	76.2%			28.2%	10.7%	
Non-Staff Costs	1,254	694	3,522	5,469	1,233	616	3,393	5,242	196	-21	-78	-129	-227
% Income	8.1%	27.6%	212.8%	27.9%	7.2%	27.0%	298.2%	25.4%			-34.0%	-24.9%	
AOP Surplus/(Deficit)	3,738	289	-5,991	-1,964	6,039	73	-6,435	-322	-1,381	-2,301	216	443	-1,642
% Income	24.2%	11.5%	(362.1)%	(10.0)%	35.0%	3.2%	(565.6)%	(1.6)%					

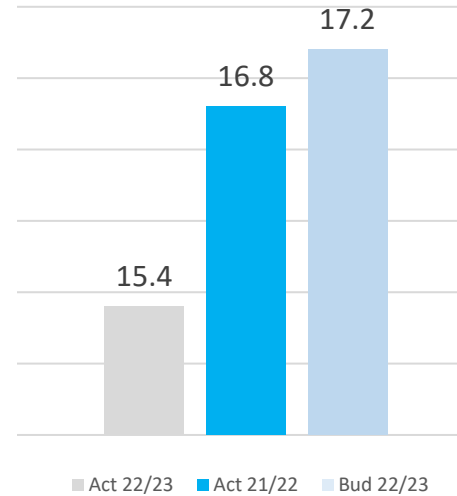
Academic Performance

The full year budget overhead rate is over 30%. You can see that the Gross Margin of 24.2% for the academic areas is now behind both budget and prior year. This is primarily due to the reduction in HE income and the accrual for a higher staff increase.

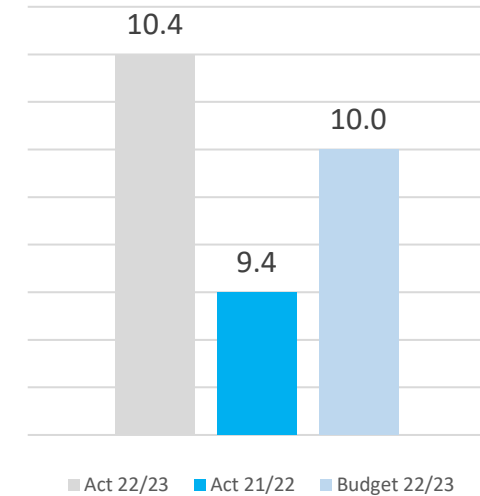
Staff costs are slightly higher than budget, primarily driven by negative variances in STEM and ALS. The estimated pay award is now included in the staff cost total for each area.

It is likely that there may be a small improvement in the academic gross margin as most of the non-staff costs are incurred in the first three quarters compared to the income which is recognised broadly equally across the year although this improvement is unlikely to be material.

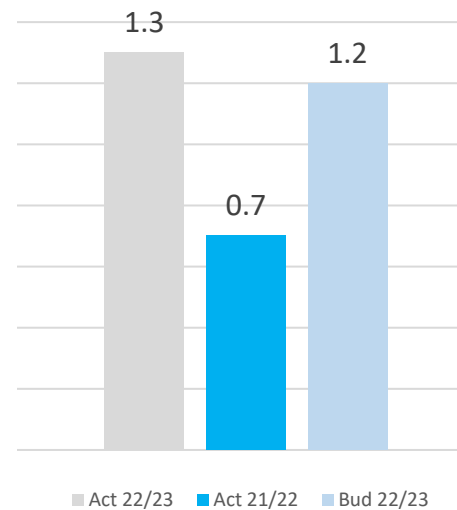
YTD Income (Excl Bursary) £M



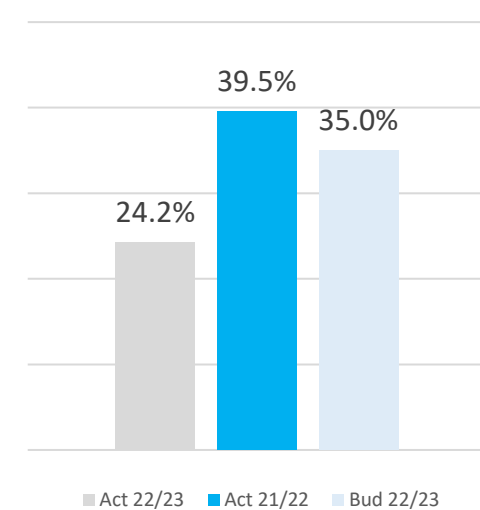
YTD Staff Cost £M



YTD Non-Staff Cost £M



YTD Gross Margin £M



Academic Performance

The figures below show Gross Profit at £2.3m behind budget. This is due to a number of reasons:

1. Funding for HE is based on actual FTE's enrolled. There are approximately 1,483 funded FTE currently achieved against a funded target of 1,877 which equates to a funding and tuition shortfall of £1.7m at Q3 and £2.2m for the full year.
2. The tuition fee shortfall, above, is offset slightly by improvements in Modern Apprentices, Foundation apprentices as well as unbudgeted postgraduate income.
3. STEM and ALS are over budget for staff costs including a pay award estimate. These variances are primarily due to omissions in the budget submissions for those areas.

Actual £K

Actual YTD 22/23	STEM	BMCL	CCI	ALS	Research	Academic Total
Funding	2,705	2,447	2,078	3,875	53	11,158
Tuition Fees	455	829	591	873	37	2,786
Commercial	925	176	79	164	168	1,511
Total Income	4,085	3,451	2,748	4,913	258	15,455
Staff Costs	2,636	2,481	1,838	3,372	136	10,463
% Income	64.5%	71.9%	66.9%	68.6%	52.9%	67.7%
Non-Staff Costs	553	312	231	137	20	1,254
% Income	13.5%	9.0%	8.4%	2.8%	7.9%	8.1%
AOP Surplus/(Deficit)	896	658	679	1,404	101	3,738
% Income	21.9%	19.1%	24.7%	28.6%	39.2%	24.2%

Budget £K

STEM	BMCL	CCI	ALS	Research	Academic Total
2,860	2,852	2,487	4,004	45	12,248
584	963	850	1,014	0	3,410
759	547	87	53	129	1,575
4,203	4,362	3,424	5,070	174	17,234
2,314	2,682	1,885	2,955	127	9,961
55.0%	61.5%	55.0%	58.3%	72.5%	57.8%
535	239	251	200	9	1,233
12.7%	5.5%	7.3%	3.9%	4.9%	7.2%
1,355	1,441	1,288	1,916	39	6,039
32.2%	33.0%	37.6%	37.8%	22.5%	35.0%

Variance £K

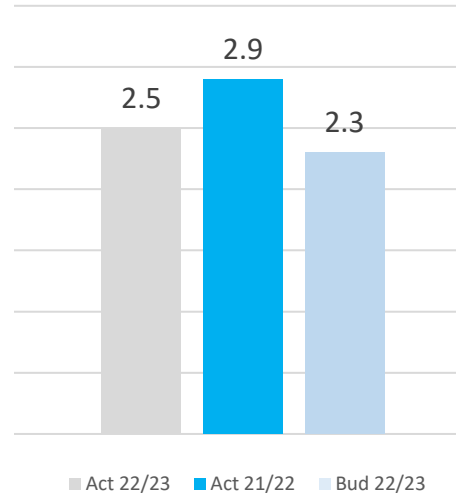
STEM	BMCL	CCI	ALS	Research	Academic Total
-155	-405	-409	-129	7	-1,091
-128	-134	-258	-140	37	-624
166	-371	-8	112	38	-64
-118	-911	-676	-157	83	-1,779
-322	200	47	-417	-10	-502
				-11.8%	
-19	-73	19	63	-12	-21
				-14.0%	
-459	-783	-609	-512	62	-2,301

Business Performance

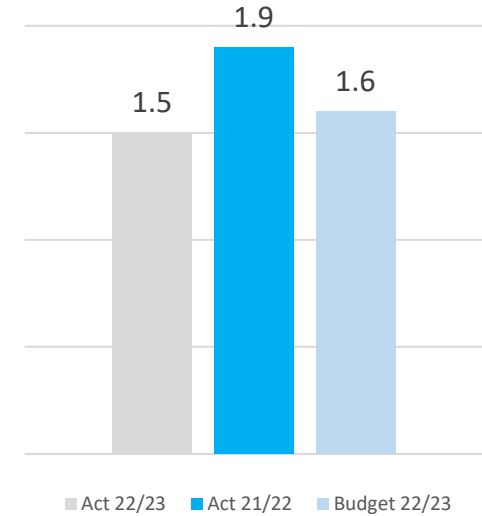
Actual gross margin is better than budget in AST and residences, and nursery (although the budget was is for a loss) but behind budget in ASW.

The Gross Margin shows a large variance in percentage terms but this converts into small absolute values.

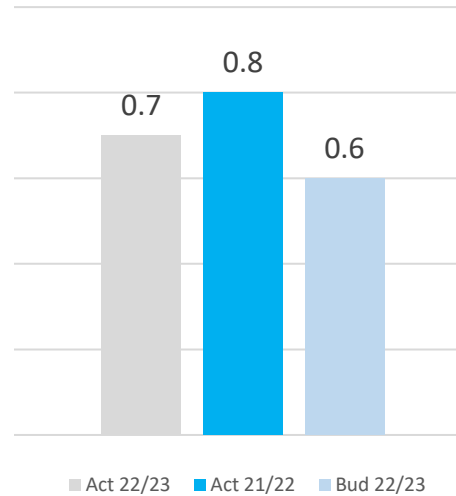
YTD Income (Excl Bursary) £M



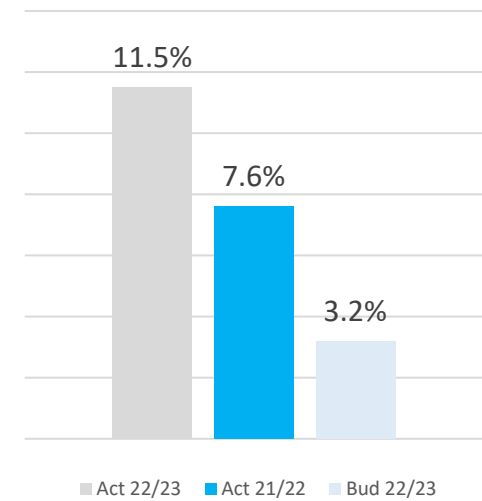
YTD Staff Cost £M



YTD Non-Staff Cost £M



YTD Gross Margin £M



Business

The commercial businesses are a variety of results with variances largely driven by staff costs.

ASW and the Nursery are both substantially behind budget due to increased staff costs and are both loss making at the gross profit level which means they are not contributing to the College overhead costs.

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 unbudgeted bank staff and pay award (£45k). Non staff costs are £30k higher than budget due to the backdated music licence costs (8k), increased consultancy costs (£18k) of consultancy costs, unbudgeted climbing centre equipment (£4k) and other timing differences.

Residences Gross Margin is ahead of 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						Budget					Variance				
	AST	Residences	ASW	Nursery	Total	AST	Residences	ASW	Nursery	Total	AST	Residences	ASW	Nursery	Total
Funding	0	0	0	136	136	0	0	0	0	0	0	0	0	4	4
Tuition Fees	1,446	0	0	0	1,446	1,447	0	0	0	1,447	1,957	0	0	0	1,957
Commercial	3	394	437	93	927	7	253	410	163	834	4	301	395	204	904
Total Income	1,450	394	437	229	2,509	1,454	253	410	163	2,280	1,960	301	395	208	2,864
Staff Costs	875	0	376	275	1,526	997	0	338	256	1,591	1,233	0	373	247	1,854
% Income	60.4%	0.0%	86.1%	120.0%	60.8%	68.6%	0.0%	82.5%	156.7%	69.8%	62.9%	0.0%	94.5%	118.6%	64.7%
Non-Staff Costs	361	211	104	17	694	361	158	74	24	616	487	194	91	20	792
% Income	24.9%	53.5%	23.9%	7.6%	27.6%	24.8%	62.3%	18.0%	14.5%	27.0%	24.8%	64.4%	23.1%	9.7%	27.7%
AOP Surplus/(Deficit)	213	183	-44	-63	289	96	95	-2	-116	73	240	107	-69	-59	219
% Income	14.7%	46.5%	(10.0)%	(27.6)%	11.5%	6.6%	37.7%	(0.5)%	(71.2)%	3.2%	12.2%	35.6%	(17.6)%	(28.3)%	7.6%

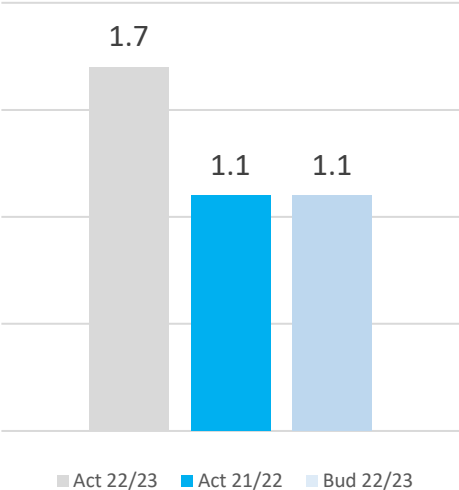
Services (Overhead) Performance

Staff costs are broadly in line with budget as the pay award estimate is now recognised in the actual cost centres rather than in a central admin code.

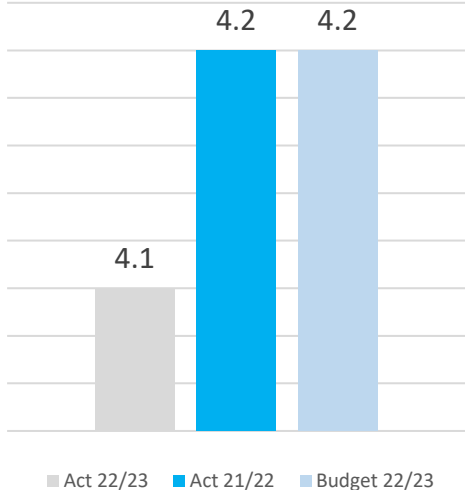
Non-staff costs are also broadly on budget.

Canteen is currently showing a small loss but this is budgeted to increase to a loss of around £100k after Q4.

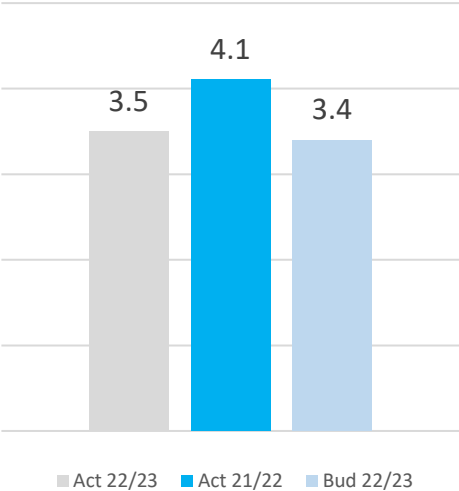
YTD Ohd Funding £M



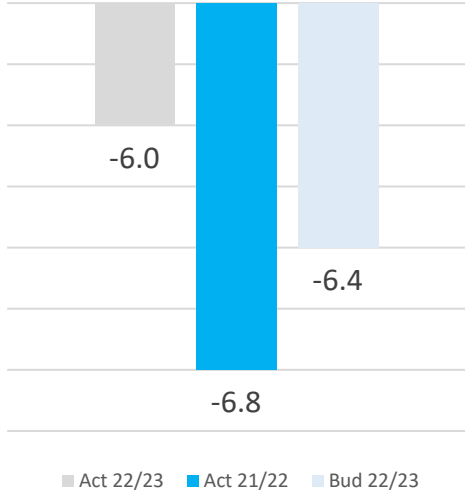
YTD Staff Cost £M



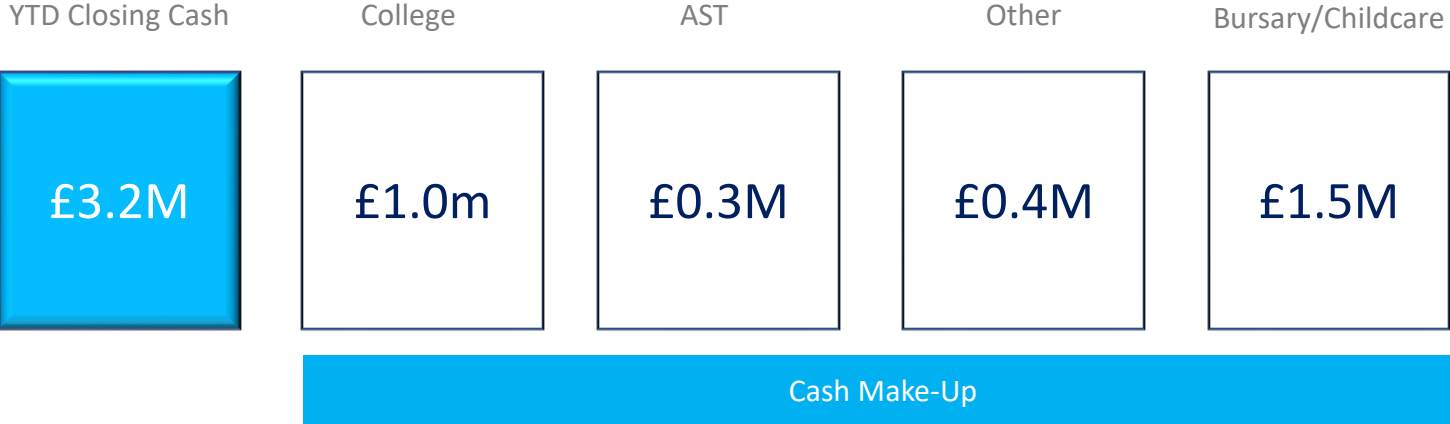
YTD Non-Staff Cost £M



YTD Net Ohd £M



Cash



Committee	Strategic Development, Finance & Resources Committees
Subject	UHI Perth Budget 2023/24
Date of Committee meeting	22/05/2023
Author	Iain Wishart, VP OPs
Date paper prepared	15/05/2023
Executive summary of the paper	Update on the position of the 23/24 budget.
Consultation How has consultation with partners been carried out?	No
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)	Yes/ No
Risk implications (If yes, please provide details)	Yes/ No Notes the risk to financial sustainability
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 	Financial sustainability

<ul style="list-style-type: none"> • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information 	
<p><u>Equality and diversity</u></p> <p>Yes/ No</p> <p>If yes, please give details:</p>	<p>Click or tap here to enter text.</p>
<p>Island communities</p> <p>Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?</p>	<p>Yes/ No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>
<p><u>Data Protection</u></p> <p>Does this activity/ proposal require a Data Protection Impact Assessment?</p>	<p>Yes/ No</p> <p>Set out any data protection aspects and whether a data protection impact assessment is needed</p>
<p>Status (e.g. confidential/non confidential)</p>	<p>Non-Confidential</p>
<p>Freedom of information</p> <p>Can this paper be included in “open” business?* -Yes</p>	<p>Papers should be open unless there is a compelling reason for them to remain closed. If a paper, or parts of a paper, are to remain closed the reason for that exemption must be specified – see reasons below</p>

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

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

For how long must the paper be withheld? Until the OBC and FBC are approved and funding awarded to begin the project. This would be for an estimated 12 months.

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

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

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

23/24 Budget Status

We don't have a budget for 23/24 at this time as work has been superseded by an exercise to ensure our financial sustainability from 23/24 onwards. This work will eventually become our budget for 23/24. This work started in May.

Recent publications by the SFC have confirmed what we have been hearing rumours about since early academic year 22/23...

- Flat cash.
- 10% reduction of FE credits.
- Cut to FWDF funding.

Additional cuts have also been announced over the last few weeks...

- UHI have seen a £1M cut in HE funding.
- £26M of "transformation funding" has been moved to fund salary increases in other parts of the public sector.

We recently presented the high-level estimates, below, to the Unions.

	£K 22/23	£K 23/24
	<u>FY</u> £23,991	<u>FY</u> 23,991
Income		
Staff Costs	£21,116	22,172
Adjustment		
% of income	88.0%	92.4%
Non-Staff Costs	5,194	5,298
% of income	21.7%	22.1%
Cash Surplus / (Deficit)	£(2,320)	(3,479)

Committee Cover Sheet

Paper No.8

Name of Committee	Finance & Resources Committee
Subject	Balanced Scorecard: College Strategy 2022-27
Date of Committee meeting	22/05/2023
Author	Corporate Management Team
Date paper prepared	15/05/2023
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	The end of year one report on the Balanced Scorecard for the College Strategy 2022-27 providing key information on: <ul style="list-style-type: none">• the members of the Corporate Management Team (CMT) who are leading on each KPI• the detail of the baseline and Year One target for the 36 Strategic KPIs• A short narrative against each KPI on the progress to date and the priority actions that have been identified
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 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)

Committee Cover Sheet

<p>Strategic Impact</p> <p>Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf</p> <p>If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.</p>	<p>The Balanced Scorecard is aligned to the Strategic Objectives set out by the Strategic Plan 2022-27 and the 36 underpinning KPIs by which the College will measure its progress.</p>
<p>Resource implications</p> <p>Does this activity/proposal require the use of College resources to implement?</p> <p>If yes, please provide details.</p>	<p>No</p>
<p>Risk implications</p> <p>Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk?</p> <p>If yes, please provide details.</p>	<p>No</p> <p>Click or tap here to enter text.</p>
<p>Equality & Diversity</p> <p>Does this activity/proposal require an Equality Impact Assessment?</p> <p>If yes, please provide details.</p>	<p>No</p>
<p>Data Protection</p> <p>Does this activity/proposal require a Data Protection Impact Assessment?</p> <p>If yes, please provide details.</p>	<p>No</p> <p>Click or tap here to enter text.</p>
<p>Island communities</p> <p>Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?</p>	<p>No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>

Committee Cover Sheet

Status (ie confidential or non-confidential)	<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>
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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"/>

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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	Future Actions
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	6710 hours	+10%	6710		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	
	3		a) FE by 7%	Jill Elder/ Deborah Lally	Catherine Etri	79%	80%	maintain			
			b) HE by 5%			79%	92%	maintain			
			Increase student progression								
			Change this KPI from FE to HE by 13% to increase FE to HE progression by 6% and aim for 90% successful destinations	Jill Elder/ Deborah Lally	Catherine Etri	84%	85%	Establish baseline			
2	4		Increase student achievement								
			a) FE by 12%	Jill Elder/ Deborah Lally	Catherine Etri	66%	74%	Maintain			
			b) HE by 9%			71%	80%	Maintain			
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%	Maintain			
			b) HE by 7%			91%	98%	Maintain			
			Student End of Year Survey (SF3):								
	6		a) FE by 6%	Nicky Inglis/ Deborah Lally	Lorenz Cairns	92%	98%	Maintain	data not yet available	1. Need to get the 2022-23 satisfaction. 2. Review complaints (thematic review) (red button) CQM 3. Heatmap 4. Implement Learning and Teaching Enhancement	
			b) HE by 9%			89%	98%	Maintain			
	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	42%	60%	50%			
			b) HE by 10%			38%	70%	65%			
			Student End of Year Survey (SF3):								
	8		a) FE by 13%	Lesley Connaghan/ Deborah Lally	Catherine Etri	52%	65%	maintain	data not yet available	Review student forum process (i.e. SLIDO)	
			b) HE by 20%			46%	60%	maintain			
	9	Increase the proportion of classes with a Student Voice representative	a) FE by 20%	Christiana Margiotti/ Deborah Lally	Catherine Etri	40%	60%	maintain		1. Heatmap - coverage of SVR by area/programme 2. Identify student needs for SVR per area	
			b) HE by 20%			40%	60%	maintain			
	10	Increase the number of courses holding Student Forums	a) By 20%	Christiana Margiotti/ Deborah Lally	Catherine Etri	60%	80%	65%		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	Current Baseline			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	
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%		Curriculum Review (SIPS; RSA; Gov priorities)	

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	Future Actions		
	13	Informed by industry, increase the number of Digitally Enabled Innovative Pedagogy(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%	55%		Curriculum Review (SIPS; RSA; Gov priorities)	1. Direct employer feedback 'v' LMI 2. Strategic partnership v Acad Partnership (Engagement with registration) 3. Education 'v' Training 4. Attitude 'v' Skills 5. 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	Still not defined	+1%	0	Awaiting CPR data	CPR Model process	1. Mapping Exercise of partnerships (sector by sector) 2. Value proposition of partnerships		
SO5: Research and Scholarship													
	16	Increase number of staff leading projects with research time allocated	From 6 to 12	David Gourley/ Ros Bryce	Lorenz Cairns	6	12	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%	Maintain		1. 3 conferences on values 22/23 2. Leadership Pledge (values) 3. Include awareness of values (comms role can help) 4. Investigate rebranding of staff badges with values on the back and also on lanyard 5. Investigate where values are displayed - in corridors etc			
			Values of the college are relevant to my work			76%	90%	Maintain					
6	18		Monthly initiative around one of our values	Katy Lees/ Christiana Margiotti	Veronica Lynch	0	12	3					
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%	Maintain		1. Ongoing initiatives (stress group, health and wellbeing group, management development programme) 2. 'Leadership starts with me'			
			I am kept informed by what is happening in the College	Jill Elder/ Jill Martin	Veronica Lynch	71%	85%	Maintain				1. Communication Strategy Group (ready reckoner sheet) 2. Stress management group 3. PerthHub	
7			21	The leadership team provide clear direction and guidance	Jill Elder/ Jill Martin	Lorenz Cairns	42%	80%				Maintain	1. Leadership Pledge (values, leadership development, comms) 2. Greater collaboration 3. 10 o'clock news updates , renaming SMT to SLT
			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%				Maintain	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	91% (local only)	80% (national/int'l)	Maintain		1. Define baseline 2. Communication strategy 3. Linked to leadership pledge 4. Building partnerships between depts & marketing	1. Mapping coverage by department/topic and measuring impact 2. Define baseline for national and regional. 3. Staff training and engagement with messaging		
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		0	1						

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	Future Actions
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											
	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 6. Implement IT and Digital Transformation Strategy	
9	28		Identify a baseline digital competence framework for each job role	Jill Martin/ David Gourley	Iain Wishart						
	29		JISC Digital Competence tool completion by staff ; 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	3	Shared with PKC and TCEP			
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%		Maintain	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	75%	97%		Maintain	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	0.00%	+1%		Status Quo	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		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	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, 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.

Excellence in Learning and the Learner Experience**KPI Narrative SO1: The Learner Experience**

KPI 01 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

Baseline:

Changed Y/N:	Yes
Reason for Change:	No baseline initially set
New Target:	6710 hours during academic year

Year One Target:

Changed Y/N:	Yes
Reason for Change:	No target had been set as baseline was not known, target for year 1 remains the same
Target:	6710

Actual**2022-23:**

Changed Y/N:	Ongoing
Reason for Change:	This will be assessed at the end of the academic year
Target:	

Trend: On/Off Target (ie Maintaining/improving/declining)

Target**2023-24:**

Changed Y/N:	Yes
Reason for Change:	
Target:	6800 hours during 2023/2024 academic year

Note on performance:**Narrative: (Max 10 lines)**

It is recognised that our student profile is changing and that we need to respond to these changes

There will be a review undertaken at least once per year looking at the demographics of our current students to identify what additional training that the College must put in place to react and support our staff in responding to these changes.

This review will cover areas including identified student needs (quantified) so that we can see the level of change each year, as well as levels of attainment our students are coming to us with. This review will also cover areas such as student complaints to be able to identify trends, as well as engaging with the student voice and other engagement routes such as the Student Engagement Group and HISA.

The training offered to staff will be reviewed at least annually to determine uptake, what has been offered and whether this is comparable with the trends identified in the student review

There will be a categorisation of training to ascertain whether the training may have an impact on staff skills and knowledge to respond to the range of student circumstances, experiences and aptitudes

There have been regular reminders to staff to log training that they undertake in CIPHR

The College has invested in getting 2 additional Scottish Mental Health First Aid Trainers trained, and regular SMHFA training is offered, however this can be limited by Public Health Scotland who regulate this training

Excellence in Learning and the Learner Experience
KPI Narrative SO1: The Learner Experience

Board KPI Increase retention, attainment, achievement, progression and student satisfaction to sector leading levels

KPI 02 Increase Student Retention
 FE by 7%
 HE by 5%

Baseline:

Changed Y/N:	N
Reason for Change:	
New Target:	

Year One Target:

Changed Y/N:	N
Reason for Change:	
Target:	Maintain

Actual

2022-23:

Changed Y/N:	N
Reason for Change:	
Target:	Not available until October

Trend: On/Off Target (ie Maintaining/improving/declining)

Target

2023-24:

Changed Y/N:	Y
Reason for Change:	
Target:	1%

Note on performance:

Narrative: (Max 10 lines)

PAT Lead and PAT C role implemented in 4 directorates which is having a notable impact on retention thus far, note that data from March onwards still to be made available and it is anticipated that this may show a dip due to timing Additional hour for PAT support time across all FE programmes - a full review will be carried out end AY22/23
 Co-creative Curriculum review completed and implementation planned for AY23/24 onwards however pls note that the FE credit reduction and required HE efficiencies may impact this.
 Started to look at reasons for withdrawal and the use of interactive maps (to identify possible hot spots re: withdrawals and any connection with public transport)

Excellence in Learning and the Learner Experience

KPI Narrative SO1: The Learner Experience

Increase retention, attainment, achievement, progression and student satisfaction to sector leading levels

KPI 03 Increase student progression

FE to HE by 13%

Baseline:

Changed Y/N:	Y
Reason for Change:	Broadened the scope of KPI to include all positive destination data
New Baseline:	84%

Year One Target:

Changed Y/N:	To be added once baseline established in light of KPI change
Reason for Change:	
Target:	

Actual

2022-23:

Changed Y/N:	
Reason for Change:	
Target:	Not known until September 2023

Trend: On/Off Target (ie Maintaining/improving/declining)

Target

2023-24:

Changed Y/N:	Y
Reason for Change:	Due to amendment in the KPI from FE to HE by 13% to an amended KPI which was to increase FE progression to HE by 6% and to achieve 90% for successful destinations
Target:	Target will be set once new baseline available

Note on performance:

Narrative: (Max 10 lines)

Keeping warm campaign to support progression inc June activities planned by teams

Celebration week being held w/c 29th May inc Employer event, OBIs and prizegiving, all designed to engage our students at the end of the academic year.

Linked to KPI 2 as below:

PAT Lead and PAT C role implemented in 4 directorates which is having a notable impact on retention thus far, note that data from March onwards still to be made available and it is anticipated that this may show a dip due to timing.

Additional hour for PAT support time across all FE programmes - a full review will be carried out end AY22/23

Co-creative Curriculum review completed and implementation planned for AY23/24 onwards however pls note that the FE credit reduction and required HE efficiencies may impact this.

Decision made to amend KPI to ensure it is as meaningful as possible and impact can be measured at end of year 2

Excellence in Learning and the Learner Experience
KPI Narrative SO1: The Learner Experience

Board KPI Increase retention, attainment, achievement, progression and student satisfaction to sector leading levels
KPI 04 Increase student achievement

FE by 12%
 HE by 9%

Baseline:

Changed Y/N:	N
Reason for Change:	
New Target:	

Year One Target:

Changed Y/N:	N
Reason for Change:	
Target:	Maintain

Actual

2022-23:

Changed Y/N:	
Reason for Change:	
Target:	Not yet known

Trend: On/Off Target (ie Maintaining/improving/declining)

Target

2023-24:

Changed Y/N:	Now agreed
Reason for Change:	
Target:	2% HE and 4% FE

Note on performance:

Narrative: (Max 10 lines)

PAT Lead and PAT C role implemented in 4 directorates which is having a notable impact on retention thus far, note that data from March onwards still to be made available and it is anticipated that this may show a dip due to timing Additional hour for PAT support time across all FE programmes - a full review will be carried out end AY22/23
 Co-creative Curriculum review completed and implementation planned for AY23/24 onwards however pls note that the FE credit reduction and required HE efficiencies may impact this.
 Linked to KPI 7 & 8, when the response rate is improved there will be enhanced data to work from. It is noted that this is already improving this year due to new format. ASOS may impact.

Excellence in Learning and the Learner Experience
KPI Narrative SO1: The Learner Experience

Board KPI Increase student satisfaction

KPI 05 Student Early Survey (SF1)

FE by 2%

HE by 7%

Baseline:

Changed Y/N:	N
Reason for Change:	
New Target:	

Year One Target:

Changed Y/N:	N
Reason for Change:	
Target:	Maintain

Actual

2022-23:

Changed Y/N:	N
Reason for Change:	
Target:	Maintain

Trend: Maintaining

Target

2023-24:

Changed Y/N:	Y
Reason for Change:	End of year Data not yet available
Target:	

Note on performance:

Narrative: (Max 10 lines)

Directly linked KPI 6

Satisfaction levels are very high however response rates for the baselines are very low. Therefore there may be fluctuation in satisfaction targets.

Priority actions are within KPI 7 & 8 currently before we can fully ascertain the impact on 5 & 6

Excellence in Learning and the Learner Experience
KPI Narrative SO1: The Learner Experience

Board KPI Increase student satisfaction

KPI 06 Student End of Year Survey (SF2)

FE by 6%

HE by 9%

Baseline:

Changed Y/N:	N
Reason for Change:	
New Target:	Maintain

Year One Target:

Changed Y/N:	N
Reason for Change:	
Target:	Maintain

Actual

2022-23:

Changed Y/N:	N
Reason for Change:	
Target:	Maintain

Trend: Maintaining

Target

2023-24:

Changed Y/N:	Y
Reason for Change:	End of year Data not yet available
Target:	

Note on performance:

Narrative: (Max 10 lines)

Directly linked KPI 5

Satisfaction levels are very high however response rates for the baselines are very low. Therefore there may be fluctuation in satisfaction targets.

Priority actions are within KPI 7 & 8 currently before we can fully ascertain the impact on 5 & 6

NB. ASOS may impact this result

Excellence in Learning and the Learner Experience
KPI Narrative SO1: The Learner Experience

Increase student response rates to learner surveys

KPI 07 Student Early Survey (SF1)

FE by 20%

HE by 10%

Baseline:

Changed Y/N:	N
Reason for Change:	
New Target:	

Year One Target:

Changed Y/N:	N
Reason for Change:	
Target:	FE 10% and HE 5%

Actual

2022-23:

Changed Y/N:	N
Reason for Change:	
Target:	FE 10% and HE 5%

Trend:

Target

2023-24:

Changed Y/N:	N
Reason for Change:	Not yet set
Target:	Maintain 22/23 levels

Note on performance:

Narrative: (Max 10 lines)

Directly linked to KPI 8

Introduced new process combining forums and surveys.

Timing of release of survey has impacted negatively upon the response rates - more consultation required regarding new process and timeframe

This will impact KPI 5 and 6

Excellence in Learning and the Learner Experience
KPI Narrative SO1: The Learner Experience

Increase student response rates to learner surveys

KPI 08 Student End of Year Survey (SF2)

FE by 13%
 HE by 20%

Baseline:

Changed Y/N:	N
Reason for Change:	
New Target:	

Year One Target:

Changed Y/N:	N
Reason for Change:	
Target:	Maintain

Actual

2022-23:

Changed Y/N:	N
Reason for Change:	
Target:	Maintain

Trend: Declining

Target

2023-24:

Changed Y/N:	N
Reason for Change:	Not yet set - awaiting data
Target:	

Note on performance:

Narrative: (Max 10 lines)

Directly linked to KPI 7

Introduced new process combining forums and surveys.

Timing of release of survey has impacted negatively upon the response rates - more consultation required regarding new process and timeframe

This will impact KPI 5 and 6

Excellence in Learning and the Learner Experience
KPI Narrative SO1: The Learner Experience

KPI 09 Increase the proportion of classes with a Student Voice representative

FE by 20%

HE by 20%

Baseline:

Changed Y/N:	N
Reason for Change:	
New Target:	

Year One Target:

Changed Y/N:	N
Reason for Change:	
Target:	Maintain

Actual

2022-23:

Changed Y/N:	N
Reason for Change:	
Target:	Maintain

Trend: declining

Target

2023-24:

Changed Y/N:	N
Reason for Change:	Not set
Target:	Maintain

Note on performance:

Narrative: (Max 10 lines)

Change in process initiated by HISA caused confusion and impacted upon engagement this year
 Further changes in process are planned for 23/24 but until we see the implementation plans it is prudent to maintain the baseline

Excellence in Learning and the Learner Experience
KPI Narrative SO1: The Learner Experience

KPI 10 Increase the number of courses holding Student Forums
By 20%

Baseline:

Changed Y/N:	
Reason for Change:	
New Target:	

Year One Target:

Changed Y/N:	
Reason for Change:	
Target:	

Actual

2022-23:

Changed Y/N:	
Reason for Change:	
Target:	

Trend:

Target

2023-24:

Changed Y/N:	
Reason for Change:	
Target:	

Note on performance:

Narrative: (Max 10 lines)

This impacts KPI 5,6,7 & 8

Change in process to link forums with early and end of year surveys has formalised student forums

Timing of release has impacted and there is a difference in the pre-Christmas versus end of year uptake

ASOS may have influenced this

Further integration required regarding the standardisation of this approach for student feedback, eg. for online or workbased courses there may be alternatives that are more suitable

Excellence in Learning and the Learner Experience
KPI Narrative SO1: The Learner Experience

KPI 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

Baseline: 584

Changed Y/N:	N
Reason for Change:	
New Target:	

Year One Target:

Changed Y/N:	N
Reason for Change:	
Target:	584

Actual

2022-23:

Changed Y/N:	N
Reason for Change:	
Target:	584

Trend: Status quo

Target

2023-24:

Changed Y/N:	N
Reason for Change:	
Target:	600

Note on performance:

Narrative: (Max 10 lines)

Implement the relevant values and section of the learning and teaching enhancement strategy and implementation plan
 Work placement policy in place and all students engaged in work placements/experiences need to have documentation in place and signed off
 Raise awareness in all university curriculum of the benefits of engaging in work placements/experiences
 Continue to work with industry and employers and increase "true" partnerships across all sectors our curriculum offers
 Direct link to the Learning and Teaching Enhancement Strategy for enhancement and innovation in learning and teaching

Excellence in Learning and the Learner Experience

KPI SO2: Co-Creative and Progressive Curricula

Board KPI 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

KPI 12 Continue to annually review the curriculum portfolio and increase overall redesign of our courses by 25%

Baseline:

Changed Y/N:	N
Reason for Change:	
New Target:	

Year One Target:

Changed Y/N:	N
Reason for Change:	
Target:	55%

Actual

2022-23:

Changed Y/N:	N
Reason for Change:	
Target:	55%

Trend: OnTarget (ie Maintaining/improving/declining)

Target

2023-24:

Changed Y/N:	N
Reason for Change:	
Target:	60%

Note on performance:

Narrative: (Max 10 lines)

This is directly linked to KPI 14

Extensive Curriculum Review undertaken during 22/23 considering SIPS; RSA; Gov priorities

SFC funding announcements are currently impacting the implementation of proposed growth plans so

Baseline taken from the approval documentation however mapping exercise is required to capture all of the ongoing changes which would be within the continuous evaluation folders

UHI curriculum review is still ongoing and will have a direct impact upon this KPI

Excellence in Learning and the Learner Experience
KPI SO2: Co-Creative and Progressive Curricula

Informed by industry, increase the number of Digitally Enabled Innovative Pedagogy (DEIP) which respond more dynamically to current and future learner needs

KPI 13 Increase the number of courses using DEIP

Baseline:

Changed Y/N:	Y
Reason for Change:	Need to get a better understanding of how to classify and meaningfully measure courses that are using DEIP
New Target:	

Year One Target:

Changed Y/N:	Y
Reason for Change:	Need to get a better system in for measuring this KPI
Target:	

Actual

2022-23:	
Changed Y/N:	
Reason for Change:	
Target:	

Trend: On/Off Target (ie Maintaining/Improving/Declining)

Target

2023-24:	
Changed Y/N:	
Reason for Change:	
Target:	

Note on performance:

Narrative: (Max 10 lines)
 Need to develop more robust method for establishing base line and measuring KPI and so will work with quality to implement process to gather the correct and precise information. This will enable progress on this KPI to be monitored more effectively and the impact on teaching on introducing these technologies analysed more accurately.

Excellence in Learning and the Learner Experience

KPI SO3: Industry Focused

KPI 14 Increase percentage of courses adapted in response to employer feedback

From 50% to 70%

Baseline:

Changed Y/N:	N
Reason for Change:	
New Target:	

Year One Target:

Changed Y/N:	N
Reason for Change:	
Target:	55%

Actual

2022-23:

Changed Y/N:	N
Reason for Change:	
Target:	55%

Trend: On/Off Target (ie Maintaining/improving/declining)
Improving

Target

2023-24:

Changed Y/N:	N
Reason for Change:	
Target:	60%

Note on performance:

Narrative: (Max 10 lines)

This is directly linked to KPI 12

Extensive Curriculum Review undertaken during 22/23 considering SIPS; RSA; Gov priorities

SFC funding announcements are currently impacting the implementation of proposed growth plans so

changes which would be within the continuous evaluation folders

UHI curriculum review is still ongoing and will have a direct impact upon this KPI

Excellence in Learning and the Learner Experience
KPI SO4: Academic Partnerships (Industry)

Board KPI Value/leverage (£) by partnership
KPI 15 Margin/revenue - overhead recovery +1% by year 5

Baseline:

Changed Y/N:	Y
Reason for Change:	Need to define parameters of this KPI that differentiate it from KPI 33
New Target:	

Year One Target:

Changed Y/N:	Y
Reason for Change:	
Target:	Define Baseline

Actual

2022-23:

Changed Y/N:	Y
Reason for Change:	
Target:	Define Baseline

Trend: Off Target (ie Maintaining/improving/declining)

Target

2023-24:

Changed Y/N:	N
Reason for Change:	Not yet defined until baseline clarified
Target:	

Note on performance:

Narrative: (Max 10 lines)

Debate regarding what is defined as academic partnerships and what is defined by commercial has stalled progress
 The CPR's process per course will assist in defining the academic contribution and help in defining the criteria for this KPI

- Actions for 23/24:**
1. Mapping Exercise of partnerships (sector by sector)
 2. Define parameters of 'academic partnerships'
 3. Create Value proposition framework for academic partnerships
 4. Link to KPI 33- commercial approach and mind set to make KPI successful

Excellence in Learning and the Learner Experience
KPI SO5: Research and Scholarship

KPI 16 Increase number of staff leading projects with research time allocated

From 6 to 12 Proposal to change this KPI To “Increase the number of research publication outputs”

Baseline:

Changed Y/N:	Y
Reason for Change:	New KPI
New Target:	5

Year One Target:

Changed Y/N:	Y
Reason for Change:	New KPI
Target:	

Actual

2022-23:

Changed Y/N:	
Reason for Change:	
Target:	

Trend: On/Off Target (ie Maintaining/improving/declining)

Target

2023-24:

Changed Y/N:	
Reason for Change:	
Target:	

Note on performance:

Narrative: (Max 10 lines)

College Growth and Ambition
KPI SO1 Our Culture

KPI 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: Values of the college are relevant to my work

Baseline:

Changed Y/N:	N
Reason for Change:	
New Target:	

Year One Target:

Changed Y/N:	N
Reason for Change:	
Target:	Maintain

Actual

2022-23:

Changed Y/N:	N
Reason for Change:	
Target:	

Trend: On Target

Target

2023-24:

Changed Y/N:	Not set
Reason for Change:	
Target:	Maintain, as cannot be evidenced until next staff survey, at staff survey in 2024 would hope for 75%

Note on performance:

Narrative: (Max 10 lines)

Linked to the actions underway for KPI 18 & 21

Consultation has taken place with Academic and Professional services representatives to understand how they interpret the values and want to engage with them so they become embedded.

A Leadership pledge is to be both written, signed and on display to all staff encouraging to challenge any leader that is living by, or behaving within the values we have set out.

Options for how we can ensure values are more visible within the College and to all staff being prepared, including putting them on all meeting minutes (actioned), as part of rebranding exercise have values on staff badges (being considered), look at how we can bring our values to life more (i.e. during recruitment, induction etc (being considered)

Each staff conference has a value as a theme - 3 takenplace/planned for 2023/2024

College Growth and Ambition
KPI SO1 Our Culture

Board KPI Staff survey results from 2021 are improved in the following areas (next survey to take place in 2024):

KPI 18 Monthly initiatives around one of our values

Baseline:

Changed Y/N:	No
Reason for Change:	
New Target:	

Year One Target:

Changed Y/N:	No
Reason for Change:	
Target:	

Actual

2022-23:

Changed Y/N:	No
Reason for Change:	
Target:	

Trend: On Target

Target

2023-24:

Changed Y/N:	Not set
Reason for Change:	
Target:	4

Note on performance:

Narrative: (Max 10 lines)

Linked to the actions underway for KPI 17 & 21

3 staff conferences during the 22/23 academic year are based on our values,

Consultation has taken place with Academic and Professional services representatives to define effective initiatives

Working in partnership with marketing to ensure Values are visible to all stakeholders

A Leadership pledge is to be both written, signed and on display to all staff encouraging to challenge any leader that is living by, or behaving within the values we have set out.

College Growth and Ambition
KPI SO2 Our Staff

Staff survey results from 2021 are improved in the following areas (next survey to take place in 2024):

KPI 19 I believe the College supports the health and wellbeing of staff

Baseline:

Changed Y/N:	N
Reason for Change:	
New Target:	

Year One Target:

Changed Y/N:	N
Reason for Change:	
Target:	

Actual

2022-23:

Changed Y/N:	
Reason for Change:	
Target:	

Trend: On/Off Target (ie Maintaining/improving/declining)

Target

2023-24:

Changed Y/N:	Not set
Reason for Change:	
Target:	Maintain, as cannot be evidenced until next staff survey, at staff survey in 2024 would hope for 60%

Note on performance:

Narrative: (Max 10 lines)

Health and Wellbeing Group is in place which looks at Health and Wellbeing initiatives that can support staff Initiatives take place each month with a theme, e.g. May's Theme is Mental Health Awareness
 The work of this group also feeds into the Stress Management Group and then both groups feed into the Health and Safety Committee which has representatives from all departments on
 A pilot of a Level 1 (new supervisors / line managers) Management Development programme has just finished and has now extended to 2 cohorts being run starting in 2023. The level 2 pilot will commence in 2023/2024 with consideration for a Level 3 programme at strategic level
 There have been a number of discussions about leadership within the Corporate Management Group and a leadership pledge is being developed which all managers will agree to as a starting point

College Growth and Ambition
KPI SO2 Our Staff

Staff survey results from 2021 are improved in the following areas (next survey to take place in 2024):
KPI 20 I am kept informed by what is happening in the College

Baseline:

Changed Y/N:	N/A
Reason for Change:	No Baseline available other than feed back from staff survey
New Target:	Evidence improvements and next staff survey is 2024

Year One Target:

Changed Y/N:	N/A
Reason for Change:	No Baseline available other than feed back from staff survey
Target:	Evidence improvements and next staff survey is 2024

Actual

2022-23:

Changed Y/N:	
Reason for Change:	
Target:	

Trend: On/Off Target (ie Maintaining/improving/declining)

Target

2023-24:

Changed Y/N:	
Reason for Change:	
Target:	

Note on performance:

Narrative: (Max 10 lines)

A modern sharepoint site has been developed for all staff communications called PerthHub, and a shortcut to this is now published on each staff desktop.
 Heads of Departments are all site owners and have published content for their respective areas, these have been audited to ensure that content is relevant, upto date and "fresh"
 There has been a soft and an official launch on this at two all staff conference days and a short cut to the site has been added to all staff desktops.
 A communications strategy group has been establishing and a PCUHI Communications Strategy Framework developed outlining how communications should be established (to avoid cross population)
 Next CMT meeting members will be asked to find 3 positives things and three areas that they thing could be improved about pages on Perth Hub for consultations / awareness
 Stage 2 of this in the next academic year will be to gather feed back from the staff base (varying levels) to ascertain how they use it and what they would like to see less / more of.

College Growth and Ambition
KPI SO2 Our Staff

Board KPI Staff survey results from 2021 are improved in the following areas (next survey to take place in 2024):

KPI 21 The leadership team provide clear direction and guidance

Baseline:

Changed Y/N:	N 42%
Reason for Change:	
New Target:	

Year One Target:

Changed Y/N:	N
Reason for Change:	
Target:	Maintain

Actual

2022-23:

Changed Y/N:	N
Reason for Change:	
Target:	Maintain

Trend: On/Off Target (ie Maintaining/improving/declining)

Target

2023-24:

Changed Y/N:	N
Reason for Change:	
Target:	Inc by 8%

Note on performance:

Narrative: (Max 10 lines)

The Senior Management Team (SMT) is to be renamed to the Senior Leadership Team, to fully reflect our collective commitment to being leaders, influencing staff to follow our example and culture change. A Leadership pledge is to be both written, signed and on display to all staff encouraging to challenge any leader that is living by, or behaving within the values we have set out. The Corporate Management Team are working in dynamic teams now towards shared goals, objectives and development projects to ensure that communication lines are kept open across Professional Services and Academic staff. Ensuring both communication and collaboration is established. As a CMT Team we are now meeting more regularly to work on shared projects. We (CMT) have an away day together where we worked together on the KPI's, this will be replicated as we progress in both our dynamic teams and as a collective towards this shared objective.

changed Y/N:

KPI SO2 Our Staff

Staff survey results from 2021 are improved in the following areas (next survey to take place in 2024):

KPI 21 Through the Professional Review process, I feel my training needs and ambitions are discussed, identified and actioned where possible

Baseline:

Changed Y/N:	N
Reason for Change:	
New Target:	

Year One Target:

Changed Y/N:	
Reason for Change:	
Target:	

Actual

2022-23:

Changed Y/N:	
Reason for Change:	
Target:	

Trend: On Target

Target

2023-24:

Changed Y/N:	Not set
Reason for Change:	
Target:	Maintain, as cannot be evidenced until next staff survey, at staff survey in 2024 would hope for 70%

Note on performance:

Narrative: (Max 10 lines)

There has been a greater completion rates of professional reviews for 2022/2023 with completion rates increasing to 87 %

The professional review process was extended to allow all managers to complete this process and there is now a review process underway for the professional services staff, and will shortly start for the academic staff. This review will inform the process for 2023/2024

College Growth and Ambition
SO3: Our College

KPI 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%

Baseline:

Changed Y/N:	Y
Reason for Change:	There was no baseline provided. Marketing confirmed baseline for local coverage but more work is required to fully understand the regional, national and international baseline.
New Baseline:	91% (Locally)

Year One Target:

Changed Y/N:	N
Reason for Change:	
Target:	Maintain

Actual

2022-23:

Changed Y/N:	N
Reason for Change:	
Target:	

Trend: Maintaining

Target

2023-24:

Changed Y/N:	N
Reason for Change:	
Target:	Maintain

Note on performance:

Defining a broad scope of 'coverage' in partnership with marketing to be able to capitalise upon every opportunity
 Increased partnership between marketing and sector ambassadors has impacted social media coverage within specific areas
 Collaborative decision making process for nominations to CDN awards and Herald awards piloted
 Communications Strategy Group has started defining internal and external priorities... more to be done

Actions for 23/24:
 Mapping media coverage by department/topic and measuring impact over the last 12 months
 Define the baseline for national and international coverage so that we can set milestones towards the target
 Create guidelines and hold training opportunities regarding digi social platforms and appropriate usage including reposting and sharing to maximum impact
 Create a proforma for project conclusions that allow easy translation into award nominations and PR

College Growth and Ambition

SO4: Our Ways of Working

We will enhance and improve our systems and processes, driving high quality outcomes

KPI 24 Efficiency/time saved(days/hours/minutes)

Baseline:

Changed Y/N:	N
Reason for Change:	
New Target:	

Year One Target:

Changed Y/N:	N
Reason for Change:	
Target:	

Actual

2022-23:

Changed Y/N:	N
Reason for Change:	
Target:	

Trend: Maintaining

Target

2023-24:

Changed Y/N:	N
Reason for Change:	Training is scheduled for June for all members of the leadership team (SMT / CMT)
Target:	Untill process is started no target is available

Note on performance: On Target

Narrative: (Max 10 lines)

Process Improvement Training is scheduled in June for all members of the Senior Management and Corporate

College Growth and Ambition
SO4: Our Ways of Working

We will enhance and improve our systems and processes, driving high quality outcomes.
Board KPI 25 – Develop an Effective and Efficient Strategy

Baseline:

Changed Y/N:	N
Reason for Change:	
New Target:	

Year One Target:

Changed Y/N:	N
Reason for Change:	
Target:	

Actual

2022-23:

Changed Y/N:	N
Reason for Change:	
Target:	

Trend: On Target

Target

2023-24:

Changed Y/N:	N
Reason for Change:	
Target:	

Note on performance:

Narrative: (Max 10 lines)

Strategy has been developed and is being implemented and monitored on an ongoing basis through the balanced scorecard and ERM

College Growth and Ambition
SO4: Our Ways of Working

Staff survey results from 2021 are improved in the following areas (next survey to take place in 2024):

Board KPI 26 – Number services/processes improved

Number services/processes improved

July 2023 - 4

July 2024 - 8

July 2025 - 12

Baseline:

Changed Y/N:	N
Reason for Change:	
New Target:	

Year One Target:

Changed Y/N:	N
Reason for Change:	
Target:	4

Actual
2022-23:

Changed Y/N:	N
Reason for Change:	
Target:	4

Trend: On Target

Target
2023-24:

Changed Y/N:	
Reason for Change:	
Target:	

Note on performance:

target of 4 processes improved has been met.

Narrative: (Max 10 lines)

Process mapping will be completed to ensure that we are working to identify individual steps, task owners and expected timelines, these will then be used to identify areas of improvement, remove inefficiencies, process bottlenecks and to reduce waste. This years target has been met through process improvements made within the ICT and Finance teams.

1. Streamlining financial information dissemination to budget holders, promoting clarity of budget progress and forecasting, budget packs were created.... @henry

2. Communication with ICT has been reduced from 4 methods to one allowing for prioritisation based on impact and urgency, this has also allowed for clarity to see areas that require improvement, training or technology to aid continuity.

3. The process of communication between the two teams and the wider UHI Perth stakeholders has been improved by hosting monthly joint drop in sessions where staff can come along and discuss potential projects, ideas, or gain knowledge or specifics

College Growth and Ambition

KPI Narrative Template 2024: Digital Transformation

Percentage staff with improved Digital Skills

Board KPI 27 - Baseline 19% to

Board KPI 28 - Identify a baseline digital competence framework for each job role

Board KPI 29 - JISC Digital Competence tool completion by staff: 65% by July 2023, 75% by July 2024, 90% by July 2025

Baseline:

Change	Y
SYN	
Reason	27) This KPI was changed to remove "learners" (students) as this is to be addressed through contextual / course learning strategies
Change	28) No Baseline is currently available for Staff Roles, however each staff member gets a personal baseline using the results of the JISC Digital Survey Tool
New	Percentage staff with improved Digital Skills
Target	

Year One Target:

Change	N
SYN	
Reason	50% Target was met as set out
Change	
Target	To introduce a mix of activities to the baseline and encourage

Actual

2023-24	
Change	Y
SYN	
Reason	27) No Baseline is available so merged into KPI 26 /28/30
Change	28) No Baseline is currently available for Staff Roles, however each staff member gets a personal baseline using the results of the JISC Digital Survey Tool Encourage staff to access the personal baseline in their report
Target	29) JISC Digital Competence tool completion by staff: 50% was achieved by July 2023

Trend: On Target

Target

2023-24:	N
Change	
SYN	
Reason	
Change	
Target	Establish baseline for all staff and available JCT Access and JISC Survey Update

Note on performance:

Narrative: (Max 10 lines)

The aim to establish an individual baseline was facilitated through the JISC Discovery Tool. The message that this is a personal result needs to be better communicated to encourage less confident staff to complete the survey without fear of embarrassment. LPE Staff now have access to Microsoft Learn / LinkedIn and other training resources and this will be promoted through KPI 28. The Digital Skills Trainer will continue to run staff development sessions and participation encouraged through Professional Reviews. During 2022-2023 the completion of the JISC Digital Discovery Tool was made mandatory, uptake was on target at 50%. On investigation manual staff were identified as a cohort of staff that were not skilled enough to utilise this resource. Access to digital and targeted training to be provided. A baseline digital competence will be drawn up this year, and mapped to training through resources available through MS Learn and JISC. LPE Staff achieved 50% completion of the JISC Digital Survey in 2022-23. A continued promotion to encourage staff to undertake the survey and promote opportunities for improve their Digital Skills.

Work has been done to understand this and staff with manual roles were identified as not having the skills to undertake the survey.

College Growth and Ambition

KPI Narrative Template SO5: Digital Transformation

Percentage staff/learners with improved Digital Skills
Board KPI 30 – Develop maker spaces/innovation hubs to enable staff to improve their digital capability

Baseline: 0

Changed Y/N:	No
Reason for Change:	No UHI Perth maker space was planned in year 1 Budget priorities for Cyber Essentials compliance superseded any expenditure in this area.
New Target:	N/A

Year One Target:

Changed Y/N:	N
Reason for Change:	
Target:	

Actual

2022-23:

Changed Y/N:	N
Reason for Change:	
Target:	

Trend: Maintaining Target over the 5 year period is achievable with investment in capital resources & CPD

Target

2023-24:

Changed Y/N:	N
Reason for Change:	
Target:	

Note on performance:

Narrative: (Max 10 lines)

Sign posting to maker spaces within the local PKC community has been undertaken. See Bells Library <https://www.culturepk.org.uk/creative-communities/maker-space/> & Perth Creative Exchange <https://www.waspsstudios.org.uk/spaces/perth/all/>
Academic staff from Creative Industries have been trained on using the spaces and are permitted to host dedicated sessions for our students as well as the opportunity to book as individuals.
Sharing resources has helped strengthen the ties between UHI Perth, PKC and the local community
UHI Perth as part of the Tay Cities Engineering Partnership and MoU, incl ATG, D@A College, Fife College, PKC have agreed to share resources and make their Innovation Labs accessible to all. The finer details around booking, useage have still to be agreed.
UHI Perth STEM sector have already purchased 4 3D printers, 1 Laser cutting and etching machine for use by staff, local businesses and students but at moment they are not located in one accessible area for all UHI Perth staff and students to access.

Partnerships and Collaboration

KPI Narrative Template SO1: Relationships

Board KPI Percentage strategic partnerships v proportion of external engagements

KPI 31 Increase from 5% by 1% per annum

Baseline:

Changed Y/N:	N
Reason for Change:	
New Target:	

Year One Target: 5%

Changed Y/N:	N
Reason for Change:	
Target:	

Actual

2022-23:

Changed Y/N:	N
Reason for Change:	
Target:	5%

Trend: On Target

Target

2023-24:

Changed Y/N:	N
Reason for Change:	
Target:	6%

Note on performance:

Narrative: (Max 10 lines)

Develop and implement a looped process for winning strategic partners.

Develop and continually enhance products which meet customer requirements and demands

Industry focused products/USPs co-created, co-developed and co-delivered with industry stakeholders

Monitor competitors performance. Develop and issue quarterly report.

Definition of strategic partnerships needs to be defined. Currently BET/ASW have approx 130 business service transactions totalling circa £1million

Significant Scope for growth and needs to be linked to KPI 33

Strategic partnerships linked to UHI Perth reputation within our community, seen as an asset to commercial partners, drive revenue, support student experience and recovery of our regional economy

Partnerships and Collaboration

KPI Narrative Template SO1: Relationships

Percentage Learner/customer satisfaction with quality of courses

KPI 32 Increase to 97%

Baseline:

Changed Y/N:	N
Reason for Change:	
New Target:	

Year One Target: 75%

Changed Y/N:	N
Reason for Change:	
Target:	

Actual

2022-23:

Changed Y/N:	N
Reason for Change:	
Target:	75%

Trend: On Target

Target

2023-24:

Changed Y/N:	N
Reason for Change:	
Target:	80%

Note on performance:

Narrative: (Max 10 lines)

Learner satisfaction to included commercial courses

Learner satisfaction data gathering to be explored to ensure all feedback is gathered and collated.

Cognisance that if the sources of feedback increase the potential for the student satisfaction levels may exponentially decrease

Partnerships and Collaboration

KPI Narrative Template SO2: Commercial Enterprise and Innovation

Board KPI Commercial AOP/Commercial Income (per college area)

KPI 33 Gross overhead +1% by year 5

Baseline:

Changed Y/N:	N
Reason for Change:	
New Target:	

Year One Target: 0%

Changed Y/N:	N
Reason for Change:	
Target:	0.00%

Actual

2022-23:

Changed Y/N:	N
Reason for Change:	
Target:	0.00%

Trend: Status Quo

Target 0.25%

2023-24:

Changed Y/N:	N
Reason for Change:	
Target:	0.25%

Note on performance:

Narrative: (Max 10 lines)

Scope defined and commercial businesses include ASW, AST, Nursery and Residences

Develop competence matrix and create CPD plans versus the matrix

Develop a marketing strategy for commercial businesses including the development of a commercial website

Requirement for a CRM system or similar to be implemented

Monitor competitors performance. Develop and issue quarterly report.

college wide approach to commercial business generation including MA's FWDF, Submission of bids, private training, strategic partnerships where the income finally falls is irrelevant the need for a commercial mind set and supporting resources will drive the success of this KPI The word "commercial" needs further definition. Attracting commercial business and delivering a quality experience is key to success of KPI ASW will revise pricing model with 20-25% increase across all services put in place for FY 23-23- increase income by circa 100-120k/annum ASW to develop/implement 3G complex adding approx £100-£150k/annum to income

Sustainability

KPI Narrative Template SO1: Financial Management

KPI 34 Enhancement of financial forecasting

- Year 1 Budget plus one financial forecast
- Year 2 Budget plus 2 financial forecasts
- Year 3 Budget plus 3 financial forecasts
- Year 4 Rolling forecasts

Baseline:

Changed Y/N:	N
Reason for Change:	n/a
New Target:	n/a

Year One Target:

Changed Y/N:	N
Reason for Change:	n/a
Target:	n/a

Actual

2022-23:

Changed Y/N:	n/a
Reason for Change:	n/a
Target:	n/a

Trend:

On/Off Target (ie Maintaining/improving/declining)

Target

2023-24:

Changed Y/N:	N
Reason for Change:	n/a
Target:	n/a

Note on performance:

Narrative: (Max 10 lines)

Mid year forecast has been completed. However, this is based on SFC requirements and not internal. Limited information has been provided by budget holders as part of the agreed process which is making a full year forecast challenging.

Sustainability

KPI Narrative Template SO1: Reinvestment Planning

KPI 35 At the end of the strategic cycle have the following cost/income ratios:

- 1. Staff Cost/Income 70%
- 2. Non-Staff Cost/Income 21%
- 3. Investment Cost/Income 5%

Baseline:

Changed Y/N:	N
Reason for Change:	n/a
New Target:	n/a

Year One Target:

Changed Y/N:	N
Reason for Change:	n/a
Target:	n/a

Actual

2022-23:

Changed Y/N:	N
Reason for Change:	n/a
Target:	n/a

Trend: Off target

Target

2023-24:

Changed Y/N:	N
Reason for Change:	
Target:	

Note on performance:

Narrative: (Max 10 lines)

Budget will be aligned to the target for 23-24. However, this is dependant on the budgets being correctly submitted. The timetable for completing the course resource models is now behind and these are required to drive teaching resource need. Without these models, the budget cannot be properly completed.

Forecast actuals are substantially behind target at 85% and 96.9% for staff/sep staffing ratio. The future

changed Y/N:

Board KP 36 – Percentage gross carbon footprint reduction

Baseline:

Changed Y/N:	Y
Reason for Change:	We need reassess and plan how and what we measure this target so that this methodology remain constant throughout the lifetime of the strategy
New Target:	to be confirmed

Year One Target:

Changed Y/N:	Y
Reason for Change:	We need reassess and plan how and what we measure this target so that this methodology remain constant throughout the lifetime of the strategy
Target:	to be confirmed

Actual

2022-23:

Changed Y/N:	
Reason for Change:	
Target:	

Trend: On/Off Target (ie Maintaining/improving/declining)

Target

2023-24:

Changed Y/N:	
Reason for Change:	
Target:	

Note on performance:

Narrative: (Max 10 lines)

An environmental strategy group has been formed and they have produced a climate emergency/environmental strategy to embed environmental sustainability into all of our activities to lessen our impact on the environment. Discussions have been had with procurement to discuss sustainable purchasing and conversations have been had with Aramark to review their processes as they appear to be very heavily reliant on a disposable culture which we have to move away from. The sustainability KPI baseline figure for our carbon footprint only records our energy use and while this gives an indication that is easy to measure it doesn't give a true reflection on the organisation as a whole and over time this should be expanded to showcase all the good work that takes place across the Campus.

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

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.