Board of Management

Agenda

Meeting reference: Board 2023-24/03
Date: Thursday 28 March 2024 at 5.00pm
Location: Boardroom (Brahan Room 019)
Purpose: Scheduled meeting

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

	Agenda Items	Author	Led by	Paper
1	Welcome and Apologies		Chair	
2	Additions to the Agenda		Chair	
3	Declaration of a Conflict of Interest in any Agenda Item		Chair	
*4	Minutes of the Board meeting held on 14 December 2023	Clerk	Chair	Paper 1
*5	Actions arising from previous minutes		Chair	Verbal
6	**Standing Reports**			
6.1	Chair's Report		Chair	Verbal
6.2	Principal's Report	Principal	Principal	Paper 2
6.3	UHI Target Operating Model – Update		Principal	Verbal
6.4	UHI Perth Sustainability Project – Workstream Updates		Vice Principal (External)	Verbal
6.5	Your Students' Association Report	YSA Perth	YSA Perth	Paper 3
7	**Items for Approval/Endorsement**			
*7.1	HR & Payroll System	Head of HR & Organisational Development	Depute Principal	Paper 4
*7.2	Risk Appetite Review	Depute Principal (Operations)	Chair, Audit	Paper 5

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	Agenda Items	Author	Led by	Paper
8	**Audits & Financial Reporting**			
8.1	Perth College Management Accounts to 31 January 2024 & Financial Outlook	Depute Principal (Operations)	Depute Principal (Operations)	Paper 6
*8.2	Financial Forecast Return – Mid-Year 2023/24	Depute Principal (Operations)	Depute Principal (Operations)	Verbal (Paper presented at meeting)
9	**Compliance, Risk & Performance Monitoring**			
9.1	Summary of Key Challenges re KPIs	Depute Principal	Depute Principal	Paper 7
10	**Standing Committee Summaries**			
10.1	Chairs' Committee – 07 February 2024	Chair - BoM	Chair - BoM	Paper 8a
10.2	Learner Experience Committee – 21 February 2024	Chair – Learner Experience	Chair – Learner Experience	Paper 8b
10.3	AST Board – 28 February 2024	Chair – AST	Chair – AST	Paper 8c
10.4	Strategic Development Committee – 07 March 2024	Chair – Strategic Development	Chair – Strategic Development	Paper 8d
10.5	Joint meeting of Strategic Development and Finance & Resources Committees – 07 March 2024	Chair – Strategic Development	Chair – Strategic Development	Paper 8e
10.6	Finance & Resources Committee – 07 March 2024	Chair – F&R	Chair – F&R	Paper 8f
10.7	Audit Committee – 19 March 2024	Chair – Audit	Chair – Audit	Paper 8g
11	Date & Time of Next Meeting • **Thursday 06 June 2024, 1:00pm** **(nb – on conclusion of Board Meeting, Members are requested to attend the UHI Perth Prizegiving.** **A working lunch will be provided before and during the Board Meeting)**	Clerk		
*12	Review of meeting (Committee to check against the Terms of Reference to ensure all competent business has been covered)		Chair	Paper 9

Board of Management

DRAFT Minutes

Meeting reference: Board 2023-24/02
Date and time: Thursday 14 December 2023 at 5.00pm
Location: Boardroom (Brahan Room 019)

Members present: Graham Watson, Chair, Board of Management
                                 Michael Buchanan, Chair, Finance & Resources Committee
                                 Andrew Comrie, Chair, Strategic Development Committee
                                 Jim Crooks, Chair, Audit Committee
                                 Jenny Hamilton, Board Member
                                 Jenni Harrison, Board Member
                                 Debbie McIlwraith-Cameron, Board Member
                                 Elaine Piggott, Board Member (until Item 6.4)
                                 Derek Waugh, Board Member
                                 Alistair Wylie, Board Member
                                 Margaret Cook, Principal & Chief Executive
                                 Patrick O'Donnell, Staff Board Member
                                 Rebecca Bond, Student Board Member

In attendance: Alastair MacColl, Chair UHI Court (Observer – until Item 6.4)
                                 Lorenz Cairns, Depute Principal
                                 Catherine Etri, Vice Principal (Academic)
                                 Veronica Lynch, Vice Principal (External)
                                 Iain Wishart, Vice Principal (Operations)
                                 Ian McCartney, Clerk to the Board of Management

Apologies: Fiona Smith, Student Board Member

Chair: **Graham Watson**
Minute Taker: Ian McCartney
Quorum: 9

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Current Action Log

Initial Meeting date	Topic	Action	Owner
17 October 2023	Risk Appetite	Risk Appetite to be reviewed in Cycle 3 and presented to March Board	Vice Principal (Operations)
17 October 2023	Development Trust	Board to receive process update re winding up of Development Trust	Vice Principal (External)
14 December 2023	Balanced Scorecard	Board to receive a summary of key challenges in achieving KPIs in Cycle 3	Depute Principal
14 December 2023	Approval of Accounts	Extraordinary Board meeting to be organised early in 2024 to scrutinise and approve Financial Statements & Audited Accounts	Clerk

MINUTES

Item		Action
1.	**Welcome and Apologies** Chair welcomed everyone to the meeting, and noted apologies.	
2.	**Additions to the Agenda** Principal advised that Item 8.1 to be moved to Item 6.4 to provide better flow to meeting. All subsequent Agenda Items to be renumbered accordingly. Chair requested update on Development Trust, now Item 10.	
3.	**Declaration of Interest in any Agenda Item** There were no Declarations of Interest noted.	
4.	**Minutes of Board of Management meeting, 17 October 2023** The minutes were **APPROVED** as an accurate record of the meeting.	
5.	**Matters Arising** **Item 12 – Risk Appetite** This item would be discussed during Cycle 3 and presented at the next Board meeting. **Item 14 – Development Trust** Item to be noted as a Pending Action.	
6.1	**Chair's Report** Chair provided verbal update, noting continuing involvement in work around the UHI Target Operating Model. Chair advised that UHI Finance Group were spending time with all Academic Partners to get a better idea where the organisation sits, including plans around budgets and cash. Chair noted that there had also been communication with SFC re needs of colleges within Partnership, and UHI Perth's needs appear to be different to some other partners, and it had been stressed to Chair of UHI that there is a clear case for UHI Perth to be able to speak directly to SFC on this matter. Chair clarified that the position for UHI Perth is effectively a short-term cashflow issue but there are limitations on being able to pull levers directly, therefore there is a reliance on UHI, however there is an expectation that SFC support	

will be forthcoming; however, there are concerns that UHI Perth may be impacted by more systemic problems at other UHI Academic Partners.

Chair UHI was invited to respond to this item, and noted that there was a critical situation affecting the sector, not just UHI.

Chair UHI acknowledged that the role of the Regional Strategic Body is at times uncomfortable, and it does seem odd at times that colleges within UHI have no direct dialogue, however SFC want UHI to present a radical medium- and long-term solutions, not a sticking plaster.

Chair UHI noted that SFC were listening and responding but no guarantees have as yet been provided. SFC want a partner-wide solution and will not countenance individual partners doing their own thing.

Chair UHI could not give guarantees beyond presenting UHI Perth's case to then allow progress towards a new model, and noted that there is a critical period over the next few weeks to reach a sensible solution with SFC. The model will have sustainability at its heart and only things that need to be done centrally will be done centrally, including shared services; the key issues are likely to be around how to deliver such a model.

Board Member queried whether there had been any indication beyond SFC around support becoming available. Chair UHI noted ministerial awareness of both the short-term issues and the longer-term ambitions, however it is an unprecedented environment and any new funding provided means taking funds from somewhere else, albeit there was a strong case being made.

Board Member queried what would happen if SFC turn down requests for funding. Chair advised that if there was no support available then the Board will have to actively consider other alternatives, but it is not clear what these would be.

Board Member queried whether funding to cover the cashflow issue within UHI was a hard no. Chair confirmed that this was the position adopted at UHI Court therefore this is not available to UHI Perth as a potential solution.

Board Member noted that the £47m identified then withdrawn from HE/FE and used to fund teachers was a clear signal from the Government. Board Member further noted that FE spend per head is considerably less than in schools and HE, but UHI is in a tricky position in this regard.

UHI Chair advised that, in event of a hard no from SFC, Plan B discussions would need to be had. UHI Ltd have never had to

provide funding as funds have been made available by SFC to be directed in times of specific need. UHI does not want to leave any partner behind, but UHI Ltd has limited funds available.

Chair noted that there needs to be much greater transparency with regards to funding of Executive Office via the Top-Slice, but this is fully expected to be part of Target Operating Model.

Board Member queried whether there were any other routes to loans available to UHI Perth. Chair UHI advised that UHI would not rule out creative solutions to problems arising through ongoing discussions. Chair UHI also clarified that there would be no need for a Regional Strategic Body in a unified organisation.

Board Member expressed discomfort from a risk point of view that UHI Perth are unable to have actions or mitigations in place around funding. Chair was sympathetic to this view, however UHI need to be given the opportunity to pull something together, noting that there would be an extraordinary meeting of Chairs Committee to consider some of the options available.

Depute Principal advised that a healthy UHI Perth equates to a healthy Partnership as funds received will be central to any future model; while there are patches of excellence within the partnership these are not reflected across the board. Chair reassured Board that no-one will be press-ganged in to accepting a new model for UHI that they cannot buy into.

Board Member noted that, while support of SFC being contingent on certain conditions seemed reasonable, it was hard to see how this would work in terms of timing in that there was a need for short-term cash versus longer-term structural change.

Chair clarified that there had been a 2-phase solution communicated to SFC; (1) short-term financial; (2) Target Operating Model which will require further financial support. Chair UHI added that SFC want to be assured that there is work that will deliver in terms of sustainability.

Staff Board Member noted that one of Government's core education policies was around coherence, therefore expected to SFC to be favourable around increased integration. Chair UHI agreed that UHI has particular strengths as a tertiary organisation in this regard.

Board Member noted that, as this is a whole-sector problem, any SFC support would be short-term but require to be evidenced by transformation within a short window of time. UHI have not delivered on promises around previous transformations, therefore what expectation should there be that the new Target Operating Model will work in this instance.

	Chair UHI responded that UHI is a complex beast, however in this instance a great deal of time has been spent putting foundations in place prior to required changes. Political capital has also had to be generated against a difficult backdrop, but the situation is now critical, and this iteration of change feels like a genuine partnership with overwhelming conviction and not something handed down by Executive Office. Board Member asked Principal whether this iteration felt different. Principal responded that UHI 2024 started the process off but change hasn't moved quickly enough; those involved are working well together but within limited timescales - hopefully this will be enough but cannot give an absolute guarantee. Principal further noted that there is a risk of lost opportunity to be something different within the sector and UHI is not as unique as it is internally thought to be. Board Member raised concern that the different interests and priorities within the Partnership may mean there is no common path. Board Member agreed that the colleges within UHI are very different, but fundamentally current levels of staffing costs across the Partnership are unsustainable. Chair stressed a need to see and equitable approach moving forward which requires partners putting their own houses in order prior to adoption of the Target Operating Model. Staff Board Member added that a centralised model would only work if Academic Partners have complete confidence in Executive Office. Chair UHI concluded that a change in mindset is required for an integrated model to show benefits.	
6.2	**Principal's Report** Paper 2 was **NOTED** by the Board. Principal added that an offer had been made in regard to the Depute Principal (Operations) role which had been verbally accepted.	
6.3.	**UHI Target Operating Model - update** Committee agreed that this item had been covered in some detail under Item 6.1.	
6.4	**UHI Perth Management Accounts to 31 October 2023 and Financial Outlook** Vice Principal (Operations) summarised Paper 6, noting that the paper was comprised of the Quarter 1 Management Accounts 2023/24, plus the Financial Outlook through 2024/25. Vice Principal (Operations) noted that there was no 2023/24 budget presented due	

to the ongoing reorganisation process.

Vice Principal (Operations) advised that the Year to Date figures were tracking against last year's numbers and against the Mid-Case forecast, that full funding for FE and 1600 HE FTEs remained the prediction for the year, and that the was no provision for clawback in 2023/24.

With regard to the Cash Forecast, Vice Principal (Operations) noted that the model provided showed that a draw-down of 100% of FE cash in April would ensure the college would not enter a negative cash position until June 2025, and that this additional time may be a more appetising position for SFC than previous modelling. Chair added that the model paints a picture for SFC that there are levels that can be pulled to mitigate against a short-term cashflow issue. Board Member noted that the reprofiled cashflow may provide the mitigation and contingency that was sought earlier.

Vice Principal (Operations) noted that the Triennial Pension Valuation for the Tayside Pension Fund would result in a reduction in employer contributions from 17% to 15.7% from April 2024.

Board Member expressed need to ensure staff capacity will meet FE and HE Credit targets as, even if cashflow issues are successfully addressed, there is still a need to square the circle around capacity issues. Principal advised that capacity issues would be addressed within proposed changes to both Curriculum and Professional Services, which will be brought to the Board at the earliest opportunity.

Board Member queried whether pension valuation meant that the pension pot had been reduced. Vice Principal (Operations) clarified that the valuation looks at the ability of the fund to pay future pensions, and there are currently surplus funds available therefore allowing a reduction in contributions.

Board Member sought clarification around whether the single drawdown referred to was achievable. Vice Principal (Operations) advised that normally college can draw down as required, but is not permitted to sit on more than 1 month's operating cash. It is likely that timings linked to the National Bargaining settlement would mean that a single drawdown would not be in breach of this limitation, however it is not known whether this approach would have any issues for SFC on a national level.

Board Member queried whether SFC would exceptionally allow UHI Perth to run a deficit budget for 12 months. Chair UHI noted that this would be one of the options UHI would be looking to explore with SFC.

Paper 6 was **NOTED** by the Board.

6.5	**HISA Perth Report**	
	Student Board Member provided a summary of Paper 3, highlighting the increase in Student Voice Reps from previous year, and the improved attendance at Student Representative Council.	
	Principal noted continuing concern around overall impact for UHI Perth students being delivered on a regional basis, citing the reduced officer contracts meaning no student officer presence in June and July. Principal further noted that there hadn't yet been an opportunity to meet with the new HISA Chief Executive.	
	Paper 3 was **NOTED** by the Board.	
7.1	**Internal Audit Annual Report 2022-23**	
	Chair of Audit Committee summarised Paper 4, which had been endorsed at the Joint Meeting of Finance & Resources and Audit Committees on 07 December 2023, highlighting that the Report noted "all work conducted in 2022/23 assessed systems as either 'Good' or 'Satisfactory' and provided an unqualified audit opinion on College returns", and "the College has adequate and effective arrangements for risk management, control, and governance".	
	In addition, the Recommendations summary was supported by detailed reports, and a number of actions and recommendations had been closed off from previous year.	
	Paper 4 was **APPROVED** by the Board.	
7.2	**Review of Governance Manual**	
	Clerk presented Paper 5, which outlined proposed changes to Governing Documents to allow for the addition of Trade Union Membership of the Board.	
	Board Member identified some minor issues around consistency of nomenclature which would seem sensible to address at this opportunity. Subject to these changes being made, Board **APPROVED** Paper 5.	
8	**Balanced Scorecard**	
	Depute Principal presented Paper 7, noting that lead authors had attended Strategic Development Committee to present an update on progress against KPIs.	
	Depute Principal noted that the overall Strategy was sound but the restructure may result in changes to targets within KPIs over time.	
	Chair queried when Actuals for 2022/23 would be completed and	

	populated into the Balanced Scorecard. Depute Principal advised that this was to be discussed at CMT, however expectation were that these will be concluded soon.	
	Board Member requested that, where relevant, 2023/24 actual could also be incorporated given that it is half-way through the Academic Year. Vice Principal (Academic) advised that some KPIs would not have the required data due to ASOS.	
	Board Member queried whether there would be a change to KPIs or targets arising from the restructure. Depute Principal noted that either or both were possible. Board Member stressed that there was no need to change KPIs as these are the Board's way of monitoring progress; in effect the Strategy remains the same but operational plans may change.	
	Board Member noted that there would be an expectation that changes to the Strategy would not be enacted without being brought before the Board. Principal noted that, if a single entity was taken forward, this would be radical enough to change the Strategy.	
	Depute Principal reassured Board that there was no intention to challenge the priority given to the Board, and that any proposed changes to annual targets, etc would be brought before the Board.	
	Chair requested that it would be useful for the Board to receive a summary of key challenges in achieving KPIs at the next Board meeting. This approach was agreed.	Depute Principal
	Board **NOTED** Paper 7.	
9.	**Standing Committee Summaries** Board received summaries from the Chairs of each Standing Committee and **NOTED** the following minutes: • Chairs Committee – 07 November 2023 • Learner Experience Committee – 15 November 2023 • Strategic Development Committee – 23 November 2023 • AST Board – 29 November 2023 • Finance and Resources Committee – 07 December 2023 • Audit Committee – 07 December 2023	
10.	**Development Trust** Chair requested that Development Trust be included in an Action Log.	

	Vice Principal (External) advised that the Finance Team were finalising the Development Trust accounts for the end of the month, following which the winding up process would be taken forward with a view to the process being concluded early in 2024.	
11.	**Date & Time of Next Meeting** • Thursday 27 March 2024 at 5:00pm As the Board was unable to approve the Financial Statements and Audited Accounts, an Extraordinary Board meeting would require to be held early in 2024. Clerk to organise.	Clerk
12.	**Review of Meeting** Board confirmed that the meeting had been conducted in line with the Terms of Reference. Chair formally thanked Andrew Comrie for his time and commitment to the Board, as this was his last Board meeting prior to relocation to Australia.	

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

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

Status of Minutes – Open ☑

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

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

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

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

UHI Perth Board of Management 28 March 2024

Principal's Report

Introduction

This has been a very busy period for all staff and students in the college and also in the external environment. There are two major issues for discussion in this meeting, our internal changes for financial sustainability and the UHI aspects of change.

UHI Perth Financial Sustainability

As Board members are aware we have established 5 workstreams to develop a data set and work towards recommendations for changes which will deliver our short and longer term financial sustainability, the 5 work streams are –

- Curriculum
- Professional services
- Estates
- Continuous improvement
- Commercial activity

Each of the workstreams are chaired by a member of the Perth Leadership Group and the process is being facilitated by Veronica Lynch, Vice Principal and started with a visioning exercise which has underpinned the work of the groups. Each of the groups has developed a data set and are currently finalising their proposals for consideration by SMT before the final decisions on the way forward are made. The groups will develop proposals for reductions in activity/staffing and other proposals which do not have an impact on staff but either make non-staff cuts or investments to save or develop other income streams.

In terms of the consultation exercise we will start with our TU's after the Easter break this will relate solely to any reduction in staffing as recommended by the workstreams, to be clear we are committed to managing these reductions through the use of targeted Voluntary Severance. We have given this assurance to our staff and TU's. The timeframe for the consultation is for it to start in the third week of April and last for a minimum of 30 days and the Board will receive updates on this.

A crucial aspect of this process will be communication with our staff and students and we have a plan to ensure that all of our staff/students receive the appropriate information at the appropriate time as this process unfolds. We are also expecting there to be negative press surrounding potential reductions in staffing services and this will be managed as well as possible.

Development of the UHI Operating Madel

The process of developing a new operating model for UHI with a view to moving towards a single institution is underway, the Outline Business Case is in the process of being developed with involvement from all of the Principals, EO SMT and some advisers. The Court has approved a budget to engage consultants to work alongside the group to develop the OBC. It should be recognised that this is a very challenging timeframe and questions are arising as to whether this is achievable and the level of detail which will be available to Boards/Court at the 31 May in order for decisions to be made.

It is expected that when the OBC has been developed the Boards of the colleges and Court will have the opportunity to discuss this is significant detail before any further decisions on the way forward are made. This may, of course, be challenging as we move into the summer period, our last Board meeting of the year is in early June and there may be a requirement to have an extraordinary meeting if substantial decisions are required.

Other areas of note –

- Ministerial meetings – there has been significant engagement with the Minister of Further, Higher Education & Veterans in the Principals group and this has proved to be beneficial and has given a greater influence within the sector. The Minister has established a Tripartite Group involving Colleges Scotland, Scottish Government and SFC.
- UHI Curriculum development – UHI is continuing the process of developing a streamline and more focussed HE curriculum, this process is taking a significant time and will have an on-going impact on students across the partnership. The key to this process is to increase the number of HE students across the partnership. The disappointment of this is the concentration on HE to the exclusion of FE which is around one third of the activity of the partnership, there is a need to look at our FE curriculum and we will continue to press for this work to be started.

- Industrial action – the sector continues to have issues around the current pay offers (22/23 - £2k, 23/24 - £1.5k, 24/25 - £1.5k), neither TU has directly balloted on this 3 year offer (GMB & Unite have balloted and their members have accepted the offer). We have now been advised by EIS that they will have a further 3 days strikes in April. Action Short of a Strike (ASOS) is underway for Lecturing staff and UHI Perth has been clear that we will withhold 100% of salary from any member of staff who withholds results during the May/June resulting period, this is a local decision rather than a national one and was discussed at the Chairs Committee.
- HISA – our local HISA officers are doing a very good job in delivering for our students but we continue to have significant concerns at a regional level as we are not seeing the levels of engagement that we would expect. We recently had the HISA elections and were very disappointed to see that only c165 of our students actually voted in the election (3% of the student body across UHI partners voted). We are pleased to have our HISA roles filled and look forward to working with the new officers.

Committee Cover Sheet

Paper No. 3

Name of Committee	Board of Management
Subject	Your Students Association Update
Date of Committee meeting	28/03/2024
Author	Your Students Association
Date paper prepared	01/02/2024
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Summary of recent work of the Students' Association. Includes Perth specific and organisation wide updates. Updates since paper was written: - HISA elections took place with William Campbell elected as Cross Campus President, Shannon MacCallum as Vice President Education, Xander McDade as Perth President and Andi Garrity as Perth Depute President. A full report on elections will be provided for next board cycle - Good Vibes 2 took place on 14th March in partnership with Active Campus Coordinator, Mental Health Coordinator and Student Engagement Coordinator with great success - OBI nominations opening soon as are HISA Awards and Sporting Blues - The organisation are making a timetable of consultation on our new strategic plan for key stakeholders – more information in the coming weeks
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Paper presented to Learner Experience Committee, 21 Feb 2024.
Action requested	☒ For information ☐ For discussion

UHI PERTH

Committee Cover Sheet

	☐ For endorsement ☐ For approval ☐ Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership. If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	Linked with HISA Strategy
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Yes/ **No**
Risk implications Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk? If yes, please provide details.	Yes/ **No** Click or tap here to enter text.
Equality & Diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please provide details.	Yes/ **No**
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please provide details.	Yes/ **No** Click or tap here to enter text.
Island communities	Yes/ **No**

Committee Cover Sheet

Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	If yes, please give details: Click or tap here to enter text.
Status (ie confidential or non-confidential)	Non-Confidential If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld: Click or tap here to enter text.

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	☐	Its disclosure would substantially prejudice the effective conduct of public affairs	☐
Its disclosure would substantially prejudice the commercial interests of any person or organisation	☐	Its disclosure would constitute a breach of confidence actionable in court	☐
Its disclosure would constitute a breach of the Data Protection Act	☐	Other [please give further details] 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

Students' Association Update, February 2024

Organisational Changes Update

As part of their introduction to academic partners, our Chief Executive Officer and Director of Student Engagement and Representation visited UHI Perth on 6th February after a successful string of online meetings with UHI Perth staff a couple of weeks prior. Plans were shared for the rest of the academic year and how APs would be consulted in the development of the organisation's new strategic plan.

Following approval at the All Student Meeting on 1st December, our Executive Committee worked on and approved a new officer structure for implementation in academic year 2024/2025. This new structure can be seen in Appendix one.

Since the last SA report, Emily Strange has joined the Perth team as the Local Coordinator from January 2024. We have also been able to offer 2 Perth students a Student Intern Position and they will start pending PVG approval and reference returns.

Student Voice Reps

As of 12.2.24 Perth has 209 Student Voice Reps with 97 being trained though online, in person and self-directed training. There have been 5 additional in person training sessions planned at Perth, with one bespoke training being delivered for students in SVS. Issues have been identified with how SVRs have been registered at Perth, but HISA have worked in partnership with UHI Perth to resolve this so accurate numbers can be collated prior to the Education Scotland Visit this month.

Student Rep Council (SRC) meetings dates have now been set for the rest of the year with invitations extended to Head of Learning and Teaching Enhancement, the Sector Development Directors and Student Engagement Coordinator. Below is an update on attendance to date:

Meeting	Date(s)	Attendees
1	15th and 16th November 2023	54
2	20th and 21st December 2023	24
3	31st January and 1st February 2024	25
4	28th and 29th February	tbc

Recruitment for Semester 2 SVRs is underway alongside a gapping exercise of courses with no student representation at Perth. Wide plans for SVRs include reward and recognition, an exit survey in Semester 2 23/24, and preparation for the 24/25 SVR system and processes in partnership with UHI Student Voice Rep Group (SVRG) to ensure lessons are learned and an effective representative system is in place across the partnership.

Moving into 2024-25, we are developing a new recruitment, training and recording system for SVRs. This includes working with Admissions teams on a pre-arrival email from HISA to new students which will showcase the SVR role and our opportunities for clubs, societies and networks, making HISA and the SVR role and purpose much more visible on the VLE Brightspace and portal MyDay, and creating a communications plan for course leadership to help them explain the SVR role to students. This work will be enabled by our new Student Engagement and Representation directorate which draws together the Development Managers, local teams, democracy activity and the HISA Advice Service. We endeavour to ensure that the SVR system in the coming academic year is well coordinated, comprehensive and constructively contributing to quality enhancement.

Allied to this, we are exploring the engagement of student voices not always effectively heard through conventional SVR activities, such as:
- Postgraduate Research students.
- Students on networked degrees.
- Apprentices.
- School-link students.

Campaigns and Events

The monthly calendar of events at Perth continues to see increased engagement from students and better awareness of the organisation. Following the success of Good Vibes last October, we are planning another Good Vibes on the 14th of March in collaboration with UHI staff for University Mental Health Day. Perth Pride had a good engagement on the 8th of Feb and our Ceilidh for Robert Burns last month had particularly good engagement form our ESOL Students. Plans are underway to develop event calendars for the remainder of the academic year.

We are also commencing plans for the OBIs at UHI Perth where nominations will open at the end of March and the awards ceremony will be held during Celebration Week.

Our cross-campus officers are working on the following campaigns:
· Fairer travel for students across UHI to keep students connected at a fairer price with letters written to ministers and transport companies - no responses have been sent but will be keeping an eye out a potentially contacting media to get their involvement.
· Development of a UHI/Student Association, Student Mental Health Agreement which will set the foundations of the key things that both parties will work towards ensuring better student mental health.
· Attended Shetland Protest in December about education provision cuts and now working with national media about the wider implications of the Scottish Government cuts on FE and HE could have in the UHI region of Scotland and its students.
· Development of a possible graduation robe fund in a similar fashion to Bristol University's fund
· Learning more about the needs and challenges of representing PGR students and across subject groups

Nominations for our Spring Elections are now opening and will be closing at the end of the month, with voting taking place between 11-14th March. We are hosting promotional events, arranging class visits and offering manifesto support for candidates as well as reusing the successful Recommend a Friend form for students and staff to complete.

Community Engagement

We are visiting Stornoway this month to host a sports fair, and to work with students and lecturers on forming academic societies for Gaelic and for Sustainable development for next AY. We have applied to Bòrd na Gàidhlig to fund an intern at 5 hrs a week to help run the Gaelic society. We will also be investigating opportunities there for student volunteering in the external community. These initial pilots will help create the model for academic societies and volunteer opportunities with Students' Association, to be deployed across the partnership in AY 24/25.

The Student Networks promotion has just begun and we hope to see a good influx of students. These are permanent standing groups, managed by the Community Engagement department, to provide community for students who may face barriers to the traditional student experience.

We have just opened the second-term grant for clubs and societies to fund their activities.

Our Cycling officer is working on a range of Active Travel events and activities at Moray, Inverness and Perth Campus.

We are hosting the HISA BRIT Challenge again with a BINGO card and workouts, for any students to use or take part in.

We are very excited to announce we have secured sponsorship for the formation of a UHI shinty team. Kishorn Port & Dry Dock will be supporting the team on their first venture out playing in the Littlejohn Vase in St Andrews, the most prestigious university shinty competition of the year. A full men's and women's team will be playing for the Vase, with students from across the partnership involved. We then hope to form branches of a sustainable UHI shinty club around the campuses, with a pool of players we can select for competitions.

We are working alongside our sports clubs and societies to foster relationships with community organisations.

To date Perth has the following clubs and societies:
- Basketball Club
- Volleyball Club
- Rugby Club
- Hillwalking Club
- Computing Society
- Electronic Music Society

There are also the following Regional Clubs and societies
- UHI Mountain Biking Club
- UHI Snowsports Club
- UHI Wind and Wave Club
- UHI Optometry Society
- UHI Dungeons and Dragons Society
- UHI chess Club
- UHI Labour Society
- UHI Christian Union
- UHI Drama Society
- UHI E Sports and Gaming

Board of Management

Work on the Board of Management Project continues with the organisation creating resources for our staff and officers as well as continuing conversations with governance practitioners across UHI to create information for new and existing board members about the Students Association.
The Action Plan for Perth next steps will involve detailed discussion around the action plan and setting goals. A meeting will hopefully be set for this in the coming weeks.

Elections & Democracy

Nominations close on 26th February for our [Spring elections](), at which our Executive committee, including our Shetland Depute, are elected. We are conscious that this is of critical importance for student membership of the UHI Shetland board (and wider engagement with college decision-making, not to mention wider student life, and we are working hard with students and existing Student Voice Reps (SVRs) to promote this vacancy.

It is a huge priority that we ensure stability and continuity in our student representation, partly through a high-profile election and partly through the support provided to officers and reps by our staff team. This is also supported by our regional Board of Management project (mentioned on page 1 as part of our Core 4 activities) through which we are significantly improving our support and training to student board members across UHI and strengthening our links with Governance Professionals and the wider work of boards.

We are also looking to enhance our wider democratic participation, through use of our website, our All-Student Meetings, and building on activities in the SVR system.

Future Developments
Student Partnership Agreement

This will now make its way around the partnership and work will commence on how to embed the SPA at a local level/

Enhancing our Advice Service

- Further development training to enhance the work of signposting/referring student cases
- Establishing a community of practice group for SA staff
- Achieving caseworker accreditation to support students with private-sector housing issues.
- Collaboration with Community Engagement on wellbeing and mental health projects

Student Engagement and Representation Plan and Strategic Plan

- DoSer, Development Managers and other staff within the directorate are commencing work on a departmental plan that will focus on developing and improving the SVR system, staff development and quality enhancement to highlight a few areas
- Planning will commence on developing our new strategic plan with key stakeholder involvement

Conclusion

We are keen to learn from the committee, and indeed the wider Board and colleagues elsewhere in the partnership, to continue to ensure that our work as the students' association supports good governance and quality of learning across UHI. We look forward to regular constructive engagements with your board, staff, management and students.

Appendix 1 – Proposed New Officer Structure

Change Summary

1. Reducing the total number of officers from 20 to 16.
   A. Cross-Campus officers from 3 to 2.
   B. Local Officers from 17 to 14.
      i. And using these resources to increase Student Intern Roles or Increase Officer Hours.

Cross Campus Officers
- Removing the role of Vice President Communities from the Cross-Campus Officer Team.

Local Officers

Inverness
- Removing the Depute President (Activities & Welfare).
- Increasing the number of hours for the Inverness President from 15 to between 15 and 17.
- Renaming the Depute President (Education) to Depute President.
- Increasing the number of hours for the remaining Depute President from 10 to between 15 and 17.

Perth
- Removing the Depute President (Activities & Welfare).
- Renaming the Depute President (Education) to Depute President.
- Creating one part time intern position at 10 hours per week.
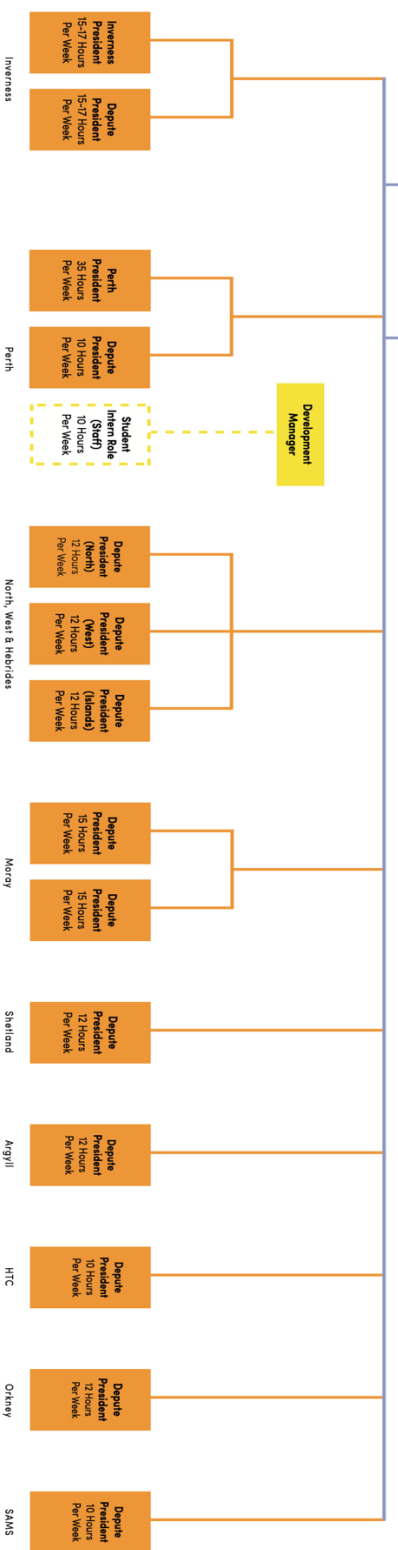
North, West & Hebrides
- Renaming the current three officer positions to Depute President (North), Depute President (West) and Depute President (Islands).
  ◦ Criteria - Candidates for the Depute President (Islands) role have to live or study on an island that has a UHI North, West & Hebrides Learning Centre/ Campus (i.e Lewis and Harris, Skye, Barra, North and South Uist) and study of UHI North, West & Hebrides.

Moray
- Renaming the Depute President (Education) and the Depute President (Activities & Welfare) to be two 'Depute Presidents'.
- Increasing the number of hours for those Local Officers from 14 to 15 hours per week.

Shetland
- Removing the Depute President (Scalloway).
- Maintaining the current 12 hours per week for the Depute President (Shetland).

Argyll
- Maintaining the current 12 hours per week.

Highland Theological Colleg (HTC)
- Increasing the number of hours for the Depute President from 8 to 10 hours per week.

Orkney
- Increasing the number of hours for the Depute President from 10 to 12 hours per week.

Scottish Association for Marine Sciences (SAMS)
- Increasing the number of hours for the Depute President from 8 to 10 hours per week.

Organisation chart boxes:

- All Student Meeting
- President
- Vice President Education
- Development Manager
- Student Intern Role (Staff) 10 Hours Per Week

Inverness
- Inverness President 15-17 Hours Per Week
- Depute President 15-17 Hours Per Week

Perth
- Perth President 35 Hours Per Week
- Depute President 10 Hours Per Week

North, West & Hebrides
- Depute President (North) 12 Hours Per Week
- Depute President (West) 12 Hours Per Week
- Depute President (Islands) 12 Hours Per Week

Moray
- Depute President 15 Hours Per Week
- Depute President 15 Hours Per Week

Shetland
- Depute President 12 Hours Per Week

Argyll
- Depute President 12 Hours Per Week

HTC
- Depute President 10 Hours Per Week

Orkney
- Depute President 12 Hours Per Week

SAMS
- Depute President 10 Hours Per Week

Proposal D - Changes to Schedules of the Highlands and Islands Students' Association and the resulting Officer Structure. Developed proposal following consultation with the Executive Officers. This was approved by all Executive Officers.

Last Updated 11 January, 2024

Committee Cover Sheet

Paper No. 4

Name of Committee	Board of Management
Subject	HR and Payroll System
Date of Committee meeting	28/03/2024
Author	Katy Lees, Head of HR and Organisational Development
Date paper prepared	03/03/2024
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Update on the progress to purchase a new HR and Payroll System Purpose: To provide an update to Board members and get approval to progress based on costs seen in 2023 + up to 30% Impact: This is a significant project for the partnership as it will hopefully be the first successful implemented shared system For final approval
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Proposal previously received endorsement at Finance & Resources Committee, 07 March 2024
Action requested	☐ For information ☐ For discussion ☐ For endorsement ☒ For approval ☐ Recommended with guidance (please provide further information, below)

Committee Cover Sheet

Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	This project is a key part of the UHI 2024 Shared Services work and is being seen within the partnership as a test of the change programme. This work corresponds to general movements within the marketplace towards integrated HR and payroll software and will ensure that the participating institutions have a modern, compliantly procured solution that will be available for up to 10 years without having to reprocure.
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Yes as outlined in the paper
Risk implications Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk? If yes, please provide details.	Yes In summary, the risks can be categorised as: **Project-specific** o Complex implementation: As with the failed implementation of TechnologyOne, there are risk factors in the procurement of iTrent that need carefully managed, and an acceptance that compromises and changes will have to be made by all parties involved in order to get the most out of the system. o Software suppliers can be challenging to work with unless there is sufficient resourcing and robust controls **Financial** o The upfront costs of the project means investment is front-loaded and will put budgets under pressure in the short-medium period o Project will not attract significant savings in the short-medium term, but over time should be at worst cost neutral **Operational** o Short timeline to contract signing: Due to the delay in the APUC framework and the current contract end of CIPHR the current HR system and Payrite the current payroll system, the timeline for decision making has been significantly compressed. This makes any local approval processes, data protection work and other due diligence more challenging. o Operational capacity: All the participating institutions will need to change roles / recruit additional resource to support

Committee Cover Sheet

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<td>the implementation. This will have knock-on effects in and maintaining a high-level service will require local consideration.

Structural

- o Similar projects in the past between multiple institutions in the partnership have been challenging
- o Due to the patchy track record of similar projects, the governance structure is not guaranteed to be successful and may require refinement</td>
</tr>
<tr>
<td>**Equality & Diversity**

Does this activity/proposal require an Equality Impact Assessment?

If yes, please provide details.</td>
<td>No</td>
</tr>
<tr>
<td>**Data Protection**

Does this activity/proposal require a Data Protection Impact Assessment?

If yes, please provide details.</td>
<td>Yes, this has been developed and is being reviewed by the UHI Information Governance Group

Click or tap here to enter text.</td>
</tr>
<tr>
<td>**Island communities**

Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?</td>
<td>No

If yes, please give details:

Click or tap here to enter text.</td>
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<td>**Status**

(ie confidential or non-confidential)</td>
<td>Non-Confidential

If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld:

Click or tap here to enter text.</td>
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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.

Committee Cover Sheet

Please select a justification from the list, below:

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

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

and

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

In April 2023 a business case was prepared and approved by 4 partners within UHI to purchase a single instance of an HR and Payroll System, that would be utilised by the 4 partners (with the appropriate security measures in place to meet data protection requirements. This was approved by the UHI Perth Board, however the project was not able to progress at the time, and this paper is now requesting approval for UHI Perth to progress with the project subject to the costs being within 30% of those expected in 2024. If the costs are beyond this they specific details will be brought back to the Board for consideration/approval.

Current Status

At the present time, every partner in UHI uses a different HR and payroll systems, or different instances of the same systems. The contract expirations and procurement compliance for each institution varies significantly, and there is no joined up approach to how these systems are procured or used. This makes alignment of HR and payroll processes, policies, resourcing and reporting across the partnership practically impossible. An overview is provided below for the 4 partners looking to progress with this project:

Table 1

Institution	Current HR System	Current Payroll System
UHI Executive Office	SharePoint solution	MoorePay
UHI Inverness	Ciphr	Cintra
UHI North, West and Hebrides	Cascade (OH & WH) CHRIS (NH)	Outsourced to Comhairle nan Eilean Siar (OH) Sage Payroll (WH) CHRIS (NH)
UHI Perth	Ciphr	IRIS Payrite

It is therefore proposed that there is a single Integrated HR and Payroll System for UHI Executive Office, UHI Inverness, UHI Perth and UHI North, West and Hebrides. The following contract length is proposed:

- 5 + 2 + 2 + 2 year periods with break clauses (total maximum contract duration of 11 years)

All Participating Partners have approved the specification that was created prior to issue.

Market Research

It was agreed that rather than conduct a local open tender exercise, the APUC Framework Agreement for 'Finance, HR/Payroll Systems and Associated Services' (ITS1056 AP) shall be used as a route to market. This Framework Agreement went live in January 2024, after an extended development of the new Framework. UHI contributed significantly to the development of the Framework Agreement. As part of the evaluation criteria, a scenario identical to that of the proposed UHI implementation was included. Moreover, representatives of UHI were on the Framework Agreement Evaluation Panel. This meant that staff members were able to gain technical knowledge of each submission for the question(s) they evaluated.

The Framework Agreement presents three (3) routes to market. These are a Direct Award, a Mini Competition and a Desktop Calculator, and the parties in this project have agreed to a

direct award to the number 1 supplier in the framework (Softcat, a reseller of MHR with their system iTrent).

How much will this cost (based on April 2023 proposal)
In 2023 the total cost of implementing the system and running it for five years was expected to be in the region of £1.5million.

This is made up of (all costs excluding VAT):

Table 2

The contract value over five years	£642,983
External implementation costs	£179,323
Internal implementation costs	£326,166
Additional Running Costs	£331,688
Total solution cost over 5 years	**£1,480,160**

Internal implementation costs have been calculated as a desktop exercise but are difficult to fix in advance. They have been modelled on MHR's recommendation of internal resourcing. The internal resources have been benchmarked as below, with 35% added for maximum possible on-costs.

- HR and Payroll Systems Manager: £66,338 (UHI Perth formal assessment)
- HR Adviser: £45,792 (UHI Perth recent job advert)
- Payroll Officer: £38,330 (NESCOL recent job advert.

Beyond the additional HR and Payroll Systems Manager post the day-to-day costs of running the system after the implementation phase will be absorbed into normal staffing budgets across the participating partners. Contract costs are fixed up to and including the fifth year of the contract, after which they will be subject to RPI-linked increase.

Table 3 shows the total costs of implanting and running the system as four separate institutions, clearly illustrating the financial case for collaborative procurement. It should be noted that comparison between Tables 2 and 3 needs to take account of the additional running costs that would not be incurred directly if procuring alone, but there would be additional costs of supplier and consultant-led system maintenance.

Table 3

The contract value over five years	£974,102
External implementation costs	£391,280
Internal implementation costs	£659,829
Total solution cost over 5 years	**£2,025,211**

Costs in 2024

It is recognised that the costs for this project in 2024, may be different to that seen in 2023, but it is hoped that these are not more than 20-30% higher, the deadline for the completion of the proposal from Softcat is due to be with APUC on the 8 March 2024.

Oversight of the project

Strategic oversight of the project is by the UHI shared services board, with a Project Board responsible for the project operationally. This project board is made up of representatives from each of the 4 institutions using the system, the project team and local staff as required.

The project team will consist of specifically recruited/redeployed staff and staff already employed by institutions.

A terms of engagement for the implementation will be developed collaboratively and signed by all institutions. This will detail the process and timelines for the implementation.

Another terms of engagement for once the system starts to go live will be developed collaboratively and signed by all institutions. The project board will be replaced by an iTrent System Committee, which will meet regularly and consist of the HR and Payroll Systems Manager and staff put forward from each institution. This committee will also lead engagement with Softcat/MHR, the iTrent supplier.

Governance matters will be overseen by the UHI Information Governance Group which will set the expectations for all shared systems across the partnership and its key functions and activities

- **Approving** policies, strategies and recommendations that affect information governance, information risk management, data protection and information security.
- **Determining** the risk appetite for activities and projects that involve elevated levels of information security or information governance risk to UHI.
- **Recommending** any action, appropriate risk mitigation or resource prioritisation required to be undertaken by the University or a relevant academic partner in response to issues or risks affecting UHI's information assets.
- **Monitoring** progress on actions related to information risk mitigation.
- **Escalating** any significant issues affecting information governance, risk and security, for onward consideration or approval by the University Court or relevant academic partner boards of management (via the Partnership Forum).
- **Promoting** awareness of information governance and security responsibilities amongst all members of the UHI community.

2.11 What is the impact?
The impact of the new system will be significant with much improved functionality, but the greatest benefits will only be realised over a longer period of time. The successful implementation of iTrent will give proof of concept that multi-partner procurement of scale for key business systems is possible in the UHI partnership.

Operationally, having an integrated HR and payroll system means fewer systems, a smaller training burden and improved efficiency. None of the partners are satisfied with their current solutions and iTrent is seen to be an excellent solution for organisations of the size of the institutions involved.

The proposed solution has more robust National Framework Terms and Conditions rather than standard Terms and Condition which tend to be more favourable to the supplier. The participating partners will also benefit from fixed pricing, a compliantly procured system and negated risk of legal challenge by other suppliers.

There are opportunities for shared HR and payroll services as a result of the shared system. There are no detailed plans to advance this opportunity at the current time, but plans could be made dependent on staff changes and institution priorities.

Committee Cover Sheet

Name of Committee	Board of Management
Subject	Risk Appetite
Date of Committee meeting	28/03/2024
Author	VP Operations
Date paper prepared	12/03/2024
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Proposed changes to Board Risk Appetite, specifically the introduction of values against impact and splitting the income risk category between academic and commercial.
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	The proposals in this paper were endorsed by Audit Committee on 19 March 2024
Action requested	☐ For information ☐ For discussion ☐ For endorsement ☒ For approval ☐ Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	Managing risk is a critical requirement to ensure the achievement of our strategic objectives.

Committee Cover Sheet

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

Committee Cover Sheet

Freedom of Information

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

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and

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

Board Risk Appetite

Two key adjustments have been made since the last Audit committee meeting.

1. Proposed values have been added to the "impact" section of our scoring matrix. The £10K starting point was established based the authorisation level in the Financial Regulations for PLG members.

		Impact				
		Insignificant	Minor	Significant	Major	Catastrophic
		< £10K	£10K <£50K	£50K - <£250K	£250K <1M	> £1M
Almost Certain	> 80%	5	10	15	20	25
Likely	61% - 80%	4	8	12	16	20
Possible	31% - 60%	3	6	9	12	15
Unlikely	10% - 30%	2	4	6	8	10
Very Rare	< 10%	1	2	3	4	5

Likelihood

Audit Committee members are invited to consider the values that are shown above.

2. We have split the "Income" section between Academic and Commercial. After discussion between Veronica and I, we have come up with the proposed scoring. I have included all the sections for the Audit Committee to confirm they are happy to move forward with the scoring and wording below.
The proposal would be that we start using the scoring above but review this each quarter for a year and thereafter review the scoring on an annual basis.

Risk Category	Risk Description	Risk Appetite	Risk Appetite Description	Risk Appetite Range
Academic Income	Academic SFC Funding risk relates to the potential negative impact on student numbers, student retention, student outcomes, business partnerships and student experience.	Minimal	The Board of Management will allow minimal risk in this Risk Category which means that decisions by mangers or staff that would create a combined risk score (Likelihood x Impact) which is higher than the maximum "Risk Range", for this Risk Category, should make an approval request to the Audit Committee before proceeding.	1-6
Commercial Income	Non SFC Funding risk relates to the potential negative impact on student numbers, student retention, student outcomes, business partnerships and student experience.	Cautious	The Board of Management will allow a cautious approach to risk in this Risk Category which means that decisions by mangers or staff that would create a combined risk score (Likelihood x Impact) which is higher than the maximum "Risk Range", for this Risk Category, should make an approval request to the Audit Committee before proceeding.	1-10
Legal & Compliance	Legal & compliance risk relates to any situation that would create a legal issue for UHI Perth or its partners or non compliance with statutory or regulatory requirements. This category includes health and safety.	Averse	The Board of Management are averse to risk in this Risk Category which means that decisions by mangers or staff that would create a combined risk score (Likelihood x Impact) which is higher than the maximum "Risk Range", for this Risk Category, should make an approval request to the Audit Committee before proceeding.	1-3
Financial	Financial risk relates to any financial matter that could have a significant negative impact on the cash position of UHI Perth. This area also covers the financial management of UHI Perth.	Minimal	The Board of Management will allow minimal risk in this Risk Category which means that decisions by mangers or staff that would create a combined risk score (Likelihood x Impact) which is higher than the maximum "Risk Range", for this Risk Category, should make an approval request to the Audit Committee before proceeding.	1-6
Operational	Operational risk relates to risks associated with the operational building blocks of systems, management of staff, staff competence and processes.	Open	The Board of Management are open to risk in this Risk Category. Any decisions by mangers or staff that would create a combined risk score (Likelihood x Impact) which is higher than the maximum "Risk Range", for this Risk Category, should make an approval request to the Audit Committee before proceeding.	1-15
Reputational	Reputational risk relates to areas that could have a negative impact on the reputation of UHI Perth and includes Business Relationships, student Satisfaction, Culture, Media Relationships, Social Responsibility and Environment,	Averse	The Board of Management are averse to risk in this Risk Category which means that decisions by mangers or staff that would create a combined risk score (Likelihood x Impact) which is higher than the maximum "Risk Range", for this Risk Category, should make an approval request to the Audit Committee before proceeding.	1-3
Strategic/External	Strategi/External risk relates to external areas that could impact on the ability of UHI Perth to achieve its strategy or to the financial sustainability of organisation.	Minimal	The Board of Management will allow minimal risk in this Risk Category which means that decisions by mangers or staff that would create a combined risk score (Likelihood x Impact) which is higher than the maximum "Risk Range", for this Risk Category, should make an approval request to the Audit Committee before proceeding.	1-6

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Committee Cover Sheet

Name of Committee	Board of Management
Subject	Management Accounts to 31 January 2024
Date of Committee meeting	21/03/2024
Author	VP Operations
Date paper prepared	29/02/2024
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Document shows the financial results of the Group through H1 23/24
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	This paper was previously presented and discussed at Finance & Resources Committee, 07 March 2024.
Action requested	☒ For information ☒ For discussion ☐ For endorsement ☐ For approval ☐ Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	Important paper relating to the strategic objective of financial sustainability.

Committee Cover Sheet

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

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Committee Cover Sheet

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Financial Performance Review

Q2 23/24

Group Overview

We do not have a budget in place for 23/24 so financial analysis will compare actual performance against prior year and in a separate paper we estimate the FY based on the current run rate and measure this against our "Mid Case" FY forecast set out in 2023.

Income

Income is around £700K ahead of last year. Key drivers for this are higher income from academic funding £416K, academic tuition £470K and academic commercial income £200K. This was offset by lower income in services driven by lower spend on "funded Estates maintenance". These items covered in more detail in each relevant section.

Staff Costs

As with last month, the higher staff costs than last year can be explained as follows:

22/23 Staff cost	£10,556
- accrued salary increase for 22/23	£594
- accrued salary increase for 23/24	£445
- the cost of VS through 6 months	£312
- savings from VS leavers	£(318)
- savings through lower PT staff and recruitment delay	£(430)
Q1 23/24 Staff Cost	£11,159

Non-Staff Costs

Non-Staff costs continue to be under last year's spend although most of the underspend can be explained by a lower rate of funded Estates maintenance spend (compared with last year).

Actual YTD 23/24	Academic	Business	Services	Total
Funding	7,911	77	525	8,514
Tuition Fees	1,717	852	0	2,569
Commercial	1,429	615	537	2,581
Total Income	**11,057**	**1,544**	**1,062**	**13,663**
Staff Costs	6,865	1,024	3,270	11,159
% Income	62.1%	66.3%	307.9%	81.7%
Non-Staff Costs	614	542	2,414	3,570
% Income	5.6%	35.1%	227.3%	26.1%
Surplus/(Deficit)	**3,578**	**-22**	**-4,622**	**-1,066**
% Income	32.4%	(1.5)%	(435.2)%	(7.8)%

Actual YTD 22/23	Academic	Business	Services	Total
Funding	7,495	0	731	8,226
Tuition Fees	1,247	917	178	2,342
Commercial	1,229	667	506	2,401
Total Income	9,970	1,584	1,415	12,969
Staff Costs	6,483	1,012	3,062	10,556
% Income	65.0%	63.9%	216.4%	81.4%
Non-Staff Costs	727	531	2,425	3,683
% Income	7.3%	33.5%	171.4%	28.4%
Surplus/(Deficit)	**2,761**	**40**	**-4,072**	**-1,271**
% Income	27.7%	2.6%	(287.8)%	(9.8)%

Academic Performance

Income

All three categories are ahead of last year and can be explained as follows:
- Funding: HE figures are higher than last year which results in higher income, However, part of the increase will also be related to the information available at the close i.e. we take the student numbers at the close and these can still change after the close i.e. timing.
- Tuition fees: Similar to above, we can see that most of the tuition invoicing had already occurred at the HY 23/24 close allowing us to recognise more income than last year when invoicing was lower at the time of the close (timing). At the end of the academic year, we expect tuition to be similar values.
- Commercial: The year-on-year difference is related to a number of factors.

Staff Costs

See explanation covered in the Group Overview Commentary.

Non-Staf Costs

Staff have worked hard to minimise expenditure in H1. Savings are across a number of areas.

Actual YTD 23/24	STEM	BMCL	CCI	ALS	Research	Academic Total
Funding	2,002	1,656	1,460	2,766	27	7,911
Tuition Fees	268	482	393	555	18	1,717
Commercial	1,019	243	41	98	28	1,429
Total Income	**3,289**	**2,381**	**1,895**	**3,419**	**73**	**11,057**
Staff Costs	1,804	1,576	1,203	2,186	97	6,865
% Income	54.8%	66.2%	63.5%	63.9%	132.6%	62.1%
Non-Staff Costs	215	109	172	114	4	614
% Income	6.5%	4.6%	9.1%	3.3%	5.7%	5.6%
Surplus/(Deficit)	**1,271**	**696**	**520**	**1,120**	**-28**	**3,578**
% Income	38.6%	29.2%	27.4%	32.7%	(38.3)%	32.4%

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

Business

AST

The Q1 AST surplus has now become a deficit position through H1. The full year outlook for AST is now a deficit of £(256)K versus a budget deficit of £(141)K. Income estimates have fallen, versus budget, by £(141)K driven by tuition income moving to the right. Total spend for the FY is expected to be a little lower than budget. The budget loss was primarily driven by the loss of a key customer, Leonardo.

Residences

Although comfortably in surplus, you can see that income is down versus 22/23. This is due to summer lets of £70K being known and included in the 22/23 numbers while this year's summer lets were unknown at the time of closing. This should correct itself to some degree in Q3 although summer lets could be lower in 23/24 due to a reduction is US students using the residences this summer.

ASW

Income has benefited year on year due to a pickup in customers caused by the closure of LIV Activ and the impact of a 25% price increase taking effect. Staff costs are actually lower than last year due to delays in recruitment but appear in line with last year when you add in the accruals for 22/23 and 23/24 salary increases. Spend is lower in 23/24 due to last year having catch up, multi-year, royalty music costs .

Nursery

The nursery have lost customers as a result of the initial reorganisation announcement. However, a 35% increase in pricing has resulted in income being ahead of last year. It is expected that the nursery will be able to breakeven when they are back at full capacity next year.

Actual YTD 23/24	AST	Residences	ASW	Nursery	Business Development	Total
Funding	0	0	0	77	30	77
Tuition Fees	852	0	0	0	0	852
Commercial	7	206	332	71	0	615
Total Income	**859**	**206**	**332**	**148**	**30**	**1,544**
Staff Costs	606	0	230	188	150	1,024
% Income	70.5%	0.0%	69.4%	127.2%	495.1%	66.3%
Non-Staff Costs	329	135	69.500	9	70	542
% Income	38.4%	65.5%	20.9%	5.9%	230.9%	35.1%
Surplus/(Deficit)	**-76**	**71**	**32**	**-49**	**-190**	**-22**
% Income	(8.9)%	34.5%	9.6%	(33.0)%	(626.0)%	(1.5)%

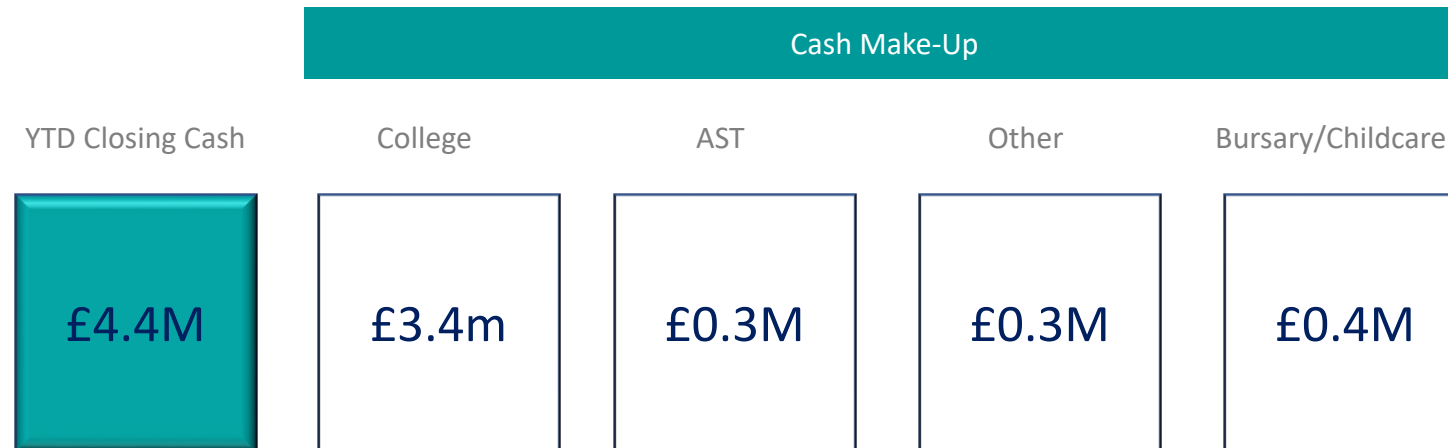| Actual YTD 22/23	AST	Residences	ASW	Nursery	Business Development	Total
Funding	0	0	0	0	37	0
Tuition Fees	917	0	0	0	0	917
Commercial	2	274	277	114	38	667
Total Income	**919**	**274**	**277**	**114**	**75**	**1,584**
Staff Costs	602	0	236	175	142	1,012
% Income	65.5%	0.0%	85.1%	153.5%	189.8%	63.9%
Non-Staff Costs	295	146	80	10	24	531
% Income	32.1%	53.2%	29.0%	8.7%	31.9%	33.5%
Surplus/(Deficit)	**22**	**128**	**-39**	**-71**	**-91**	**40**
% Income	2.4%	46.8%	(14.1)%	(62.1)%	(121.8)%	2.6%

Services (Overheads)

Estates

Estates income is actually "funding for estates maintenance". Spend is lower in 23/24, compared with last year, as we are carrying out qualifying estates maintenance at a slower rate than last year. We will spend all the funding allocated to us before the end of the academic year. The opposite effect can be seen on costs as they are lower than last year. However, it should be noted that our FY funding allocation for 23/24 is £150K lower than 22/23. This £150K of lower funding can be seen in the deficit position through H1 which is £(179)K higher than last year.

Business Services

This is all other departments. Staff costs are higher than 22/23 as all of the VS £318K, noted in the Group commentary, is charged to Business Services.

Actual YTD 23/24	Student Services	Estates	ICT	Canteen	Business Services	Services Total
Funding	41	357	59	0	69	525
Tuition Fees	0	0	0	0	0	0
Commercial	62	-8	0	376	106	537
Total Income	**103**	**349**	**59**	**376**	**175**	**1,062**
Staff Costs	653	406	252	0	1,958	3,270
% Income	637.1%	116.3%	428.8%	0.0%	1118.5%	307.9%
Non-Staff Costs	97	901	470	411	536	2,414
% Income	94.4%	257.9%	800.1%	109.1%	306.0%	227.3%
Surplus/(Deficit)	**-647**	**-958**	**-663**	**-34**	**-2,319**	**-4,622**
% Income						

Actual YTD 22/23	Student Services	Estates	ICT	Canteen	Business Services	Services Total
Funding	36	652	66	0	-23	731
Tuition Fees	0	0	0	0	178	178
Commercial	37	8	0	358	103	506
Total Income	73	660	66	358	258	1,415
Staff Costs	607	417	252	0	1,785	3,062
% Income	834.8%	63.2%	383.4%	0.0%	692.1%	216.4%
Non-Staff Costs	128	1,022	419	381	476	2,425
% Income	175.7%	154.8%	636.7%	106.4%	184.5%	171.4%
Surplus/(Deficit)	**-662**	**-779**	**-605**	**-23**	**-2,003**	**-4,072**
% Income	(910.5)%	(118.0)%	(920.1)%	(6.4)%	(776.5)%	(287.8)%

Cash

Cash Make-Up

YTD Closing Cash	College	AST	Other	Bursary/Childcare
£4.4M	£3.4m	£0.3M	£0.3M	£0.4M

The high college balance is due to the payment of all tuition monies in January. Receiving all the tuition monies is normal but in the last two years the payment has been in February, Q3.

Committee Cover Sheet

Paper No. 7

Name of Committee	Board of Management
Subject	The potential key challenges/impact on our strategic KPI's from the outputs of the UHI Perth Financial Sustainability Project.
Date of Committee meeting	28/03/2019
Author	Lorenz Cairns/Veronica Lynch
Date paper prepared	21/03/2019
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	The UHI Perth Financial Sustainability Project will report its output to SMT on 29 March 2024. The focus on this project has been designated as a board priority to achieve a balanced budget by 31 July 2025. While this project is underway, the Perth Leadership Group have continued to focus on ensuring our core business continues to be delivered. The Board endorsed a pause on the reporting of the KPI's during Board cycle 3 while the focussed work through the project workstreams was underway. The Balance Scorecard outlining progress against the KPI's will be included within Board Cycle 4. While this work is ongoing and until the recommendations are provided, SMT have considered potential implications of some of the efficiencies which may need to be implemented as part of the UHI Perth Financial Sustainability Project. This paper identifies the resulting implications which could impact several of the KPIs related to the strategic objectives of the institution. Specific examples of how this could influence each objective and its associated KPIs are outlined within the paper.

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Committee Cover Sheet

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	☒ For information ☐ For discussion ☐ For endorsement ☐ For approval ☐ Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	This paper is directly linked to UHI Perth strategy and associated objectives/KPI's
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Yes/ No
Risk implications Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk? If yes, please provide details.	Yes/ No Click or tap here to enter text.
Equality & Diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please provide details.	Yes/ No

Committee Cover Sheet

Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please provide details.	Yes/ No Click or tap here to enter text.
Island communities Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	Yes/ No If yes, please give details: Click or tap here to enter text.
Status (ie confidential or non-confidential)	Non-Confidential If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld: Click or tap here to enter text.

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	☐	Its disclosure would substantially prejudice the effective conduct of public affairs	☐
Its disclosure would substantially prejudice the commercial interests of any person or organisation	☐	Its disclosure would constitute a breach of confidence actionable in court	☐
Its disclosure would constitute a breach of the Data Protection Act	☐	Other [please give further details] Click or tap here to enter text.	☐

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

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Committee Cover Sheet

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

and

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

Board of Management   **28 March 2024**

The potential key challenges/impact on our strategic KPI's from the outputs of the UHI Perth Financial Sustainability Project.

Introduction

The UHI Perth Financial Sustainability Project will report its output to SMT on 29 March 2024. The focus on this project has been designated as a board priority to achieve a balanced budget by 31 July 2025.

While this project is underway, the Perth Leadership Group have continued to focus on ensuring our core business continues to be delivered. The Board endorsed a pause on the reporting of the KPI's during Board cycle 3 while the focussed work through the project workstreams was underway. The Balance Scorecard outlining progress against the KPI's will be included within Board cycle 4.

While this work is ongoing and until the recommendations are provided, SMT have considered potential implications of some of the efficiencies which may need to be implemented as part of the UHI Perth Financial Sustainability Project. This paper identifies the resulting implications which could impact several of the KPIs related to the strategic objectives of the institution. Specific examples of how this could influence each objective and its associated KPIs are outlined below:

KPI's and Potential Impact for Consideration

1.   Strategic Objective: The Learner Experience:

•   **KPI 2:** Increase student retention, attainment, achievement, progression, and satisfaction to sector-leading levels.

•   **KPI 3:** Increase student progression and achievement.

•   **KPI 4:** Increase student satisfaction in early and end-of-year surveys.

•   **KPI 5:** Increase student response rates to learner surveys.

•   **KPI 6:** Increase the proportion of classes with a Student Voice representative.

•   **KPI 7**: Increase the number of courses holding Student Forums.

Potential Impact:

In a scenario where the sustainability exercise may affect the allocation of resources or staffing levels, this may indirectly influence the quality of the learner experience. Reductions in funding could potentially lead to challenges in maintaining support services, impacting student retention, satisfaction, and progression. In turn, this would lead to a review of the associated targets.

2.   **Strategic Objective: Co-Creative and Progressive Curricula:**

*   **KPI 8:** Increase overall redesign of courses by 25% annually.

*   **KPI 9:** Increase the number of courses using digital enhancement and innovation.

Potential Impact:

Budget challenges or resource reallocation may limit the capacity for curriculum redesign and innovation, affecting our ability to meet evolving industry needs.

3.   **Strategic Objective: Industry Focused:**

*   **KPI 10:** Increase the percentage of courses adapted in response to employer feedback.

Potential Impact:

Budget constraints may hinder our capacity to adapt courses based on employer feedback, potentially impacting the relevance and industry focus of the curriculum.

4.   **Strategic Objective: Academic Partnerships (Industry):**

*   **KPI 11:** Increase the value/leverage (£) by partnership.

Potential Impact:

Reductions in funding could affect the resources available for establishing and maintaining partnerships with industry stakeholders, potentially impacting collaborative initiatives and value generation.

5.   **Strategic Objective: Research and Scholarship:**

*   **KPI 12:** Increase the number of staff leading projects with allocated research time.

Potential Impact:

Budget challenges may limit research funding and opportunities for our staff to engage in research projects, potentially affecting our research output and scholarly activities.

6.   **Objective: Our College:**

*   **KPI 18:** Increase the percentage of positive coverage of the college locally, regionally, nationally, and internationally.

Potential impact:

Resource constraints may affect marketing and communication efforts, potentially impacting the college's reputation and visibility.

7.   **Objective: Commercial Enterprise and Innovation:**

*   **KPI 26:** Increase commercial income per college area.

Potential Impact:

Budget challenges may affect our ability to invest in commercial activities and innovation, potentially impacting revenue generation.

8.   Objective: Environmental Sustainability:

•   **KPI 27:** Decrease the gross carbon footprint by 2% annually.

Potential Impact:

The sustainability exercise may align with efforts to reduce costs and environmental impact, potentially leading to initiatives aimed at improving energy efficiency and reducing resource consumption.

Summary Status of KPI Tracking and Reporting

The Board are asked to note the current status of KPI tracking and reporting:

1.   The examples highlighted are being used to demonstrate _potential_ impacts on our KPI's (balanced scorecard) and why the targets may need to be reviewed on completion of the exercise.
2.   The team driving forward the Sustainability project are aware of the multiple potential impacts and are introducing careful strategic planning and resource management to mitigate potential negative impacts on key objectives and performance indicators.

3.   The sustainability project will complete its work on the 29th of March and present its recommendations to SMT in early April.

4.   The KPI's/balanced scorecard will be reviewed as soon as practicable after recommendations have been reviewed.

5.   The reviewed balanced scorecard will be ready for the last series of board meetings (this academic year)

Conclusion

Once the outputs from the UHI Perth Financial Sustainability Project are clearer, SMT will consider the implications on any resulting proposals relating to the achievement of the KPI's. Where existing KPI's will be impacted, recommendations will be brought to the board for discussion and approval.

Board of Management – Standing Committee Summary

Paper No: 8a

Name of Committee: Chairs Committee	Date of Committee: 6 February 2024
Key Issues discussed: **ASOS – EIS Dispute** **Financial Sustainability update** **Board Recruitment update** **UHI TOM update**	**Actions agreed:** **Chair to review staff communications and risk to be recognised explicitly in the risk register.** **Noted** **Noted** **Noted**
Committee Chaired by: **Graham Watson**	**Date of next meeting:** **18 April 2024**

Learner Experience Committee

Paper 8b

DRAFT Minutes

Meeting reference: Learner Experience 2023-24/03
Date: Wednesday 21 February 2024
Location: Boardroom (Brahan Room 019)

Members present: Margaret Cook, Principal
Jenny Hamilton, Board Member
Alistair Wylie, Board Member
Fiona Smith, Student Board Member
Catherine Etri, Vice Principal (Academic) (from Item 7.1)
Deborah Lally, Head of Student Experience
David Gourley, Head of Learning & Teaching Enhancement
Robert Boyd, Teaching Staff Member on the Committee (from Item 6.1)

In attendance: Rachel Burn, HISA Chief Executive
Ian McCartney, Clerk to the Board

Apologies: Elaine Piggot, Board Member
Patrick O'Donnell, Staff Board Member
Lorenz Cairns, Depute Principal
Veronica Lynch, Vice Principal (External)
Rosalind Bryce, Chair of Scholarship & Research Committee

Chair: **Margaret Cook**
Minute Taker: Ian McCartney
Quorum: 7

We will act with integrity in everything we do

Student Centred + Innovative + Ambitious + Respectful + Inclusive + Collaborative

Minutes:

Item		Action
1.	**Welcome and Apologies** Chair welcomed everyone to the meeting, and noted apologies. Chair introduced Rachel Burn, new Chief Executive of HISA, to the meeting.	
2.	**Additions To The Agenda** A brief summary of the recent HMI visit to UHI Perth was added to the Agenda under Item 11.	
3.	**Declaration of Conflict of Interest in any Agenda Item** No conflicts of interest were declared.	
4.	**Minutes of Meeting held on 15 November 2023** The minutes were approved as being an accurate record of the meeting.	
5.	**Matters Arising from Previous Minutes** There were no Matters Arising.	
6	**HISA Student Partnership Agreement 2023/24** Student Board Member presented Paper 2 for information, noting the Agreement had been signed off with UHI in December 2023. HISA Chief Executive noted that future versions of the Student Partnership Agreement may be reviewed to bring closer in line with the HISA Strategy, and acknowledged there is a timing issue with the signing and publication of the Agreement which needs to be addressed for the benefit of the Academic Partners. Board Member queried who Your Students' Association (YSA) were as opposed to HISA. Student Board Member advised that the students' association was in transition from HISA to YSA. Although the legal name would remain HISA, YSA was to be used for branding in both physical and digital environments. Board Member sought clarification on where Part C of the Agreement was an update or a historic position. Student Board Member advised that Part C was historic information but some of the themes were still in development. HISA Chief Executive further advised that this section	

	was effectively a progress report on previous Agreements. Head of Student Experience also added some historic context around the move from local to regional Student Partnership Agreement. Committee **NOTED** and **ENDORSED** Paper 2. Committee requested that Clerk amend future Agendas and papers to reflect the branding change from HISA to YSA.	Clerk
7	**Learner Experience**	
7.1	**HISA Perth Strategic Update** Student Board Member presented Paper 3, highlighting that 209 Student Voice Reps had now been recruited, with 97 fully trained, other training is to be organised. Board Member noted that it was quite difficult within the paper to differentiate between local Perth activity against UHI-based activity, and suggested this might be worth considering for future papers. Board Member sought clarification on whether the new posts referred to in the revised structure were now filled. Student Board Member explained difference between elected roles, for which the nomination process was now open, and the student intern role, which had now been filled. Board Member queried current levels of library usage among students. Student Board Member clarified that work was being undertaken to identify the mode of usage (ie in person or digital) for different types of student profile. Head of Student Experience advised that the college was collecting student profile data. Committee **NOTED** Paper 3.	
7.2	**HISA Update** HISA Chief Executive presented Paper 4, highlighting the focus on the new Strategy in 2024, work being carried out on stability within the staff base, and the launch of a first all-student online newsletter, with engagement levels monitored by clink-through rates (17% initial engagement recorded). HISA Chief Executive briefed Committee on national issues such as impacts of strike action, voter ID, HE & Fe funding, and mental health support campaigns. HISA Chief Executive advised that the new Director of Student	

	Engagement & Representation would be happy to come back to a future Committee to explore proposed changes to Student Voice Rep processes. Committee **NOTED** Paper 4.	
7.3	**Student Satisfaction & Experience Survey** Head of Learning & Teaching Enhancement presented Paper 5, noting this was an historic paper which should have been tabled for Committee at a previous meeting. Head of Learning & Teaching Enhancement highlighted the relatively low uptake of 39%, while recognising the high levels of satisfaction reported, although there were some concerns around satisfaction rates reported from key ethnic groups. Board Member identified that it would be useful to provide numbers as well as percentages around protected characteristics to increase meaningfulness. Committee **NOTED** Paper 5.	
7.4	**Postgraduate Taught Experience Survey** Head of Learning & Teaching Enhancement presented Paper 6, highlighting that feedback appears very positive across the institution. Committee **NOTED** Paper 6.	
7.5	**Induction & Early Student Experience Survey** Head of Learning & Teaching Enhancement presented Paper 6, noting this was the most recent survey conducted, which was completed before Xmas. Head of Learning & Teaching Enhancement noted the response rate of 81%, which was up 21% on the previous year's survey, and that satisfaction rates were positive across the board. Head of Learning & Teaching Enhancement advised that the same participation methodologies were to be adopted for the 2024 Student Satisfaction & Experience Survey, however this survey may be impacted by ongoing industrial action. Committee **NOTED** Paper 4.	
8	**Curriculum**	

8.1	**Student Recruitment - Update**	
	Head of Student Experience provided an update on current Student Recruitment numbers, noting that UHI Perth was currently ahead of FE targets, but likely to fall short of HE numbers by 27 FTEs this year.	
	Head of Student Experience advised that, with regard to 2024/35 projections, the Sector appears to be entering a recovery period as there has been an increase in application numbers for bot colleges and universities. UHI Perth is around 200 applications up on the same time as 2023/24, however much of this may be earlier than expected non-UCAS applications and these numbers require to be monitored if funding numbers are to be reduced as there is no funding for additional delivery beyond FE targets.	
	Principal noted that HE may well hit targets, but this will still not bring UHI Perth back in line with pre-COVID levels. In addition, there may be some bounce-back in terms of Higher National recruitment as extra student numbers allocated to other HE institutions are given back.	
8.2	**HMI Inspection – Update**	
	Principal reported that HMI had attended UHI Perth for its annual inspection this week. The verbal feedback was extremely positive, albeit with some minor points to be taken forward as actions.	
	Vice Principal (Academic) added that learner feedback had also been very positive, with particular reference to initiatives being rapidly implemented upon identification of an issue, so those that raised the issue benefitted from changes being made.	
	Principal noted that the full report will be issued to the nearest available Board or Learner Experience Committee meeting, depending on timings of publication, and HMI will be invited to attend to present.	
9	**UHI Perth Safeguarding Annual Review**	
	Head of Student Experience presented Paper 8, and summarised the key aspects of the Paper.	
	Board Member expressed surprise at the sheer variety and degree of work required within this area, before querying what college would do with information around criminal convictions. Head of Student Experience noted that much of Safeguarding was around trust, and in this aspect the agreement between parties is about support and appropriate routes rather than labelling. Police may provide some limitations around, eg, IT usage due to licensing restrictions around certain convictions.	

	Teaching Staff Member queried dispensations around Residences due to close proximity of living arrangements. Head of Student Experience advised that this hadn't happened as yet, but again would depend on the type of convictions and the limitations imposed. Committee **NOTED** Paper 8.	
10	**Committee Minutes** No Committee Minutes were presented for noting.	
11	**Date of Next meeting** • Wednesday 24 April 2024 @ 2:00pm	
12	**Review of Meeting** Committee confirmed the business of the meeting had been consistent with the Terms of Reference.	

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

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

Status of Minutes – Open ☑

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

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

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

Do the minutes contain items which may be contentious under the terms of the Data Protection Act 2018?   **Yes ☐   No ☑**

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Board of Management – Standing Committee Summary

Name of Committee: AST Board	Date of Committee: 28 February 2024
Key Issues discussed: **Update on worsening financial position – projected losses 23/24 and 24/25 worsened due to lack of sales and increased costs (necessary uplift to staff salaries to assist retention)**	**Actions agreed:** **Focus on driving more students into Approved Courses. +20 students would alleviate financial forecasts.** **Plan to be developed and implemented asap to secure more students. Outcome to be presented to September Board Meeting at which consideration will be given to the future of AST.**
Committee Chaired by: **Graham Watson**	**Date of next meeting:** **2 May 2024**

Board of Management – Standing Committee Summary

Paper No: 8d

Name of Committee: **Strategic Development Committee**	Date of Committee: 7 March 2024
Key Issues discussed: 1. UHI Perth Sustainability Workstreams & UHI Strategic Plan 2030 The committee was provided with assurance that the workstreams were on track. Final proposals will not be available before end March. Points noted: - the Workstream project is specifically focussed on UHI Perth financial sustainability, whereas UHI 'transformation operating model' work is focussed on the structure and operating model of a revisioned UHI. - contributing to both projects carries resource demands. - the potential issues of compatibility, cohesiveness and unintended consequences overall of separate projects (including those by other partner colleges) being undertaken in tandem - UHI Perth hopes to have local proposals ready by mid-April in order to try to pre-empt EO impacts. - there is as yet no clarity on the methodology UHI are using to develop the Outline Business Case ('OBC') for a new operating model - to go to the SFC end May. Local Boards will need to sign off the OBC first. - the potential reputational risks of UHI not meeting the end-May deadline for the OBC	**Actions agreed:** **To be kept under active review by SMT and Board** **Principal agreed to raise with Chair of the Board the resourcing implications of contributing to both projects.**

- warnings from SFC that additional funding support for Business Case implementation may not be available. - a proposed 'catalogue of services' is yet to be received from EO. The apparent assumption that all single services will be run from EO is being actively challenged. - staffing: while there is no overall recruitment freeze, most UHI Perth posts are being advertised as fixed term; there is a potential need for support from EO for backfilling posts during this period of intense activity. - UHI Strategy 2030: No input by partners into this document; its longer term was noted, as was its potential purpose to act as an umbrella document to which all local partners should align; it makes scant reference to FE - some elements of a final UHI Operating Model may require legislative change (e.g. governance) therefore likely the initial focus will be on delivering efficiencies.	**Principal to take up issue of support from EO for backfilling to be taken up at earliest opportunity.**
Committee Chaired by: **Jenny Hamilton**	**Date of next meeting:** **TBC – w/c 20th May 2024**

UHI PERTH

Board of Management – Standing Committee Summary

Name of Committee: Joint Meeting of Strategic Development and Finance & Resources Committees	Date of Committee: **7 March 2024**
Key Issues discussed: 1. Financial outlook VP (operations) indicated the bottom-line income for UHI Perth (excluding AST) remains relatively fixed at 17.5m. On expenditure nothing materially different from previous projections. Effect of VS on staff costs unlikely to materialise till 24/25. Non-staff costs similar to forecast SFC funding – reduced by approx. £100m for the sector, roughly split 50/50 HE and FE. Should FSC remove the increased HE numbers arising from COVID this should not impact UHI Perth seriously, and the 8.6% cut to FE funding may be subject to negotiation between the sector and SFC/Scottish Government. VP (operations) indicated UHI Perth funding for 24/25 as yet unconfirmed but the forecast for 24/25 should crystalise shortly once forecast student numbers are confirmed. The capacity of UHI Perth to absorb any increase in student numbers will depend on the subject area where that demand occurs, but some capacity does exist. UHI Perth's drop-out rate has dropped for a 3rd year in a row and is below the sector norm. The need to support students in transition from FE to HE is recognised. The committees were advised that due to Finance Office capacity issues as well as	**Actions agreed:** **To be kept under active review by SMT and Board**

the work being done around workstreams, there is a risk the June Board of Management may not receive fully prepared budgets. 2. UHI transformation operating model Points re-iterated as follows - The implications of the UHI not meeting the deadline date for the OBC of 31 May. - The size of the team needed to deliver this OBC - The limited opportunity for Partners to have significant input into the decision making process. UHI Perth needs to be a very load voice in that decision making process. 3. Formal thanks were expressed to the departing Vice-Principal (Operations) for all of his work over the past few years.	**To be kept under active review by SMT and Board**
Committee Chaired by: **Jenny Hamilton**	**Date of next meeting:** **AY 2024/25**

Board of Management – Standing Committee Summary

Paper No: 8f

Name of Committee: Finance and Resources	Date of Committee: 7 March 2024
Audit: The External Audit Report and the Group Accounts have been further delayed by an announcement of an Audit Scotland investigation into pension assumptions across all public sector organisations. Should UHI Perth not come under the auspices of this review then accounts should be ready shortly; otherwise a further delay is inevitable. Issues around valuation and surplus land and letter or comfort have been concluded satisfactorily. Chair BOM noted that the letter of comfort received from SFC focused on cashflow rather than the Going Concern issue. As a result of Deloitte's performance and the new investigation, UHI Perth is not in a position to present Audited Accounts to Scottish Parliament by the March 31st deadline. Chairs of Board, F&R and Audit to agree appropriate text of letter of escalation to Audit Scotland (via UHI as Regional Strategic Body). **Financial Update: Year to 31 January 2024**: projections remain similar to forecast. Residences lower income than previous year. ASW profit increases due to a combination of increase in prices and ongoing issues at LiveActive. Nursery loss is lower than previous year and is now looking at a breakeven position next year. AST income issues noted. Chair BOM reported that a number of outstanding invoices had now been settled, although the loss of a major contract would have an impact. AST Board are	**Actions agreed:** DP and VP(Operations) to provide supporting context. Chairs: Board, Audit, F&R to agree wording of letter of escalation.

focused on managing AST back to a profitable position. AST management have been tasked with developing a plan to deliver greater returns on certain modes of income.	
Estates Update: Paper noted.	
Environmental Sustainability Report to be presented at the next F&R meeting.	Head of Estates
Qualitative feedback will be provided on the impact of direct employment of maintenance staff.	Head of Estates
Disability Action Plan: The Plan was noted. The associated Action Plan Recommendations were endorsed.	
The basis for the recommendations was a staff survey. The report's key areas concern disclosure, safety, awareness and campus accessibility.	
HR & Payroll System: Paper proposing awarding of contract for new HR and Payroll system was endorsed. To be passed to Board of Management for final approval.	Board Secretary to place on next BOM agenda.
UHI Perth's Auditors had recommended installing the new system. Specifications have been agreed with Academic Partners. UHI Perth will be the lead Partner on the project. Ideally, installation will be achieved by November 2024 to avoid needing to extend the current contract. Principal noted that this project is being used as a blueprint for common platforms for other services across the Partnership.	
Committee Chaired by: Michael Buchanan	**Date of next meeting:** Thursday 16 May 2024

Board of Management – Standing Committee Summary

Paper No: 8g

Name of Committee: Audit Committee	Date of Committee: 19 March 2024
Key Issues discussed:	**Actions agreed:**
Enterprise Risk Management Report: heard from Jill Martin, Head of ICT on new major risk area of Artificial Intelligence (AI). We discussed ethical concerns, privacy and data security, loss of human touch, dependency on technology, financial costs and job displacement but also the risks of not adopting such as loss of efficiency opportunities, loss of competitive advantage and students not prepared for the future. Discussed a recent sector survey which indicated that 72% of HE students are already using AI.	UHI Perth doesn't have full scope to make all decisions related to this issue due to UHI ownership of most ICT systems.We need to develop policies and procedures – and a strategy – around the use of AI. Noted cost implication of acquiring AI software for staff would be c £75k. Agreed that we would adopt a 'Tone at the Top' approach to ERM Reporting and agreed a schedule of key risk areas for the next meetings of the Audit Committee.
Also discussed the overall ERM report and how we can drill down to the foundational data on controls. An example was used to demonstrate the facility to members.	It was agreed to persist with the ERM reporting format and to drill-down to controls as necessary when the report was considered at Audit Committee. Members also noted that the risk profile would need to be revisited during the development of the sustainability project.
The Committee considered the report on Risk Appetite and especially the ascription of monetary and numeric values to the risk profile.	After discussion, members agreed that the profile of numerical and financial impacts was a good benchmark to establish in relation to the Risk Appetite – but noted that this would be adapted as the Board and its Committees considered the various allocated risks.
We noted the Health and Safety Operational Risk Register.	The Committee already had arrangements for presentation of an annual report on Health and Safety but were comforted meantime that there was a process for monitoring these risks at an Operational level.

	We also noted the annual safeguarding report.
The Internal Auditors presented an update on the Internal Audit Plan.	The Committee noted progress to date and also the final audit field work that was planned. In particular, the plan matched the greatest concerns that the Committee had at this time including Risk Management, Cybersecurity and ICT.
	The Committee also considered the update report on Internal Audit Reports follow up of previous actions.
	The Committee also acknowledged again that the Finance Section continued to face capacity issues but were content that this was being overseen by the Principal as Chief Executive and that the newly appointed Head of Finance would be developing an Improvement Plan for future consideration.
The Committee discussed the performance shortfall of the newly appointed External Auditors and also the correspondence between UHI Vice Chancellor and Audit Scotland.	Members noted that the issue was being dealt with at a UHI level as all 6 colleges had been affected by the underperformance. We felt it was necessary to act through UHI as partners but that we should again convey to UHI our extreme disappointment at Deloitte's performance – and also the apparent lack of willingness on Audit Scotland's part (or the Funding Council) to consider a reduction in fees. The Depute Principal (Operations) will represent the views of the Committee to colleagues in UHI who will be making representation to Audit Scotland the Funding Council.
Extension of Internal Audit contract	After discussion of performance, the need for some continuity and the expertise of the current internal auditors, the Committee recommended that the contract expiring in July 2024 should be extended as per allowable rules presently to 3 years plus 1 plus 1 (another two years to July 2026).
Committee Chaired by: **Jim Crooks**	**Date of next meeting:** **28 May 2024**

BOARD OF MANAGEMENT – TERMS OF REFERENCE

Membership

All Members appointed by the Regional Strategic Body;
The Principal of the College;
One person appointed by being elected by the teaching staff of the College;
One person appointed by being elected by the non- teaching staff of the College;
Two persons appointed by being nominated by HISA Perth from among the matriculated students of the College;

In attendance
Depute Principal
Vice Principal (Academic)
Vice Principal (External)
Vice Principal (Operations)

Quorum
The quorum shall be 50% of the total current membership of the Board

Frequency of Meetings
The Board shall meet no less than four times per year.

Terms of Reference

During Board meetings and other sanctioned Board events, the Board shall:

1. Take note of the overall environment in which the college operates, and provide considered and appropriate strategic guidance to safeguard and enhance the continued operation of the college.

2. Ensure that the College provides the best possible education and learning environment for its students;

3. Ensure that the values and ethos of the College are upheld and promoted;

4. Ensure that its decision-making process is transparent, properly informed, rigorous and timely, and in the best interests of the College as a whole, including taking into account UHI partnership needs;

5. Ensure that the College operates ethically, responsibly and with respect for the environment and for society at large;

6. Ensure that robust risk management and internal control systems are in place, maintained and enhanced;

7. Ensure compliance with all statutes, ordinances and provisions regulating the College and its framework of governance.