

## Board of Management

### Agenda

**Meeting reference:** Board 2023-24/02  
**Date:** Thursday 14 December 2023 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 17 October 2023	Clerk	Chair	Paper 1
*5	Actions arising from previous minutes		Chair	Verbal
6	<b>Standing Reports</b>			
6.1	Chair's Report		Chair	Verbal
6.2	Principal's Report		Principal	Paper 2
6.3	UHI Target Operating Model – update		Principal	Verbal
6.3	HISA Perth Report		HISA Perth	Paper 3
7	<b>Items for Approval/Endorsement</b>			
*7.1	Internal Audit Annual Report 2022-23	Internal Auditors	Chair, Audit	Paper 4
*7.2	Review of Governance Manual – Trade Union Membership	Clerk	Clerk	Paper 5
8	<b>Audits &amp; Financial Reporting</b>			
8.1	Perth College Management Accounts to 31 October 2023 & Financial Outlook	Vice Principal (Operations)	Vice Principal (Operations)	Paper 6

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	<b>Agenda Items</b>	<b>Author</b>	<b>Led by</b>	<b>Paper</b>
10	<b>Compliance, Risk &amp; Performance Monitoring</b>			
10.1	Balanced Scorecard	Depute Principal	Depute Principal	Paper 7
11	<b>Standing Committee Summaries</b>			
11.1	Chairs' Committee – 07 November 2023	Chair - BoM	Chair - BoM	Paper 8a
11.2	Learner Experience Committee – 15 November 2023	Chair – Learner Experience	Chair – Learner Experience	Paper 8b
11.3	Strategic Development Committee – 23 November 2023	Chair – Strategic Development	Chair – Strategic Development	Paper 8c
11.4	AST Board – 29 November 2023	Chair – AST	Chair – AST	Paper 8d
11.5	Finance & Resources Committee – 07 December 2023	Chair – F&R	Chair – F&R	Paper 8e
11.6	Audit Committee – 07 December 2023	Chair – Audit	Chair – Audit	Paper 8f
12	Date & Time of Next Meeting <ul style="list-style-type: none"> <li>• <b>Thursday 27 March 2024, 5:00pm</b></li> </ul>	Clerk		
*13	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 2023-24/01

**Date and time:** Tuesday 17 October 2023 at 5.00pm

**Location:** Boardroom (Braham Room 019)

**Members present:** Graham Watson, Chair of Board  
Andrew Comrie, Chair, Strategic Development Committee  
Jim Crooks, Chair, Audit Committee  
Michael Buchanan, Board Member – from 11.1  
Jenni Harrison, Board Member  
Alistair Wylie, Board Member  
Debbie McIlwraith-Cameron, Board Member – from Item 7  
Jenny Hamilton, Board Member  
Derek Waugh, Board Member  
Elaine Piggot, Board Member  
Margaret Cook, Principal & Chief Executive  
John Dare, Staff Board Member  
Patrick O'Donnell, Staff Board member  
Fiona Smith, Student Board Member

**In attendance:** Alastair MacColl, Chair UHI Court (Observer)  
Lorenz Cairns, Depute Principal  
Catherine Etri, Vice Principal (Academic) –from Item 10  
Veronica Lynch, Vice Principal (External)  
Iain Wishart, Vice Principal (Operations)  
Sophie MacGregor, Assistant Voice Manager, Inverness (for item 11.3 only)  
Ian McCartney, Clerk to the Board of Management  
Isobel Syme, PA to the Principal

**Apologies:** Rebecca Bond, Student Board Member

**Chair:** **Graham Watson**

**Minute Taker:** Isobel Syme

**Quorum:** 9

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## MINUTES

Item		Action
1.	<p><b>Welcome and Apologies</b></p> <p>Chair welcomed everyone to the meeting, and noted apologies.</p> <p>Chair extended a welcome to new Board Members Elaine Piggot and Fiona Smith, Perth Student President.</p> <p>Chair advised that there would be an Observer at the meeting - Alastair MacColl, Chair of UHI Court.</p>	
2.	<p><b>Additions to the Agenda</b></p> <p>There were no additions to the Agenda.</p>	
3.	<p><b>Declaration of Interest in any Agenda Item</b></p> <p>John Dare declared interest in Item 9 due to undertakings around his Unison role.</p>	
4.	<p><b>Minutes of Board of Management meeting, 7 June 2023</b></p> <p>The minutes were <b>APPROVED</b> as an accurate record of the meeting with the following amendments:</p> <p>Graham Watson – Chair rather than interim Chair</p> <p>Page 6 of 12 should read Chair noted that Board has responsibility to provide oversight to ensure SMT is able to deliver financial sustainability but not get involved in the operational aspects of the proposals.</p>	
5.	<p><b>Matters Arising</b></p> <p>N/A</p>	
6.	<p><b>Chair's Report</b></p> <p>Chair provided a verbal update. Chair and Board members attended the Graduation ceremony last week – great day and congratulations to everyone who helped to make this happen. The musical interlude was excellent.</p> <p>Winter dinners in the Treetops Training Restaurant – recommend to all.</p>	

7.	<p><b>UHI 2024 Update</b></p> <p>Chair provided a verbal update. UHI 2024 has morphed into a more comprehensive review of the institution with detailed attention being placed on a number of factors including costs and financial sustainability within UHI as a whole going forward. UHI Perth on the front foot regarding their sustainability with other partners still having some way to go. Work is continuing with the Principals of all the assigned institutions looking at a new operating model for UHI. Inverness EO restructuring ongoing which is challenging, however this is part of a necessary review of how the organisation is funded.</p> <p>Meeting scheduled for the beginning of November with regard to the new operating model and how this might look. The model will need to address some of the costs across the partnership. Objective is to do this in time for the December UHI Perth board meeting. The intention is to involve the funding council as much as we can in discussions around the new operating model given the likely need for financial support. Meeting took place with the Minister for Further and Higher education last month in Inverness – he is supportive of UHI partners being the architects of their own solution for the future of UHI.</p> <p>Chair UHI Court noted that at the meeting on 6 November the expectation is that this will result in a proposal that looks radically different with a much more sustainable position. We need a model fit for the next decade. Ongoing discussions are taking place with the Scottish Funding Council. The education sector is currently going through significant change. The Regional Strategic Body is working with all the academic partners on sustainability plans. Thanks given to Principal of UHI Perth and the other academic partners at this enormously challenging time. We need a workable and bold new way of taking UHI forward.</p> <p>Staff Board member queried how these proposals will impact on the current restructuring.</p> <p>Chair explained that we need to ensure the financial sustainability of UHI Perth while ensuring that partners have done their work as well. The financial numbers do not look good and we do not want there to be a constant cycle of change within Perth.</p> <p>Principal noted that putting our own house in order puts us in a strong position going forward and we cannot sit back and wait to see what happens.</p> <p>Board member raised concerns with regard to the number of times we are looking at future strategy and finances. Concerned how we fulfil our function as the Board.</p>	

	<p>Chair responded that UHI is a large and complex organisation and culturally very difficult. UHI 2024 was never going to be enough to deal with the financial performances and difficulties of the individual colleges. The government have made clear that UHI have to look for resolutions themselves.</p> <p>Principal explained that there has been a number of iterations of structural review of UHI within the 6 years of her tenure and nothing fundamental has really changed to date, however now it must happen. This is the opportunity that cannot fail and to do nothing is not an option.</p> <p>Chair UHI Court noted the complexity of the organisation. The work being done now will need to be much more radical.</p> <p>Board member asked what support the Principals are getting in undertaking this work on top of the normal day job.</p> <p>Chair UHI Court explained that there is a full transformation team doing the background activities. Additional resources will then be asked for as necessary once the new operating model has been agreed. A financial consultant is on board already. To some degree this will then become the day job for Principals.</p> <p>Board member asked about the outcomes from UHI 2024 with regard to what has been achieved and could this be shared with Boards</p> <p>Chair noted that the restructuring of EO is taking place, the HE curriculum review took place, shared services work is ongoing, however this was never going to be enough and additional work needed to be done.</p>	
8.	<p><b>Principal's Report</b></p> <p>Principal spoke to the paper highlighting key areas.</p> <p>Additional information included the campus developments. Still in discussions with Perth and Kinross Council. Met with them again recently and there is meeting in December where further discussions will take place regarding the vision and feasibility.</p> <p>Paper 2 was <b>NOTED</b> by the Board.</p>	
9.	<p><b>UHI Perth Restructuring Plans</b></p> <p>Vice Principal Operations presented the financial information and highlighted key areas. The models are based on assumptions as national bargaining is not through yet and salary increases and</p>	

<p>inflation need to be taken into account. We do have a basis for some of the assumptions however they are not locked down. Loss for the year 2022/23 - 1.7 million.</p> <p>Mid case and worst case scenarios as well as income scenarios presented. Reduction in FTE numbers and a reduction in entry levels to other institutions are having a significant impact.</p> <p>Voluntary severance numbers and leavers information and being fed into the models however these will have a phased impact.</p> <p>Chair explained that it will be impossible to fix our cash deficit this year. We cannot transform the income overnight. We will need to ask UHI to provide financial support for the projected 23/24 deficit, however we need to demonstrate to UHI as part of this request that we have implemented actions sufficient to fix the longer position. We need to put in place the necessary actions to be in a break-even position going forward.</p> <p>Vice Principal Operations explained that a further 2.5 million savings would allow us to get back to a positive balance in 2024/25. One full month of cash is allowed to be held.</p> <p>Board member noted that international growth is often contingent on ranking.</p> <p>Vice Principal External advised that we have institutional partnerships delivering UHI qualifications. Where we have a USP which is quite different ranking is less of an issue. The targeted growth opportunities information regarding international has come to some of the sub committees. It was AGREED that Vice Principal External would provide a paper to Strategic Development Committee on this issue.</p> <p>Chair UHI Court noted that ranking has been an issue due to our structure. Recent research results have been strong and we are continuing to invest in our research opportunities.</p> <p>Staff Board member raised a question regarding the potential for further HE numbers.</p> <p>Vice Principal Operations explained that overall funded HE numbers are capped for UHI.</p> <p>Principal noted that it is crucial that we make the changes that need to be made. Earlier this year we put forward proposals for restructuring. Part of the process was to agree a VS scheme – this was granted in July.</p> <p>After the summer break further proposals were put forward and trade unions and staff have been involved in this process. Staff</p>	<p><b>Vice Principal External</b></p>
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<p>teams including professional services and academic teams have been given the opportunity to meet with SMT and this is generating themes coming forward eg process improvement. A course costing process has also taken place.</p> <p>We will continue with this work and by the end of February will have proposals covering the required £2.5m further savings to take to the trade unions with implementation by the end of this financial year – 31 July 2024. Staff engagement has been very positive. This proposed timescale will come forward to our trade unions next week and is confidential at the moment.</p> <p>Chair reiterated the importance of this being confidential.</p> <p>Board expressed comfort with this approach.</p> <p>Principal noted that trade unions had raised disputes regarding compulsory redundancies. We have given an assurance that we will use VS to avoid compulsory as far as possible. Voluntary severance can be extended until the end of the financial year.</p> <p>Staff Board member agreed that extending the consultation is the right thing to do and that confidentiality is paramount.</p> <p>Chair noted that we cannot continue with the uncertainty for staff. We need to draw the line in February.</p> <p>Board member suggested that how we communicate this is vitally important and that staff suggestions are built into the model going forward. Cutting business operations will make financial savings but we need to check that we can function and develop going forward.</p> <p>Depute Principal Academic advised that 30 - 35 teams have been consulted and this is being repeated. Open staff consultation meetings are widely publicised. Lot of positive insightful information.</p> <p>Principal noted that we need to be very conscious of the impact of this on the student experience.</p> <p>Vice Principal Academic advised that the first student survey is currently out and we should have this information back soon. Continuously engaging with as many students as possible and forums are also taking place.</p> <p>Chair requested a high level summary of these survey results to come to the next Learner Experience Committee.</p> <p>Board member queried the review of the current strategy and how this will be taken forward.</p> <p>Depute Principal explained that the strategy is fundamentally still</p>	<p><b>Clerk to the Board</b></p>
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	<p>sound. The current KPIs have been discussed with CMT and will come back to the Strategic Development Committee for noting.</p>	
<b>10.</b>	<p><b>Your Student Association Update</b></p> <p>HISA Perth President provided a summary of the paper highlighting the main areas within the paper including the Officer manifesto progress and updates.</p> <p>Recruitment continues to be challenging with the resignation of the Depute Education, however in the process of recruiting for a student intern.</p> <p>Vice Principal Academic noted the increase in Student Voice Reps and thanked the team for their efforts.</p> <p>Paper 3 was <b>NOTED</b> by the Board.</p>	
<b>11.1</b>	<p><b>Annual Health and Safety Report</b> (including H&amp;S Statement of Intent) – for noting.</p> <p>Depute Principal provided a summary of the paper highlighting key areas.</p> <p>Board member asked how mandatory training is monitored and how this is followed up.</p> <p>Depute Principal clarified that HR provide regular updates on mandatory training that is outstanding.</p>	
<b>11.2</b>	<p><b>AST Budget 2023-24 Summary Paper</b></p> <p>Vice Principal External spoke to the paper which provides an overview of the main paper that has already been to the AST Board and Finance and Resources Committee.</p> <p>A number of strategic opportunities are being worked on to bring back to a positive budget.</p> <p>Chair noted that investment proposals are important to get AST back onto a stronger footing.</p> <p>Board <b>APPROVED</b> paper 5.</p>	
<b>11.3</b>	<p><b>The Students' Association Board of Management Project</b></p> <p>Assistant Voice Manager, Inverness provided a summary of the work to date on this project including training, recruitment and induction.</p>	

	<p>Summer residential training was very useful and helpful and included a large simulation exercise (“Fibchester”) which explored difficult situations that can be expected to arise during a student’s year in office.</p> <p>Relationships, expectations and perceptions on all sides clearly stated.</p> <p>The Learner Experience committee had welcomed this paper.</p> <p>Board <b>APPROVED</b> paper 6.</p>	
12.	<p>Risk Appetite – for noting.</p> <p>Board member noted that he is quite happy for the Board to look at this and decide on its own risk appetite.</p> <p>Chair reiterated that he would encourage Board members, particularly new colleagues, to look at this as it is really important that everyone is comfortable with what is in here and sign off at the next meeting.</p>	ACTION LOG for next meeting
13	<p><b>Standing Committee Summaries</b></p> <p>Board received summaries from the Chairs of each Standing Committee and <b>NOTED</b> the following minutes:</p> <p>Chairs Committee – 22 August 2023</p> <p>Learner Experience Committee – 6 September 2023</p> <p>Strategic Development Committee – 14 September 2023</p> <p>AST Board – 31 August 2023</p> <p>Finance and Resources Committee – 28 September 2023</p> <p>Audit Committee – 4 October 2023</p>	
14	<p><b>AOB</b></p> <p>Development Trust – status ongoing.</p> <p>To be put on Action Log.</p>	Clerk to the Board
15	<p><b>Date &amp; Time of Next Meeting</b></p> <ul style="list-style-type: none"> <li>Thursday 14 December 2023 at 5:00pm</li> </ul>	

<b>16</b>	<b>Review of Meeting</b>  Board confirmed that the meeting had been conducted in line with the Terms of Reference.	
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**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**

## **Principal's Report**

### **Introduction**

This has been a very busy period since the last meeting with a variety of issues at a local, UHI and national level.

### **Main Discussion Items**

The main discussion items for this meeting are the current financial position of the college and also the work being done at a UHI level.

Iain has covered the financial position of the college and below is the current position of the restructuring which will ensure our financial sustainability going forward.

In respect of the work at a UHI level there are meetings at the beginning of the week with the SFC which I will report on at the meeting and give the fuller context of where we are going in the short to medium term.

### **Restructuring Update**

We are currently undertaking a process which will enable us to frame the financial recovery plan before a new consultation process will start with the Trade Unions in April 2024. We require to take c£2.5m from the college budgets before the end of this financial year.

Veronica Lynch is project managing the restructuring project and is concentrating on ensuring that the workstreams are focussed on the areas where significant savings can be made or surplus generated (as discussed in the most recent Board Strategy discussion). The five workstreams are –

- Curriculum
- Professional services
- Estates
- Commercial
- Process improvement

Each of the workstreams is headed up by a member of the CMT and SMT are supporting the process, this work will be complete by March and we will then make final decisions on changes that require to be made.

The Voluntary Severance Scheme has just closed, and we are currently considering the applications, this continues to be our primary method of staff reduction and we have agreed with our TU colleagues that we will continue to use VS to avoid compulsory redundancy where at all possible.

### **Pay Awards**

The Sector has made full and final offers to the TU's as follows –

- 2022/23 - £2,000 on all scale points
- 23/24 - £1,500 on all scale points
- 24/25 - £1,500 on all scale points

Both TU's have declined to out this offer to their members. Unison have balloted for strike action and have a mandate for action and the EIS ballot for strike action & ASOS closes early in the new year. In the meantime we are unable to make any payments to our staff in this period of economic uncertainty.

### **Estates Masterplan**

The Council meeting to discuss the potential campus development with ourselves is this month and we await the outcome from this meeting before we can take this forward if the Council remain positive about the development.

### **Recruitment to Depute Principal (Operations)**

The interviews for this role take place on 13 December and I will update the Board on the outcome at the meeting.

### **Other meetings**

I have been involved in meetings with the Leaders of the Groups within the Council who remain concerned about the college's financial position and the impact that this may have on our ability to deliver for the community we serve.

I have also met Liz Smit, Conservative MSP to discuss the recommendations from the various national reviews which have taken place over the last period.

**Committee Cover Sheet**

Paper No. 3

<b>Name of Committee</b>	Board of Management
<b>Subject</b>	Your Students' Association Update – December 2023
<b>Date of Committee meeting</b>	15/12/2023
<b>Author</b>	Your Students' Association
<b>Date paper prepared</b>	08/12/2023
<b>Executive Summary</b> Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	A summary of the activities at a local and organisation wide level of the students association for updating board.
<b>Committee Consultation</b> Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Previous version at Learner Experience Committee
<b>Action requested</b>	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
<b>Strategic Impact</b> 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.	n/a  In line with our strategy

## Committee Cover Sheet

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



## Committee Cover Sheet

### Freedom of Information

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

Please select a justification from the list, below:

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

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

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

and

[http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

# Students' Association Update, December 2023

## Organisational Changes Update

Our new Director of Student Engagement and Representation, Simon Varwell, has started with the organisation and has been meeting with his direct reports as well as completing his onboarding. Some may recognise Simon from his work in CDN's Governance Development Programme during his time at sparqs. Simon, alongside new CEO Rachel Burn, are arranging introduction meetings across APs. At the time of this report, interviews will commence this week for a Perth Student Intern and Local Coordinator with the hope successful appointments will be made for starting in January 2024.

## Student Voice Reps

As of 8.12.23 Perth has [ ] Student Voice Reps (170 previously). Online training has been taking place across the partnership since w/c 23<sup>rd</sup> October with 21 Perth SVRs being trained and a further 5 online training sessions have been scheduled. Five in-person training sessions at Perth have taken place with 52 SVRs trained to date. Self-directed training has been shared with non-trained reps and has been completed by 9 Perth students to date.

Student Rep Council (SRC) meetings for November were attended by 54 students in person and online over 2 meetings with December meetings scheduled. Dates for Semester 2 will be set in the New Year. Additional resources are being worked on alongside Semester 2 recruitment plans, reward and recognition and exit surveys.

## Campaigns and Events

The monthly calendar of events at Perth is in its fourth month and has been seeing increased engagement from students and better awareness of the organisation.

Our regional officers are working on the following campaigns:

- Cost-of-living – reinstating the totem card as part of Co-Op discount list, communicating with stagecoach about bus prices and with MSP's and Councillors about fairer bus travel for students, in the new year engaging with CalMac and North Link Ferries to talk about fairer travel in Islands
- Student Accommodation/Housing - sent out a NUS supported email to MSP's specifically the issues Students in the Highlands and Islands region face - had two responses from MSP's engaged in supporting the bills that will be going in front of the Scottish Parliament.
- AI Policy - collaborating with UHI to establish an Artificial Intelligence (AI) policy framework through formation of the short life working group
- Graduate Robe fund - discussions with Ede and Ravenscroft to assess the feasibility of a graduation robe bursary/fund and exploring potential support from UHI's Graduate Fund
- Supporting UHI Shetland Students – following restructuring plans proposed by UHI Shetland, supporting students and addressing concerns
- Establishing sustainable solutions for representing students at sporting events, with a specific focus on swimming

The recent All-Student Meeting on December 1 provided students with insights into the Association's activities over the past year. Noteworthy outcomes include support for the quintennial review of Articles and Schedules, except for Schedule 2. This schedule, pertaining to leaders of the association, has been returned to the Executive Committee for discussions on the structure of the Executive and officer composition. A student policy mandating mental health first aid training for all student-facing staff at UHI was successfully passed. Future steps involve engagement with Academic Partners and policy writers to implement or closely align with this initiative.

## Community Engagement

The organisation continues to work with local community organisations to improve sporting provision and engagement across UHI. A stakeholder exercise of community organisations is underway to establish stronger community ties and increased opportunities for our students.



Other developments within Community Engagement include:

- Growing membership in the Student Networks: 7 networks for LGBTQ+ students, Women, Students of Colour, Access needs/disabilities, Digital students, neurodiverse students, international students.
- BRIT Challenge in coordination with Academic Partners
- Creating a volunteering strategy and brokerage model
- Unveiling our Sporting Mascot, Skye
- Clubs and Societies Grants for Term 2
- Develop Boccia at various campuses with PLSP students
- Development of Academic Societies

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. The Action Plan for Perth next steps will involve detailed discussion around the action plan and setting goals.

## **Future Developments**

### **Student Partnership Agreement**

Now signed, the organisation will now work on implementing the three key themes of the agreement: improved academic growth, engagement and quality; active campaigning and community engagement; and celebrating success. This will be circulated and discussed in due course.

### **The Students' Association Student Leadership Conference, formerly known as HISA Con**

Plans are underway to plan this in Semester 2. An update will be provided when available.

### **Communications**

- New MSL Website
- New Asana task management
- Online Accountability work for elected officers
- Utilising data to develop our communications

### **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

## Committee Cover Sheet

Paper No. 4

<b>Name of Committee</b>	Board of Management
<b>Subject</b>	Internal Audit Report 2022-23
<b>Date of Committee meeting</b>	14/12/2023
<b>Author</b>	Henderson Loggie
<b>Date paper prepared</b>	01/12/2023
<b>Executive Summary</b> Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	This paper constitutes the Internal Audit Annual Report for 2022/23 and is issued to ensure compliance with the Public Sector Internal Audit Standards (PSIAS) Reporting Requirements, which states that “the College has responsibility for maintaining an effective internal audit activity”
<b>Committee Consultation</b> Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Endorsed at Joint Meetings of Finance & Resources and Audit Committees, 07 December 2023
<b>Action requested</b>	<input type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input checked="" type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
<b>Strategic Impact</b> Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: <a href="#">Strategic-Plan-2022-27.pdf</a>  If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	Compliance Risk Management Financial Sustainability Strategic Reputation

## Committee Cover Sheet

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

## Committee Cover Sheet

### Freedom of Information

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

Please select a justification from the list, below:

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

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

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

and

[http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

# Perth College

## Annual Report to the Board of Management and the Principal on the Provision of Internal Audit Services for 2022/23

Internal Audit report No: 2023/10

Draft issued: 1 December 2023

Final issued: 1 December 2023



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# Annual Report and Opinion

## Introduction

- 1.1 We were re-appointed in July 2021 as internal auditors of UHI Perth ('the College') for the period 1 August 2021 to 31 July 2024, with the option for the College to extend for a further two 12-month periods, subject to mutual agreement. This report summarises the internal audit work performed during 2022/23.
- 1.2 The annual operating plan was based on a comprehensive Audit Needs Assessment (ANA) and three-year Strategic Plan, which involved dialogue with senior management, the Chair of the Board and the Chair of the Audit Committee. The Strategic Plan was approved by the Audit Committee at its meeting on 31 May 2022.
- 1.3 The work undertaken in the year followed that set out in the approved Annual Internal Audit Plan for 2022/23 (Internal Audit Report 2023/01, issued in December 2022).
- 1.4 The reports submitted are listed in Section 2 of this report and a summary of results and conclusions from each assignment is given at Section 3.
- 1.5 An analysis of time spent against budget is set out at Section 4.

## Public Sector Internal Audit Standards (PSIAS) Reporting Requirements

- 1.6 The College has responsibility for maintaining an effective internal audit activity. You have engaged us to provide an independent risk-based assurance and consultancy internal audit service. To help you assess that you are maintaining an effective internal audit activity we:
  - Confirm our independence;
  - Provide information about the year's activity and the work planned for next year in this report; and
  - Provide quality assurance through self-assessment and independent external review of our methodology and operating practices.
- 1.7 Self-assessment is undertaken through:
  - Our continuous improvement approach to our service. We will discuss any new developments with management throughout the year;
  - Ensuring compliance with best professional practice, in particular the PSIAS;
  - Annual confirmation from all staff that they comply with required ethical standards and remain independent of clients;
  - Internal review of each assignment to confirm application of our methodology which is summarised in our internal audit manual; and
  - Annual completion of a checklist to confirm PSIAS compliance.



## Public Sector Internal Audit Standards (PSIAS) Reporting Requirements (continued)

- 1.8 External assessment is built into our firm-wide quality assurance procedures. Henderson Loggie LLP is a member of Prime Global, a global association of independent accountancy firms. Continued membership of Prime Global is dependent on maintaining a high level of quality and adhering to accounting and auditing standards in the provision of our services. Annual quality reviews are conducted to confirm our continuing achievement of this quality. The independent review conducted in March 2019, when we were part of the MHA network, included our internal audit service. Overall, the review confirmed that the firm's policies and procedures relating to internal audit were compliant with the PSIAS in all material respects.
- 1.9 In the intervening years between formal external assessment against PSIAS we conduct our own self-assessment annually. The result of our latest self-assessment, conducted in May 2023, confirms that our service is independent of the College and continues to comply with the PSIAS.

## Significant Issues

- 1.10 All work conducted in 2022/23 assessed systems as either 'Good' or 'Satisfactory' and provided an unqualified audit opinion on College returns. There were no significant issues identifying major internal control weaknesses arising from our internal audit work. In general, procedures were operating well in the areas selected, but a few areas for further strengthening were identified and action plans have been agreed to address these issues.

## Opinion

- 1.11 In our opinion, the College has adequate and effective arrangements for risk management, control, and governance. This opinion has been arrived at taking into consideration the work we have undertaken during 2022/23 and in previous years since our initial appointment.



## Reports Submitted

Number	Title	Overall Grade	Recommendations	Priority 1	Priority 2	Priority 3
2023/01	Annual Plan	N/A	-	-	-	-
2023/02	2021/22 Student Activity Data	Audit opinion unqualified	6	-	-	6
2023/03	Student Support Funds 2021/22	Audit opinion unqualified	1	-	-	1
2023/04	Follow Up	N/A	21 of 35 recommendations required further action	-	9	12
2023/05	Performance Reporting / KPIs	Good	1	-	-	1
2023/06	Procurement & Creditors / Purchasing – Sustainable Procurement	Satisfactory	6	-	1	5
2023/07	Data Protection	Satisfactory	3	-	-	3
2023/08	Teaching Space Management / Room Utilisation Business Process Review	N/A	-	-	-	-
2023/09	Business Continuity	Satisfactory	3	-	-	3

Overall gradings are defined as follows:

<b>Good</b>	System meets control objectives.
<b>Satisfactory</b>	System meets control objectives with some weaknesses present.
<b>Requires improvement</b>	System has weaknesses that could prevent it achieving control objectives.
<b>Unacceptable</b>	System cannot meet control objectives.



**Annual Internal Audit Report 2022/23**

Recommendation grades are defined as follows:

<b>Priority 1</b>	Issue subjecting the organisation to material risk and which requires to be brought to the attention of management and the Audit Committee.
<b>Priority 2</b>	Issue subjecting the organisation to significant risk and which should be addressed by management.
<b>Priority 3</b>	Matters subjecting the organisation to minor risk or which, if addressed, will enhance efficiency and effectiveness.



## Summary of Results and Conclusions

### Report No 2023/01 – Internal Audit Annual Plan 2022/23

#### Final Issued – December 2022

The purpose of this document was to present for consideration by management and the Audit Committee the annual operating plan for the year ended 31 July 2023. The plan was based on the proposed allocation of audit days for 2022/23 as set out in the Internal Audit Strategic Plan 2021 to 2024. The preparation of the Strategic Plan involved dialogue with senior management, the Chair of the Board and the Chair of the Audit Committee.

The outline scope, objectives and audit approach for each audit assignment to be undertaken, arrived at following discussion with a range of senior managers across the SMT and CMT, were set out in the report. The outline scopes were refined and finalised after discussion with responsible managers in each audit area.



## Annual Internal Audit Report 2022/23

### Report No 2023/02 – 2021/22 Student Activity Data

#### Final Issued – November 2022

In accordance with the Credits Audit Guidance, we reviewed and recorded the systems and procedures used by the College in compiling the returns and assessed and tested their adequacy. We carried out further detailed testing, as necessary, to enable us to conclude that the systems and procedures were working satisfactorily as described to us.

Detailed analytical review was carried out, including a comparison with last year's data, obtaining explanations for significant variations by Price Group.

Our testing was designed to cover the major requirements for recording and reporting fundable activity identified at Annex C to Credits Audit Guidance, COVID-19 related guidance at Annex D and the key areas of risk identified in Annex E.

Our report was submitted to the SFC on 23 November 2022. We reported that, in our opinion:

- the student data returns have been compiled in accordance with all relevant guidance.
- adequate procedures are in place to ensure the accurate collection and recording of the data; and
- we can provide reasonable assurance that the FES return is free from material misstatements.

Six recommendations were identified from our audit testing for 2021/22 including that the College should: ensure that Credits claimed for students are based upon the value of the units listed on the student course record, which reflect the activity delivered in the year, and not based upon a default tariff; ensure that non-fundable programmes are identified and removed from the Credits claim; ensure evidence of progression and participation / engagement is retained to evidence eligibility of the Credits claimed for open / distance learning students. Where curriculum staff identify that no evidence is available, or that students are no longer engaging, this should be notified to the Student Records team to ensure that the Credits are removed from the Credits claim; and introduce checks to ensure that fee waivers are correctly classified.



## Annual Internal Audit Report 2022/23

### Report No 2023/03 – Student Support Funds 2021/22

#### Final Issued – December 2022

For the 2021/22 academic year two specific fund statements were required for audit:

- Further Education Discretionary Fund, Further and Higher Education Childcare Fund and Bursary Return; and
- Education Maintenance Allowance (EMA) Return.

The audit objectives were to ensure that:

- The College complies with the terms, conditions and guidance notes issued by SFC, SAAS and the Scottish Government;
- Payments to students are genuine claims for hardship, bursary or EMA, and have been processed and awarded in accordance with College procedures; and
- The information disclosed in each of the returns for the year ending 31 July 2022, is in agreement with underlying records.

We were able to certify both fund statements for the year and submit these to the SFC without reservation.

We noted during the course of our audit an issue with EMA attendance checks. As part of the EMA acceptance process, the EMA Team should add any accepted students to the EMA attendance group so that they are picked up during attendance checks. For one student in our sample selected for testing that did not happen until late April / early May 2022 and the bi-weekly EMA Attendance records were not available for the period selected for testing (25 October 2021 to 5 November 2021). We were provided with the standard attendance records from CELCAT covering this period and noted that the student had three unauthorised absences out of eight registers during the period 25 to 29 October 2021 and full attendance during the period 1 to 5 November 2021. During our audit, the Student Funding Adviser emailed the team dealing with EMA applications stressing the importance that this is carried out timeously for all students otherwise the College runs the risk of paying students who should not be paid. A monthly check has been put in place to ensure that the attendance list matches up with accepted EMA students. Given the action already taken by the College, we did not make any further recommendations in this area.

One recommendation was raised in our report, in relation to EMA spot checks. The College should ensure that EMA spot check testing of 5% of applications is carried out throughout the year to give regular and timely updates on the operation of the systems.



## Annual Internal Audit Report 2022/23

### Report No 2023/04 – Follow Up Reviews

**Final Issued: December 2023**

We carried out a follow-up review of the recommendations made in the following Internal Audit reports finalised during 2021/22, which included recommendations from earlier reports where previous follow-up identified that the recommendations were outstanding:

- Internal Audit Report 2022/03 - Payroll Double Payment
- Internal Audit Report 2022/05 - Partnership Working
- Internal Audit Report 2022/06 - Income and Debtors
- Internal Audit Report 2022/07 – Payroll
- Internal Audit Report 2022/08 - Building Maintenance
- Internal Audit Report 2022/09 – Quality
- Internal Audit Report 2022/10 – Follow Up 2021/22

The College had made some progress in implementing the recommendations followed-up as part of this review with 14 of 35 (40%) recommendations being categorised as 'fully implemented', 12 recommendations (34%) assessed as 'partially implemented', seven recommendations (20%) assessed as 'little or no progress made', and two recommendations (6%) as 'not past agreed completion date'. These recommendations will be subject to follow-up at a later date.

Our findings from each of the follow-up reviews has been summarised below:





## Annual Internal Audit Report 2022/23

### Report No 2023/04 – Follow Up Reviews (Continued)

From Original Reports			From Follow-Up Work Performed				
Area	Rec. Priority	Number Agreed	Fully Implemented	Partially Implemented	Little or No Progress Made	Not Past Agreed Completion Date	Considered But Not Implemented
2022/03 - Payroll Double Payment	1	-	-	-	-	-	-
	2	1	1	-	-	-	-
	3	1	1	-	-	-	-
<b>Total</b>		<b>2</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
2022/05 - Partnership Working	1	-	-	-	-	-	-
	2	1	-	-	-	1	-
	3	3	1	2	-	-	-
<b>Total</b>		<b>4</b>	<b>1</b>	<b>2</b>	<b>-</b>	<b>1</b>	<b>-</b>
2022/06 - Income and Debtors	1	-	-	-	-	-	-
	2	-	-	-	-	-	-
	3	2	-	1	1	-	-
<b>Total</b>		<b>2</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>-</b>
2022/07 - Payroll	1	-	-	-	-	-	-
	2	1	1	-	-	-	-
	3	3	2	-	-	1	-
<b>Total</b>		<b>4</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>-</b>
2022/08 - Building Maintenance	1	-	-	-	-	-	-
	2	1	-	1	-	-	-
	3	2	1	1	-	-	-
<b>Total</b>		<b>3</b>	<b>1</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>
2022/09 - Quality	1	-	-	-	-	-	-
	2	-	-	-	-	-	-
	3	1	1	-	-	-	-
<b>Total</b>		<b>1</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
2022/10 - Follow Up 2021/22	1/A	-	-	-	-	-	-
	2/B	11	4	4	3	-	-
	3/C	8	2	3	3	-	-
		<b>19</b>	<b>6</b>	<b>7</b>	<b>6</b>	<b>-</b>	<b>-</b>
<b>Grand Totals</b>		<b>35</b>	<b>14</b>	<b>12</b>	<b>7</b>	<b>2</b>	<b>-</b>



**Report No 2023/05 – Performance Reporting / KPIs**

This audit considered the format, content and timeliness of management information, provided to senior management and to the Board. We also considered whether the information reported to the Board is appropriate, and whether such information is accurate and easy to understand for those who rely on it.

The table opposite notes each separate objective for this review and records the results.

**Strengths**

The audit identified the following areas of good practice:

- The inclusive process to develop the UHI Perth Strategy 2022 – 2027 was designed to avoid staff disconnect with the delivery of the College strategic objectives. This had allowed the development of a much more fluid approach to the definition of strategic objectives and their delivery (which can change over time), alongside a more target driven culture.;
- The College had a suite of 36 Performance Indicators (PIs) covering the key learning functions of the College such as: student recruitment, student retention, successful completion against enrolments etc. which were aligned with the strategic objectives and were developed through a lengthy consultation process with staff from academic areas and support functions;
- The responsibility for assigning lead authors to each of the performance measures was delegated to CMT and a series of meetings were held to reach agreement on who the lead author (or authors) would be. Where the particular performance measure was a cross-cutting measure then two lead authors were assigned. In addition, an SMT sponsor was identified for all 36 of the performance measures;
- The College had sub-committees to monitor performance in specific areas, which then fed into the overarching College Board of Management;
- A mapping document had been produced which aligned the 36 performance measures with strategic objectives and showed how lead authors fed into reporting to Board sub committees;
- Recognising the impact which a move to a more target based culture would have on individual staff members two groups were engaged to consider the impact on staff;
- We were also advised that the changes to the performance management framework had been extremely beneficial in meeting the needs of Education Scotland during their annual visits;

**Final Issued – December 2023**

The objective of our audit was to ensure that:	
1. The management information needs of users have been identified and the information provided meets those needs.	<b>Good</b>
2. The management information is clearly set out, easily accessible, accurate, provided on a timely basis and readily understood by users.	<b>Good</b>
3. Management information is available which: - Reports on appropriate key performance indicators and, where applicable, on outputs, outcomes and impacts; - Enables the impacts of key strategic and operational decisions to be measured; - Assists in forecasting.	<b>Good</b>
4. Processes in place to provide and disseminate management information are efficient.	<b>Good</b>
<b>Overall Level of Assurance</b>	<b>Good</b>



### Report No 2023/05 – Performance Reporting / KPIs (Continued)

#### ***Strengths (continued)***

- CMT discussed any exceptions highlighted in the performance data and scrutinised the master performance management document. SMT attended the CMT meetings, which provided enhanced oversight over the monitoring processes and the discussions around the key issues arising from the performance data;
- The granular analysis of data had enabled teams to feed into the target setting process, but importantly it had also allowed a greater understanding of the performance data, which would inform delivery planning at team level and would allow team level targets to be set and monitored going forward;
- A number of managers interviewed highlighted the need to maintain momentum in continuing to develop the performance culture across the College and a key component of this would be the ability to clearly articulate successes in achieving agreed objectives;
- The 36 performance measures were monitored by SMT throughout the year, with Sponsor and Lead Authors scheduled more frequently than the quarterly reporting cycle. The targets set for each performance measure were set by CMT, to ensure enhanced buy-in and to ensure that any targets set were meaningful and achievable;
- Contribution to the delivery of each strategic objective would be captured at team level and then elevated up through the relevant lead author to CMT. The ambition was to achieve a position of self-management, empowerment, and delivery;
- SMT and CMT meetings were held quarterly in advance of the Board meetings. The Balanced Scorecard, which contained 13 of the 36 performance measures, was presented to the Board four times per year and the full suite of 36 performance measures was shared once a year; and
- The performance data was discussed at the quarterly CMT meetings with SMT. This provided the opportunity to discuss the actions which had been agreed and the progress in delivering these actions.



### Report No 2023/05 – Performance Reporting / KPIs (Continued)

#### *Area for Improvement*

The audit also identified one area for improvement as follows:

- In order to ensure consistency in approach, and to maintain both management and Board trust in the validity and accuracy of the figures presented, we recommended that periodic spot checks were conducted to check the source data and the calculation methodology.



**Report No 2023/06 – Procurement & Creditors / Purchasing – Sustainable Procurement**

This audit focussed on the systems of internal control in place for the ordering of goods and services and the payment of invoices. We also considered whether the procurement strategy followed and procedures in place support best value purchasing across the College in relation to non-pay spend.

The table opposite notes each separate objective for this review and records the results.

**Strengths**

- A Financial Regulations document was in place and available to all staff;
- A Procurement Policy & Strategy were in place and available to all staff;
- There was a step-by-step procurement document in place which outlined the process to be undertaken;
- A full contracts register was in place to record all current contracts held by the College;
- The College followed the APUC framework approach for procurement exercises;
- A stakeholders’ pre-tender pack was in place for the relevant contract managers to utilise in order to ensure that they performed the procurement process correctly;
- User groups were in place for procurement exercises to help ensure that sufficient expertise was obtained, with the Data Protection Officer (DPO) also involved;
- From a sample of five procurement exercises reviewed, to establish whether these followed agreed procedures, no issues were identified;
- With the exception of a procurement exercise completed in 2007, the authorisations of the contract from the Principal were in line with procedures;
- From a sample of 10 purchase orders (POs) examined, it was established that controls were in place, including electronic sign off, and that there were no significant variances between the POs sampled and the invoices prior to being processed for payment;
- All current historical liabilities were noted as being recorded accurately to reflect the amounts due to be paid / what had already been paid (for historical liabilities);
- Payments runs were reviewed by the Head of Finance or finance business partner prior to payment; and
- An informal checking process was in place for changes to standing supplier data.

**Final Issued – September 2023**

The objective of the audit was to obtain reasonable assurance that:	Level of Assurance
1. The organisation’s Procurement Policy, Strategy and procurement guidance are comprehensive, kept up-to-date and in line with the Procurement Reform (Scotland) Act 2014 (‘the Act’) and The Procurement (Scotland) Regulations 2016 (‘the Regulations’).	<b>Satisfactory</b>
2. Procurement procedures ensure that: - areas of high spend across the organisation are monitored appropriately; - opportunities for pooling of expenditure are identified in order to achieve best value; - collaborative procurement and frameworks available to the organisation are utilised where appropriate.	<b>Good</b>
3. The organisation’s procurement guidance on quotes and tenders are being complied with.	<b>Satisfactory</b>
4. Purchase orders are completed for relevant purchases and are approved by members of staff with sufficient delegated authority prior to issue to suppliers, with the risk of unauthorised and excessive expenditure being minimised.	<b>Satisfactory</b>
5. All liabilities are fully and accurately recorded.	<b>Satisfactory</b>
6. All payments are properly authorised, processed and recorded.	<b>Satisfactory</b>



**Report No 2023/06 – Procurement & Creditors / Purchasing – Sustainable Procurement (Continued)**

**Weaknesses**

- The College’s Procurement Strategy aligned with the College’s previous Strategic Plan and was noted as being overdue for review against the scheduled review date;
- From inspection of the procurement evidence, it was noted that one of the contracts was procured in 2007 and as such, there was minimal evidence in place to demonstrate the procurement process undertaken;
- From inspection of the sample of purchases, there was no evidence of the Board approving the expenditure for the refurbishment of the hair salon, with the total order exceeding £180k;
- There was no invoice approval / goods received check undertaken in the Finance system to ensure that all payments made were for goods/services which had been confirmed as having been provided to the College;
- There was no comprehensive system control in place to ensure that invoice amounts agreed to PO amounts (and therefore the amounts approved for purchase), with the Finance Assistant manually inspecting and querying any variances between the PO value and the invoice value; and
- Changes to standing data were manually checked by the Finance team, with no system controls in place to ensure that all changes were reviewed and independently approved prior to being actioned.

The objective of the audit was to obtain reasonable assurance that (continued):	Level of Assurance
7. Appropriate controls are in place over the amendment of standing supplier data on the finance system.	Requires Improvement
<b>Overall level of Assurance</b>	<b>Satisfactory</b>



## Annual Internal Audit Report 2022/23

### Report No 2023/07 – Data Protection

We carried out a review of the College’s implementation of the Data Protection Act 2018, including the UK GDPR, to ensure that processes and procedures are in place to allow compliance with this.

The table opposite notes each separate objective for this review and records the results.

#### Strengths

- The College had established a data protection compliance framework, which included a mandatory programme of training for all staff supported by a suite of policies, procedures, guidance, privacy notices, data breach and Subject Access Request reporting monitoring arrangements, and mechanisms for identifying and assessing data protection risks.
- An internal data protection team was in place responsible for all operational aspects of data protection, which was supported by an external DPO accessed through HEFESTIS; and
- Governance structures were in place to maintain oversight of data protection compliance across the organisation and these arrangements were working effectively.

#### Opportunities

No significant weaknesses were identified during our review; however, we did identify several opportunities to strengthen existing practices, including:

- Consider establishing a network of data protection champions to support the data protection team and DPO, comprising of a data protection lead within each support department / academic team responsible for communicating training to team members and for assisting the data protection team with data breaches, subject access requests, data retention and general data protection queries.
- There was an opportunity for data protection metrics reported to the Audit Committee to be expanded to include details of SAR responses being completed within statutory timescales and compliance rates achieved for staff data protection training.

### Final Issued – September 2023

The objective of this audit was to obtain reasonable assurance that:	Level of Assurance
1. appropriate action has been taken by the College to comply with the Data Protection Act 2018, including the UK GDPR.	<b>Good</b>
2. adequate procedures are in place for the ongoing monitoring of compliance with data protection legislation.	<b>Satisfactory</b>
<b>Overall level of Assurance</b>	<b>Satisfactory</b>



Report No 2023/07 – Data Protection (Continued)

**Opportunities (continued)**

- Formalise a data protection compliance monitoring procedure and audit plan which reflects and builds upon existing practices which identifies the form, frequency and method of compliance monitoring and describes how the results of this activity should be reported.





### Report No 2023/08 – Teaching Space Management / Room Utilisation Business Process Review

**Final Issued: December 2023**

The scope of this assignment was to carry out a review of the current processes used by staff for the completion of course unit information, timetabling (courses, staffing and room allocation), dissemination of timetables, and calculation of room and staff utilisation.

The specific objectives of the review were to ensure that:

- The College is aware of how teaching and support space is currently being utilised;
- The time-tabling process takes sufficient cognisance of space utilisation, ensuring efficient use is being made of College teaching rooms;
- There are appropriate monitoring and reporting frameworks in place;
- The anticipated outcomes for all stakeholders from processes are clearly defined;
- The steps in the value chain (processes) are identified;
- Steps that do not add value are identified with a view to eliminating them; and
- Steps that create value occur in the right sequence.

The review identified several areas for further investigation or improvement. All the identified actions were designed to enhance efficiency and effectiveness and no control issues were identified during our review that would subject the College to material or significant risk.

The high priority areas for investigation or improvement noted during the review (from the eight improvement points identified) were:

- There was an established approach for space utilization. However, the approach required to be enhanced to ensure it was consistently adopted across curriculum areas. Good practice would suggest that:
  - The staff establishment and budget cycle are aligned to an annual timetabling process.
  - An internal communications plan is established to communicate requirements to timetabling staff during the planning cycle.
  - Timetabling for the whole academic year is completed in a single planning cycle, with the caveat that there will be minor room changes.
  - A refresher training programme is developed for timetabling staff and that the training programme clearly communicates roles and responsibilities, timetabling rules, key deadlines, how to use Celcat, and the financial and non-financial impact to the College and its students of non-compliance.
  - A quality assurance process, and respective reports from Celcat, is developed to allow management to monitor compliance of curriculum areas, and to proactively identify any areas requiring additional support during the timetabling process. Good practice would have Sector Managers complete audits at the end of the timetabling period (before summer holidays) and the early stages of Semester 1 and 2 to ensure consistency, and
  - A process that centralises room changes on Celcat to ensure that systems are accurately updated throughout the year.
- An Estates Strategy and Masterplan should be developed that sets out the vision for the campus. This vision should consider the needs from the curriculum from the physical campus, i.e., should dovetail into the College's / UHI's Learning and Teaching Strategy and changing needs of students and staff. Any changes to the existing infrastructure should have the sustainability of the investment appraised via a business case by the Infrastructure Working Group.
- The remit of the Infrastructure Working Group should be formalized to support the College in space management and to assist in the review of any estate investment needs arising from new curriculum developments and associated business cases.



### Report No 2023/08 – Teaching Space Management / Room Utilisation Business Process Review (Continued)

- There should be a clear process for communicating timetables for blocks to students and staff, with a timeline for publishing timetables e.g., before the summer break for Semester 1. Currently, communication of timetabling to students and staff varies and can often be in hard copy.
- Managers identified an opportunity for ICT and Estates staff to work together more closely on supporting the virtual campus needs and in the appraisal of new digital hardware supply to curriculum areas and students.



Report No 2023/09 – Business Continuity

We undertook a review of business continuity planning to allow us to consider whether there are adequate plans in place to minimise disruption to the College's operations following loss of life, buildings or equipment. This included a specific focus around the work that was undertaken to allow College operations to continue during the COVID-19 pandemic and reopen College campuses as the lockdown was eased. The review also looked at the student experience through the lockdown period.

The table opposite notes each separate objective for this review and records the results.

**Strengths**

- A Business Continuity Short Life Working Group was in place to refine the existing processes and add any new processes where relevant, to comply with the latest ISO standard. This work was ongoing at the time of this audit;
- The Incident Management Plan had been updated and action cards were in place to define the approach to a variety of major incidents and the key personnel responsible for managing them;
- Plans had been prepared to map out the fibre internet cables across the campus to assess risk of loss of cables to each building on the College campus;
- An emergency contact list was in place for out of hours incidents;
- Business continuity plans were made available on the College's Sharepoint site for ease of access;
- Response plans had been tested following the recent loss of water to the Brahan building;
- Lessons learned exercises had been undertaken following events, with changes communicated to the relevant staff and documentation also updated;
- The College reacted to the COVID-19 pandemic via ongoing engagement between SMT and staff and students, with the Scottish Government guidance acting as a basis for the College's decisions;
- The College arranged for laptops / devices to be provided to all staff and students to allow for continuation of teaching and learning at the beginning of the COVID-19 lockdown;
- A COVID-19 Response Group was put in place, including members from the CMT / SMT, Board, Health & Safety and Trade Unions;

Final Issued – September 2023

The objective of the audit was to obtain reasonable assurance that:	Level of Assurance
1. Business Continuity / Contingency Plans are in place covering all of the College's activities and locations.	Satisfactory
2. The Business Continuity Plans / Contingency Plans are workable, properly communicated to members of staff, and have been adequately tested.	Satisfactory
3. The processes and procedures in place follow recommended good practice.	Good
4. The work that was undertaken to allow College operations to continue during the COVID-19 pandemic minimised, as far as possible, the impact on the student experience.	Good
5. Appropriate preparations were made, and robust plans developed to ensure that College campuses could safely reopen when the COVID-19 lockdown was eased, taking into account all Scottish Government and Health and Safety Executive Guidance relevant to education providers.	Good
<b>Overall level of Assurance</b>	<b>Satisfactory</b>



### Report No 2023/09 – Business Continuity (Continued)

#### **Strengths (continued)**

- Engagement with students during the pandemic was ongoing between the Vice Principal Academic, CMT and Curriculum staff;
- Practical courses were prioritised for the return to campus following the initial lockdown based on the course requirements, with 'time pressured' courses also returned and the remaining students continuing to study remotely;
- Health Risk Assessments were undertaken for all staff to identify those most suitable for physical return, with those considered to be at risk not permitted to return to College based work;
- The College reviewed all Government guidance as it was issued, and issued College specific guidance to staff and students via the College website; and
- A text message system was in place to notify students to refer directly to the College website.

#### **Weaknesses**

- The College's IT Business Continuity plan was in the initial stages of preparation. However, as a result of the College's reliance on IT infrastructure to deliver academic and non-academic activity, this was key to the wider business continuity processes, and as such, should be prioritised;
- The physical copies of the business continuity plans were not up to date, for use in the event of a loss of power / internet connectivity; and
- There was no testing program in place for the business continuity documentation to help ensure that the College's staff sufficiently understood, and could implement, the plans in the event of a major incident.



## Time Spent – Budget v Actual 2022/23

	Report number	Planned days	Actual days feed	Days to fee at Nov 2023	Days to spend / WIP	Variance
<b>Estates and Facilities</b>						
<i>Space management / room utilisation BPR</i>	2023/08	5	5	-	-	-
<b>Financial Issues</b>						
<i>Procurement and creditors / purchasing – Sustainable procurement</i>	2023/06	5	5	-	-	-
<b>Organisational Issues</b>						
<i>Business Continuity</i>	2023/09	5	5	-	-	-
<i>Performance reporting / KPIs</i>	2023/05	4	-	4	-	-
<b>Information and IT</b>						
<i>Data protection / records management</i>	2023/07	5	5	-	-	-
<b>Other Audit Activities</b>						
Credits Audit	2023/02	5	-	5	-	-
Bursary, Childcare and Hardship Funds Audit	2023/03	4	-	4	-	-
EMA Audit	2023/03	1	-	1	-	-
Management and Planning )	2023/01 & 2023/10	3	2	1	-	-
External audit / SFC )						
Attendance at Audit Committee )						
Follow-up reviews	2023/04	2	-	2	-	-
<b>Total</b>		<b>39</b>	<b>22</b>	<b>17</b>	<b>-</b>	<b>-</b>
		=====	=====	=====	=====	=====



## Operational Plan for 2023/24

- 5.1 Following our re-appointment as internal auditors for the period 1 August 2021 to 31 July 2024, a Strategic Plan was formulated, covering the three-year internal audit cycle from 2021 to 2024. The preparation of the Strategic Plan involved dialogue with senior management, the Chair of the Board and the Chair of the Audit Committee, and it was approved by the Audit Committee at its meeting on 31 May 2022.
- 5.2 The proposed annual operating plan below for 2023/24 reflects the allocation set out in Year 3 of the approved Strategic Plan 2021 to 2024.



## Proposed Allocation of Audit Days

	Category	Priority	Planned 23/24 Days
<b>Reputation</b>			
<i>Publicity and Communications</i>	Gov	M	
<i>Health and Safety / Wellbeing</i>	Gov	H	5
<b>Student Experience</b>			
<i>Curriculum</i>	Perf	M	
<i>Quality</i>	Perf	M	
<i>Student support</i>	Perf	M	
<i>Student recruitment and retention</i>	Fin/Perf	M/H	
<i>Student welfare – Duty of Care</i>	Perf	M	
<i>Students Association</i>	Gov	L/M	
<b>Staffing Issues</b>			
<i>Staff recruitment and retention</i>	Perf	M	
<i>Staff development</i>	Perf	M	
<i>Payroll</i>	Fin	M/H	
<i>Teaching staff utilisation</i>	Perf / Fin	M	
<b>Estates and Facilities</b>			
<i>Building maintenance</i>	Fin/Perf	M/H	
<i>Estates strategy / capital projects</i>	Fin/Perf	M	
<i>Space management / room utilisation BPR</i>	Perf	H	
<i>Asset / fleet management</i>	Perf	M	
<b>Financial Issues</b>			
<i>Budgetary control</i>	Fin	M	
<i>Student invoicing and debt management</i>	Fin	M	
<i>General ledger</i>	Fin	L	
<i>Procurement and creditors / purchasing – Sustainable procurement</i>	Fin	M/H	
<i>Debtors / Income</i>	Fin	M/H	
<i>Cash &amp; Bank / Treasury management</i>	Fin	M	
<i>Fraud Prevention, Detection and Response</i>	Fin	M	4
<i>Financial sustainability</i>	Fin	H	



## Proposed Allocation of Audit Days (continued)

	Category	Priority	Planned 23/24 Days
<b>Commercial Issues</b>			
<i>Business Development</i>	Fin/Perf	M	
<i>External Activities</i>	Gov/Fin/Perf	M	
<b>Organisational Issues</b>			
<i>Risk Management</i>	Perf	M/H	5
<i>Business Continuity</i>	Perf	M	
<i>Corporate Governance</i>	Gov	M	
<i>Corporate Planning</i>	Perf	M	
<i>Performance reporting / KPIs</i>	Perf	M/H	
<i>Partnership Working (incl. Regional Engagement)</i>	Gov/Perf	H	
<i>Equalities</i>	Gov	L/M	
<i>Environmental Sustainability</i>	Gov/Perf	M	
<b>Information and IT</b>			
<i>Cyber security</i>	Perf	M/H	5
<i>Data protection / records management</i>	Gov	H	
<i>FOI</i>	Gov	M	
<i>ICT and Digital Transformation Strategy implementation (with specific focus on digital capability)</i>	Perf	M/H	4
<i>Licencing</i>	Perf	L	
<b>Other Audit Activities</b>			
Credits Audit	Required		5
Bursary, Childcare and Hardship Funds Audit	Required		4
EMA Audit	Required		1
Management and Planning )			3
External audit / SFC )			
Attendance at Audit Committee )			
Follow-up reviews			2
Payroll Double Payment			
Audit Needs Assessment			
<b>Total</b>			<b>38</b>
			=====

**Category:** Gov – Governance; Perf – Performance; Fin – Financial

BPR = Business process review





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**Committee Cover Sheet**

Paper No. 5

<b>Name of Committee</b>	Board of Management
<b>Subject</b>	Trade Union Membership of UHI Perth Board of Management
<b>Date of Committee meeting</b>	14/12/2023
<b>Author</b>	Ian McCartney, Clerk to the Board
<b>Date paper prepared</b>	07/12/2023
<b>Executive Summary</b> Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Paper outlines proposed changes to Governing Documents to allow for the addition of Trade Union Membership of the Board of Management
<b>Committee Consultation</b> Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	n/a
<b>Action requested</b>	<input type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input checked="" type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
<b>Strategic Impact</b> Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: <a href="#">Strategic-Plan-2022-27.pdf</a> If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	n/a

## Committee Cover Sheet

<p><b>Resource implications</b></p> <p>Does this activity/proposal require the use of College resources to implement?</p> <p>If yes, please provide details.</p>	<p>No</p>
<p><b>Risk implications</b></p> <p>Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk?</p> <p>If yes, please provide details.</p>	<p>Yes</p> <p>Failure to approve/implement the proposed amendments to governing documents would leave UHI Perth in breach of the Further &amp; Higher Education (Scotland) Act 2005</p>
<p><b>Equality &amp; Diversity</b></p> <p>Does this activity/proposal require an Equality Impact Assessment?</p> <p>If yes, please provide details.</p>	<p>No</p>
<p><b>Data Protection</b></p> <p>Does this activity/proposal require a Data Protection Impact Assessment?</p> <p>If yes, please provide details.</p>	<p>No</p> <p>Click or tap here to enter text.</p>
<p><b>Island communities</b></p> <p>Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?</p>	<p>No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>
<p><b>Status</b></p> <p>(ie confidential or non-confidential)</p>	<p>Non-Confidential</p> <p>If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld:</p> <p>Click or tap here to enter text.</p>

## Committee Cover Sheet

### Freedom of Information

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

Please select a justification from the list, below:

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

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

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

and

[http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

## **Trade Union Membership of UHI Perth Board of Management**

### **1. Background**

In February 2019, the Scottish Government announced its decision to implement recommendations to improve the effectiveness of governance in Scotland's colleges, whilst retaining the chain of accountability in the sector introduced by the Post-16 Education (Scotland) Act 2013. Fundamental to these proposals was a commitment to partnership working, with the introduction of two Trade Union Nominees to College Boards in addition to the existing Staff Members, bringing the College sector into line with changes made in Universities by the Higher Education Governance Act 2016.

The necessary amendments to legislation have now been approved, and local action is required to be enacted by the end of January 2024.

### **2. Outline Proposals**

In summary, the amendments allow for 1 trade union nominee from each recognised trade union representing teaching staff (currently EIS-FELA) and non-teaching staff (currently UNISON) to be granted full membership of the Board. Similar to the current Staff and Student Members, these Trade Union Members will NOT be acting as representatives of a specific constituency; rather, they will sit on the Board as individuals.

As the Trade Union Members are additional members of the Board, this will increase the maximum membership of the Board to 20, viz:

- Chair (appointed by the Regional Strategic Body)
- Principal
- 2 x Student Members
- 2 x Staff Members
- 2 x Trade Union Members
- 7-12 Independent Members

Quoracy for the Board of Management is set at 50% of the membership, however it would seem sensible at this juncture to put measures in place to ensure that quoracy is contingent on there being a majority of Independent Members (including the Chair).

### **3. Amendments to Governing Documents**

It is proposed that the Board of Management make the following Amendments to its Governing Documents with immediate effect to ensure compliance with the relevant legislation:

#### **1. Constitution & Proceedings – Section 3: MEMBERSHIP.**

Add 3.2(f): two persons appointed by being nominated by the recognised trades unions of the College, one person nominated by a trade union from among the teaching staff of the college, and one person nominated by a trade union from among the support staff of the college; and renumber accordingly.

Add 3.3 (b): elections to appoint teaching and non-teaching trade union members of the Board will be conducted in accordance with the Procedure for the Election and Appointment of the Trade Union Nominees to College Boards in Scotland set out by the Good Governance Steering Group for Scotland's Colleges; and renumber accordingly.

2. Constitution & Proceedings – Section 4: QUALIFICATIONS AND TENURE OF OFFICE

Add 4.4: A member of the Board appointed by being elected by the trade union for teaching or non-teaching staff of the College is to hold office for 4 years; and renumber accordingly.

Add 4.9: A member of the Board appointed by being elected by the trade union teaching or non-teaching staff of the College is to vacate office if they cease to be a member of the teaching or, as the case may be, non-teaching staff of the College, or if they cease to be a member of the nominating trade union before the member's period of appointment ends.

3. Standing Orders – Section 8: APPOINTMENT AND REAPPOINTMENT OF BOARD MEMBERS

Add 8.7: Two trade union members will be appointed to the Board following election by the appropriate trade union membership in accordance with the Procedure for the Election and Appointment of the Trade Union Nominees to College Boards in Scotland set out by the Good Governance Steering Group for Scotland's Colleges; and renumber accordingly.

4. Standing Orders – Section 5: ORDINARY MEETINGS OF THE BOARD - Quorum & Voting Rights

Amend 5.6: At all meetings of the Board one half of the membership entitled to vote shall constitute a quorum.

To: At all meetings of the Board one half of the membership entitled to vote shall constitute a quorum so long as this number includes a majority of Independent Board Members and the Chair of the Board.

Ian McCartney  
Clerk to the Board of Management  
December 2023

## Committee Cover Sheet

Paper No. 6

<b>Name of Committee</b>	Board of Management
<b>Subject</b>	Management Accounts Q1 23/24 & Financial Outlook
<b>Date of Committee meeting</b>	14/12/2023
<b>Author</b>	Iain Wishart
<b>Date paper prepared</b>	30/11/2023
<b>Executive Summary</b> Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Q1 Management Accounts 23/24 & Financial Outlook through 24/25.
<b>Committee Consultation</b> Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Previously scrutinised at Finance & Resources Committee, 7th December 2023
<b>Action requested</b>	<input type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
<b>Strategic Impact</b> Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: <a href="#">Strategic-Plan-2022-27.pdf</a>  If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	Reflects on use of resources and gives an indication of our financial sustainability position/risk.

## Committee Cover Sheet

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



## Committee Cover Sheet

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Please select a justification from the list, below:

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

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

and

[http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

# Financial Performance Review

Q1 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 actual results and the FY forecast set out in the last Board meeting.

## Income

The year-on-year income numbers are a little misleading as the Q1 22/23 income had not been adjusted for any potential shortfall in student numbers (claw back) while the Q1 23/24 numbers reflect our actual student numbers.

The actual student numbers for Q1 23/24 are in line with the required credit level to receive 100% of our allocated funding. HE numbers are expected to fall slightly short of the maximum funding level but are in line with the full year forecast presented in the last Board meeting i.e. 1,600 FYE's. Overall, we currently expect income to be in line with the FY forecast from the last Board meeting.

## Staff Costs

Year on year staff costs can be explained through the following reconciliation:

Q1 22/23	£4,944
Plus 22/23 accrued increase	297
Plus 23/24 accrued increase	178
Plus VS	356
Less leaver savings	(386)
Q1 23/24 Staff Cost	£5,386

## Non-Staff Costs

Non-Staff costs are down year on year. We have invested more on ICT equipment than last year but have been able to come in £187K below Q1 22/23.

Actual YTD 23/24	Academic	Business	Services	Total
Funding	3,888	24	222	4,133
Tuition Fees	886	503	0	1,389
Commercial	454	280	205	940
<b>Total Income</b>	<b>5,229</b>	<b>807</b>	<b>427</b>	<b>6,463</b>

Staff Costs	3,303	491	1,592	5,386
% Income	63.2%	60.9%	372.7%	83.3%

Non-Staff Costs	296	247	1,237	1,781
% Income	5.7%	30.6%	289.8%	27.6%

<b>Surplus/(Deficit)</b>	<b>1,630</b>	<b>68</b>	<b>(2,402)</b>	<b>(704)</b>
% Income	31.2%	8.5%	(562.5)%	(10.9)%

Actual YTD 22/23	Academic	Business	Services	Total
Funding	4,068	27	357	4,452
Tuition Fees	1,160	470	0	1,630
Commercial	604	319	190	1,113
<b>Total Income</b>	<b>5,832</b>	<b>817</b>	<b>547</b>	<b>7,195</b>

Staff Costs	3,177	513	1,254	4,944
% Income	54.5%	62.8%	229.4%	68.7%

Non-Staff Costs	466	288	1,213	1,968
% Income	8.0%	35.3%	221.8%	27.3%

<b>Surplus/(Deficit)</b>	<b>2,189</b>	<b>15</b>	<b>(1,921)</b>	<b>283</b>
% Income	37.5%	1.9%	(351.2)%	3.9%

# Academic Performance

## Income

See explanation covered in the Group Overview commentary.

## Staff Costs

See explanation covered in the Group Overview Commentary.

## Non-Staff Costs

Staff have worked hard to minimise expenditure in Q1. Savings are across a number of areas.

Actual YTD 23/24	STEM	BMCL	CCI	ALS	Research	Academic Total
Funding	951	929	714	1,281	13	3,888
Tuition Fees	142	292	197	253	2	886
Commercial	335	55	14	62	(11)	454
<b>Total Income</b>	<b>1,429</b>	<b>1,276</b>	<b>924</b>	<b>1,596</b>	<b>4</b>	<b>5,229</b>
Staff Costs	883	751	578	1,047	44	3,303
% Income	61.8%	58.8%	62.6%	65.6%	1046.0%	63.2%
Non-Staff Costs	94	48	69	83	2	296
% Income	6.6%	3.7%	7.4%	5.2%	57.3%	5.7%
<b>Surplus/(Deficit)</b>	<b>451</b>	<b>478</b>	<b>277</b>	<b>466</b>	<b>(42)</b>	<b>1,630</b>
% Income	31.6%	37.5%	30.0%	29.2%	(1003.4)%	31.2%
Actual YTD 22/23	STEM	BMCL	CCI	ALS	Research	Academic Total
Funding	952	943	837	1,322	13	4,068
Tuition Fees	134	357	276	386	7	1,160
Commercial	284	184	58	49	28	604
<b>Total Income</b>	<b>1,371</b>	<b>1,483</b>	<b>1,172</b>	<b>1,758</b>	<b>48</b>	<b>5,832</b>
Staff Costs	794	751	562	1,027	42	3,177
% Income	57.9%	50.6%	48.0%	58.5%	87.6%	54.5%
Non-Staff Costs	156	150	88	66	6	466
% Income	11.4%	10.1%	7.5%	3.8%	12.2%	8.0%
<b>Surplus/(Deficit)</b>	<b>421</b>	<b>582</b>	<b>522</b>	<b>664</b>	<b>0</b>	<b>2,189</b>
% Income	30.7%	39.2%	44.5%	37.8%	0.2%	37.5%

# Business

## AST

The surplus for Q1 was higher than the AST budget and last year's actual result. The overspend on non-staff costs was mostly related to specific provisions that have to be made and were down to a change in phasing rather than an increase in cost. Note depreciation charges are excluded from these numbers, as they are across this document.

## Residences

In line with last year's surplus. Differences on individual lines are due to timing.

## ASW

Income has increased due to a pickup in customers caused by the closure of LIV Activ. Staff numbers are lower than last year at the moment. Some non-staff costs for bank charges may have to be reallocated to AST. AST plan to increase their pricing by 25% before the end of the calendar year.

## 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 in line with 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	24	15	24
Tuition Fees	503	0	0	0	0	503
Commercial	4	104	142	31	0	280
<b>Total Income</b>	<b>507</b>	<b>104</b>	<b>142</b>	<b>55</b>	<b>15</b>	<b>807</b>

Staff Costs	293	0	103	95	82	491
% Income	57.9%	0.0%	72.8%	174.3%	541.2%	60.9%

Non-Staff Costs	164	44	35.454	4	25	247
% Income	32.3%	42.6%	25.0%	7.3%	161.9%	30.6%

<b>Surplus/(Deficit)</b>	<b>50</b>	<b>60</b>	<b>3</b>	<b>(44)</b>	<b>(92)</b>	<b>68</b>
% Income	9.9%	57.4%	2.1%	(81.5)%	(603.2)%	8.5%

Actual YTD 22/23	AST	Residences	ASW	Nursery	Business Development	Total
Funding	0	0	0	27	21	27
Tuition Fees	470	0	0	0	33	470
Commercial	1	158	132	28	5	319
<b>Total Income</b>	<b>471</b>	<b>158</b>	<b>132</b>	<b>56</b>	<b>59</b>	<b>817</b>

Staff Costs	313	0	112	88	72	513
% Income	66.5%	0.0%	84.9%	157.5%	122.1%	62.8%

Non-Staff Costs	143	99	43	4	8	288
% Income	30.3%	62.7%	32.5%	6.4%	14.0%	35.3%

<b>Surplus/(Deficit)</b>	<b>15</b>	<b>59</b>	<b>(23)</b>	<b>(36)</b>	<b>(21)</b>	<b>15</b>
% Income	3.2%	37.3%	(17.3)%	(63.9)%	(36.1)%	1.9%

# Services (overheads)

## Estates

We have done less maintenance work in Q1 compared with last year reflecting in lower income and lower non-staff cost (use of subcontractors).

## ICT

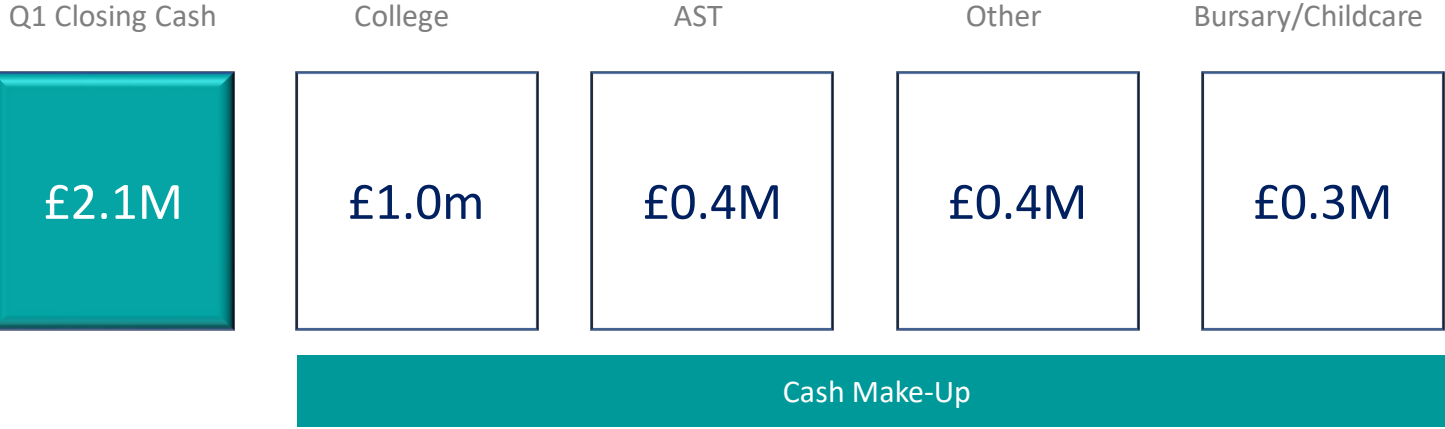
As noted in the Group commentary, we have spent more on ICT equipment than last year. Despite the need to keep costs down we do need to replace equipment that is no longer functioning to maintain our ability to deliver and ensure there is a good student experience.

## Business Services

This is all other departments. The key point is that all of the VS £356K, noted in the Group commentary, was charged to Business Services staff costs.

Actual YTD 23/24	Student Services	Estates	ICT	Canteen	Business Services	Services Total
Funding	10	209	0	0	2	222
Tuition Fees	0	0	0	0	0	0
Commercial	18	5	0	150	33	205
<b>Total Income</b>	<b>28</b>	<b>214</b>	<b>0</b>	<b>150</b>	<b>35</b>	<b>427</b>
Staff Costs	315	192	126	0	959	1,592
% Income	1124.1%	89.6%		0.0%	2713.8%	372.7%
Non-Staff Costs	40	409	371	183	234	1,237
% Income	144.3%	191.3%		122.3%	660.7%	289.8%
<b>Surplus/(Deficit)</b>	<b>(327)</b>	<b>(387)</b>	<b>(497)</b>	<b>(33)</b>	<b>(1,158)</b>	<b>(2,402)</b>
% Income						
Actual YTD 22/23	Student Services	Estates	ICT	Canteen	Business Services	Services Total
Funding	13	368	0	0	(24)	357
Tuition Fees	0	0	0	0	0	0
Commercial	7	7	0	150	27	190
<b>Total Income</b>	<b>20</b>	<b>375</b>	<b>0</b>	<b>150</b>	<b>3</b>	<b>547</b>
Staff Costs	297	195	124	0	638	1,254
% Income	1505.6%	52.2%		0.0%	22110.0%	229.4%
Non-Staff Costs	89	547	217	173	188	1,213
% Income	452.1%	146.0%		115.3%	6502.7%	221.8%
<b>Surplus/(Deficit)</b>	<b>(367)</b>	<b>(368)</b>	<b>(341)</b>	<b>(23)</b>	<b>(822)</b>	<b>(1,921)</b>
% Income	(1857.7)%	(98.2)%		(15.3)%	(28512.7)%	(351.2)%

# Cash



# Cash Forecast

The model at the top of the page projects when we could run out of cash which is assumed as April. This will be the point where we have to pay out last year's national bargaining plus this year's national bargaining as it is likely that they will be paid at the same time. However, it is possible that the national bargaining agreement could go on longer than this. The model at the bottom of the page projects receiving a loan and when this could be paid back. The loan will need to be higher than the highest overdrawn point in the model at the top of the page which is July 23/24 (1,730) . The pay back could be in small amounts over the year but this model assume a payback in February 24/25 of (1,500) and a final payment at the end of the year of (500).

## UHI Perth College Cash

	23/24 <u>Q1</u>	23/24 <u>Nov</u>	23/24 <u>Dec</u>	23/24 <u>Jan</u>	23/24 <u>Feb</u>	23/24 <u>Mar</u>	23/24 <u>Apr</u>	23/24 <u>May</u>	23/24 <u>Jun</u>	23/24 <u>Jul</u>	24/25 <u>Aug</u>	24/25 <u>Sep</u>	24/25 <u>Oct</u>	24/25 <u>Nov</u>	24/25 <u>Dec</u>	24/25 <u>Jan</u>	24/25 <u>Feb</u>	24/25 <u>Mar</u>	24/25 <u>Apr</u>	24/25 <u>May</u>	24/25 <u>Jun</u>	24/25 <u>Jul</u>	
<b>Cash In</b>																							
Total	6,215	1,945	1,874	1,769	4,041	1,105	2,032	1,989	1,908	1,734	2,072	2,072	2,072	1,945	1,874	1,769	4,041	1,105	2,032	1,989	1,908	1,734	
<b>Staff Cost</b>																							
Total	4,983	1,636	1,558	1,532	1,558	1,420	4,101	1,603	1,618	1,628	1,411	1,411	1,411	1,411	1,411	1,411	1,411	1,411	1,411	1,411	1,411	1,411	
<b>Non-Staff Cost</b>																							
Total	1,785	472	510	470	495	482	512	459	491	489	562	562	562	439	477	437	462	449	479	426	458	456	
Opening Cash	1,461	908	745	551	318	2,306	1,509	(1,073)	(1,146)	(1,347)	(1,730)	(1,631)	(1,531)	(1,432)	(1,336)	(1,350)	(1,429)	740	(14)	128	281	320	
Closing Cash	908	745	551	318	2,306	1,509	(1,073)	(1,146)	(1,347)	(1,730)	(1,631)	(1,531)	(1,432)	(1,336)	(1,350)	(1,429)	740	(14)	128	281	320	188	

	23/24 <u>Q1</u>	23/24 <u>Nov</u>	23/24 <u>Dec</u>	23/24 <u>Jan</u>	23/24 <u>Feb</u>	23/24 <u>Mar</u>	23/24 <u>Apr</u>	23/24 <u>May</u>	23/24 <u>Jun</u>	23/24 <u>Jul</u>	24/25 <u>Aug</u>	24/25 <u>Sep</u>	24/25 <u>Oct</u>	24/25 <u>Nov</u>	24/25 <u>Dec</u>	24/25 <u>Jan</u>	24/25 <u>Feb</u>	24/25 <u>Mar</u>	24/25 <u>Apr</u>	24/25 <u>May</u>	24/25 <u>Jun</u>	24/25 <u>Jul</u>	
<b>Cash In</b>																							
Total	6,215	1,945	1,874	1,769	4,041	1,105	2,032	1,989	1,908	1,734	2,072	2,072	2,072	1,945	1,874	1,769	4,041	1,105	2,032	1,989	1,908	1,734	
<b>Staff Cost</b>																							
Total	4,983	1,636	1,558	1,532	1,558	1,420	4,101	1,603	1,618	1,628	1,411	1,411	1,411	1,411	1,411	1,411	1,411	1,411	1,411	1,411	1,411	1,411	
<b>Non-Staff Cost</b>																							
Total	1,785	472	510	470	495	482	512	459	491	489	562	562	562	439	477	437	462	449	479	426	458	456	
Loan							2,000										(1,500)					(500)	
Opening Cash	1,461	908	745	551	318	2,306	1,509	927	854	653	270	369	469	568	664	650	571	1,240	486	628	781	820	
Closing Cash	908	745	551	318	2,306	1,509	927	854	653	270	369	469	568	664	650	571	1,240	486	628	781	820	188	



**Committee Cover Sheet**

Paper No.7

<b>Name of Committee</b>	Board of Management
<b>Subject</b>	Balanced Scorecard: College Strategy 2022-27
<b>Date of Committee meeting</b>	14/12/2023
<b>Author</b>	Corporate Management Team
<b>Date paper prepared</b>	08/12/2023
<b>Executive Summary</b> Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	The end of year one report on the Balanced Scorecard for the College Strategy 2022-27 providing key information on: <ul style="list-style-type: none"><li>• the members of the Corporate Management Team (CMT) who are leading on each KPI</li><li>• the detail of the baseline and Year One target for the 13 Board level Strategic KPIs</li><li>• A short narrative against each KPI on the progress to date and the priority actions that have been identified</li></ul>
<b>Committee Consultation</b> Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	
<b>Action requested</b>	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)

## Committee Cover Sheet

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

## Committee Cover Sheet

<b>Status</b> (ie confidential or non-confidential)	<p>Non-Confidential</p> <p>If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld:</p> <p>Click or tap here to enter text.</p>
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### Freedom of Information

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

Please select a justification from the list, below:

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

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

and

[http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)



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

<b>KPI 02 (Board KPI 1)</b>	Increase Student Retention: FE by 7% HE by 5% (over 5 years)
<b>KPI Owners</b>	Head of Student Experience / SDD: BMCL

**Baseline:**

FE	79%
HE	79%

**Year One Target:**

FE	79%
HE	79%
Actual 2022-23:	Not available until October 2023
Trend:	

**Year 2 Target:**

FE	80%
HE	80%
Actual 2022-23:	
Trend:	

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

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

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

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

Started to look at reasons for withdrawal and the use of interactive maps (to identify possible hot spots re: withdrawals and any connection with public transport)

**November 2023 Update (Max. 10 lines)**

The updated BRAG reporting mechanism is now in place for use by all academic teams and support services, offering an enhanced mechanism for capturing student retention and achievement data and triggering early interventions to help ensure students remain on track for a positive outcome.

As part of the restructuring project workstream 1: Academic Re-organisation work will be done on identifying what can

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

<b>KPI 04 (Board KPI 2)</b>	<b>Increase student achievement FE by 12% HE by 9% (over 5 years)</b>
<b>KPI Owners</b>	Head of Student Experience / SDD: BMCL

**Baseline:**

FE	66%
HE	71%

**Year One Target:**

Changed Y/N:	N
Target:	Maintain
Actual 2022-23:	
Trend:	

**Year 2 Target:**

FE	68%
HE	75%

**Note on Performance: (Max 10 lines)**

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

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

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

Linked to improving response rates to student surveys. When the response rate is improved there will be enhanced data to work from. It is noted that this is already improving this year due to new format. ASOS may impact.

**November 2023 Update (Max. 10 lines)**

The updated BRAG reporting mechanism is now in place for use by all academic teams and support services, offering an enhanced mechanism for capturing student retention and achievement data and triggering early interventions to help ensure students remain on track for a positive outcome.

As part of the restructuring project workstream 1: Academic Re-organisation work will be done on identifying what can be done to further improve student retention.

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

<b>KPI 5</b> <b>(Board KPI 3)</b>	<b>Increase student satisfaction:</b> Early Student Experience Survey FE by 2% HE by 7%
<b>KPI Owners</b>	Head of Student Experience / SDD: STEM

**Baseline:**

FE	96%
HE	91%

**Year One Target:**

Changed Y/N:	N
Target:	96%
Actual 2022-23:	98%
Trend:	Improved on target

**Year 2 Target:**

FE	
HE	

**Note on Performance:** (Max 10 lines)

Linked with KPI 6

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

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

**November 2023 Update** (Max. 10 lines)

UHI Perth overall responses rates for the early survey for 2023/2024 was: 79% which is a 20% increase from 2023/2024.

UHI Perth overall satisfaction rates for the early survey for 2023/2024 was: 97% which is on a par with 2023/24 and 1% short of our 5 year target.

Realistically as we improve and increase our students responses rates it is logical to assume our student satisfaction rates may dip

**Next steps**

Work in progress by the Quality team to break the above figures down into FE and HE

Continually review and evaluate current processes and procedures for capturing student responses and satisfaction levels which are streamlined and end user friendly.

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

<b>KPI 6 (Board KPI 3)</b>	<b>Increase student satisfaction</b> Student End of Year Survey FE by 6% HE by 9% (over 5 years)
<b>KPI Owners</b>	Head of Student Experience / SDD: STEM

**Baseline:**

FE	96%
HE	91%

**Year One Target:**

Target:	92%
Actual 2022-23:	96%
Trend:	Improved on target

**Year 2 Target:**

FE	
HE	

**Note on Performance:** (Max 10 lines)

Linked with KPI 5

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

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

NB. ASOS may impact this result for 2022/23

**November 2023 Update** (Max. 10 lines)

UHI Perth overall responses rates for the early survey for 2023/2024 was: 79% which is a 20% increase from 2023/2024.

UHI Perth overall satisfaction rates for the early survey for 2023/2024 was: 97% which is on a par with 2023/24 and 1% short of our 5 year target.

Realistically as we improve and increase our students responses rates it is logical to assume our student satisfaction rates may dip

**Next steps**

Work in progress by the Quality team to break the above figures down into FE and HE

Continually review and evaluate current processes and procedures for capturing student responses and satisfaction levels which are streamlined and end user friendly.



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

<b>KPI 12</b>	<b>Continue to annually review the curriculum portfolio and increase overall redesign of our courses by 25%</b>
<b>Board KPI 4</b>	
<b>KPI Owners</b>	SDD: ALS / Head of Learning, Teaching and Enhancement

<b>Baseline:</b>	<b>50%</b>
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**Year One Target:**

<b>Target:</b>	55%
<b>Actual 2022-23:</b>	tbc
<b>Trend:</b>	

<b>Year 2 Target</b>	<b>60%</b>
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**Note on Performance:** (Max 10 lines)

This is directly linked to KPI 14

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

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

Baseline taken from the approval documentation however mapping exercise is required to capture

all of the ongoing changes which would be within the continuous evaluation folders

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

**November 2023 Update** (Max. 10 lines)

The CPR process has been completed for review and will inform all staff of courses that are meeting the needs of the student, community and college.

A new academic self-evaluation criteria document has been produced which curriculum teams will complete in November

**Current Position:**

FE Growth opportunities stalled due to SFC credit cap; reduction from 18 to 16 credits and no additional course possible

Focus upon Savings and Efficiencies

CPR Team Involvement: transparency regarding cost analysis course by course

Academic Savings to date

**Future Steps:**

Self-Evaluation Process underway: Revisit Curriculum Review

Project Workstream 1: CPR/ Academic Re-organization

EVS impact upon portfolio viability

Focus upon HE and International portfolio

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

<b>KPI 15</b>	<b>Value/leverage (£) by partnership</b>
<b>Board KPI 5</b>	<b>Margin/revenue - overhead recovery +1% by year 5</b>
<b>KPI Owners</b>	Head of Business Development / SDD: CCI

<b>Baseline:</b>	tbc
<b>Changed Y/N:</b>	Y
<b>Reason for Change:</b>	Need to define parameters of this KPI that differentiate it from KPI 33

**Year One Target:**

<b>Changed Y/N:</b>	Y
<b>Reason for Change:</b>	Define Baseline
<b>Target:</b>	tbc
<b>Actual 2022-23</b>	tbc
<b>Trend</b>	tbc

<b>Year 2 Target:</b>	
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**Notes on Performance: (Max 10 lines)**

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

**Actions for 23/24:**

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

enhanced FWDF income due to increased industry engagement/enhanced product development

**November 2023 Update: (Max 10 lines)**

The work around this KPI will be captured as part of the restructuring project Workstream 5 looking at Additional Profitable Income Sources and partly by Workstream 1 Academic Re-Organisation

**College Growth and Ambition**  
**SO1 Our Culture**

<b>KPI 18</b> <b>Board KPI 6</b>	Monthly initiative around one of our strategic values
<b>KPI Owners</b>	Head of HR & OD / SDD: CCI

<b>Baseline:</b>	Zero
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**Year One Target:**

Target:	12
Actual 2022-23:	tbc
Trend:	

**Year 2 Target:**

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

**Note on Performance:** (Max 10 lines)

*Linked to the actions underway for KPI 17 & 21*

3 staff conferences during the 22/23 academic year are based on our values, Consultation has taken place with Academic and Professional services representatives to define effective initiatives Working in partnership with marketing to ensure Values are visible to all stakeholders A Leadership pledge is to be both written, signed and on display to all staff encouraging to challenge any leader that is living by, or behaving within the values we have set out.

**November 2023 Update:** (Max 10 lines)

Progress has been paused to allow for the outputs from the Visioning workstream looking at our current vision and values.

**College Growth and Ambition**  
**SO2 Our Staff**

<b>KPI 21</b>	<b>Staff survey results from 2021 are improved in the following areas (next survey to take place in 2024):</b>
<b>Board KPI 7</b>	<b>The leadership team provide clear direction and guidance</b>
<b>KPI Owners</b>	<b>SDD: BMCL / Head of ICT &amp; DT</b>

<b>Baseline:</b>	42%
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<b>Year One Target:</b>	Evidence improvements and next staff survey is 2024
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<b>Year 2 Target:</b>	80%
<b>Changed Y/N:</b>	Y
<b>Reason for Change:</b>	Adjusted to reflect the period of change during the organisational restructure
<b>New Target:</b>	50%

**Note on Performance:** (Max 10 lines)

The Senior Management Team (SMT) is to be renamed to the Senior Leadership Team, to fully reflect our collective commitment to being leaders, influencing staff to follow our example and culture change.

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

The Corporate Management Team are working in dynamic teams now towards shared goals, objectives and development projects to ensure that communication lines are kept open across Professional Services and Academic staff. Ensuring both communication and collaboration is established.

As a CMT Team we are now meeting more regularly to work on shared projects.

We (CMT) have an away day together where we worked together on the KPI's, this will be replicated as we progress in both our dynamic teams and as a collective towards this shared objective.

**November 2023 Update:** (Max 10 lines)

Targets have been adjusted to reflect the period of change during the organisational restructure; the next Staff Survey is due to take place in spring 2024

**College Growth and Ambition**  
**SO4: Our Ways of Working**

KPI 26 Board KPI 8	Number services/processes improved: July 2023 - 4 July 2024 - 8 July 2025 - 12
KPI Owners	Head of ICT & DT / Head of Finance

<b>Baseline:</b>	Zero, this is a new target
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<b>Year One Target:</b>	4
<b>Actual 2022/23</b>	4
<b>Trend:</b>	Improving

<b>Year 2 Target:</b>	8
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**Note on performance:** (Max 10 lines)

Target for 2023 of 4 processes improved has been met.

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

1. Streamlining financial information dissemination to budget holders, promoting clarity of budget progress and forecasting, budget packs were created.... @henry
2. Communication with ICT has been reduced from 4 methods to one allowing for prioritisation based on impact and urgency, this has also allowed for clarity to see areas that require improvement, training or technology to aid continuity.
3. The process of communication between the two teams and the wider UHI Perth stakeholders has been improved by hosting monthly joint drop in sessions where staff can come along and discuss potential projects, ideas, or gain knowledge or specific topics in an informal environment.
4. An asset data base has been generated for ICT Assets, allowing for lifecycle management, allocation of assets to staff, and asset lifecycle management for compliance.
5. Cyber Essentials and Cyber Essentials Plus certification has been obtained by the UHI Partnership, ensuring that Security best practise has been initiated across the partnership through collaboration and joint working projects.

**November 2023 Update:** (Max 10 lines)

The work around this KPI will be captured as part of the restructuring project Workstream 4 Continuous Improvement

**College Growth and Ambition**  
**SO5: Digital Transformation**

<b>KPI 27</b> <b>KPI 28 (Board KPI 9)</b> <b>KPI 29</b>	Baseline +10% pa Identify a baseline digital competence framework for each job role JISC Digital Competence tool completion by staff ; 50% by July 2023, 75% by July 2024, 90% by July 2025
<b>KPI Owners</b>	Head of ICT & DT / Head of Learning & Teaching Enhancement

[Board KPI 9 ERM Strategic Risk Digital Transformation \(in progress\).docx](#)

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

<b>Year One Target:</b>	To investigate ways of establishing the baseline, and encouraging
<b>Changed Y/N:</b>	Y
<b>Notes on 22/23 Targets</b>	27) No Baseline is available so merged into KPI 27/28/29 28) No Baseline is currently available for Staff Roles, however each staff member gets a personal baseline using the results of the JISC Digital Survey Tool Encourage staff to access the personal baseline in their report 29) JISC Digital Competence tool completion by staff ; 50% was achieved by July 2023
<b>Actual 2022-23:</b>	On target
<b>Trend:</b>	On target

<b>Year 2 Target:</b>	
<b>Changed Y/N:</b>	N
<b>Reason for Change:</b>	
<b>Target:</b>	Establish baseline for all staff and equitable ICT Access and JISC Survey Uptake

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

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

**November 2023 Update:** (Max 10 lines)

Base line competency framework created for each category, matched to CPD Training via Linkedln  
[Board KPI 9 ERM Strategic Risk Digital Transformation \(in progress\).docx](#)

Partnerships and Collaboration

SO1: Relationships

<b>KPI 31</b>	Percentage strategic partnerships v proportion of external engagements
<b>Board KPI 10</b>	Increase from 5% by 1% per annum
<b>KPI Owners</b>	SDD: STEM / Head of Business Development

<b>Baseline:</b>	5%
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<b>Year One Target:</b>	5%
<b>Changed Y/N:</b>	N
<b>Actual 2022-23</b>	tbc
<b>Trend</b>	tbc

<b>Year 2 Target:</b>	6%
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**Note on performance:** (Max 10 lines)

Develop and implement a looped process for winning strategic partners.  
Develop and continually enhance products which meet customer requirements and demands  
Industry focused products/USPs co-created, co-developed and co-delivered with industry stakeholders  
Monitor competitors performance. Develop and issue quarterly report.  
Definition of strategic partnerships needs to be defined. Currently BET/ASW have approx 130 business service transactions totalling circa £1million  
Significant Scope for growth and needs to be linked to KPI 33  
Strategic partnerships linked to UHI Perth reputation within our community, seen as an asset to commercial partners, drive revenue, support student experience and recovery of our regional economy

**November 2023 Update:** (Max 10 lines)

The work around this KPI will be captured as part of the restructuring project Workstream 5 looking at Additional Profitable Income

**Partnerships and Collaboration**  
**SO2: Commercial Enterprise and Innovation**

<b>KPI 33</b>	Commercial AOP/Commercial Income (per college area)
<b>Board KPI 11</b>	Gross overhead +1% by year 5
<b>KPI Owners</b>	SDD: STEM / Head of Business Development

<b>Baseline:</b>	0%
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<b>Year One Target:</b>	0%
<b>Changed Y/N:</b>	N
<b>Actual 2022-23:</b>	tbc
<b>Trend:</b>	

<b>Year 2 Target:</b>	0.25%
<b>Changed Y/N:</b>	N

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

Scope defined and commercial businesses include ASW, AST, Nursery and Residences  
 Develop competence matrix and create CPD plans versus the matrix  
 Develop a marketing strategy for commercial businesses including the development of a commercial website  
 Requirement for a CRM system or similar to be implemented  
 Monitor competitors performance. Develop and issue quarterly report.  
 college wide approach to commercial business generation includig MA's FWDF, Submission of bids, private training, strategic partnerships  
 where the income finally falls is irrelevant the need for a commercial mind set and supporting resources will drive the success of this KPI  
 The word "commercial" needs further definition. Attracting commercial business and delivering a quality experience is key to success of KPI  
 ASW will revise pricing model with 20-25% increase across all services put in place for FY 23-23- increase income by circa 100-120k/annum  
 ASW to develop/implement 3G complex adding approx £100-£150k/annum to income  
 increase daily commercial rate from £1000/day to £1100/day FWDF  
 ASW prices increased  
 FWDF increased from £170- £280K for 23-24 FWDF- Enhanced product offering

**November 2023 Update:** (Max 10 lines)

The work around this KPI will be captured as part of the restructuring project Workstream 5 looking at Additional Profitable Income Sources and



**Sustainability**

**SO2: Reinvestment Planning**

<b>KPI 35</b>	<b>At the end of the strategic cycle have the following cost/income ratios:</b> 1. Staff Cost/Income 70% 2. Non-Staff Cost/Income 21% 3. Investment Cost/Income 5%
<b>KPI Owner</b>	Head of Estates

<b>Baseline:</b>	1. 80.9% 2. 23% 3. 0%
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<b>Year One Target:</b>	1. 80% 2. 22.8% 3. 1%
<b>Actual 2022-23</b>	1. 80% 2. 26.1% 3. 0%
<b>Trend:</b>	n/a

<b>Year 2 Target:</b>	
<b>Actual 2023-24</b>	
<b>Trend:</b>	

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

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

Forecast actuals are substantially behind target at 85% and 26.2% for staf/non-staff ratios. The future performance can only be affected by ensuring that budget are developed to meet targets and adhered to.

**November 2023 Update: (Max 10 lines)**

The work across all of the restructuring project workstreams looking at course profitability, staffing models and additional income streams aim to identify activities that will positively impact the ratios for staff/non-staff and investment costs as a percentage of income

**Sustainability**  
**SO2: Reinvestment Planning**

<b>KPI 36</b>	<b>Percentage gross carbon footprint reduction - 2% pa</b>
<b>Board KPI 12</b>	
<b>KPI Owners</b>	Head of Estates / Head of Learning & Teaching Enhancement

<b>Baseline:</b>	1208 tonnes CO2e
<b>Changed Y/N:</b>	Y
<b>Reason for Change:</b>	We needed to reassess and plan how and what we measure for this target so that this methodology remained consistent throughout the lifetime of the strategy

<b>Year One Target:</b>	1184 tonnes CO2
<b>Actual 2022-23</b>	tbc
<b>Trend:</b>	

<b>Year 2 Target:</b>	tbc
<b>Changed Y/N:</b>	
<b>Reason for Change:</b>	
<b>Target:</b>	

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

An environmental strategy group has been formed and they have produced a climate emergency/environmental strategy to embed environmental sustainability into all of our activities to lessen our impact on the environment.

**November 2023 Update:** (Max 10 lines)

We contracted an independent review of our carbon footprint calculation, in order to confirm our baseline data and review our data quality. A Feasibility study was also contracted to give direction for our route to net zero.

Element of GHG Footprint	Total Location-Based GHG Emissions (tCO <sub>2</sub> e)
<b>Scope 1 – Direct Emissions</b>	
Site Fuel Usage (Diesel & LPG)	0.06
Company van travel (Fuel)	4.19
Site Natural Gas	566.98
<b>Scope 2 – Energy Indirect Emissions</b>	
Electricity generation	380.50
Company Van Travel (EV)	0.12
<b>Scope 3 – Other Indirect Emissions</b>	
Electricity transmission & distribution	8.33
Waste	3.24
Water Supply & Treatment	1.33
Homeworking	24.93
Business Travel (Rail, Air, Grey Fleet & Hire Car)	17.76
Well-to-tank Emissions	200.58
<b>Total Emissions (tonnes CO<sub>2</sub>e)</b>	<b>1,208.02</b>
<b>Emissions per employee (tonnes CO<sub>2</sub>e)</b>	<b>2.13</b>

<b>Committee</b>	Board of Management
<b>Subject</b>	Committee Summaries
<b>Date of Committee meeting</b>	14/12/2023
<b>Author</b>	Ian McCartney, Clerk to the Board
<b>Date paper prepared</b>	05/12/2023
<b>Executive summary of the paper</b>	<p>This paper comprises summaries of Standing Committees for consideration and noting by the Board.</p> <p>Summaries provided relate to the following meetings:</p> <ul style="list-style-type: none"> <li>• Chairs' Committee: 07 November 2023</li> <li>• Learner Experience Committee: 15 November 2023</li> <li>• Strategic Development Committee: 23 November 2023</li> <li>• AST Board: 29 November 2023</li> <li>• Finance &amp; Resources Committee: 07 December 2023</li> <li>• Audit Committee: 07 December 2023</li> </ul> <p>Full draft minutes for each Committee are available for scrutiny on the Board of Management Teams page.</p>
<b>Consultation</b> Please note which related parties, stakeholders and/or Committees have been consulted	n/a
<b>Action requested</b>	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> Strongly recommended for approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)

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

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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.
<b>Status</b> (e.g. confidential/non confidential)	Non Confidential
<b>Freedom of information</b> Can this paper be included in "open" business?*	Yes

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

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

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

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

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

[http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

## Board of Management – Standing Committee Summary

Paper No: 8a

<b>Name of Committee:</b> Chairs Committee	<b>Date of Committee:</b> 7 November 2023
<b>Key Issues discussed:</b>  Period dignity claim settled satisfactorily  Appointment of new Audit Committee Chair (Derek Waugh) and F&GP Committee Chair (Michael Buchanan) advised  Update on Financial Sustainability – UHI and UHI Perth – provided  Appointment of new IBM – Elaine Piggot – advised  Continued IBM recruitment agreed	<b>Actions agreed:</b>  Noted  Noted and agreed to appoint both to Chairs Committee  Noted  Noted  To be pursued via UHI as required
<b>Committee Chaired by:</b> Graham Watson	<b>Date of next meeting:</b> 06 February 2024

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# Learner Experience Committee

**Paper 8b**

## DRAFT Minutes

**Meeting reference:** Learner Experience 2023-24/02**Date:** Wednesday 15 November 2023**Location:** Boardroom (Braham Room 019)

**Members present:** Margaret Cook, Principal  
Elaine Piggot, Board Member  
Alistair Wylie, Board Member  
Patrick O'Donnell, Staff Board Member  
Fiona Smith, Student Board Member  
Lorenz Cairns, Depute Principal  
Catherine Etri, Vice Principal (Academic)  
Deborah Lally, Head of Student Experience  
David Gourley, Head of Learning & Teaching Enhancement (to Item 7.2)

**In attendance:** Ian McCartney, Clerk to the Board

**Apologies:** Jenny Hamilton, Board Member  
Veronica Lynch, Vice Principal (External)  
Robert Boyd, Teaching Staff Member on the Committee

**Chair:** **Margaret Cook**

**Minute Taker:** Ian McCartney

**Quorum:** 7

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## Minutes:

Item		Action
1.	<b>Welcome and Apologies</b> Chair welcomed everyone to the meeting, and noted apologies.	
2.	<b>Additions To The Agenda</b> Head of Learning & Teaching Enhancement noted that funds had been received from PKC to support the Big Project which had allowed clothing for students and nursery children to be supplied.	
3.	<b>Declaration of Conflict of Interest in any Agenda Item</b> None	
4.	<b>Minutes of Meeting held on 06 September 2023</b> The minutes were approved as being an accurate record of the meeting.	
5.	<b>Matters Arising from Previous Minutes</b> <b><u>7.1 HISA Perth Strategic Update</u></b> <b>Action:</b> Student Board Member to provide update to committee re HISA CEO recruitment <b>Status:</b> Covered within Paper 2	
6	<b>Learner Experience</b>	
6.1	<b>HISA Perth Strategic Update</b>  Student Board Member outlined key highlights of Paper 2, noting that 170 Student Voice Reps had now been recruited, with training scheduled, and SRCs were being held this week.  Student Board Member informed Committee that HISACon, the student leadership conference, had now been moved from earlier in the academic year to January. Principal queried why this had been rescheduled to what appeared to be very late in the calendar; Student Board Member advised that Clubs & Societies leaders were now being invited to the event, therefore it was felt more sensible to delay until later in the year.  Chair noted ongoing issues around staff recruitment. Student Board Member advised that HR processes were progressing.  Vice Principal (Academic) sought clarity on the numbers of SVRs currently trained as 45. Student Board Member advised that that was	



	<p>the figure around a week ago so this would need clarified. Student Board Member also noted that a number of students were repeating SVRs and therefore may not have attended training this year.</p> <p>Head of Student Experience sought clarity on the timescale around the Student Partnership Agreement. Student Board Member advised that HISA staff members were leading this workstream so this would need to be checked. Chair expressed concern over how late in the year the SPA was likely to be presented, making it difficult to deliver within 2023/24. Student Board Member agreed, and also noted that 10-month contracts for student officers would have an impact.</p> <p>Committee <b>NOTED</b> Paper 2</p>	
<p><b>6.2</b></p>	<p><b>Student Funding</b></p> <p>Head of Student Experience presented Paper 3, noting that figures excluded those funds dispersed through the Student Awards Agency, but includes all other funds issued by UHI Perth.</p> <p>Head of Student Experience noted that awards listed as “Bursary” is available to FE students only, and that “Discretionary” refers to hardship funds, which are capped.</p> <p>Head of Student Experience further noted that a number of fund applications were being processed but were at the “additional evidence required” stage.</p> <p>Head of Student Experience advised that the funding team are up to date with applications and are now in the process of identifying students who qualify for funding but who haven’t applied to encourage further applications.</p> <p>Head of Student Experience noted that the cap for the HE Discretionary Fund had been reduced, however this was offset by an increase in the student loan.</p> <p>Student Board Member queried whether there would be enough money available for students for the whole year to assist with retention. Head of Student Experience advised that this could not be guaranteed within HE.</p> <p>Board Member queried whether students were assisted in other areas such as budgeting. Head of Student Experience advised that support workshops are held at the start of each academic year. Student Board Member advised that similar support is provided via HISA.</p> <p>Committee <b>NOTED</b> Paper 3.</p>	

<b>7</b>	<b>Curriculum</b>	
<b>7.1</b>	<p><b>ASOS/Student Completion &amp; Progression</b></p> <p>Head of Student Experience provided an update on the impact of Action Short of Strike (ASOS) on student completion and progression, advising that UHI Perth started to input results in mid-October, with weekly statistics being returned to Scottish Government around the measurement of impact, with the main SG focus being on apprenticeships.</p> <p>Head of Student Experience noted that approx. 16,000 results had been processed by the team in 3 weeks, resulting in all certificates likely to be issued by end December.</p> <p>Head of Student Experience referenced KPI tables within Paper 4 (noting indicative positions provided for 2022/23), and advised that further analysis would be conducted into this data in due course.</p> <p>Board Member queried whether assurances had been received from awarding bodies with regards to certification, whether a Comms Plan was in place, and whether data was being captured re reasons for withdrawals?</p> <p>Head of Student Experience advised that UHI Perth were in regular contact with awarding bodies, including group awards, and that all students had been emailed with scheduled dates for results and contact details should these not be received. Head of Student Experience further advised that there are a vast number of reasons for withdrawal and PATs work to ensure there is maximum opportunity for intervention. Vice Principal (Academic) noted that financial reasons are the most prominent, however a number of students are encouraged or supported to move to part-time study which is reflected in the lower withdrawal rates shown in the stats.</p> <p>Board Member queried the age range around drop-out rates being a factor due to lack of awareness or understanding of what College life would be like. Head of Student Experience noted that data is captured by protected characteristics, and that UHI Perth conducts pre-enrolment interviews and Open Days to allow potential students to better understand the organisation.</p> <p>Committee <b>NOTED</b> Paper 4.</p>	
<b>7.2</b>	<p><b>Student Recruitment</b></p> <p>Head of Student Experience outline Paper 5, including the difference between the 2 methodologies for measuring the income raised via</p>	

	<p>student recruitment.</p> <p>Head of Student Experience advised that UHI Perth is highly likely to meet or exceed FE targets, and explained that being over-target would not result in students being turned away if there is no impact on staffing requirements. Head of Student Experience noted for context that FE credit targets across the sector had been reduced by 10%.</p> <p>Head of Student Experience advised that there was optimism around meeting HE FTE targets, however ASOS and results processing had taken precedence over the last few weeks and as a result some registration for modules has still to be processed which will improve reported statistics. In addition, an uplift in numbers will be experienced when January courses commence.</p> <p>Committee <b>NOTED</b> Paper 5.</p>	
<p><b>7.3</b></p>	<p><b>Fraser of Allender Institute Report</b></p> <p>Chair tabled Paper 6 for information and advised Committee that the Report focused on the impact and difference Colleges make, reinforcing the message of their importance within Scotland.</p> <p>Board Member thanked Chair for distributing the Report, and queried how this was being used to marketing advantage. Chair advised that the Report had generated significant national TV coverage supported by local press releases. Chair further advised that the sector was working with government ministers to help paint a positive picture of the sector in spite of reduced funding, however there was doubt as to whether this would result in extra finances being found. Chair noted that the University sector had been very effective in using this approach in the past, so it was positive to see a similar focus within the College sector.</p> <p>Chair advised that meetings with the Secretary of State alongside Scotland’s Colleges’ “Thinking The Unthinkable” events would make extensive use of the Report and its findings.</p> <p>Committee <b>NOTED</b> Paper 6.</p>	
<p><b>8</b></p>	<p><b>Committee Minutes</b></p> <p>Committee <b>noted</b> the following minutes:</p> <ul style="list-style-type: none"> <li>• Student Engagement Group, 28 September 2023</li> <li>• Scholarship &amp; Research Committee, 29 May 2023</li> <li>• Scholarship &amp; Research Committee, 25 October 2023</li> </ul>	

9	<b>Date of Next meeting</b> <ul style="list-style-type: none"> <li>Wednesday 21 February 2024 @ 2:00pm</li> </ul>	
10	<b>Review of Meeting</b> 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**

## Board of Management – Standing Committee Summary

Paper No: 8c

<p><b>Name of Committee:</b></p> <p>Strategic Development Committee</p>	<p><b>Date of Committee:</b></p> <p>23 November 2023</p>
<p><b>Key Issues discussed:</b></p> <p><b>The need for a revised strategic plan.</b></p> <p>Review work is being carried out currently by the College management team (CMT) and should conclude by end of the March 24. DP indicated that there may need to be a revision to vision and priorities. This would need to take any changes to the UHI operating model too. It was agreed that any recommendations to amend the plan should be presented to the full Board.</p> <p><b>Meeting KPIs set in the strategic plan.</b> Members of the College Management Team leading work relating to KPI3, KPI4, KPI9 and KPI13 attended the meeting and made presentations on achievements to date.</p> <p><b>KPI 3 – Learner Experience.</b></p> <ul style="list-style-type: none"> <li>• Increase in response to early student survey (79%)</li> <li>• Overall satisfaction in early survey – 97%</li> <li>• Further work needed to look at this by different student groups (e.g. FE/HE)</li> <li>• Feedback took into account the whole student experience and there is evidence that small changes are paying dividends.</li> <li>• Students remain positive despite ASOS. A key element to this is the work that the Personal Academic Tutors (PATs) are doing to drive change in areas where improvements are needed.</li> <li>• As well as quantitative data, there was significant qualitative data being generated and analysed, which helps identify further areas for improvement.</li> </ul>	<p><b>Actions agreed:</b></p> <p><b>Clerk to schedule strategic plan/ UHI Target Operating model into a future Board Meeting in 2024.</b></p>

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<ul style="list-style-type: none"> <li>• As the College gets leaner, it becomes increasingly important that the right people are in the right place</li> </ul> <p><b>KPI4 – Co-creative and Progressive Curricula</b></p> <ul style="list-style-type: none"> <li>• Evidence of co-creation of new curriculum that is creative and looking for opportunities between sectors – e.g. NQ Digital Design and Games Development, Change from Science to Bio-Science</li> <li>• Focus on savings and efficiencies</li> <li>• Focus on HE and International Portfolio</li> <li>• Effective work with Schools through the Schools/College Partnership Programme and exploration of opportunities for co-creation between schools and College.</li> <li>• Utilising blended models of delivery (e.g. Beauty Therapy) has resulted in growth of numbers from outside the region in areas where other colleges are reducing their offer.</li> </ul> <p><b>KPI 9 Digital Transformation</b></p> <ul style="list-style-type: none"> <li>• Staff Professional Review has been completed with an uptake of 50%</li> <li>• Have identified 5 areas for Digital Training for manual staff. This should have a direct link to efficiencies and improvements in the student experience</li> </ul> <p><b>KPI13 Environmental Sustainability</b></p> <ul style="list-style-type: none"> <li>• Work conducted to date had focused on establishing a baseline, with next steps being a feasibility study to look into achievement of Net Zero.</li> <li>• Work has started to look at space utilisation to link in with changes to curriculum which may assist in achieving Net Zero. Further information is needed as curriculum plans, timetables, etc started to crystallise from the ongoing reviews.</li> </ul> <p>Board members thanked members of the CMT for their presentations. In addition to the points made above , members noted that Head of ICT advised that there was a need to invest in digital provision in order to meet key targets.</p>	<p><b>Clerk to schedule a joint meeting with Student Experience Committee in 2024 to consider further opportunities for curriculum development that would contribute to alternative income sources.</b></p>
<p><b>Committee Chaired by:</b> <b>Andrew Comrie</b></p>	<p><b>Date of next meeting:</b> <b>7 March 2024</b></p>

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## Board of Management – Standing Committee Summary

Paper No: 8d

<b>Name of Committee:</b> AST Board	<b>Date of Committee:</b> 29 November 2023
<b>Key Issues discussed:</b>  Audit y/e 31/7/23 – No issues, No going concern concerns, clean audit  Management Accounts Q1 – Modestly ahead of budget  Main business issues – Old Leonardo contract debt Hangar Lease at Scone Foreign contract opportunity in Muscat  Overall sentiment on business prospects positive	<b>Actions agreed:</b>  Accounts and Letter of Representation approved for signing  Noted  Agreed to pursue at more senior Leonardo level Extension of lease now likely Agreed to use local Muscat law after appropriate legal diligence in UK and locally  Noted
<b>Committee Chaired by:</b>	<b>Date of next meeting:</b>

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## Board of Management – Standing Committee Summary

Paper No: 8e

<p><b>Name of Committee:</b></p> <p>Finance &amp; Resources</p>	<p><b>Date of Committee:</b></p> <p>07 December 2023</p>
<p><b>Key Issues discussed:</b></p> <p><b>Risk register / risk appetite</b> (<i>actions arising from meeting of 28.09.23, item 5</i>) VP (Operations) has re-worked the risk register and proposals for changes to risk appetite, to be discussed at Audit Committee 07.12.23. The potential need for changes to our risk appetite in light of the current more challenging context to be reviewed by Board, as previously agreed.</p> <p><b>Estates and Sustainability paper</b> (<i>actions arising from meeting of 28.09.23, item 9.1</i>)</p> <p><b>Financial update and outlook</b> VP (Operations) presented a paper outlining current challenges for financial sustainability including:</p> <ul style="list-style-type: none"> <li>- the College's inability to set a budget in the context of the unresolved staff pay settlement</li> <li>- the financial impact of staff reorganisation</li> </ul> <p>Although we are on track re our mid-range forecast, modelling cash forecasts is based on the assumption of employers' pay offer (note: this 'final' offer has been rejected by unions and the mid-range forecast is not worst case scenario); and the cash position from April 2024 is likely to show a deficit. As this is not allowed, there will be a need for additional funding from UHI or SFC of c.£2million on a loan basis (note: UHI have said they are unwilling/unable to do this).</p> <p>Modelling of cash forecasts, taking account of savings in staff and non-staff costs and</p>	<p><b>Actions agreed:</b></p> <ul style="list-style-type: none"> <li>• Board risk appetite review exercise to be scheduled</li> <li>• Risk Register to be discussed/approved by Board at next meeting</li> <li>• Paper from Head of Estates to be submitted at a future meeting of Finance and Resources Committee</li> </ul>

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<p>overheads (derived from restructuring and curriculum and estate efficiencies) and additional income (e.g. from international) shows that such a loan could be repaid in part by February 2025 and in full by August 2025, leaving our cash position as positive.</p> <p>Principal, along with other College Principal, is meeting with Scottish Funding Council on Tuesday 12<sup>th</sup> December to discuss unsustainable cash shortfall, which is common across the sector.</p> <p><b>Papers for noting:</b> The following papers were noted:</p> <ul style="list-style-type: none"> <li>- Estates Update</li> <li>- HR Update</li> <li>- Committee minutes (EDIT, JNC, Staff Engagement)</li> </ul>	<ul style="list-style-type: none"> <li>• Principal to report back on meeting with SFC to Board at next meeting on Thursday 14<sup>th</sup> December 2023.</li> </ul>
<p><b>Committee Chaired by:</b> Michael Buchanan</p>	<p><b>Date of next meeting:</b> 07 March 2024</p>

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## Board of Management – Standing Committee Summary

Paper No: 8f

<p><b>Name of Committee:</b> Audit</p>	<p><b>Date of Committee:</b> 07 December 2023</p>
<p><b>Key Issues discussed:</b></p> <p><b><u>Joint Meeting with F&amp;R Committee</u></b></p> <p><b>Draft External Audit Annual Report 2022-23:</b> The External Auditors explained that the external audit would not be available as planned and that the reporting schedule would not be met. The external auditor explained that this was due to lack of qualified auditors and sickness in the existing team. This is impacting audit schedules across UHI and across the college sector. The Chair of the board asked the external auditor to clarify whether any of the delay could be attributed to the Perth College inputs and the External Auditor said there had be some minor delays with queries. The Head of Finance pushed back pointing out that experienced auditors would not have required this level of support and Perth College involvement the delay to reporting was minimal. The Chair of the Board asked whether the audit would provide an opinion on going concern. The auditor said that due to following a continuation of service accounting practice they would not be highlighting issues around going concern.</p> <p><b>PC Financial statement for year ended 31 July 2023 and Draft Audit Committee Annual Report:</b> Due to unavailability of the External Audit report these papers were not available and not discussed.</p> <p><b>Draft Internal Audit Annual Report 2022-23:</b> The auditor opinion was that the College has adequate and effective arrangements for risk management, control, and governance.</p>	<p><b>Actions agreed:</b></p> <p>Vice Principal of Operations will highlight the issues to UHI and agree on further escalations to SFC etc. An extraordinary board meeting will be held to review the external audit report and financial statements when these are available. This meeting will also discuss the position re: going concern.</p> <p>These will be reviewed in the extraordinary board meeting.</p> <p>No major concerns. Actions will be progressed as planned.</p>

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<p><b>Code of Good Governance Compliance Checklist:</b> The clerk reviewed Perth College ratings versus Code Principles</p> <p><b><u>Audit Committee</u></b></p> <p><b>Enterprise Risk Management Report:</b> Vice Principal of Operations reviewed progress on ERM (which has now replaced the previous strategic risk register). Members were comfortable with the new Risk Categories proposed, reporting which will be provided and the latest proposals for Risk Appetite. Members complemented the team on the progress that had been made.</p> <p><b>Audit Plans, Reports &amp; Updates:</b> Reports were provided and high-level summaries and comments from the committee discussed. The internal auditor highlighted the progress that has been made in this area of the last few years.</p> <p><b>Procurement/Creditors/Purchasing Audit Report (process overview):</b> Vice Principal of Operations provided a verbal update on progress on this</p> <p><b>Freedom of Information &amp; Data Protection quarterly update:</b> Clerk highlighted that the last quarter had be a quiet one in this area</p>	<p>College are rated effective vs all code principles except C27 Staff Governance Standard which has been moved to Partial due to constructive negotiations with the unions</p> <p>Members of the committee were pleased with the effectiveness of the new processes and clarity of reporting. An update with fuller coverage of controls will be presented at the March Audit Committee meeting. Control owners will be invited to future Audit Committee meeting to review their controls and to emphasize the boards view of the importance of these activities.</p> <p>The proposed Audit plan for 2023/24 will be reviewed by the SMT. Particularly whether an audit of ICT and Digital Transformation Strategy implementation is appropriate.</p> <p>Changes being finalised are: that only procurement can setup new suppliers, Expenditure above limits (£100k) will be escalated to the board (Firstly to the Chair of the board, then in their unavailability to the Chair of the F&amp;R committee and then onto Chair of the Audit committee. Meetings are planned to review process around 3 way matching.</p> <p>Will continue to be monitored.</p>
<p><b>Committee Chaired by:</b> <b>Derek Waugh</b></p>	<p><b>Date of next meeting:</b> <b>07 March 2024</b></p>

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## **BOARD OF MANAGEMENT – TERMS OF REFERENCE**

Paper 9

### **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.