Finance and Resources Committee

Agenda

Meeting reference: F&R2023-24/03
Date: Thursday 07 March 2024 at 6:00pm
Location: Boardroom (Brahan Room 019)
Purpose: Scheduled meeting/Joint meeting with Strategic Development Committee

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

	Agenda Items	Author	Led by	Paper
1	Welcome and apologies		Chair	
2	**Joint Meeting of Strategic Development and Finance & Resources Committees**			
*2.1	Financial Outlook	Vice Principal (Operations)	Vice Principal (Operations)	Paper 1
2.2	UHI Transformation Operating Model	UHI	Chairs SDC & F&R	Paper 2
3	Additions to the Agenda		Chair	
4	Declaration of a Conflict of Interest in any Agenda Item		Chair	
5	Minutes of the Meeting of the Finance & Resources Committee held on 07 December 2023		Chair	Paper 3
6	Actions arising from previous minutes		Chair	
7	**Financial Performance & Budgets**			
*7.1	Perth College Financial Update: Year to 31 January 2024	Vice Principal (Operations)	Vice Principal (Operations)	Paper 4
8	**Estates**			
8.1	Estates Update	Head of Estates	Head of Estates	Paper 5
9	**Human Resources**			
*9.1	Disability Action Plan	Equality, Diversity & Inclusion Officer	Head of HR & Organisational Development	Paper 6

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	Agenda Items	Author	Led by	Paper
*9.2	HR & Payroll System	Head of HR & Organisational Development	Head of HR & Organisational Development	Paper 7
9.2	HR Update	Head of HR & Organisational Development	Head of HR & Organisational Development	Paper 8
10	**Committee Minutes** (for noting)			
10.1	EDIT Committee • 14 December 2023 (minutes not available)			
10.2	JNC Finance • 16 January 2024			Paper 9
10.3	Staff Engagement Group • Committee discontinued			
*11	**Review of Meeting** (Committee to check against the Terms of Reference to ensure all competent business has been covered)			Paper 10

Committee Cover Sheet

Paper No.1

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

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Committee Cover Sheet

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

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Committee Cover Sheet

Freedom of Information

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

Please select a justification from the list, below:

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

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

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

and

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

UHI Perth Outlook

23/24

The following outlook is based on the college only i.e. AST is excluded. Our initial "Mid Case" forecast and the subsequent work being carried out by the workstreams are all college based. AST is covered at the end of this paper as a separate topic.

H1 is a good point and base to re calculate our expectation of 23/24.

Income

Our original forecast income for 23/24 was made up as follows:

	Estimate 2 23/24
FE Main Grant	£8,205
HE Main Grant	£6,394
Tuition	£2,568
International	£1,500
Research	£208
FWDF	£250
FA	£281
MA	£185
Managing Agents	£311
Self Funded Tuition	£450
ASW	£650
Nursery	£327
Residences	£450
PGDE/ITE	£101
Food NT	£252
SFC Early Years	£110
Misc	£12
Schools Development	£60
Needs Assessment	£77
REG	£54
EMA	£8
Beauty Commercial	£13
Training Rest	£30
Phone Masts	£20
Secondments	£100
Sanitary Products	£13
Microram	£(100)
	£22,530

Our latest review of the income has concluded that the total of £22.5M on the left is still correct within £130K. There are movements in a few categories e.g. International may be down £(200)K versus the forecast but this is likely to be offset by FWDF being around £200K over forecast. Research could be down £(84)K but needs reviewed. It looks like managing agents will be down £(168)K but we are also expecting an increase in funding of over £100K for FNTE.

The reality of a forecast is that categories can be changing all the time. The movements noted above are what we believe at a point in time and even then, these movements need to be reviewed further.

The bottom line is that our income review has concluded that the original forecast is still robust, and we are not aware of any significant changes.

Staff Costs

A careful review of staff costs has concluded that our original forecast of £19.3M of staff cost plus £600K of severance cost = approx £20M is still appropriate for the full year. As with income there could be a minor movement by the end of the year.

Our original forecast noted £1.8M of savings in 23/24 through having to pay less salary for staff leaving on VS. However, the more accurate split of the £1.8M was £1.2M of savings from VS and £600K from a reduction in the need for temp staff, driven by our fall in HE numbers.

Our recent review concluded that we think VS savings in 23/24 will be just over a million pounds. Savings from reduced temp staff are still at a run rate of £600K. The shortfall between our original forecast saving from VS of £1.2M and the current estimate of just over a million is offset by savings generated by delays/deferrals in recruiting backfills/new staff. We have seen these savings already in H1 23/24.

The value of VS in the current year is impacted by the phasing of when staff leave i.e. if you leave with only one month of the year to go then we only achieve one month of saving. The reason for the movement from £1.2M to £1M is driven by some staff leaving a little later than planned and or staff who have dropped off the original list. In 24/25 we still expect to see a full year's saving from the current 23/24 VS of over £2M.

Non-Staff Cost

The H1 management book shows that staff costs (excluding AST) for 23/24 are £3.2M, this is lower than 22/23 which showed £3.4M for H1.

Also, if you take the 23/24 H1 staff costs and back out the service (overhead income) you arrive at a net position of £2.2M (the income shown in services is not included in the income above and is funding against specific costs e.g catering and Estates maintenance etc). If you double this net position then you arrive at £4.4M which almost in line with the original forecast (see below).

As with the other categories above, we cannot see anything at this stage that would make us feel that non-staff costs won't end the year in line with or close to the original forecast.

Original Forecast

Income	£22.5M
Staff Costs	£19.9M
Non-Staff Cost	£4.5M
Surplus/Deficit	£(1.9)M

As noted with each category above we believe that the original forecast is still robust and that any variance would be minor at this point in time.

24/25

With staff costs and non-staff costs for 23/24 running at the original forecast levels we can have confidence that the 24/25 forecast for these categories is still valid. However, income is more unique and is showing signs of movement from the original forecast.

The draft Scottish Government budget for 24/25 presented a reduction in SFC funding, specifically an 8.6% reduction in FE and a 6.0% reduction in HE. An 8.6% reduction in FE could result in a reduction in funding to UHI Perth of over £700K. The HE reduction may be carried out by the SFC withdrawing additional FTE's given to universities during the pandemic. As UHI could not hit their FTE numbers they were not given any additional FTE's which means that UHI would not be impacted any of the HE reduction. However, none of the above is certain.

The Scottish Government budget was approved on the 27th February. The next step is for the SFC to receive formal communication from which they create an "indicative" funding allocation to colleges and universities. EO would then create an indicative allocation to UHI partners. This exercise is followed up with a final SFC funding allocation and a final EO allocation to partners. This full process will happen between now and the end of May.

The workstreams who are working on finding savings for UHI Perth are aware that they may need to find a further £700K of savings.

AST

The latest outlook from AST is shows significant deficits for 23/24 £(256)K and 24/25 £(225)K.

	20/21 Act	21/22 Act	22/23 Act	23/24 For	24/25 For
Income	£1,874K	£2,038K	£1,978K	£1,654K	£1,877K
Expenditure	£1,587K	£1,813K	£1,805K	£1,910K	£2,102K
Profit	£287K	£225K	£173K	£(256)K	£(225)K

As can be seen, there is a significant fall in income from 22/23 to 23/24. This is related to the loss of a key customer, Leonardo. AST are hoping to see an increase in income in 24/25. However, it is notable that in 24/25 AST are looking to deliver the same income as 20/21, with an increase of £500K in cost. While the comparison is not as simple as just looking at the increase in cost it is still interesting.

The AST Board are working on a solution to the deficit projections over the next two years. However, from a college point of view we have to understand what we expect/need from AST and measure the business on that basis.

Committee Cover Sheet

Paper No. 2

Name of Committee	Finance and Resources
Subject	UHI Transformation Operating Model
Date of Committee meeting	07/03/2024
Author	Max Brown, UHI Director of Transformation
Date paper prepared	27/02/2024
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Paper provides information presented at a UHI Chairs & Principals meeting on 22nd February 2024 and provides an update on recent activities on the TOM.
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	n/a
Action requested	☒ For information ☒ For discussion ☐ For endorsement ☐ For approval ☐ Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	Click or tap here to enter text.

Committee Cover Sheet

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

Committee Cover Sheet

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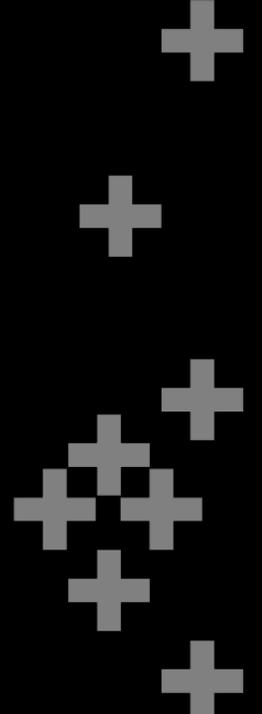http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp

and

http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf
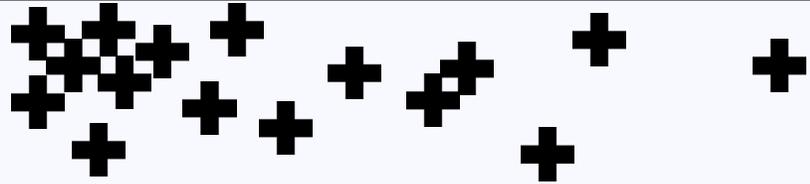
UHI 2024

Operating model update

21st February 2024

UHI

# Progress and engagement since 25th Jan

- 26th Jan to 2nd Feb individual partner Board meetings
  - Buy in to the process and direction of travel
  - Increasing pace and momentum, enable capacity & delivery
  - Focus on engagement and consultation across UHI
- Development of the detail of the plan across curriculum, operational, constitutional and financial domains
- Recruitment in train for key resource to push forward the work at pace
  - Financial analyst - started 12th Feb
  - Communications professional – advertised & fast track recruitment
  - Reconfiguration of transformation to provide for a project management office environment – in progress & recruitment of project resource in progress
- Meetings in the diary with principals, exec and SFC starting on 26th Feb
- Separate workstreams/reviews now started across 3 key strands
- Agreed an OBC by 31st May 24
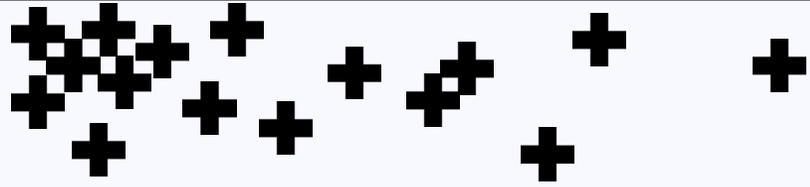
Curriculum change – workshop

Considerable amount of work already in train on the academic side. It is focussing primarily on maximising student recruitment and growth, but also a focus on reduction of management costs. Specifically;

- First workshop 26th February
- Building on the curriculum review to ensure the development and implementation of a curriculum plan, with the necessary processes to complete this on a rolling basis
- Oversee the linkage from curriculum through to the student recruitment strategy
- Consider the data and intelligence that is required for curriculum design and development and ensure internal resources are focussed on its regular generation
- Consider academic management structures, with a particular focus on the regional / local interconnections
- Ensure that the regional skills agenda, opportunities such as the green freeport, are an integral part of curriculum planning and the student growth strategy
- Consider how to take forward the review and work on FE, PGT and other areas
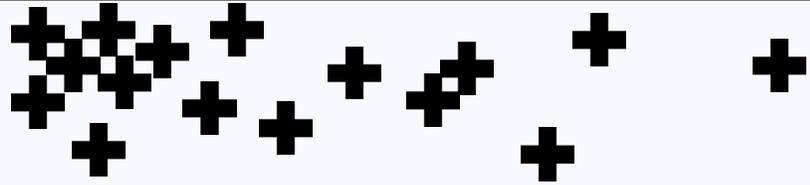
Organisational change – Service review

- Expanding the scope of the shared services workstream to include both partnership wide service reviews and reconfiguration, alongside process and system change.

- Student support and experience
  - Area of rising demand,
  - Important that it is stable as the partnership moves through change for existing and future students
  - Important considerations around the equity of service provision across the partnership and where the balance of resource sits between centrally provided services and local provision

- Student recruitment, admissions and marketing
  - Coordination is fundamental to maximise student recruitment
  - Builds on the system changes we are making, but extends that to coordination of the teams themselves
  - Looking for single point accountability.
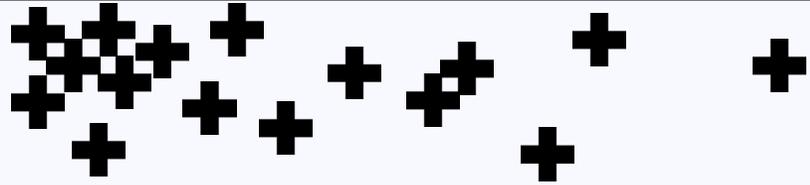
Organisational change – process / systems

- The following areas have been noted previously and remain part of the workplan, introducing either new systems or harmonising process:
  - HR / Payroll system
  - Admissions system
  - Timetabling
  - Procurement service

- The shared services workstream are also looking to add registry to this, but require discussion about the scope of this, but areas noted are:
  - The different approaches to (FE) coding in SITS
  - Student fees and bursary payment processing
  - Generation of standardised reporting and use of SITS
  - Consideration of the system
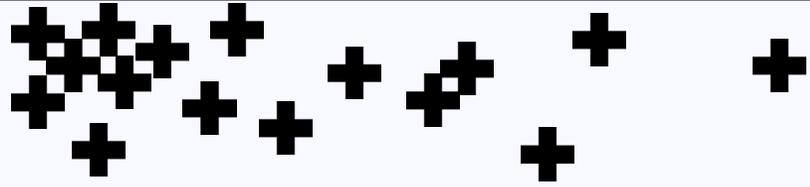
Constitutional change

In respect of the outline business case
- APUC are exploring the procurement routes
- Draft specification for the work being developed for discussion with principals and SFC at the end of February
  - Need to agree the scope of the specification, but also what we can do internally and where we need the support from consultancy.

Other areas of focus
- Linking more closely to the three-college merger – consideration of organisational development structures considered within the college merger implementation
- Progressing sector wide discussions on tertiary models.
- Financial modelling work to be presented to Principals and SFC at the end of the month.
- Sector benchmarking data has been received and is being worked through
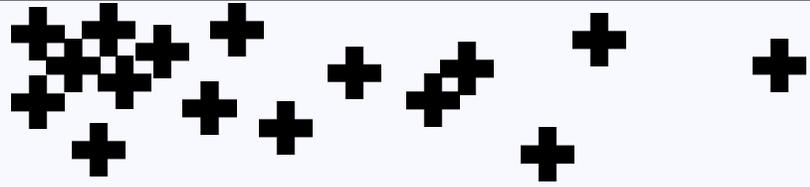
Work in progress

- Shared services workstream held 16th Feb
- Curriculum workstream planning ongoing – focus of workshop on 26th
- Residential workshops now scheduled
- Information governance committee meeting 5th March
- Developing an overarching and individual plans for the work to aid transparency and communications, track milestones
- Establish the staff and trade union forum to meet in March
- Provide the EO service catalogue for end-March
- Progressing consultancy procurement for outline business case
- Progressing development of the areas of the outline business case that we can complete without support – quick wins
- Continuing to lobby the SFC for in year funding and support together with support for UHI reform
- All leading to an OBC 31st May 24

Thank you
Tapadh leibh

UHI
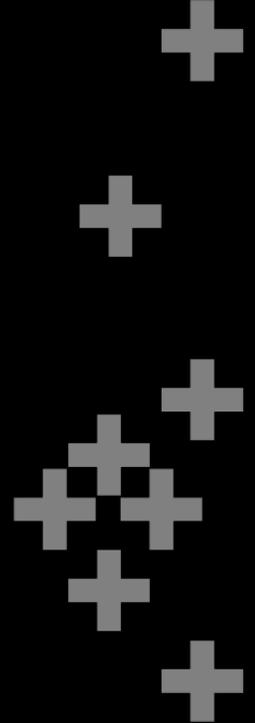
Finance & Resources Committee

DRAFT Minutes

Meeting reference: F&R2022-23/03
Date: Thursday 07 December 2023 at 5.00pm
Location: Boardroom (Brahan Room 019)

Members present: Michael Buchanan, Chair, Finance & Resources Committee
Andrew Comrie, Board Member
Graham Watson, Chair, Board of Management
Margaret Cook, Principal
John Dare, Staff Board Member
Rebecca Bond, Student Board Member

In attendance: Debbie McIlwraith Cameron, Member of Audit Committee (from Item 11)
Derek Waugh, Member of Audit Committee (from Item 11)
Alistair Wylie, Member of Audit Committee (from Item 11)
Patrick O'Donnell, Member of Audit Committee (from Item 11)
Fiona Smith, Member of Audit Committee (from Item 11)
Lorenz Cairns, Depute Principal
Veronica Lynch, Vice Principal (External)
Iain Wishart, Vice Principal (Operations)
Henry Nicholson, Head of Accounts
Ian McCartney, Clerk to the Board
Thomas Rotherham, Deloittes, External Auditor (from Item 11)
David Archibald, Henderson Loggie, Internal Auditor (from Item 11)

Apologies: Jenni Harrison, Board Member

Chair: **Michael Buchanan**

Minute Taker: Ian McCartney

Quorum: 4

MINUTES

Item		Action
1.	**Welcome and Apologies**	
	Chair welcomed everyone to the meeting and noted apologies.	
2.	**Additions to the Agenda**	
	None	
3.	**Declaration of Conflict of Interest in any Agenda Item**	
	John Dare declared interest due to undertakings around his Unison role.	
4.	**Minutes of Meeting of Finance & Resources Committee, 28 September 2023**	
	The minutes were approved as a true and accurate record of the meeting.	
5.	**Matters Arising from previous minutes**	
	5: Matters Arising – Risk Appetite	
	Action: Item will be raised at next Board Meeting	
	Action Update: Item had been deferred, however is noted within Paper 2	
	9.1 – Estates Update	
	Action: Paper on Estates & Sustainability to be tabled at next meeting	
	Action Update: Deferred to Cycle 3	
6.1	**Perth College Financial Update: Year to 31 October 2023 & Financial Outlook**	
	Vice Principal (Operations) summarised Paper 2, noting that the paper was comprised of the Quarter 1 Management Accounts 2023/24, plus the Financial Outlook through 2024/25. Vice Principal (Operations) noted that there was no 2023/24 budget presented due to the ongoing reorganisation process.	
	Vice Principal (Operations) advised that the Year to Date figures were tracking against last year's numbers and against the Mid-Case forecast, that full funding for FE and 1600 HE FTEs remained	

the prediction for the year, and that the was no provision for clawback in 2023/24.

Chair (Board) queried how Vice Principal (Operations) was managing the business with no budget. Vice Principal (Operations) advised that income was being clearly tracked, and that all expenditure requires approval. Vice Principal (Operations) further advised that staff costs drive non-staff costs, with £380k being saved through leavers this year, however accrued pay increases and Voluntary Severance provisions make the position worse than may have been expected.

Board Member queried how part-time staff agreements work with regards to the expenditure approval processes in place. Vice Principal (Operations) reported this was being managed via SMT, linked to a full-year plan by area – this is how it is known that part-time staff costs are down, as would be expected given lower HE numbers.

Vice Principal (Operations) advised that non-staff costs were down £187k, however there had been no expected reduction in utility costs despite these being on government contracts, so this area needs further investigation.

Vice Principal (Operations) reported that cash levels are still in line with Mid-Case forecasts, and that the first model on the final page of Paper 2 shows projection point where cash runs out; based on the assumption that the National Bargaining settlement comes in at April 2024, this would effectively put the college into an overdrawn position if no other interventions were made. Vice Principal (Operations) advised that SFC only allow a certain amount of draw-down halfway through a financial year.

Vice Principal (Operations) then noted that the second model on the final page of Paper 2 shows the impact of a £2m loan taken in April 2024, with £1.5m paid pack in Feb 2025 and the remainder in July 2025, which would allow the college to function without a negative cash position.

Chair (Board) queried when the college would start accruing the benefit of savings being made. Vice Principal (Operations) advised that savings of approx. £200k savings per month would kick in from August 2024.

Chair (Board) queried whether figures presented showed any income growth. Vice Principal (Operations) advised that only real income built into the model relates to a £500k projected uplift in International income, as Flat Cash would preside in other funding areas.

Chair queried the likelihood of receiving a £2m loan per the second model presented. Principal advised that a meeting of UHI

and Academic Partners with SFC was due to take place next week to discuss key funding issues, however UHI had made it clear that they will not loan funds to colleges therefore it will be up to SFC to deliver.

Chair asked whether there was any precedent for SFC loaning funds to individual colleges? Principal advised that some colleges had already received loans, but as the issue affects the entire sector it is clear that Perth will not be only college seeking to draw down cash, and public finances in Scotland currently look very limited in scope. Principal further advised that UHI have in the past allowed other academic partners to draw down cash mid-year.

Chair (Board) advised that SFC seem confident that early provision of funds for UHI would be achievable, and indications are that UHI are expecting them to reach a decision on this by the end of January 2024, however it seems hard to see where this money is coming from given the current state of public purses.

Chair queried whether there was any likelihood of SFC giving the decision around UHI colleges back to UHI? Chair (Board) suggested that giving UHI funds to fix problems among academic partners is one thing, but money is also required for other parts of the organisation.

Chair queried whether Perth was able to approach SFC directly for funds. Principal noted that funding for the college has to be routed via the Regional Strategic Body. Principal will report on outcomes of meeting with SFC and other Academic Partners next week at the Board meeting on 14th December.

Board Member wondered whether it was worth reviewing the profiling of other incomes, eg International? Vice Principal (Operations) responded that he had spoken to the International, Business Development and Academic teams re invoicing timetables, and also uses historic data as guidance. Vice Principal (External) added that Apprenticeships is a real focus on one of the Project Workstreams, and income processing will be looked at as part of this work.

Chair (Board) queried whether there were any signs of agreement with the Unions. Principal advised that the employers had provided a full and final settlement offer, however Unison had been mandated to pursue industrial action, and EIS have balloted for industrial action and Action Short Of Strike, with the proposed period of action including end of year marking. Principal further advised that the regulations allow for deferment of any salary increases if these are not affordable.

Chair asked whether it would be necessary to revisit staff costs if offer continues to be rejected. Vice Principal (Operations) advised that any delay beyond that modelled would mean the pay

| | | Principal |

	settlement coming in later and higher. For context, Vice Principal (Operations) advised that modelling showed that every 1% increase in pay award resulted in a £150k increase in costs. Principal noted that the current issue had never fully crystallised in this manner within the sector before as the government has always stepped in to ensure funding was allocated in a timely manner. Principal assured Board that the College Employers were keen to reach a settlement that would allow staff to be paid their outstanding salary increases as a matter of urgency. Chair (Board) stressed need to examine every possible opportunity between now and April to ensure cashflow is managed. Committee **noted** Paper 2.	
7.1	**Estates Update** Committee **noted** Paper 3.	
8.1	**HR Update** Committee **noted** Paper 4. Chair (Board) queried progress around HR/Payroll Procurement. Principal noted that APUC were progressing with the framework for this work, and are looking to conclude by the end of January. Principal advised that the system would be shared by 4 colleges.	
9	**Committee Meetings** The following Committee Minutes were **noted**: • EDIT Committee, 14 September 2023 • Joint JNC Consultation, 31 August 2023 • Staff Engagement Group, 28 September 2023	
10.	**Review of Meeting** Committee confirmed that the meeting had been conducted in line with its Terms of Reference.	

11.	**Joint Welcome and Apologies**	
	At this stage, Committee held a joint meeting with Audit Committee to review Annual Statements and Audit Reports relating to FY 2022/23.	
	Chair (Finance & Resources) welcomed members of Audit Committee to proceedings, and noted apologies.	
	Members presented noted apologies were received from Jim Crooks, Chair (Audit), and Derek Waugh would be deputising as Chair for Audit Committee proceedings.	
12.	**Declaration of Conflict of Interest in any Agenda Item**	
	John Dare declared interest due to undertakings around his Unison role.	
13. & 14.	**Draft Perth College Group Report & Financial Statements for the Year ended 31 July 2023 &** **Draft External Audit Annual Report 2022-23**	
	Chair (Finance & Resources) noted absence of Papers 7, 8 and 10, and invited External Auditors (Deloittes) to provide a verbal update in explanation.	
	External Auditor advised that, while audit testing was a significantly advance, the audit was not yet at a stage to be approved. External Auditor reported that capacity restraints within the audit team had been central to the delays encountered, and that Audit Scotland had reinforced this position had been encountered by other auditors.	
	External Auditor further advised that there were no concerns surrounding the 4 identified areas of Significant Risk.	
	External Auditor noted that the statutory reporting deadline of 31st December would be missed, however the audit will be concluded and ready to be signed off by the end of January 2024.	
	Chair (Board) queried whether Audit Scotland were comfortable with the proposed amended timeline. External Auditor confirmed this was the case. Vice Principal (Operations) noted that UHI, as Regional Strategic Body, had also been advised.	
	Principal noted that all UHI Assigned College were in the same position as UHI Perth, and expressed disappointment that the External Auditor had not been able to deliver on time. Principal highlighted that External Auditor had not fulfilled a contractual	

obligation in not delivering the audit on time.

Deputy Principal queried whether the capacity issues were foreseen or unforeseen. External Auditor advised that there was a bit of both at play in that there is a national shortage of qualified auditors meaning Deloitte's had also struggled to get the right people in the right place, which was exacerbated by staff sickness.

Depute Principal asked why External Auditor bid for work with foreseen staff issues. External Auditor advised that it had taken longer than expected to address these issues.

Board Member asked whether all resources required to complete the audit were now in place to support External Auditor's confidence to deliver on revised timetable. External Auditor advised that there should be ample resources in place to deliver per the revised timescales.

Board Member queried whether there were any ramifications on the UHI Perth audit being submitted late. External Auditor advised that there would be no financial ramifications, however there is a need for all appropriate bodies to be informed.

Chair (Board) requested that External Auditor provide guarantee that there is no apportionable blame to UHI Perth for the lateness of the audit. External Auditor responded that there had been some identified data issues that were the responsibility of UHI Perth that had caused some delay. Head of Finance challenged this position, noting that the External Auditor had asked for breakdowns which had previously been provided 2 months prior, and had been asking questions that previous auditors would have known from data provided.

Chair (Board) stressed that there needs to be a clear statement provided to SFC which clarifies that the lateness of the audit was predominantly or completely outwith UHI Perth's control, and a form of words would need to be agreed for this. External Auditor advised that it is the Regional Strategic Body that reports to the SFC, not the External Auditor.

Vice Principal (Operations) advised that an email had been received from UHI Executive Office indicating that, as all assigned colleges were affected by a delay, reporting of each delay should be notified directly to SFC by affected academic partners, while recognising that a follow-up in writing may be required.

Chair (Board) asked the External Auditor's opinion regarding Going Concern, as this is felt by the Board to be the biggest risk. External Auditor advised that Going Concern had not been deemed a Significant Risk as defined by Practice Note 10 – Continuation of Service, the application of which goes beyond a college's cashflow.

	Chair (Board) noted that there was no guarantee from SFC regarding funding for future years therefore how can the UHI Perth Board sign off on Going Concern. External Auditor responded that Continuation of Service extends to 12 months after the end of the audit period and is the accounting standard applied as required by Audit Scotland. Chair (Board) queried that if Board concluded there was material uncertainty around Going Concern, would External Auditor sign off on this? External Auditor was unable to comment on such a position at this stage. Chair (Board) noted that Directors, have a responsibility to only sign-off accounts that the Board is comfortable with. Chair (Board) further noted that historic sign-off is understandable, but it seems strange not to review this position given the current situation regarding the sector and wider public funding. Chair (Board) requested that the discussion around Going Concern be factored into discussion when audit is prepared for approval during January. External Auditor would reflect on ability to operate within the funding environment, however noted that accruals and prepayments were separate to any Going Concern assumptions. Board Member queried what next steps would be. Vice Principal (Operations) advised that an Extraordinary Meeting of Board would be required, and it is hoped that this could be tied in with another meeting around UHI Target Operating Model which may fall at around the same time. Clerk to co-ordinate dates to schedule these meetings asap.		Clerk
15.	**Draft Internal Audit Annual Report 2022-23** Internal Auditor presented Paper 9, noting that audit processes were independent and compliant with standards. Internal Auditor highlighted the summary table contained within the Audit Report, and noted that report 2023/08 was not graded as this was a business process. Internal Auditor advised that, while there were a number of outstanding recommendations and actions, most of these were inter-related and therefore had been treated as a single issue and as such had been deemed to have no caveat on the overall audit position. Internal Auditor provided an uncaveated opinion with regard to Risk Management, Controls and Governance, and noted no concerns with regard to outputs, Chair (Board) noted contrast in nature of the Audit Report		

	compared to three years ago, and recorded tremendous credit to the management team in the turnaround to achieve such a positive assessment. Chair noted that the Draft Plan for 2023/24 was tabled for Audit Committee to consider within its normal business. The Draft Internal Audit Annual Report 2022-23 was **ENDORSED**, and would be presented to Board for approval.	
16.	**Draft Audit Committee Annual Report to the Board of Management -** Item deferred to Extraordinary Board meeting, 01 February 2024.	
17.	**Code of Good Governance Compliance Checklist** Clerk presented Paper 11, noting that the paper presents the approved checklist of items of assurance required to meet Code of Good Governance, together with summary of current compliance levels. Clerk advised that of the 83 items listed for compliance, 82 have been assessed as "Effective", with one item (C27 – Staff Governance Standard) assessed as "Partial". Clerk further advised that, since this paper had been issued, a meeting between management and trade unions had taken place which had signed off on progress against the Staff Governance Standard, and this could now be assessed as "Effective". Student Board Member queried item B7 in relation to the 5-year review of the Students' Association. Clerk advised that this was assessed as "Effective" as UHI were responsible for conducting a 5-year review with HISA at a regional level and assigned colleges within the partnership do not have a dedicated students' association, however it had been identified that some local input into this process would be beneficial, and how this would be delivered was currently under review. Internal Auditor noted that not all colleges provide this level of self-evaluation of compliance against the Code of Good Governance, and support the level of scrutiny being given to this area. Committee **APPROVED** Paper 11, noting the revisions provided within the update.	
18.	**Date & Time of Next Meeting** • **Tuesday 07 March 2024** Clerk noted that this meeting would include a joint meeting with Strategic Development Committee.	

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

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

Status of Minutes – Open ☑

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

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

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

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

Committee Cover Sheet

Paper No. 4

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

Committee Cover Sheet

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

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

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and

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

Group Overview

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

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

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

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

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

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

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

Academic Performance

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

Staff Costs
See explanation covered in the Group Overview Commentary.

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

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

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

Business

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

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

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

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

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

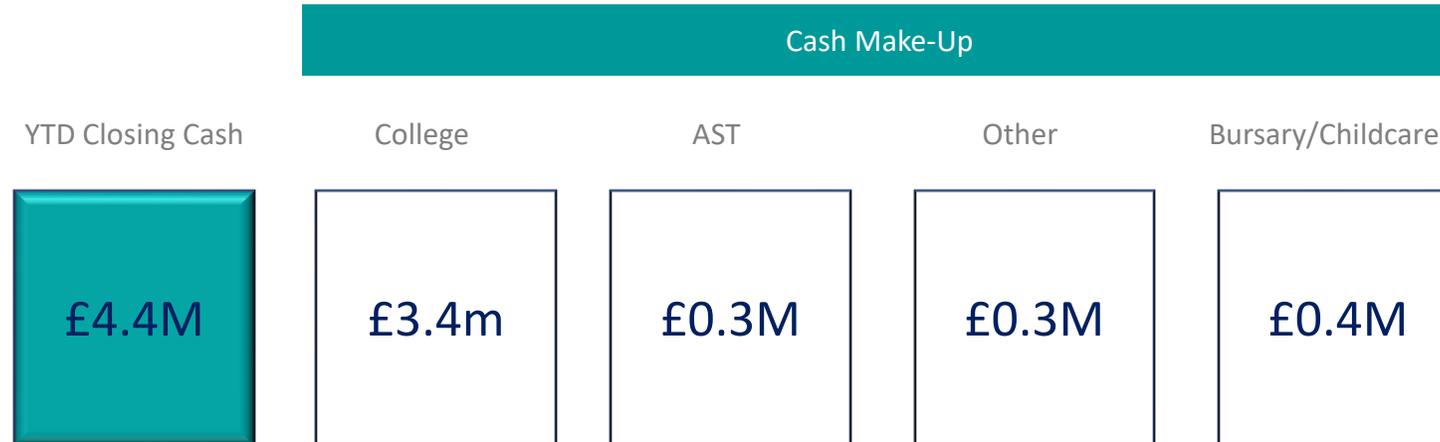| Actual YTD 22/23	AST	Residences	ASW	Nursery	Business Development	Total
Funding	0	0	0	0	37	0
Tuition Fees	917	0	0	0	0	917
Commercial	2	274	277	114	38	667
Total Income	**919**	**274**	**277**	**114**	**75**	**1,584**
Staff Costs	602	0	236	175	142	1,012
% Income	65.5%	0.0%	85.1%	153.5%	189.8%	63.9%
Non-Staff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

Services (Overheads)

Estates

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

Business Services

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

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

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

Cash

Cash Make-Up			

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

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

Committee Cover Sheet

Paper No.5

Name of Committee	Finance and Resources
Subject	Estates Report
Date of Committee meeting	07/03/2024
Author	Gavin Whigham
Date paper prepared	01/03/2024
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	We have been completing essential repairs over the winter period with little or no new works being done. This is to allow the work of the workstreams to influence the priorities going forward. The Head of Estates has mostly been concentrating of Workstream 3, gathering data to help provide information to the group. The Trackplan FM project has been delayed do to UHI data protection team requiring more information from the supplier. This has now been provided and we await feedback early March. Torq vision has begun to be installed and will be trialled over the month of February with feedback due mid March.
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Click or tap here to enter text.
Action requested	☒ For information ☐ For discussion ☐ For endorsement ☐ For approval ☐ Recommended with guidance (please provide further information, below)

Committee Cover Sheet

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

Committee Cover Sheet

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

Freedom of Information

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Please select a justification from the list, below:

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

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

and

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

UHI PERTH

UHI Perth Estates Report

Feb 2024

Exec Summary

We have been completing essential repairs over the winter period with little or no new works being done. This is to allow the work of the workstreams to influence the priorities going forward. The Head of Estates has mostly been concentrating of Workstream 3, gathering data to help provide information to the group. The Trackplan FM project has been delayed do to UHI data protection team requiring more information from the supplier. This has now been provided and we await feedback early March. Torq vision has begun to be installed and will be trialled over the month of February with feedback due mid March.

Reactive repairs

Reactive Repairs				
Month	Number of Jobs Requested	Number of Jobs Completed	Jobs Open	Percent Completed
Dec	68	60	8	88
Jan	84	64	20	76

We have started our new Joiner and Painter both joined at the beginning of February with a plumber due to follow in the coming weeks. This will speed up the turn around on smaller repairs and hopefully lead to a higher standard across the campus. There is also a clean up exercise taking place at the moment to remove duplicate or older requests that may have been completed as part of a wider project.

Projects update

There has been no project work completed over this period. Work has begun to review site usage this will form part of the proposed workstreams. Data gathering, including condition surveys, energy usage and room usage reports will influence future developments.

Environmental Sustainability

This is continuing to be monitored and we are working with an external Electrical and Mechanical engineer to review our use of Electricity and gas and identify areas of waste and improvements. The month of month comparisons will be updated at the next report and will include the Engineers reports in where further improvements can be made.

Utilities

We have employed an Electrical and mechanical engineer to fully examine the campus, especially the Brahan building who when we compare to the others across the campus is using more electricity when its is closed than the other individual buildings when they are open. We believe this is likely to be air conditioning units etc being left on however until we have areas isolated and potentially sub

metered this is difficult to tell. As above the report will follow which will highlight areas for improvements.

Sub-contractor review

To assist in getting best value for money, we have grouped together some contracts and retendered others.

These include:

Plumbing and Gas heating now one contract. If heating fails it should now be one number we will be calling not 2 contractors passing it from one to another.

Landscaping, new tender being issued March to include planting and biodiversity, with closer links to our horticulture classes.

Security: New contract issued with a new supplier taking on the evening and weekend patrols. This will now include real time reporting.

Expectations for the upcoming quarter

Over the coming months we will be continue to push for the rolling out of our new CAFM software as well as new monitoring hardware and software to help our cleaners. We will continue to install Tork Vision Cleaning across our campus which helps us target high use areas and helps monitor stock and reordering. Training for the software is due to take place mid March. The team will also be heavily involved in the efficiency workstreams which will continue to take up a lot of the Head of Estates time.

Committee Cover Sheet

Paper No. 6

Name of Committee	Finance and Resources
Subject	Disability Action Plan
Date of Committee meeting	07/03/2024
Author	Sarah Wood, Equality, Diversity & Inclusion Officer
Date paper prepared	27/02/2024
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Paper reflects results and recommendations arising from the Internal Review of the Experiences of Staff with Disabilities and Long-Term Health Conditions, and presents the associated Action Plan to address the recommendations.
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Papers are due to be discussed at the next EDIT Committee scheduled for 14 March 2024.
Action requested	☒ For information ☐ For discussion ☒ For endorsement ☐ For approval ☐ Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	N/A

Committee Cover Sheet

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

Committee Cover Sheet

Freedom of Information

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

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

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

and

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

UHI | PERTH

Internal Review into the Experiences of Staff with Disabilities and Long-Term Health Conditions

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Internal Review into the Experiences of Staff with Disabilities and Long-Term Health Conditions

UHI (University of the Highlands and Islands) Perth is committed to equality of opportunity and non-discrimination in all aspects of work and study. We recognise that we all have differences of some sort, which we can share and learn from. The broader the range of people we employ, the wider the perspective we can adopt; a diverse workforce not only ensures that we are legally compliant but makes good business sense.

As a publicly funded organisation UHI Perth has a statutory duty to fulfil both General and Specific Public Equalities Duties under the Equality Act (2010), but we also have a moral duty to ensure our organisation reflects our values of being student centred; innovative; ambitious; respectful; inclusive; collaborative; and acting with integrity in everything we do.

This internal review seeks to better understand the experiences of our staff with disabilities and long-term health conditions and what improvements can be made so that we ensure that we are meeting our commitments and duties.

1. Scope of the Review

This review will examine infrastructure; policies, procedures and practices; access to resources including training, as well as the culture relating to staff with disabilities within UHI Perth.

It is recognised that this review is intrinsically linked to; -

UHI Perth Equality Outcome 5:

'The College has a declining proportion of staff disclosing a disability in comparison with the local population. We will look to ensure that our policies, processes and practices are supportive of recruiting and retaining disabled staff. We will focus on hidden disabilities and wellbeing at work.'

This extends to the activities already being undertaken towards that outcome (e.g. the recent introduction of a Reasonable Adjustment Passport Scheme in August 2023) and our Disability Confident membership at Level 1 of the scheme 'Disability Confident Committed'.

SFC (Scottish Funding Council) National Equality Outcome:

'Disabled Staff and Students report feeling safe within the tertiary system.'

This review and the methodology below were approved by the SMT in May 2023 and the Equality, Diversity and Inclusion Team (EDIT) on the 1st September 2023.

2. Methodology

The methodology was developed to use a number of different approaches to capture responses from as many staff as possible to engage with this review, including those staff who predominantly work off campus.

Phase 1 - completed by 30th September 2023

- Equality Impact Assessment (EQIA) of the review to ensure to methodology and approach was as accessible as possible. As part of the EQIA process consultation was undertaken with both the Senior Management Team (SMT) and Equality, Diversity and Inclusion Team (EDIT) throughout.

- Written feedback invited from staff through an online survey relating to their experiences of having a disability within UHI Perth or where they have experience of working with a colleague with a disability/ long term health condition within UHI Perth which provided valuable insight into our approach with workers who have a disability(s) or long-term health condition(s). This opportunity to provide feedback was open to all staff.

  To ensure anonymity for staff the survey was undertaken by Social Optic, who undertake our Staff Surveys. This support from Social Optic included some design support and the survey build, two or three open questions and reporting. This was agreed by SMT in May 2023.

  The data gathered from this survey was then used to guide further activity within the review. In addition, the survey will act as a benchmark from which we can measure progress in the future.

- Identification and review of relevant policies and procedures supporting and/ or impacting workers with disability(s) and long-term health condition(s).

- Review of Complaints and Grievances received where disability was a factor.

Phase 2 – completed by 31st December 2023

- Focus Groups where staff with disabilities and long-term health conditions attended and discussed their experiences within UHI Perth.

  The focus groups and 1-1's (where required) allowed for further investigation and provided a deeper understanding of the data captured within the survey and the experiences of our staff with disabilities and long-term health conditions.

  The focus groups were once again run using Social Optic, as agreed by SMT in May 2023.

- Identification of disability benchmark indicators to measure progress. Including the identification of any current gaps in data.

- Recommendations - After the above evidence was gathered and analysed a set of recommendations were produced with a timeline for implementation of any actions identified within the review, these recommendations were brought forward for consultation to both SMT and EDIT by 31st December 2023.

3. Staff Survey and Focus Groups

3.1 Staff Survey

Both EDIT and the SMT were consulted during the design of the survey and the final survey was approved by EDIT on 01st September 2023.

The anonymous staff survey, conducted by Social Optic, was launched on 11th September 2023 to all staff, closing on the 30th September 2023. All staff were invited to participate in the online survey, those who consider themselves to have a disability and/or long-term health condition and those who do not.

95 responses were received, of which 38% considered themselves to have a disability as defined by the Equality Act 2010. 48% of respondents did not consider themselves as having a disability and 8% were unsure. This allowed Social Optic to break down responses by disability status in order to identify any discrepancies in responses between those who identify as having a disability and those who do not.

3.2 Focus Groups

Subsequent to the survey a number of focus groups were arranged to explore some of the findings further and give depth to the survey. Where staff wanted to contribute to these but were unable to make any of the four date and time options available 1-2-1 interviews were arranged. Everyone who requested to speak to us further was accommodated within this process.

3.3 Summary of Key Findings

Through the survey and subsequent focus groups four main themes were identified by Social Optic; -

Disclosure

Of the respondents who stated they had a disability the majority (81%) stated they had disclosed this to their line manager, however far fewer (53%) said they had disclosed this on the HR (Human Resources) system CIPHR. This is backed up by our own data which shows only 7% of staff have disclosed a disability through CIPHR, despite it being thought that the actual number of staff with a disability is higher than this, with the national population demographic being around 25%.

The survey showed that the prominent reason given for this was a concern for the consequences of disclosing (46%), followed by being unaware of having to do so (31%). What was clear from both the survey and the interviews was that staff's fear of consequences was usually related to personal experiences, both within UHI Perth and in other employment and wider society. There was a concern about

being seen as 'costly' to the College both in terms of adjustments required and time, sometimes concerned they are seen as more "demanding".

Safety

Respondents were asked if they felt safe[1] within UHI Perth, whilst 87% of staff without a disability stated they felt safe this figure dropped to 69% for staff with a disability meaning that staff with a disability feel less safe than their counterparts without a disability.

Whilst conducting the focus groups/interviews Social Optic attempted to delve deeper into this discrepancy however the interviewees did not necessarily recognise this. When asked they did offer some potential reasons which included feeling less secure around certain groups of students than staff without a disability, and if a fire/emergency occurred if they needed support from others and finally some interviewees mentioned feeling physically safe but less so psychologically safe, that by disclosing their condition they feel under more scrutiny and more exposed.

When asked in the survey if staff had ever experienced or witnessed hate crime or harassment relating to disability at UHI Perth 93% of those without a disability stated no compared to 72% of those with a disability therefore once again there was a gap with staff with a disability reporting experiencing or witnessing hate crime or harassment more so than those without.

Awareness

Whilst interviewees acknowledged there was drive to improve inclusion within UHI Perth we consistently heard that awareness surrounding disability needed improving. In the survey when asked about colleagues and line managers knowledge and awareness relating to disability most people responded that this was good or very good, however this opinion was shared predominantly by those without a disability. When broken down into those without a disability and those with, those with a disability responded with a markedly higher ranking in the poor or very poor categories on knowledge and awareness of both colleagues and line managers.

During interviews we repeatedly heard there was a link between the visibility of the condition and the knowledge/awareness of colleagues, with less visible conditions requiring a higher burden of proof. Where staff interviewed had been able to have a conversation with close colleagues, they felt there was understanding, empathy and assistance offered however there was an overarching theme that there is a need for further understanding from wider colleagues beyond their immediate team.

In relation to line managers interviewees consistently reinforced how central the relationship with line management was to their overall experience in the workplace.

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[1] The definition of safe for the purposes of the survey was given as 'Feeling safe is a state of mind and body that involves being free from harm or hurt, emotionally or physically. Feeling safe also means being respected, understood, and valued for who you are'

They described a sympathy towards management and their workloads, but also a potential lack of people management skills and training available to improve these skills and set the expectations of their role as line manager. Interviewees provided some simple steps that line managers could take to improve the experience of staff with a disability or long-term health condition; -

- Understand your condition and what you need to support you.
- Drive the process of securing adjustments and follow up if it stalls.
- Check in regularly with staff to understand where you are, if you have what you need and if what you need has changed.
- Have some way to pass this understanding to a future line manager.

In relation to reasonable adjustments requested by staff a frequent theme was the need to repeatedly ask and chase them, this was occasionally connected to the need to re-explain needs and agreed adjustments to new managers. Staff said they didn't feel they should be required to go through it repeatedly.

In regard to leadership and the organisational culture at UHI Perth, staff with a disability had less confidence than staff without a disability. During interviews staff welcomed the review and this exercise of listening to staff with lived experience.

The support mechanisms were, in general, seen to be good or very good but again, when broken down, the responses from staff with a disability were less positive. The staff within UHI Perth were felt to be more supportive than the formal mechanisms in place. A number of the interviewees were unaware of the recently launched Reasonable Adjustment Passport Scheme, those who had participated in the scheme were overall very positive about it and saw it as a real step forward in relation to supporting staff with a disability or long-term health condition.

Accessibility

The majority of staff found the accessibility of the infrastructure average, with a considerable number of staff finding it poor or very poor, irrespective of disability status. Digital accessibility was seen as better by respondents, with a larger number of staff finding it good or very good and no real discrepancy between staff with a disability and those without and very few respondents rating it as "poor" or "very poor". The accessibility of training and continuous professional development (CPD) received an overall positive response, with no difference of note between those without or with a disability. Although out with the survey there has been some feedback about making more sessions available online.

In relation to physical access two topics were repeatedly raised, those being parking at the 'top of the hill' at the Brahan entrance in the reserved bays and the unreliable lift in Brahan.

Repeated requests and delays in gaining reasonable adjustments were a frequently raised issue within the interviews. There was also some feedback that gaining ICT adjustments was more difficult at present than something like a chair, given an emphasis on efficiency in this area. Additionally, there was a clear difference in the ease of getting 'operational' reasonable adjustments, such as flexible working

hours/location, between professional services and academic staff. This was explained as being due to a lack of flexibility within the academic role, but that an improvement could be made by incorporating individuals with disabilities needs within timetabling decisions.

Additional Themes

In addition to the themes above there was common feedback from respondents in both the survey and interviews that we do very well in supporting our students with disabilities and additional needs, but that the same approach was not felt by staff, this was raised by staff across the board. This came up when surveyed on what we did well and could do better. For staff with a disability both attitudes and awareness came very highly (19%) when asked what we could do better, followed by listening, communication and supporting our staff to the same standard as we do our students (10%).

4. Relevant Policy and Procedures

There is currently an ongoing piece of work within UHI Perth reviewing policies, looking at means of increasing efficiency, effectiveness and compliance. The policies and procedures identified as part of this review will feed directly into that ongoing work, to remove duplication. It should also be noted that where policies and procedures are due to be reviewed at UHI or national level it may not be appropriate to review them at this stage.

The following policies and procedures have been identified as having a direct impact on staff with a disability or long-term health condition and are therefore a priority for review; -

Equality, Diversity & Inclusion Policy

Dignity in the College - Anti Bullying and Harassment Policy and Procedure

Furthermore, the following policies and procedures have been identified as being interlinked/aligned and required to be reviewed relating to disability within the next 12 months; -

Sickness Absence Procedure

CPD Strategy, Policy and Procedure

Lone Working Policy

Staff Overseas Travel Policy

Campus Security Policy

Managing Absenteeism Procedure

Flexible Working Procedure

Capability Procedure

Complaints Handling Procedure

Induction Procedure

Driving for Work Policy

Travel and Subsistence Policy

Volunteer Policy

Volunteer Procedure

Various other policies and procedures were identified as being aligned/interlinked as part of the review process, however having been recently reviewed or revised themselves and often reviewed biennially it was felt were not in need of further review within the next 12 months. These included a number of Health and Safety policies such as the Health and Safety Policy, Display Screen Equipment and the Health Surveillance Policy and a number of HR policies such as the Staff Complaints and Grievance Procedure and Staff Disciplinary Procedure.

5. Complaints and Grievances

HR&OD complete annual reports on the number of complaints and grievances investigated. It should be noted that HR only deal with complaints and grievances when they reach a formal stage, informal grievances/complaints are not logged within HR and therefore it is only formal complaints/grievances which are discussed below.

Of the 9 cases relating to staff conduct/grievance during the 21-22 academic year, there were 2 cases where the staff involved were deemed by our Occupational Health Advisers to be likely to fall under Equality Act, this equates to 22% of the cases. During the period of the 22-23 academic year there were a total of 20 employee cases, 70% related to alleged misconduct and 30% related to grievances. Of the 14 alleged misconduct cases none related to disability. Of the 6 grievance cases during the 22/23 academic year, 1 was for an allegation of discrimination relating to disability, this allegation was not upheld. Of these 20 employee relation cases 15% of the individuals had a disclosed disability, it should be noted this is higher than the workforce profile of 7% although as stated only one case related directly to disability. It is not clear what the reason for the higher than workforce profile is, and it should be monitored moving forwards to ascertain if this is a trend that needs further investigation, however it could be seen as a positive that staff who have disclosed a disability feel confident using these processes.

HR&OD remain committed to managing colleagues fairly, consistently and in accordance with the employment legal framework. HR's role, in the majority of cases, is to support management in conducting investigations. It has become clear through undertaking this review that it is not currently easy to identify where disability, or any protected characteristic under the Equality Act, has been a factor in grievance or conduct proceedings. It was therefore agreed by HR that they would rectify this, and they have already incorporated this within their caseload tracker and will include this within their annual reporting moving forwards.

6. Disability Benchmark Indicators

Workforce Profile

The UHI Perth workforce profile on 31st July 2023 was as below; -

7% of UHI Perth staff disclosed they have a disability; this is consistent with the Scotland Colleges' rate of 7%[2] and is an increase of 1% from 2020. However, this is not representative of the wider population trend. In 2018, pooled Scottish Survey Core Quality (SSCQ) data showed that 25% of Scotland's adult population had a disability which meets legal definition of the Equality Act 2010.

What this data continues to show is that, although there has been a small increase in disclosure of 1% since 2020, UHI Perth continues to have low rates of disclosure relating to disability and is far below the national and local population demographic. The work undertaken so far to address this has had limited impact and it is unclear from the data if the low rates of disclosure are due to an under-representation of staff with disabilities or an under-reporting of existing disabilities within the workforce. Unfortunately, our current HR system does not allow us to distinguish between those who have not completed this section/not disclosed and those who would 'prefer not to say' when it comes to disability. This is something that will be rectified upon the introduction of a new HR system. Further work is also required to not only actively encourage staff to disclose any disabilities and record them on the HR system, but to ensure we create an environment that ensures there are no barriers and sufficient support provided to the recruitment and retention of disabled staff in order to create a culture which encourages disclosure without fear of the consequences, as highlighted in the survey.

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[2] Scotland Colleges – Colleges Scotland Key Facts Report 2022

Recruitment
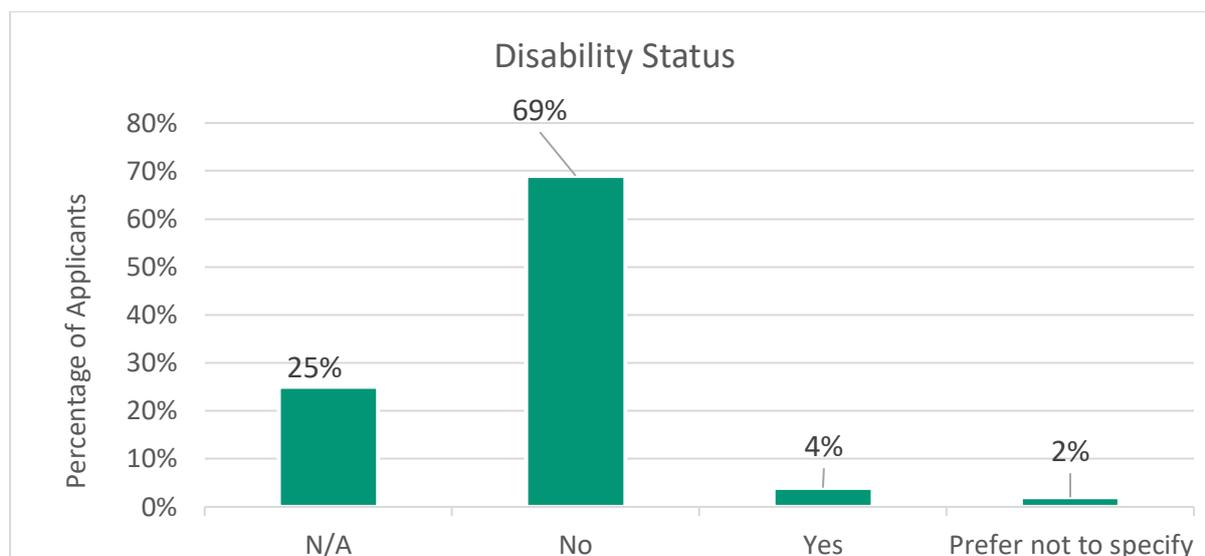
The percentage of applicants declaring a disability between 01st August 2022, and 31st July 2023 was 4%, this is below the wider workforce profile at 7% and far beneath the population demographic at approx. 25%. Although work has been undertaken already, such as advertising all external roles with Remploy[3] and introducing a Guaranteed Job Interview Scheme, further work is required to promote UHI Perth as a disability friendly employer, ensuring applicants feel safe to disclose their disability during the application process. This will be reviewed as part of our ongoing commitments to being a Disability Confident Committed Employer and under our Equality Outcomes 2021-2025 to improve the recruitment of staff with disabilities.

Of our new starters during the period 01st August 2022 to 31st July 2023 only 1% disclosed a disability, again far beneath the overall staff profile; -

Disability	Percentage of Starters	Overall Staff Profile
Not Declared	99%	93%
Declared	1%	7%

What is clearly evident from the data gathered, from not just disability status but across all the protected characteristics[4], is that our new starters are not completing their Equal Opportunities monitoring form within CIPHR, a problem that is replicated amongst the wider staff demographic, but which is even more so an issue within our new starters. In the short-term work will need to be undertaken to include this within the onboarding/induction process to increase the completion rate amongst new staff. This should allow us to gain a better insight into the demographic of our new starters.

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[3] Tayside - Remploy – Remploy deliver the Fair Start Scotland programme within Tayside, a programme which aims to provide holistic employment support to individuals, including those with disabilities.

[4] Data from Equality, Diversity & Inclusion Annual Report 2022-2023

In the longer term the system/process should be looked at to ascertain if there is a more efficient and effective way of gathering this data.

Retention

There were 58 leavers within UHI Perth between the 31st July 2022 and 1st August 2023, these are broken down by protected characteristic below as part of the Equality, Diversity & Inclusion Annual Report 2022-2023, with a comparison to the wider staff profile.

Disability	Percentage of Leavers	Overall Staff Profile
Not Declared	97%	93%
Declared	3%	7%

As can be seen from the above, staff with a disability were less likely to leave UHI Perth than those without a disability. What this data therefore suggests is that there did not appear to be a retention issue in relation to disability during this period, however as this was the first time this data has been gathered and analysed it requires continuous monitoring moving forwards.

Participation in Training/Continuous Professional Development

For the first time in 2023 analysis was undertaken on participation by protected characteristic of Disability, which allows us to see if there is any disproportionate lack of engagement in CPD (Continuous Professional Development) from staff with a disability compared to the workforce profile.

There does not appear to be any significant lack of engagement from staff who have a disclosed a disability however this will continue to be monitored annually moving forwards as part of the EDI (Equity, Diversity, and Inclusion) Annual Report;

DISABILITY	% STAFF PROFILE	% of TOTAL CPD
Disclosed	7%	6%
Not Disclosed	93%	94%

Digital Accessibility

The Web Content Accessibility Guidelines (WCAG) 2.1 are used worldwide as a set of common standards, which sets out success criteria across three different levels:

- Level A
- Level AA, and
- Level AAA

Under the Public Sector Bodies Website Regulations, our website should meet all success criteria Level A and Level AA and should meet Level AAA success criteria where it can, to make sure it is as accessible as it can be.

WAVE, our Website Accessibility Evaluation Tool, shows that our website, albeit very good, has some improvements to be made in relation to accessibility, with for example 14 contrast errors; -
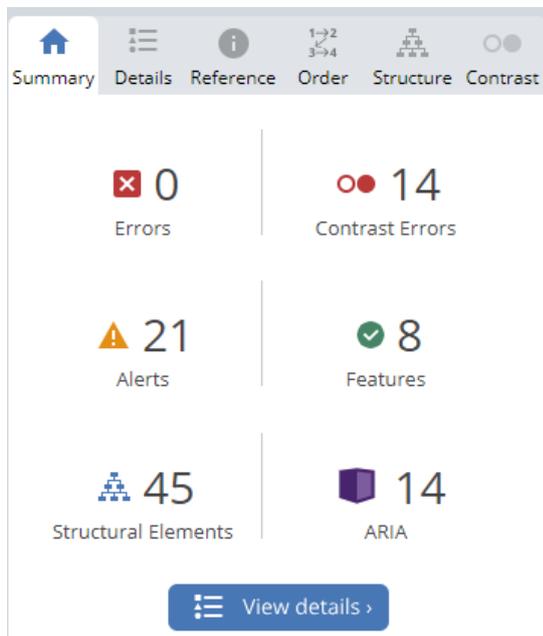
Looking at Optimisation, again our accessibility score looks reasonably positive at 92%, however we have 2 fails under the Public Sector Bodies Website Regulations criteria Level A and Level AA; -

Status	A	AA	AAA	Total
Passed ⓘ	200	114	69	383
Failed ⓘ	0	2	12	14
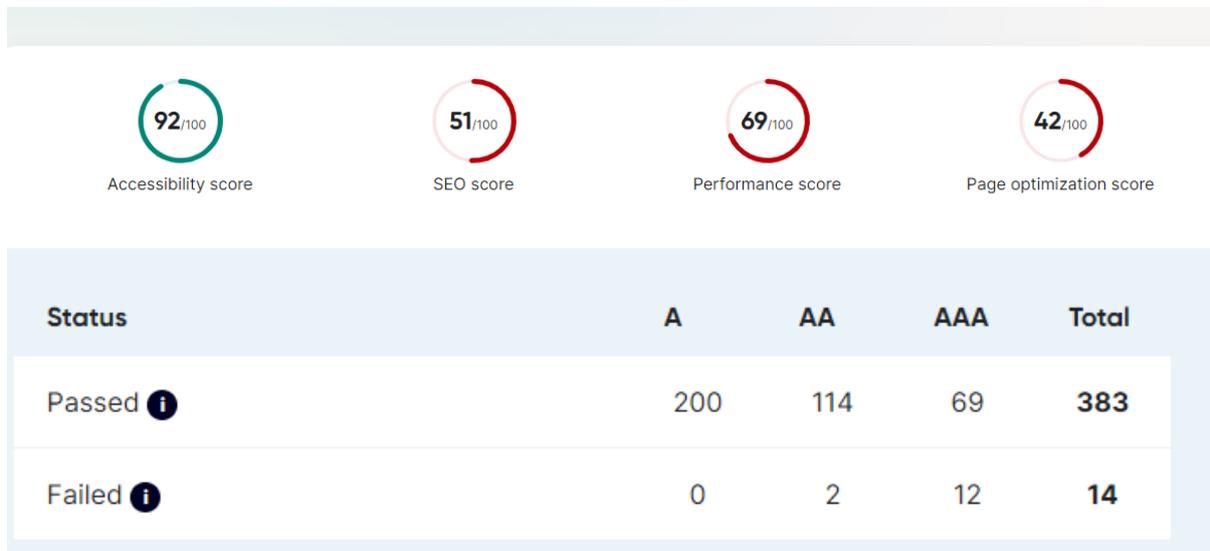
The UHI Perth website is managed by UHI Web Team, they will highlight where areas are identified that need addressing locally. We should continue to monitor the accessibility of the website and improve where necessary, as it is likely that this is one of the first places that potential applicants will access.

VLE content isn't fully compliant yet, this is covered under the Public Sector Bodies Accessibility Regulations (2018). This work is currently under way, but that is not yet

complete. 26 of the FE modules/units on Brightspace had an accessibility score under 60%.

Disability Pay Gap

As already mentioned earlier in this report it is unclear from the staff profile data if the low rates of disclosure for disability (7%) are due to an under-representation of staff with disabilities or an under-reporting of existing disabilities within the workforce on the current HR system. When calculating the Disability Pay Gap it is impossible to determine if there are members of staff within the non-disabled pay gap information who have an un-declared disability and therefore this pay gap data is solely based on staff who have disclosed this information to us at the time.

For the first time during 2023 UHI Perth not only published pay gap reports on gender and ethnicity pay gap report, but also disability. Our analysis[5] shows that staff with a declared disability within UHI Perth are not predominantly based in the lower paid roles/grades but there is a small pay gap present. As of 31st March 2022, the mean Disability Pay Gap based on hourly pay was 1.47% however this is an increase from 0.80% in 2021.

Year	2021	2022
Mean Pay Gap	0.80%	1.47%

The median pay gap for staff with a disability within UHI Perth is 4.88%, significantly below the average figure in Scotland of 18.5%[6]. The pay gap can be found predominantly within the Academic job classification (0.39% median pay gap and 1.34% mean pay gap).

Pay Gap by Job Classification

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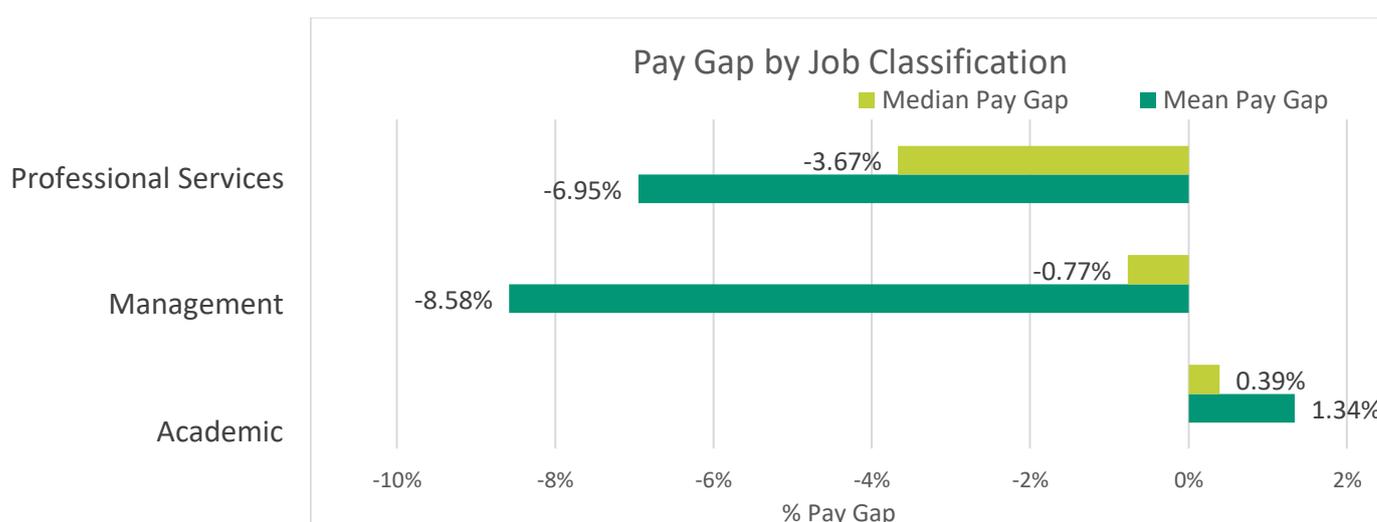
[5] Mainstreaming Equality, Equality Outcomes and Workforce and Student Profile Integrated Progress Report 2023
[6] Disability pay gaps in the UK - Office for National Statistics (ons.gov.uk)

Survey Responses

From the data contained within the survey conducted by Social Optic the following have been identified as Benchmark Indicators when measuring future progress; -

Disclosure rates were higher with Line Managers (81%) than on the HR system CIPHR (53%). Work must be undertaken to increase the disclosure rate on the HR system and longer-term consideration should be given to making Equal Opportunities monitoring within any new HR system mandatory for all staff, with the option of 'prefer not to say' provided should staff wish not to disclose. Of the respondents who had not disclosed 46% stated this was due to concern over the consequences, this should be addressed and any trust in disclosing a disability or long-term health condition increased.

When asked if respondents felt safe within UHI Perth 69% of those with a disability answered yes, in comparison to 87% of those without a disability, this gap needs to be addressed. Similarly, there was a gap between those with a disability who had witnessed or experienced a hate crime or harassment at UHI Perth (22%) and those without a disability (7%).

When asked to rate colleagues' knowledge/awareness about disability 20% of respondents with a disability rated it as poor or very poor, compared to just 2% of those without a disability. The response was similar when asked to rate line managers knowledge/awareness, 20% of those with a disability rated it as poor/very poor compared to 0% of those without a disability.

In relation to accessibility, the majority of the respondents felt the digital accessibility was either good or very good (58%) and only 10% feeling it was poor. The accessibility of training and continuous professional development also scored well, 49% rating it as good or very good, with only a small gap between those with a disability and those without who rated it as poor or very poor, 10% for those with a disability and 7% for those without.

When asked about the accessibility of the infrastructure 29% felt it was poor or very poor, however there was next to no discrepancy between those with a disability and those without. However, with nearly 30% of respondents stating that they felt it was poor or very poor this will need to be investigated further to seek improvements to accessibility of the infrastructure. Where there was a gap in responses between those with a disability and those without was in response to support mechanisms where 25% of those with a disability rated them as poor or very poor compared to 0% of those without a disability.

When asked about the attitude and support shown towards staff with disabilities and long-term health conditions within UHI Perth 65% of respondents rated it as good or very good, with 13% as poor or very poor however, when this was broken down, 25% of respondents with a disability rated it as poor or very poor compared to just 2% of those without a disability. 53% of respondents rated the leadership and organisational culture towards disability as good or very good, with 14% rating it as

poor or very poor however there was once again a discrepancy between respondents with a disability with 24% rating it as poor or very poor contrasted with 7% of those without a disability.

Gaps in Data

A number of gaps in data had previously been identified, including data in relation to recruitment, retention, and participation in training/CPD, as can be seen above this has been rectified as part of this review and now forms part of HR & OD's annual reporting process. The biggest 'gap' in data now relates to the lack of completion of the equal opportunities monitoring section within the HR system CIPHR. With an increase in completion of this data we will gain a better insight into the workforce profile and any areas for concern.

With the potential introduction of a new HR system in the future, all processes as part of that will be reviewed for ways of improving and extending the data available relating to staff with disabilities including, for example, sickness reporting and EO monitoring.

7. Recommendations

The following are the priority recommendations being proposed as a result of this review, for ease these have been grouped together under themes. These include taking recommendations from the survey and focus groups, provided by Social Optic, and also further work undertaken as part of this review; -

7.1 Disclosure

Increase disclosure rates within Equal Opportunities Monitoring

- Undertake a campaign to increase disclosure rates on the current HR system, which includes an explanation of why Equal Opportunities (EO) data is being collected and to dispel any myths that exists in relation to this. Continue to monitor and analyse disclosure rates to ascertain if progress is being made. An increase in disclosure rates and a reduction in the 'unknown' aspect of the workforce profile will give us a better insight into the workforce profile and, in addition, will evidence greater trust in the organisation in that staff are willing to disclose a disability or long-term health condition.

7.2 Awareness

Increase all staff awareness and knowledge relating to disability

- Promote support mechanisms including Reasonable Adjustment Passport Scheme.
- Ensure all Line Managers undertake Reasonable Adjustment Line Manager Training and incorporate this session into the Management Development Programme.
- Signpost and promote available resources and training available through organisations such as CDN and ENEI (Employers Network for Equality & Inclusion).

7.3 Accessibility

Improve accessibility across campus

- Undertake an accessibility audit of UHI Perth.
- Introduce centralised budget for reasonable adjustments.
- Incorporate the Reasonable Adjustment Passport (RAP) Scheme into the onboarding process.
- Conduct review of accessible parking at UHI Perth.

Improve digital accessibility

- Ensure the website, including recruitment and vacancy pages/sites, meet minimum legislative accessibility requirements.
- Improve accessibility of material on Brightspace to meet legislative requirements.

7.4 Leadership & Culture

Improve visible leadership in relation to disability

- Member of Senior Management Team (SMT) to be identified as Disability Ambassador.
- SMT Ambassador to host further drop-in sessions with staff with disabilities and long-term health conditions.
- Perth Leadership Group to promote ongoing work and support mechanisms.

7.5 Safety

Increase feeling of safety and reduce experiences of or witness to hate crime amongst staff with a disability or long-term health condition.

By introducing a number of the recommendations mentioned under other themes it is hoped that the feeling of psychological safety of staff with disabilities will be increased. Further recommended actions are noted below in relation to increasing the feeling of safety around students.

- Continue to run student workshops on Student Code of Conduct and Hate Crime but extend examples to include impact on staff.
- Introduce workshops for staff on understanding the changing student profile and classroom management.

7.6 Communication

Ensure staff are aware of improvements being made as a result of this review.

- Promote the results of the review and recommendations being taken forward to all staff, updating them regularly on progress.

Be accountable on actions arising from this review.

- Report back on progress made through SMT, EDIT and Finance & Resource Committee.

7.7 Staff Survey

Measure progress and improvements in staff experiences.

- Repeat the staff survey on experiences of staff with disabilities and long-term health conditions, dates to be confirmed but ideally in 2025 and 2027 to measure progress on benchmark indicators.

These recommendations and the associated action plan will be used to drive forward progress in the areas identified within this review.

Theme	Recommendation	Actions	Objective	Person Responsible	Deadline/Timeline	Measure	Year	Indicator	Year	Target	Actual	Progress	Year	Target	Actual	Progress
Disclosure	Increase disclosure rates within Equal Opportunities Monitoring	Conduct audit of disclosure completion rates.	Increase disability disclosure rate closer to national comparator and reduce 'unknown' aspect of workforce profile giving us a more accurate profile of our staff.	Head of HR & OD	Every 6 months	Audits on disclosure rates										
		Undertake regular campaigns to increase completion rates within Equal Opportunities (EO) Monitoring, including an explanation of why data is captured to dispel any myths associated with its use.		OD & EDI Adviser	Mar-25	EDI Annual Report - Workforce Profile Disability	2022/23	Increase disclosure rate from current 7%. Reduce unknown aspect from 93%	2024/25	Disclosure - 9%, Unknown - 91%			2026/27	Disclosure - 11% Unknown - 89%		
		Incorporate consistent EO Monitoring as part of any new HR & Payroll System.		Head of HR & OD	Mar-25	EDI Annual Report - Workforce Profile Disability	2022/23	Increase disclosure rate from current 7%. Reduce unknown aspect from 93%	2024/25	Disclosure - 9%, Unknown - 91%			2026/27	Disclosure - 11% Unknown - 89%		
Awareness	Increase all staff awareness and knowledge relating to disability	Promote support mechanisms including Reasonable Adjustment Passport Scheme.	Increase awareness and knowledge of all staff relating to disability. Reduce gap between staff survey results on awareness between those with a disability and those without.	OD & EDI Adviser	Aug-25	Staff Survey - Support mechanisms (gap between staff with a disability compared to staff without)	2023	25%								
		Ensure all Line Managers undertake Reasonable Adjustment Line Manager Training and incorporate this session in Management Development Programme.			Aug-26	Staff Survey - Awareness of Line Managers (gap between staff with a disability compared to staff without)	2023	20%								
		Signpost and promote available resources and training available through organisations such as CDN and ENEI.			Aug-24	Staff Survey - knowledge and awareness of colleagues in poor/very poor categories (gap between staff with a disability compared to staff without)	2023	18%								
Accessibility	Improve accessibility across campus	Undertake an accessibility audit of UHI Perth.	Identify areas for improved physical accessibility.	Head of Estates	Mar-24	Staff Survey - Infastructure rated as poor/very poor	2023	29%	2025	25%			2027	20%		
		Introduce centralised budget for reasonable adjustments.	Decrease time awaiting reasonable adjustments.	Head of Finance	Aug-24	Staff Survey - Support mechanisms (gap between staff with a disability compared to staff without)	2023	25%	2025	20%			2027	15%		
		Incorporate the Reasonable Adjustment Passport (RAP) scheme into the onboarding process.	Decrease time awaiting reasonable adjustments for new starters. Increased disclosure of disability within new starters.	Head of HR & OD	Aug-24	Staff Survey - Support mechanisms (gap between staff with a disability compared to staff without)	2023	25%	2025	20%			2027	15%		
		Conduct review of accessible staff parking at Brahan Building.	Ensure fair and consistent way of assigning parking spaces, including for those with fluctuating conditions.	OD & EDI Adviser	Mar-24	Staff Survey - Infastructure rated as poor/very poor	2023	29%	2025	25%			2027	20%		
	Improve digital accessibility	Ensure the website, including recruitment and vacancy pages/sites, meet minimum legislative accessibility requirements.	Ensure and where required improve digital accessibility.	Head of ICT and DT	Aug-24	Website Accessibility Evaluation tool	2023	A - Pass 200 Fail 0 AA - Pass 114 Fail 2 AAA - Pass 69 Fail 12	2024	A & AA Pass 100% AAA Pass 87%			2027	A & AA Pass 100% AAA Pass 90%		
		Improve accessibility of material on Brightspace to meet legislative requirements.		Head of Learning & Teaching Enhancement	Aug-25	Accessability score of modules/units on Brightspace.	2023	26 FE units/modules of less than 60%	2025	20 FE Units of less than 60%			2027	10 FE units of less than 60%		

Theme	Recommendation	Actions	Objective	Person Responsible	Deadline/Timeline	Measure	Year	Indicator	Year	Target	Actual	Progress	Year	Target	Actual	Progress
Leadership & Culture	Improve visable leadership in relation to disability	Member of SMT to be identified as Disability Ambassador	Increase visible leadership in regards to disability. Disability Ambassador to drive forward progress in relation to this review.	Principal of UHI Perth	Mar-24	Staff Survey - staff with a disability rated leadership and organisational culture as poor/very poor	2023	24%	2025	20%			2027	15%		
		SMT Ambassador to host further drop-in sessions with staff with disabilities and long-term health conditions. Increase visible leadership in regards to disability.	Increase engagement with staff with disabilities and long-term health conditions. Increase visible leadership in regards to disability.	Principal of UHI Perth	April 24 - update on review results and recommendations and every 6-12months thereafter	Staff Survey - staff with a disability rated leadership and organisational culture as poor/very poor	2023	24%	2025	20%			2027	15%		
		Perth Leadership Group to promote ongong work and support mechanisms.	Increase visible leadership in regards to disability. Increase knowledge and awareness of all staff of ongoing work and support mechanisms available.	Perth Leadership Group	Ongoing action	Staff Survey - staff with a disability rated leadership and organisational culture as poor/very poor	2023	24%	2025	20%			2027	15%		
Safety	Increase feeling of safety and reduce experiences of or witness to hate crime amongst staff with a disability or long-term health condition.	Continue to run student workshops on Student Code of Conduct and Hate Crime but extend examples to include impact on staff.	Increase understanding of students on the impact behaviour can have on staff with disabilities. Increase feeling of safety for staff with disabilties and long-term health conditions.	Student Engagement Co-ordinator	Aug-24	Staff Survey - Feeling of Safety (gap between those with a disability and those without)	2023	18%	2025	15%			2027	12%		
		Introduce workshops for staff on understanding the changing student profile and classroom management.	Increase staff confidence in managing student behaviour and therefore the feling of safety for staff with disabilities and long-term health conditions.	Head of Student Experience	Aug-24	Staff Survey - Feeling of Safety (gap between those with a disability and those without)	2023	18%	2025	15%			2027	12%		
Communication	Ensure staff are aware of improvements being made as a result of this review.	Promote the results of the review and recommendations being taken forward to all staff, updating them regularly on progress.	Ensure accountability and that progress is being made in relation to this action plan. Increase staff confidence, particularly those with a disability, that improvements are being made.	OD & EDI Adviser	April 24 - update on review results and receommendations and every 6-12months thereafter	All staff updates										
	Be accountable on actions arrising from this review.	Report back on progress made through SMT, EDIT and Finance and Resource Committee.	Ensure accountability and that progress is being made in relation to this action plan.	OD & EDI Adviser	Update annually	Progress updates to each										
Staff Survey	Measure progress and improvements in staff experiences.	Repeat the staff survey on the experiences of staff with disabilities and long-term health conditions.	Measure progress in relation to the experiences of staff with long-term health conditions and disabilities.	Head of HR & OD	2025 and 2027	Future repeated Staff Surveys into the experiences of staff with disabilties and long-term health conditions.										

Committee Cover Sheet

Paper No.7

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

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

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	the implementation. This will have knock-on effects in and maintaining a high-level service will require local consideration. **Structural** - Similar projects in the past between multiple institutions in the partnership have been challenging - Due to the patchy track record of similar projects, the governance structure is not guaranteed to be successful and may require refinement
Equality & Diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please provide details.	No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please provide details.	Yes, this has been developed and is being reviewed by the UHI Information Governance Group Click or tap here to enter text.
Island communities Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	No If yes, please give details: Click or tap here to enter text.
Status (ie confidential or non-confidential)	Non-Confidential If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld: Click or tap here to enter text.

Freedom of Information

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

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Please select a justification from the list, below:

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

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

and

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

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

Current Status

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

Table 1

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

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

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

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

Market Research

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

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

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

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

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

Table 2

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

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

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

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

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

Table 3

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

Costs in 2024

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

Oversight of the project

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

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

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

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

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

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

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

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

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

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

Committee Cover Sheet

Paper No.8

Name of Committee	Finance and Resources
Subject	HR Update
Date of Committee meeting	07/03/2024
Author	Katy Lees, Head of HR and Organisational Development
Date paper prepared	29/02/2024
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	General update on HR and OD activity since the last report For information
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	N/A
Action requested	☒ For information ☐ For discussion ☐ For endorsement ☐ For approval ☐ Recommended with guidance (please provide further information, below)
Strategic Impact Please highlight how the paper links to the Strategic Objectives of UHI Perth or the UHI Partnership: Strategic-Plan-2022-27.pdf If there is no direct link to Strategic Objectives, please provide a justification for inclusion of this paper to the nominated Committee.	N/A

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

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Its disclosure would constitute a breach of the Data Protection Act	☐	Other [please give further details] Click or tap here to enter text.	☐

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and

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

Finance and Resources Committee HR&OD Update

Prepared by: Katy Lees, Head of HR & Organisational Development
Date: 29 February 2024

National Job Evaluation Scheme
There have been no updates since March 2023.

National Bargaining
Both UNISON and EIS-FELA succeeded in their ballot for strike action, with the first joint strike day for both UNISON and EIS-FELA taking place today (29 February 2024).

Both Trade Unions also succeeded in their ballot to undertake Actions Short of a Strike (ASOS) and on 12 February 2024, the EIS-FELA launched industrial **Action Short of Strike**, including a **resulting boycott**. It is anticipated that ASOS will continue until **15 July 2024**, though it will end earlier if a resolution to the pay dispute is found.

UHI Perth like nearly all in the College sector has responded to this ASOS action (from EIS-FELA) by confirming that they will make deductions of 100% of salary for those staff who do take part in this action. For UHI Perth this is not likely to impact until May/June 2024.

The current pay offer put to both Trade Unions is

Year 1 – 1 September 2022 – 31 August 2023
A consolidated Pay Award of £2000 on all salary points, effective from 1 September 2022.

Year 2 – 1 September 2023 – 31 August 2024
A consolidated Pay Award of £1500 on all salary points, effective from 1 September 2023.

Year 3 – 1 September 2024 – 31 August 2025
A consolidated Pay Award of £1,500 on all salary points, effective from 1 September 2024.

College employers have also confirmed that any **compulsory redundancies would not be directly related to the pay award**, were the full and final offer to be accepted.

For Academic staff if accepted, this substantial offer would deliver an 11.5% average pay increase for college lecturers from September, keeping them as the UK's best-paid college lecturers. Those at the start of the National Pay Scale would benefit from a rise of 14.2%.

The EIS-FELA's current claim is for a consolidated, flat-rated pay rise of £8,000 over AYs 2022/23, 2023/24 and 2024/25, on all lecturing scale points. College Employers Scotland has advised that the claim is completely unaffordable.

For Support staff the proposed £2,000 pay increase for AY 2022/23, equates to an average 6.6% rise for college support staff, is significantly above the headline cash uplifts recommended in the Scottish Government's 2022/23 Public Sector Pay Policy. The proposed £1,500 pay increase for AY 2023/24, which equates to an average 4.6% rise for college support staff, is ahead of the 3.5% central metric set out in the Scottish Government's 2023/24 Public Sector Pay Strategy.

The revised pay claim from UNISON is for a three-year, consolidated pay rise of £6,500. This comprises a proposed £2,000 pay increase for 2022/23, £1,500 for 2023/24 and £3,000 for 2024/25. College Employers Scotland has advised that the claim is completely unaffordable.

Neither trade unions have formally put this offer to their membership.

Employee Relations
The College has no Employment Tribunal claims.

Trade Union Relations
Normal JNC business continues with joint meetings taking place where appropriate.

Voluntary Severance

The last round of Voluntary severance closed on the 3 December 2023, this was an open voluntary severance so any member of staff could apply, 10 members of staff had their applications accepted and the staff leaving between January 2024 and June 2024. The SMT have indicated to staff that future voluntary severance will be in targeted areas only.

Equality and Diversity
The SFC have finally confirmed they will share guidance about expectations and reporting requirements on the new National Equality Outcomes in a full day meeting in May 2024. Noting that the full mainstreaming report for UHI Perth is due to be published early in 2025, with our Gender pay report to be published by the 31 March 2025. It should be noted that the national equality outcomes are going to have a significant impact on the reporting requirements for the College.

The Disability Review also highlights a number of new actions which the College will need to take forward.

It should be noted that the current OD and EDI Advisor is leaving the College at the end of March. Sarah has made a significant impact on the College during her time with us including the creation and implementation of a Reasonable Adjustment Passport, completing our interim mainstreaming report in 2023, creation of an equality champions network and looking to strengthen and support the knowledge and skills of our staff in this area.

Sickness Absence

	Cumulative (Aug 2022 - July 2023)		Cumulative (Aug 2023 - January 2024)	
	Short Term - Total Sick Days	Long Term - Total Sick Days	Short Term - Total Sick Days	Long Term - Total Sick Days
Management	23	0	24.5	0
Support	780	504	498.5	287
Academic	469	417	345	578
Total	1272	921	717.5	662

Surgery/Cold/flu/Covid-19 are the main reasons for the short term sickness absence and two members of staff were absence due to work related stress in January 2024.

We had 12 members of staff on long term sickness absence for various reasons during January 2024, noting that this is an increase on the number seen in September (10).

Health Surveillance

The College continues to undertake Health Surveillance for staff and we have already run two clinics focusing on audiometry and lung function. Two further clinics are planned for March 2024.

Stress Survey
Staff completed the College's stress survey in February 2024 and the data is now being analysed.

Professional Reviews
Professional Reviews for staff are taking place between the 16 October 2023 and the end date has been extended until the end of May 2024 at the request of managers in recognition of changing staff numbers.

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

- We are putting in place a new Employee Assistance Programme for staff from April 2024.
- We are awaiting the outcome to the tender for the HR and Payroll systems which is due from Softcat/MHR on the 8 March 2024 (see separate paper)
- We have also extended our contract with our current Occupational Health provider

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Joint JNC – Finance Update

Note of Meeting held on Tuesday 16 January 2024, 12.00noon by MS Teams

Present:	**Senior Management Representatives**
	Katy Lees (KFL), Head of HR & OD (Chair)
	Dr Margaret Cook (MC), Principal
	Lorenz Cairns (LC), Depute Principal
	Iain Wishart (IW), Vice Principal Operations
	Staff Representatives
	EIS-FELA
	Sara O'Hagan (SOH)
	Callum McCormick (CM)
	Unison
	Winston Flynn (WF)
	Ben Myles (BM)
Apologies:	N/A
Note Taker:	Carolyn Sweeney-Wilson

Minute

Item		ACTION
1.	**Welcome and Apologies**	
	KFL welcomed everyone and explained the purpose of the meeting.	
	Apologies were noted.	
2.	**Finance Update**	
	MC advised that Management wanted to meet with Trade Union (TU) Reps given everything that was currently happening, particularly with regard to the recent Scottish Government (SG) budget announcement etc, and where that placed the College in terms of its financial position.	
	This mornings news from the SG was that there would be fewer HE places, which was new information in addition to the earlier reports on financial support for the university and college sectors. MC said	

Item		ACTION
	this was not good news for either sector but, in particular, for the college sector. The reality was that the College would have an 8.5% cut in FE funding and approx. 6% in HE funding over and above the financial position that had been previously discussed, over the past months, with TUs. MC said that the amount of funding the college sector would receive would depend on whether the £26M, which colleges did not receive, had been included in this new calculation and this was currently not known. Even if colleges received flat cash, this still amounted to a cut. There was a public perception that flat cash meant receiving the same money as previously but, in reality, this was actually a cut. MC advised that the Workstream (WS) teams had been asked to add on the decrease in the College funding to their current processes. Ultimately, for any institution, there would come a tipping point where it could no longer function and for UHI Colleges that would lead to UHI level discussions. This could ultimately lead to UHI becoming a single institution, but that was a long way off at the moment and, before then, Perth still had to "get its house in order". There was much complexity about this situation. IW highlighted some of the points from documents that had been received from the SG, before Christmas. The SG budget was published before Christmas and, in total, for Education and Skills the spending year on year was shown as increasing, but when a careful review of the detail was undertaken, it shows that there were various categories that were receiving more funding and some less and IW went on to detail some of those categories. When reviewing the figures there was a clear loss of money to the value of £107M for colleges. If that came straight through to Perth, it would potentially be a loss of FE funding amounting to £680K and an HE loss of funding of £500K and that would mean an additional £1.2M that Perth would need to find in terms of cuts. However, IW stressed these figures were not confirmed as actual figures at this time. Last week, SFC also issued a circular which indicated there would be no further funding for FWDF for this year and next year. Perth normally would receive £500K, however, in the College budget forecast, IW had already added in the amount of zero for this year and next year in terms of what the College would receive in funding. IW noted that the College still had work to do with FWDF, so there would be some income this year. IW said he had also reviewed the SFC 'Financial Sustainability of Colleges 21-26' report, which stated that, at the end of July 2022, the total cash reserve for all colleges in the sector was £141M. The report estimated that cash reserves for the sector, by July 2026,	

Item		ACTION
	would be gone and, as a sector, colleges would be overdrawn by £4M. IW went on to report some key facts from that report, including the number of colleges across the sector reporting AOP deficits, as well as staff costs, which continued to be the largest element of colleges' spending. For the period ending July 2026, SFC were forecasting the potential removal of 21% of FTE staff employed in the sector. IW said that what Perth was trying to do was to resolve its own situation so that the College was not reporting a loss. IW then spoke in some detail about the financial situation at Q1 this year. He also advised that the Professional Services pension contribution was proposed to be reduced from 17% to 15.7% from 1st April 2024 and this rate would be in place for 3 years. However, the Academic Staff pension was proposed to be increased from 23% to 26% for the same period, both of these adjustments are based on actuarial valuations of the scheme which are legally required to take place. IW said he expected that increase to be funded through the SG. SOH said the College was obviously doing everything possible to resolve the current situation, but it seemed to be very tricky to move forward without going through further exercises like the current one and it looked like these loses would be continuing. IW said that he had reminded teams to find as much savings as they could and not to think of it as an absolute number and the reason for that was to try and avoid going through this process year on year. CM queried if IW would know what funding Perth would receive, via UHI, by April. IW said that by April he would expect to have received a "first pass" draft of the funding and relevant numbers from EO. However, he said he would double check this. SOH referred to the staff losses across the sector and queried if TUs should make the assumption, for savings going forward, that there would need to be further staff reductions. MC said that, logically, that would be a sound presumption. Perth had already gone through other ways of saving money and the teams were now looking at all scenarios. However, the College's staffing costs amounted to over 70% of its budget and that all pointed in the direction of fundamental change in the sector and at UHI. MC then shared her personal thoughts on the direction of UHI and where savings would largely come from.	

Item		ACTION
	SOH queried what Management were doing to communicate with staff about the WS output, particularly that a further consultation process would commence after the Easter break.	
	MC advised that there was a meeting of the WSs this evening, where they were going to review the staff communications aspect and they would also use the Staff Conference Day for discussion with staff. However, this had not yet been finalised and so Management would continue sending out updates to staff every couple of weeks.	
	CM queried if College Employers Scotland (CES) was lobbying SG about the budget.	
	MC said they were continuing to do this and there was a tri-partite group (SFC, CES and Civil Servants) who met fortnightly, some of which meetings the Minister also attended.	
	KFL advised that if there was any further financial update, before the next J-JNC meeting on 5th February, then TUs' would be advised.	
	On another matter, SOH requested that TUs would like to be involved in the new Staff Group, as they had been involved in all the other staff groups that were being amalgamated into this new group.	
	LC queried if TU's wanted to be involved in this group as well as their own scheduled JNCs.	
	SOH confirmed that EIS would certainly want to be involved and Unison also confirmed they would want to have representation at the new group.	
3.	**Date and time of next meeting:**	
	• Not Applicable	

FINANCE AND RESOURCES COMMITTEE

Membership

Chair (ex officio).
Vice Chair (ex officio).
Principal (ex officio).
No fewer than 2 other Independent Members of the Board of Management.
One place reserved by invitation for a Student Member of the Board, as nominated by HISA Perth.
One place reserved by invitation for a Staff Member of the Board, to be determined by Staff Members of the Board

In attendance
Depute Principal
Vice Principal (External)
Vice Principal (Operations)
Head of Human Resources and Organisational Development
Head of Estates

Quorum
The quorum shall be 4 members of which at least 2 to be independent Board of Management members.

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

Terms of Reference

1   Consideration of the annual estimate of revenue income and expenditure.

2   Consideration of the annual estimate of capital income and expenditure.

3   Responsibility to ensure that appropriate control systems are in place:

   a   to administer and control all revenue and capital grants received from the Scottish Government and all other sources.

   b   to administer and control the payment of all monies due and the collection of all income due.

   c   to ensure the efficient management of the College Catering Service and Food Court and Halls of Residence.

   d   to administer and control matters relating to the repair, maintenance and upkeep of land, buildings etc.

4   Liaison with the Audit Committee in reporting to the Board on the state of the College's finances.

5   Consideration and approval of the College's Financial Regulations and Procedures, ensuring their implementation, monitoring and review in relation to all matters financial, including approving organisations in which funds may be invested and setting investment limits.

6   Generally the formulation of advice to the Board on financial matters and the supervision of the financial affairs of the Board.

7   Strategic oversight of procurement, contract management and ICT service level agreement on behalf of the Board.

8   Consideration of tenders received for any works the cost of which are in excess of £50,000.

9   The acquisition and/or disposal of heritable property whether by purchase/sale or lease.

10   Consideration of any proposals to obtain plant equipment furnishings or fittings the cost of which is expected to be more than £50,000.

11   Consideration and assessment of priorities for capital grant for new building work or the major modification of existing buildings. Recommendations to the Board on issues relating to College estates and resources

12   The oversight of the Board's statutory functions and responsibilities as an employer of the staff of the College.

13   Consideration of all matters relating to:

        a   the establishment and staffing structure of the College;

        b   the salaries, wages and conditions of service of all staff except the Principal, Executive and Managers as individual contracts with the Board.

14   Responsibilities for early retirement/early severance policy.

15   Oversight of the disciplinary and grievance policies and procedures of the College.

16   Consideration of matters relating to staff relations including union recognition and local bargaining agreements.