Finance and Resources Committee

Agenda

Meeting reference: F&R2023-24/02
Date: Thursday 07 December 2023 at 5:00pm
Location: Boardroom (Brahan Room 019)
Purpose: Scheduled meeting/Joint meeting with Audit 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	Additions to the Agenda		Chair	
3	Declaration of a Conflict of Interest in any Agenda Item			
4	Minutes of the Meeting of the Finance & Resources Committee held on 28 September 2023		Chair	Paper 1
5	Actions arising from previous minutes			
6	**Financial Performance & Budgets**			
*6.1	Perth College Financial Update: Year to 31 October 2023 & Financial Outlook	Vice Principal (Operations)	Vice Principal (Operations)	Paper 2
7	**Estates**			
7.1	Estates Update (for noting)	Head of Estates		Paper 3
8	**Human Resources**			
8.1	HR Update (for noting)	Head of HR & Organisational Development		Paper 4
9	**Committee Minutes** (for noting)			
9.1	EDIT Committee • 14 September 2023			Paper 5a

UHI Perth is a registered Scottish charity, number SC021209

We will act with integrity in everything we do

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

	Agenda Items	Author	Led by	Paper
9.2	Joint JNC Consultation • 31 August 2023			Paper 5b
9.4	Staff Engagement Group • 28 September 2023			Paper 5c
*10	**Review of Meeting** (Committee to check against the Terms of Reference to ensure all competent business has been covered)			Paper 6
	Joint Meeting with Audit Committee			
11	Joint Welcome & Apologies		Chairs of F&R and Audit	
12	Declaration of a Conflict of Interest in any Agenda Item			
*13	Draft Perth College Group Report & Financial Statements for the Year ended 31 July 2023	Vice Principal Operations	Vice Principal Operations	Paper 7 **Not available**
*14	Draft External Audit Annual Report 2022-23	External Auditors	External Auditors	Paper 8 **Not available**
*15	Draft Internal Audit Annual Report 2022-23	Internal Auditors	Internal Auditors	Paper 9
*16	Draft Audit Committee Annual Report to the Board of Management	Clerk	Clerk	Paper 10 **Not available**
*17	Code of Good Governance Compliance Checklist	Clerk	Clerk	Paper 11
18	**Date and Time of next meeting** • Thursday 07 March 2024, 5pm (includes joint meeting with Strategic Development Committee)		Clerk	

Finance & Resources Committee

DRAFT Minutes

Meeting reference: F&R2023-24/01
Date: Thursday 28 September 2023 at 5.00pm
Location: Boardroom (Brahan Room 019)/Team

Members present: Andrew Comrie, Interim Chair
Graham Watson, Board Member
Michael Buchanan, Board Member
Margaret Cook, Principal
Rebecca Bond, Student Board Member
Jenni Harrison, Board Member

In attendance: Lorenz Cairns, Depute Principal
Veronica Lynch, Vice Principal (External)
Catherine Etri, Vice Principal (Academic)
Iain Wishart, Vice Principal (Operations)
Isobel Syme, PA to Principal
Katy Lees, Head of HR

Apologies: N/A

Chair: **Andrew Comrie**

Minute Taker: Isobel Syme

Quorum: 4

MINUTES

Item		Action
1.	**Welcome and Apologies** Chair for this meeting welcomed everyone to the meeting.	
2.	**Additions to the Agenda** N/A	
3.	**Declaration of Conflict of Interest in any Agenda Item** None	
4.	**Minutes of Meeting of Finance & Resources Committee, 22 May 2023** The minutes were approved as a true and accurate record of the meeting.	
5.	**Matters Arising from previous minutes: 22 May 2023** 8.1 HR Update – ASOS is still a live issue. 10.1 – Risk Register - this has now been progressed. 10.1 – Risk Appetite – will come to the full Board meeting in October. 10.5 – KPIs – being taken forward. Important to keep this in focus.	Clerk
6	**Strategy**	
6.1	**Financial Sustainability** Principal updated the committee on the vision going forward. We will be a smaller institution, simpler and more streamlined. Communications will be going out tomorrow to all staff and Trade Unions. Open staff meetings are scheduled on a weekly basis. We will continue to try to use voluntary severance as a way of making the savings needed and we will open up voluntary severance again in November. Savings made will be over a longer period of time. Board member noted the need to turn the corner over the next year and deal with the gap between what has already been saved and what might still need to be saved.	

	Board member queried the morale and motivation of staff at this time and how voluntary severance is being perceived. Principal explained that the Scottish government continues to say there is no more money available for pay awards, however there may be potential for a 3-year deal which would still need government support.	
7	**Financial Performance & Budgets**	
7.1	**Perth College Financial Update: Year to 31 July 2023** Vice Principal Operations covered the key points in the Management Book which were: 1. The AOP (cash approximation) was a loss of £(1.1)M. This was better than the expected loss of around £(2.4)M. The expected loss had been helped by EO releasing ESIF funding, to UHI Perth, related to prior years of £1.1M and better than expected profit from AST. 2. As our AOP in the Management is attempting to reflect the cash position it excludes an accrual for exceptional costs related to voluntary severance as this won't be a cash payment until 23/24 and do not represent operating expenses. However, the VS costs will be part of the accounting AOP for 22/23. 3. ASW and the Nursery are still making losses. 4. The national bargaining outcome for 22/23 has been estimated and included in the numbers at around 6% = £1M. 5. UHI Perth closed the year with £1.5M of cash but as noted above we have not yet paid the estimated £1M of national bargaining for 22/23. 6. Now that we are in a new financial cycle we can draw down cash from the SFC. However, (based on current assumption) UHI Perth could still run out of cash by the end of the academic year, if not before, as reorganisation savings to date are not enough to fund UHI Perth through 23/24. A key assumption is that the 22/23 and 23/24 are all paid in 23/24. 7. The VPO reminded the Board that the fall in UHI Perth HE numbers had resulted in a significant fall in our funding level in the last few years. The VOP opened the floor for questions on the management book or any of the comments above. Board member queried the losses in ASW and Nursery. Vice Principal Operation explained that we are capped within a commercial market. Staff costs in the public sector are higher than	

	the private sector. The Nursery have increased prices by 30 – 36% which should allow them to break even in 24/25 and 25/26. ASW are considering a 25% increase which will help with income against costs. Board member queried numbers in the Nursery and the percentage of student's children that attend. Principal explained that the Nursery hugely benefits the small amount of students who use this facility against running costs. Interim Chair queried the budget setting in academic areas with regard to how realistic this is. Principal responded informing that the proportion of staff costs are significantly higher in UHI than other HE organisations. Vice Principal Operations noted that profitability by course level is being worked on and this work is ongoing. UHI HE levels are reducing overall, however Perth met FE targets and will hopefully make our revised targets overall. Perth has increased their HE provision compared to last year and there should be recognition of the hard work that has gone into this. Degrees and post graduate provision discussed with regard to potential development. Vice Principal Academic noted that there is very clear changes in trends. Our core curriculum is HNCs and HNDs. SDDs and Vice Principal Operations will continue to look at developments and what might need to be stopped. Depute Principal noted that many colleges within the partnership are unviable re HE. Vision is lacking at EO level. Principal further added that collectively two thirds of UHI provision is FE. The curriculum review did not make the level of change that is needed. This continues to be a challenging environment.	
7.2	**UHI Financial Outlook** International growth projections – Vice Principal External highlighted key areas of the presentation to the committee. Working on the strategy development 23/24 to 27/28. These are UHI Perth projections, however we are working with UHI colleagues. TNE provision as well as on-campus provision and a pipeline of opportunities are being developed. Looking at current provision and projections as well as emerging markets. A more streamlined admissions process is also being worked on. Student	

accommodation is an issue – we need to look at this. International is an area that we will be requesting investment in going forward - 150 to 250K.

Board Member queried the number of students on campus against remote delivery and these assumptions with regard to long term capital investment.

Vice Principal External explained that there are courses on-line - mainly master programmes. Courses such as Aircraft Engineering will be mainly face to face. Assumptions made are mainly face to face. Perth will be working on the building of the international partnerships.

Interim Chair noted that it may be helpful to have a joint meeting to further discuss this and that financial modelling may be helpful with regard to how the monies are split across UHI and Perth.

Vice Principal External explained that AST projections are not included in these figures and that financial modelling is still being worked on.

New courses and new countries, including high risk countries discussed. High risk countries are from a UKVI perspective where it is harder to get visas.

Vice Principal Operations presented the Latest Forecast modelling highlighting key areas.

1. Based on current reorganisation saving levels, and the assumptions contained in the model, it looks like it will take two years to move to a position of having 1 month of cash by the end of 25/26 and the UHI Perth will need cash support from EO sometime during 23/24.
2. It is recommended that the savings required in 24/25 need to be worked out in 23/24 and be in place by 1 August 2024.
3. The staff cost savings achieved for 23/24 were shown by month and it was indicated that savings were phased depending on when staff would leave the college. It was also noted that all savings were from VS, positions not backfilled in 22/23 or a reduction in temporary staff requirements from efficiencies.
4. The staff cost savings noted at 3 above amount to £1.8M in 23/24. The full year value of these savings i.e. unphased is £2.3M. This full amount of saving would be seen in 24/25 and beyond.
5. The model also includes an assumed non-staff saving of £587K. This is related to campus restructure and catering savings.
6. The VPO also noted that the model shows that despite opening 23/24 with £1.5M of cash that we are likely to end 23/24 (using the assumptions in the model) at a cash

	overdrawn position of £(1.7)M. Key assumption are that UHI Perth makes an operating cash loss of £(1.3)M, we still have to pay the national bargaining outcome for 22/23 in 23/24 and that we have to fund the cost of VS.	
	7. The various assumptions in the model were shown and it was noted that the staff cost increases were based on the current offer from the sector.	
	The VOP opened the discussion on the forecast to the wider Board.	
	Board member noted that this is a sector wide issue.	
	Board member agreed, however reiterated that we need to look at the financial sustainability of the College.	
	Principal highlighted that this is being discussed with various people including local MPs/MSP, government ministers, etc. Lots of work going on. This is happening across the sector.	
	Clawback discussed with regard to UHI. Currently 2 million sitting at EO – this may be going back to the Scottish Funding Council.	
	Principal explained that every other college has been paid for their delivery and there will be no clawback for them. However UHI has been treated differently.	
	Board member queried whether a surplus could be built up in the future to help this situation.	
	Principal explained that we cannot retain surpluses and that they have to be moved to an ALF.	
8	**AST**	
8.1	**AST Budget & Business Plan 2023/24**	
	Vice Principal External spoke to the paper, which provides an update to the paper of May 2023, highlighting key areas to the committee.	
	Board member noted that AST management have done a really good job and highlighted some specific areas including income achievement and growth in delivery.	
	Depute Principal raised the issue of investment in this area against what is happening in other areas within the College and this was discussed with committee members.	
	Principal provided information relating to AST profits and Gift Aid which has been used in the past to help the College. The Board	

	agreed 2 years ago to allow AST to keep their profits. Board member agreed that a strategic decision was made to invest in AST and this was agreed by the Board. It was **AGREED** that AST will continue to invest their profits, however this will be kept under review. The paper was **AGREED**.	
9	**Estates**	
9.1	**Estates Update** Depute Principal talked to the paper provided. The paper was **NOTED**. Principal provided a summary of discussions that took place with P&KC this week regarding possible campus developments. Discussions are on-going. Board member queried where we are with the work undertaken by Faithfull and Gould. Depute Principal explained that this is currently paused. Interim Chair noted that a paper on Estates and Sustainability would be helpful at the next meeting.	Clerk
10	**Human Resources**	
10.1	**HR Update** Head of HR provided information on additional items to the paper: • AST – now on UKVI licence. • HR system – APUC framework – end of November/December. • EO strikes – this may impact on Perth • Stress Management Survey – this will be held in January 2024. The paper was **NOTED**.	
11	**Committee Meetings** The following Committee Minutes were **NOTED**: • EDIT Committee – 21 June 2023 • Staff Engagement Group – 11 May 2023	

12	**AOB** Audit timings may have to be moved due to the new provider and this might impact on the accounts being ready in time.	
13	**Date and Time of Next Meeting** **Thursday 7 December 2023 at 5 pm**	
14	**Review of Meeting** (Committee to check against the Terms of Reference to ensure all competent business has been covered)	

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

Name of Committee	Finance & Resources
Subject	Management Accounts Q1 23/24 & Financial Outlook
Date of Committee meeting	07/12/2023
Author	Iain Wishart
Date paper prepared	30/11/2023
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Q1 Management Accounts 23/24 & Financial Outlook through 24/25.
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	First review
Action requested	☐ 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.	Reflects on use of resources and gives an indication of our financial sustainability position/risk.

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.	Yes Financial sustainability is part of our strategic risk register. 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.

UHI | PERTH

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

Financial Performance Review

Q1 23/24

Group Overview

We do not have a budget in place for 23/24 so financial analysis will compare actual performance against prior year actual results and the FY forecast set out in the last Board meeting.

Income

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

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

Staff Costs

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

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

Non-Staff Costs

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

Actual YTD 23/24	Academic	Business	Services	Total
Funding	3,888	24	222	4,133
Tuition Fees	886	503	0	1,389
Commercial	454	280	205	940
Total Income	**5,229**	**807**	**427**	**6,463**
Staff Costs	3,303	491	1,592	5,386
% Income	63.2%	60.9%	372.7%	83.3%
Non-Staff Costs	296	247	1,237	1,781
% Income	5.7%	30.6%	289.8%	27.6%
Surplus/(Deficit)	**1,630**	**68**	**(2,402)**	**(704)**
% Income	31.2%	8.5%	(562.5)%	(10.9)%

Actual YTD 22/23	Academic	Business	Services	Total
Funding	4,068	27	357	4,452
Tuition Fees	1,160	470	0	1,630
Commercial	604	319	190	1,113
Total Income	5,832	817	547	7,195
Staff Costs	3,177	513	1,254	4,944
% Income	54.5%	62.8%	229.4%	68.7%
Non-Staff Costs	466	288	1,213	1,968
% Income	8.0%	35.3%	221.8%	27.3%
Surplus/(Deficit)	**2,189**	**15**	**(1,921)**	**283**
% Income	37.5%	1.9%	(351.2)%	3.9%

Academic Performance

Income
See explanation covered in the Group Overview commentary.

Staff Costs
See explanation covered in the Group Overview Commentary.

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

Actual YTD 23/24	STEM	BMCL	CCI	ALS	Research	Academic Total
Funding	951	929	714	1,281	13	3,888
Tuition Fees	142	292	197	253	2	886
Commercial	335	55	14	62	(11)	454
Total Income	**1,429**	**1,276**	**924**	**1,596**	**4**	**5,229**
Staff Costs	883	751	578	1,047	44	3,303
% Income	61.8%	58.8%	62.6%	65.6%	1046.0%	63.2%
Non-Staff Costs	94	48	69	83	2	296
% Income	6.6%	3.7%	7.4%	5.2%	57.3%	5.7%
Surplus/(Deficit)	**451**	**478**	**277**	**466**	**(42)**	**1,630**
% Income	31.6%	37.5%	30.0%	29.2%	(1003.4)%	31.2%

Actual YTD 22/23	STEM	BMCL	CCI	ALS	Research	Academic Total
Funding	952	943	837	1,322	13	4,068
Tuition Fees	134	357	276	386	7	1,160
Commercial	284	184	58	49	28	604
Total Income	**1,371**	**1,483**	**1,172**	**1,758**	**48**	**5,832**
Staff Costs	794	751	562	1,027	42	3,177
% Income	57.9%	50.6%	48.0%	58.5%	87.6%	54.5%
Non-Staff Costs	156	150	88	66	6	466
% Income	11.4%	10.1%	7.5%	3.8%	12.2%	8.0%
Surplus/(Deficit)	**421**	**582**	**522**	**664**	**0**	**2,189**
% Income	30.7%	39.2%	44.5%	37.8%	0.2%	37.5%

Business

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

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

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

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

Actual YTD 23/24	AST	Residences	ASW	Nursery	Business Development	Total
Funding	0	0	0	24	15	24
Tuition Fees	503	0	0	0	0	503
Commercial	4	104	142	31	0	280
Total Income	**507**	**104**	**142**	**55**	**15**	**807**
Staff Costs	293	0	103	95	82	491
% Income	57.9%	0.0%	72.8%	174.3%	541.2%	60.9%
Non-Staff Costs	164	44	35.454	4	25	247
% Income	32.3%	42.6%	25.0%	7.3%	161.9%	30.6%
Surplus/(Deficit)	50	60	3	(44)	(92)	68
% Income	9.9%	57.4%	2.1%	(81.5)%	(603.2)%	8.5%

Actual YTD 22/23	AST	Residences	ASW	Nursery	Business Development	Total
Funding	0	0	0	27	21	27
Tuition Fees	470	0	0	0	33	470
Commercial	1	158	132	28	5	319
Total Income	471	158	132	56	59	817
Staff Costs	313	0	112	88	72	513
% Income	66.5%	0.0%	84.9%	157.5%	122.1%	62.8%
Non-Staff Costs	143	99	43	4	8	288
% Income	30.3%	62.7%	32.5%	6.4%	14.0%	35.3%
Surplus/(Deficit)	15	59	(23)	(36)	(21)	15
% Income	3.2%	37.3%	(17.3)%	(63.9)%	(36.1)%	1.9%

Services (Overheads)

Estates
We have done less maintenance work in Q1 compared with last year reflecting in lower income and lower non-staff cost (use of subcontractors.
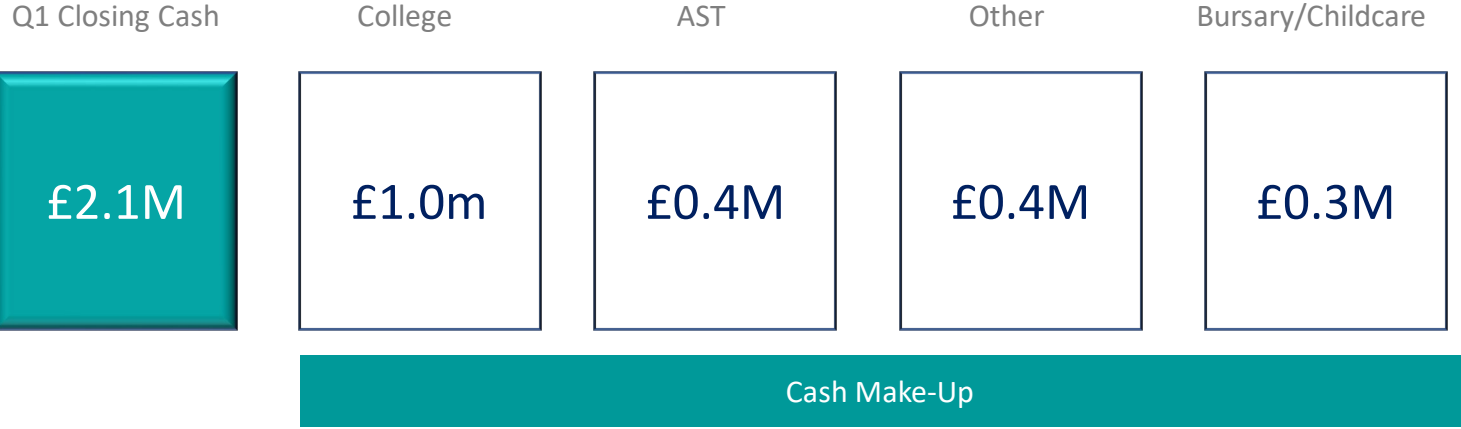
ICT
As noted in the Group commentary, we have spent more on ICT equipment than last year. Despite the need to keep costs down we do need to replace equipment that is no longer functioning to maintain our ability to deliver and ensure there is a good student experience.

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

Actual YTD 23/24	Student Services	Estates	ICT	Canteen	Business Services	Services Total
Funding	10	209	0	0	2	222
Tuition Fees	0	0	0	0	0	0
Commercial	18	5	0	150	33	205
Total Income	**28**	**214**	**0**	**150**	**35**	**427**
Staff Costs	315	192	126	0	959	1,592
% Income	1124.1%	89.6%		0.0%	2713.8%	372.7%
Non-Staff Costs	40	409	371	183	234	1,237
% Income	144.3%	191.3%		122.3%	660.7%	289.8%
Surplus/(Deficit)	**(327)**	**(387)**	**(497)**	**(33)**	**(1,158)**	**(2,402)**
% Income						

Actual YTD 22/23	Student Services	Estates	ICT	Canteen	Business Services	Services Total
Funding	13	368	0	0	(24)	357
Tuition Fees	0	0	0	0	0	0
Commercial	7	7	0	150	27	190
Total Income	20	375	0	150	3	547
Staff Costs	297	195	124	0	638	1,254
% Income	1505.6%	52.2%		0.0%	22110.0%	229.4%
Non-Staff Costs	89	547	217	173	188	1,213
% Income	452.1%	146.0%		115.3%	6502.7%	221.8%
Surplus/(Deficit)	**(367)**	**(368)**	**(341)**	**(23)**	**(822)**	**(1,921)**
% Income	(1857.7)%	(98.2)%		(15.3)%	(28512.7)%	(351.2)%

Cash

Q1 Closing Cash	College	AST	Other	Bursary/Childcare
£2.1M	£1.0m	£0.4M	£0.4M	£0.3M

Cash Make-Up

Cash Forecast

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

UHI Perth College Cash

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

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

Committee	Finance & Resources Committee
Subject	Estates Update
Date of Committee meeting	07/12/2023
Author	Gavin Whigham, Head of Estates
Date paper prepared	27/11/2023
Executive summary of the paper	Update on key Estates issues up to November 2023
Consultation How has consultation with partners been carried out?	N/A
Action requested	☒ For information only ☐ For discussion ☐ For recommendation ☐ For approval
Resource implications (If yes, please provide details)	No
Risk implications (If yes, please provide details)	
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: - Compliance - National Student Survey - partnership services - risk management - other activity [e.g. new opportunity] – please provide further information	

Perth College UHI

Equality and diversity Yes/ No If yes, please give details:	No
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
Data Protection Does this activity/ proposal require a Data Protection Impact Assessment?	No
Status (e.g. confidential/non confidential)	Non-Confidential
Freedom of information Can this paper be included in "open" business?*	Open Business

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

Its disclosure would substantially prejudice a programme of research	☐	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.	☐

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

Further guidance on application of the exclusions from Freedom of Information legislation is available via:
http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp
and
http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

UHI PERTH

UHI Perth Estates Report

Nov 2023

Exec Summary

We have been completing the carbon footprint reports including gap analysis, this has shown that we have good data and have further reduced our emissions by approx. 300tons of CO2 on the previous year. This was largely due to a summer shut down of Goodlyburn building which also included a summer switch off of gas heating resulting in an estimated saving of over £10000 in gas alone. We have also been tendering a new Computer Aided Facilities management system which we are please to say Trackplan FM were appointed late November. A contract prestart meeting was held on the 29th of Nov with the project to begin early 2024 with a go live estimated at Aug 2024.

Reactive repairs

Reactive Repairs				
Month	Number of Jobs Requested	Number of Jobs Completed	Jobs Open	Percent Completed
Sept	135	105	30	78
Oct	117	105	12	90
Nov	117	99	18	85

We do have issues when arranging multi trade repairs. For example; this can be reliant on a joinery firm returning to repair boxing in after a plumber has been on site leaving jobs open and unfinished longer that we would hope. It only takes one contractor to let us down and it can cause long delays as others have to rearrange. Hopefully this will improve with our own in house, multi trade, emergency repair team.

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 and the project brief is being completed prior to Christmas.

Environmental Sustainability

We have begun widening our scope on how we measure our carbon footprint, previously this was solely measured on energy consumption. We will now be able to measure all aspects of our day-to-day operations allowing efficiencies to be made and to meet our carbon reduction targets. We have been audited to review the quality of our scope 3 monitoring. This has returned mixed results with the gaps being staff and student travel and home working. These are currently not monitored and as we progress this will be developed. However, with Gas and electricity usage being by far our greatest emissions this will require to be our priority.

UHI PERTH

Utilities

Electricity usage Jun 23 to Sept 23, compared to same period the previous year

Green is a reduction on the previous year, red is an increase.

Location	June	July	Aug	Sept
GB Refectory	1383	505	1522	2535
GB Main	20162	16630	20862	25087
Brahan Refectory	6249	2458	5556	7787
Brahan Main	65462	53051	63777	71498
Webster	5403	5094	5727	5773
Horti Unit		90		
ASW	29249	27298	26286	31938
Student Residences	5647	6684	6326	6776
Nursery		1506		

A total 17470 unit reduction on the same period the previous year.

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

Green is a reduction on the previous year, red is an increase.

Location	June	July	Aug	Sept	Oct
Goodlyburn	17218	17687	16038	30820	67139
Brahan	39679	27864	30067	49803	123397
Webster	5335	4186	4033	6212	4558
ASW	11333	11434	11263	9726	17813
Glenshee	3998	4094	4217	4674	7495
Glen almond	3690	4152	3758	4065	8470
Glen lyon	2959	3303	2784	3100	4694
Nursery	937	654	768	1355	2540

A total 92939 unit reduction on the same period last year.

We can see how education buildings reduce during the summer break with the exception of ASW and Webster which remain pretty level through out the year due to their higher levels of summer use. We will be looking to install half hourly metres and sub metring across the site in 2024 which should give us a clearer picture of what is happening and when.

UHI PERTH

Sub-contractor review

To assist in getting best value for money, UHI Perth will be looking to reduce its reliance on subcontractors we now have adverts out for a Plumber, Joiner and Painter these will be on hand to give a faster response times for emergencies and will give greater visibility and ownership to the repairs process.

Expectations for the upcoming quarter

Over the coming months we will be concentrating on rolling out new CAFM software as well as new monitoring hardware and software to help our cleaners. We will install Tork Vision Cleaning across our campus which helps us target high use areas and helps monitor stock and reordering. It is hoped that this will assist us in resource planning and will increase our cleaning standards across the campus as well as reducing wasted stock. We are also installing new cleaning product mixer units to the cleaning cupboards which again reduces waste and is safer for our staff to use. The team will also be heavily involved in the efficiency workstreams which will take up a lot of the Head of Estates time.

Perth College UHI

Committee	Finance & Resources Committee
Subject	HR Update
Date of Committee meeting	07/12/2023
Author	Katy Lees, Head of HR & Organisational Development
Date paper prepared	27/11/2023
Executive summary of the paper	Update on key HR issues up to November 2023
Consultation How has consultation with partners been carried out?	N/A
Action requested	☒ For information only ☐ For discussion ☐ For recommendation ☐ For approval
Resource implications (If yes, please provide details)	No
Risk implications (If yes, please provide details)	
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	

Perth College UHI

Equality and diversity Yes/ No If yes, please give details:	No
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
Data Protection Does this activity/ proposal require a Data Protection Impact Assessment?	No
Status (e.g. confidential/non confidential)	Non-Confidential
Freedom of information Can this paper be included in "open" business?*	Open Business

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

Its disclosure would substantially prejudice a programme of research	☐	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.	☐

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

Further guidance on application of the exclusions from Freedom of Information legislation is available via:
http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp
and
http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Finance and Resources Committee HR&OD Update

Prepared by: Katy Lees, Head of HR & Organisational Development
Date: 27 November 2023

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

National Bargaining
Both UNISON and EIS-FELA are re-balloting their membership about further strike action to take place in 2024. If successful at ballot this could result in strike action for the remainder of the 23/24 academic year including another resulting ballot by academic staff.

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.

Neither trade unions have put this offer to their membership.

Employee Relations
The College has no Employment Tribunal claims.

Trade Union Relations
Following the withdrawal of the current proposal from Management the College is now reconvening with normal JNC business, with both JNCs taking place in December 2023.

A joint meeting with both Trade Unions is taking place on 5 December to do the annual review of the Staff Governance Standard.

Voluntary Severance

A further window of voluntary severance available to all staff is open and is due to close on the 3 December 2023.

The College was requesting permission from the Tayside Pension Fund to spread the pension strain cost associated with Voluntary Severance over 5 years as opposed to pay each cost in one payment, this has been agreed, however final paperwork will not be formalised until the actual pension strain costs are know (i.e. until the staff have left).

Equality and Diversity
The SFC have confirmed that further guidance will be provided on the National Equality Outcomes that have been introduced by the SFC/EHRC for Universities and Colleges. So we continue to work on our baseline data until this guidance becomes available.

Sickness Absence

	Cumulative (Aug 2022 - July 2023)		Cumulative (Aug 2023 - September 2023)	
	Short Term - Total Sick Days	Long Term - Total Sick Days	Short Term - Total Sick Days	Long Term - Total Sick Days
Management	23	0	7	0
Support	780	504	158	95
Academic	469	417	139	100
Total	1272	921	304	195

Cold/flu/Covid-19 are the main reasons for the short term sickness absence and one members of staff was absence due to work related stress in September 2023 (a reduction from August 2023).

We had 10 members of staff on long term sickness absence for various reasons during September of which 2 returned to work during the month. It is noted that this is an increase from the number seen in August (4).

Professional Reviews
Professional Reviews for staff will be 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:

- Creation of the new APUC framework for HR and Payroll systems is still underway with the new framework hopefully available in late November.
- The Colleges contract is currently being extended for another year with our current HR system provider (the contract could not be for a shorter time period)
- We have awarded UHI as the provider for TQFE for the College
- We have extended our contract with Edenred (Employee benefits) for a further 3 years

Equality Diversity and Inclusion Team (EDIT)

Note of meeting held on Thursday 14.09.2023 09.30am, Room 019/Microsoft Teams VC

Present:	Katy Lees (KFL), Head of HR & OD (Chair)
	Ian Bow (IB), HS&W Adviser
	Sarah Wood (SW), EDI Advisor
	David Gourley (DG), Head of Learning & Teaching Enhancement
	Catherine Etri (CE), Associate Principal (Academic)
	Lesley Connaghan (LCO), SDD, ALS
	Lorenz Cairns (LC), Depute Principal
	David Snowden (DS), Examination Manager, AST
	Jane Edwards (JE), UNISON Rep
	Gerald McLaughlin (GM), Student Services Manager
	Fiona Smith (FS), HISA President Perth

Apologies: Sara O'Hagan (SOH), EIS-FELA Representative, Rebecca Bond (RB) HISA Perth

Note Taker: Trudy Guthrie

Summary of Action Items

Ref	Action	Responsibility	Timeline
2.	**Addition to the Agenda for AOCB** Aramark food labelling - GW to send all an email advising all about halal chicken.	**GW**	**ASAP**
4.	**Matters Arising not included elsewhere on the Agenda/ Review of Actions from previous meeting** IB raised concerns that the vending machines are too high for some users. KFL to provide IB with info re Aramark group to raise this - GW to take this to next meeting with Aramark.	**GW**	**ASAP**
5.	**UHI Equality, Diversity and Inclusiveness Policy – update** LC asked KFL to raise National Bargaining Policy with UHI. LC and KFL to discuss outwith this meeting.	**KFL/LC**	**ASAP**
9.	**National Equality Outcomes 2021-2025 – Update**		

JE asked what assurances this Committee have that Marketing are aware of sensitivities before sending out Marketing materials. SW to liaise with marketing re this. SW and GW to meet to discuss the urgent need for Gender Neutral toilets. To be brought back to the meeting in March. FS/IB/GW/SW to produce a communication for staff on how to advise students where and what toilets are available. GW/IB to look into Accessible toilets access in particular the problem with the doors in the Webster toilet.	**SW** **SW/GW** **FS/IB/GW/SW** **GW/IB**	**ASAP** **ASAP** **Next Meeting** **Next Meeting**
12. **EDIT Member Updates** DG – Pushing forward Digital Accessibility in Bright Space and is working with UHI to carry out an audit on this. KFL asked that a report be brought back to the next meeting detailing percentage result. SW – Commented on the high standard of the Goodlyburn quiet room and will look into making the one in Brahan similar. Will liaise with FS on this to include students.	**DG** **SW/FS**	**Next Meeting** **Next Meeting**

MINUTES:

Item		Action
1.	**Welcome & Apologies** KFL welcomed all present and introduced Fiona Smith the new Perth HISA President to the Group. Apologies were noted.	
2.	**Addition to the Agenda for AOCB** • Halal Chicken – JE advised it had come to her attention that the chicken being served on campus was Halal but had not been labelled correctly. GW confirmed this was the case but that the matter was currently being address and correct labelling will be in place by the end of the day. JE queried if everything else was labelled correctly, GW advised that Aramark have assured him that all other labels are correct. GW to send an email to all advising all about chicken labelling • Gender Neutral Toilets – LCO stated there is a requirement for these – all agreed and this item will be brought to next meeting	**GW**

Item		Action
	• LC shared information about the FNTE teaching degree, advising that we are the only College offering this gender equality course and wants this celebrated. This also applies to the TQFE	
3.	**Minutes of previous meeting**	
	The minutes of the EDIT meeting held on 9 February 2022 were approved as an accurate reflection of the discussions that had taken place.	
4.	**Matters Arising not included elsewhere on the Agenda/ Review of Actions from previous meeting**	
	12. Mainstreaming Report Update – Interim meeting to be held to discuss – completed.	
	14. EDIT Members Update – IB raised concerns that the vending machines are too high for some users. KFL to provide IB with info re Aramark group to raise this - GW to take this to next meeting with Aramark.	**GW**
	Digital Accessibility Regulations 2018 – rebranding means we need to update all our teaching materials and explained how we approach this. DG to forward this issue to KFL who will raise it at UHI level. Action to be removed.	
	15. Feedback to EDICT – KFL asked if there was anything in particular the Group would like taken to the next meeting – asked all to feedback to herself and SW. Complete.	
5.	**UHI Equality, Diversity and Inclusiveness Policy – update**	
	KFL will be raising this at the next UHI meeting, requesting a timeline. LC asked KFL to raise National Bargaining Policy with UHI. LC and KFL to discuss outwith this meeting.	**KFL/LC**
6.	**Policy/Procedure Approvals**	
	None for this meeting.	
7.	**British Sign Language – update**	
	GM advised that UHI have been reviewing their plan with BSL and have created a BSL working group which will meet once every semester and which UHI Perth will attend.	
8.	**Trade Union Items**	
	None.	

Item	Action

9. | **National Equality Outcomes 2021-2025 – Update**

SW advised we are making good progress on some Equality Outcomes including Disability however some areas are stalling so will be reviewing (SW provided an overview on these). Working with HISA on the Race Outcome and SW advised they are focussing on de-colonising the curriculum. All discussed different activities working towards this end and options to assist, and the need to include Awarding bodies in discussions. JE suggested working with Unison's Black Workers Committee. SW advised that the theme for the next Staff Conference is the need for Inclusivity. JE asked what assurances this Committee have that Marketing are aware of sensitivities before sending out Marketing materials. SW to liaise with marketing re this. SW confirmed she is working with EDS to create a shared resource dealing with appropriate inclusive language. SW and GW to meet to discuss the urgent need for Gender Neutral toilets. To be brought back to the meeting in March. FS/IB/GW/SW to produce a communication for staff on how to advise students where and what toilets are available. GW/IB to look into Accessible toilets access in particular the problem with the doors in the Webster toilet.

Action:
SW

SW/GW
FS/IB/GW/SW

GW/IB

10. Equality, Diversity & Inclusion Adviser

SW provided an update including the launch of Trans and Pronoun Awareness training. Advised that the Reasonable Adjustment Passport scheme is live and being monitored. All staff have been sent a document reviewing staff with disabilities and long-term health conditions and asked Group to encourage all staff to complete this. SW advised that the Disability Confidence scheme level 1 is complete and are now working on level 2. SW detailed the commitments under level 1. JE asked this to be carried forward as a standing outcome to ensure we are meeting these commitments.

11. Mainstreaming Report Update

SW advised that this is now complete and has been published and is available to read on the website. JE asked what the consultation period will be around this going forward, SW explained the process in detail.

12. EDIT Members Updates – *any other items not included elsewhere on the Agenda*

IB – Highlighted areas where Muslims can wash and go to prayer and will further discuss with GW. Currently carrying out student PEEPs.

Item		Action
	DG – Pushing forward Digital Accessibility in Bright Space and is working with UHI to carry out an audit on this. KFL asked that a report be brought back to the next meeting detailing percentage result.	**DG**
	GM – Stressed the need to focus on how we contend with racist organisations and will meet with SW to discuss.	
	SW – Commented on the high standard of the Goodlyburn quiet room and will look into making the one in Brahan similar. Will liaise with FS on this to include students.	**SW/FS**
13.	**Feedback to EDICT**	
	• None	
14.	**AOCB**	
	• None	
15.	**Date and time of next meetings:**	
	• 14 December 2023	
	All meetings are on Thursday, 09.30-11.30am, via Microsoft Teams VC.	
	Meeting End: 11.08	

UHI PERTH

Joint JNC – Consultation Meeting

Note of Meeting held on Thursday 31 August 2023, 10.30am – 12.30pm, Room 019

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
Catherine Etri (CE), Vice Principal Academic

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

Unison
Jane Edwards (JED)
Winston Flynn (WF)

College Management Representatives
Jill Elder (JE)
Nicky Inglis (NI)

Apologies: John Dare, Unison

Note Taker: Carolyn Sweeney-Wilson

Minute

Item		ACTION
1.	**Welcome and Apologies** KFL welcomed everyone to the meeting. Apologies were noted.	
2.	**Additions to the Agenda for AOCB**	

Item		ACTION
	JED advised she would have additional items, but that may depend on what SMT had to say.	
3.	Financial Update	
	IW gave an update and displayed a document on screen that he had previously discussed with Reps, to briefly review the status from the last meeting and to discuss how the situation had moved on from there.	
	He summarised the previous discussions regarding the AY22-23 figures forecasting, whereby a deficit of £1.6M was being forecast, leaving a closing cash position of £600K and the £1.2M was included within that.	
	SOH said the £1.2M had previously been discussed as being used for VS and queried if that had changed.	
	IW explained the difference between account and actual cash in bank and it was about what the cash was actually used for.	
	NI reiterated SOH's comment regarding the £1.2M and said he had thought this money was to be ringfenced for VS.	
	IW said the ring fenced part was what was in the bank. The accounts looked like they were rolling up to £1.6M at the moment, but there was still 2 months to go and that figure could change once the Audit started.	
	JED questioned where the £760K from VS was.	
	There followed an in-depth, and detailed, discussion regarding the finances, the figures, what everyone's understanding of those figures were and the difference in terms of accounting on paper and cash in bank. The Reps were not satisfied that the figures being provided to them were an accurate reflection of the College position and they did not believe in the deficit figures being quoted and that this had not been evidenced.	
	JED questioned the money that was supposed to come from AST and queried if the College was limited in that amount.	
	IW expressed concern that this was a meeting for him to update Reps on the College finances and they were asking for information that was not part of that update.	
	CM queried if the projection had changed for the income since the last forecast.	
	IW said it should not have changed, but he would come to that in his update, if the Reps would allow him to give the update.	

Item		ACTION
	JED said that, last year, AST were showing a profit, yet the accounts indicated they did not provide a gift aid to the College. She wanted to know why, if AST had a healthy profit, they had not provided gift aid to the College and she presumed that if AST accounts were showing the same this year, that AST would provide a gift aid to the College.	
	MC explained that a couple of years ago the College Board allowed AST to retain their profits, so they could invest in the business and the gift aid to the College was always considered on an annual basis. MC said that AST would continue to gift aid their money to the College, unless the College opted not to receive it. It was in the College's gift not to receive it, as opposed to AST's not to give it.	
	JED questioned if there was a critical mass point for this, where the money would come into the College. If is was concerning if the Board were not taking the money, particularly as the College was under threat of Compulsory Redundancies (CR) and AST was not.	
	MC said it was not SMT's decision, it was the Board's decision to do this. It would go to the Board's Finance and Resources Committee and then to the full Board for decision.	
	JED said the figures in IW's paper were all unknowns. No one had ever given a definitive explanation where the £3M came from.	
	IW said this had been discussed at the last meeting.	
	JED said that what they needed to know was what the hard cash position was and she did not understand the figures and thought IW's figures were irrelevant, as they were not actual figures.	
	CM questioned if it was fair to say that the £3M deficit might not be the same by September and so these figures were now out of date.	
	IW said he was trying to provide Reps with the financial update on this and the questions were picking at little bits here and there. If he would be allowed to continue, he would be able to explain the fuller picture.	
	NI said if the accounts were not signed-off by the external auditors and Board until December, then the figures would not be known until then.	
	MC said that the figures signed-off in December would relate to last year's accounting year.	
	IW stressed that the whole reasoning behind what SMT were trying to do was to ensure the College had cash and avoided bankruptcy.	

Item		ACTION
	JED said that what IW was describing, in terms of the £3M deficit, as a fact, but it was a prediction and that needed to be made clear. There might be a £3m deficit and equally there might not. What appeared to be being suggested was that, if not enough staff were shed through CR, the College would be in debit up to £3M. JED said these figures were completely plucked out of the air. IW said they were not plucked out of the air, but it was based on a set of assumptions. IW returned to trying to provide his financial update and explained that the figures being discussed were current figures, but come September, he would provide a further note of the financial position at that time. CM questioned if the College could get to break even just using VS. MC said that was the key and went back to the assumptions in terms of student numbers etc. MC said SMT would do everything they could to get to the position they needed using VS, rather than CR. There followed a further discussion about VS and whether the College would really be able to reach a break even position using this method of staff reduction. Also discussed was what money the College had available to pay for VS and Management confirmed that there was not a pot of money for this, but that they would be paying for VS as they went. Reps said that if it was theoretically not possible to get to a break even position using VS then the College would have to use CR. MC reiterated that Management would do everything they could to avoid CR and use VS instead. KFL stressed that people would need to change work practices and how work was carried out, as the work could not remain if people left – it would not be expected that those remaining would do the work of those who had left. JED said that the selection process would be something that would need to come back to, but in terms of the Unison dispute meeting yesterday, Unison's position was that their dispute was Sisted and not withdrawn. It could not be withdrawn until the threat of CR was withdrawn. KFL said that the Unison dispute was not part of the discussions for the Joint JNC and this would need to be discussed outwith this meeting. SOH said that, in the original consultation document there was a figure discussed of x50 roles to be removed. From the paper noting the EVS applications that had been agreed, there were a number not yet agreed, so those final figures were not available. The consultation paper suggested by doing X the College would achieve	

Item		ACTION
	Y and questioned if the College were in a position that this was not going to happen.	

MC said clearly, a set of assumptions were made with regard to that, so it was that translation of theoretical amount of money, based on assumptions, and the actuality.

SOH questioned if the new combined proposal would have that data included, in order to produce a new iteration of that process.

MC said it would bring everything up-to-date.

JED said Reps would expect to have a rolling programme of updates from Management to indicate what had been saved, until it reached the point that the optimum had been achieved.

There was a further, heated, discussion about the HR1 form and Reps expressed concern that this had not been updated. KFL advised that it would not be updated until all the applications had been processed. Reps felt that the situation had shifted beyond the original HR1 form and that it was causing Reps some frustration that they were not receiving more information.

KFL said that she did not want to update the HR1 form every time there as a change, as she would be constantly updating it. She wanted to do it once.

JED said as this was a moveable feast, Reps, therefore, expected Management to update them each week on the status of VS. This would help Reps see if the College had reached a point where enough savings had been achieved. JED stressed that Management needed to bring this information to the J-JNC meetings and that it was not good enough for Management not to come to the meetings without those figures.

KFL advised that VS closed on Friday and once SMT considered all the applications she would provide an update.

JED said this was not good enough, Reps needed this information at weekly meetings.

MC said an update did not necessarily require a meeting. This information could be circulated electronically. However, MC said that some of the process was delayed due to having to speak to the pension provider for Professional Services staff, in order to get the pension strain costs, and that took time, hence there was a time lag.

JED said Management must have a figure in their heads of what was needed to be lost in terms of staff and equivalent salary, so where were Management in terms of that sum. JED said

Item		ACTION
	Management had indicated 30 people in the HR1, so where were they with this.

KFL explained that the HR1 related to the original proposal and the number of heads. There was the other figure of a potential £3M deficit for AY24-25, but she could not give a figure for that at the moment, in terms of numbers.

JED said the number one consideration was how much money did Management need to save and what this equated to in terms of staff losses.

WF said it looked like VS was not going to make enough savings and if that was the case, the College would have to go for CR.

KFL said that was unknown at the moment.

WF said if the position was as stated in the HR1, it was clear the College were not going to make it.

KFL reiterated that the HR1 was based on the first proposal.

JED said the amount of money saved in round one of VS would be about equivalent of a quarter of the saving Management needed to make. However, the HR1 form was suggesting 30 redundancies would meet that saving. It was clear that, in order to make the savings, the College could potentially need to lose far more than that and potentially over 100 people through VS.

KFL said she had made clear that the HR1 was based on the first round of proposals.

There followed a dispute of opinion between KFL and JED regarding the HR1 form and the data within it and how relevant it was and what it was based on.

CM went back to the numbers of VS applications and based on the applications, should all be accepted, the College would not make the required savings with this number of applications.

KFL said, based on this figure, the College would not make the £3M savings and this was why SMT were working on that for the next phase.

NI presumed that the next phase would start targeting specific people.

MC said it would identify targeted areas, but the VS would still be opened for more general applications. | |

Item		ACTION
	NI queried what the criteria would be for these areas that would be getting targeted. He presumed that there would be a Professional Services element as well.	
	MC said that this was part of the process that was ongoing at the moment. She said this was across the board for staff.	
	NI said that, on parallel with this, there was also a staffing model running and he was not sure what that would look like, unless a reforecasting was carried out – areas where there were less students than predicted would need to be reviewed.	
	MC said the conversation would commence on Tuesday and would keep developing as it would depend on students arriving and retention and that was the more factual bit, as either the College had students, or not. MC said there were ongoing discussions with the Professional Services as well.	
	JEL said that, in terms of the VS update, of the 17 that had been approved, there was 13 on the academic side of the business and only 4 from the Professional Services and that seemed like an imbalance. She questioned what that meant in terms of doing things differently.	
	MC said the ongoing discussions would flush out some of those areas where savings could be made in terms of Professional Services and this would come through the next set of proposals.	
	NI said that at the end of the day, the people who produce are the people in front of classes and logically if we lose these people there would be less requirement for Professional Services as well.	
	JED said Management appeared to have been randomly selective in which roles they had chosen to remove and there appeared to be no good reason for why some of these roles should be removed. JED said Management were trying to downsize, but there appeared to be no coherent plan in terms of how Management were reducing and where.	
	KFL said it was very clear in the original proposal document about there being a phase two. This meeting was just meant to be an update, which is what Reps had asked for. Management did not have the picture for the next phase yet, as it would be coming at the end of September, and staff would be given another opportunity for applying for VS at that time.	
	There followed a question by Unison about the way the J-JNC meetings were conducted and whether the Chair person should be neutral. Management indicated that the Chair person was a member of the JNC, but could also answer questions, where needed, as the Chair was also the Head of HR. Unison requested,	

Item		ACTION

going forward, that there be a neutral Chair person. Management did not agree with Unison's assessment or request.

JED had questions regarding the VS process and asked for a description from start to finish of what the process was, what the criteria for decision making was and who would make those decisions.

KFL described that process in full for JED and explained the criteria was to make savings. In regard to the decision making process, that was carried out by SMT.

JED queried that if the decisions were made by all SMT members, as she noted that there were times over the summer period that not all members of SMT were available.

MC agreed that there had been times over the summer that not all SMT had met, due to holidays. However, decisions were not being left to just one SMT member.

NI queried if these SMT meetings were minuted.

MC said the meetings were minuted, but not to the level of other minutes, as it was not appropriate to do so.

JED questioned the audit trail of the decisions, if the meetings were not being properly minuted, as she felt there appeared to be some inconsistency about VS decisions.

KFL explained why there were some inconsistencies, which may depend on timing of a person wanting to leave, backfill required to cover for that person for a certain amount of time, some staff having to work their notice, others not etc.

JED said there was still inconsistency and it was not acceptable that there was not consistency.

SOH said she would like to have some further discussion about the removal of SL and SM roles, which she had concerns around. While the academic management part of these roles was being removed from the structure, ~~and~~ at the moment the line management structure still existed, but there were concerns around that for EIS, particularly if there was to be a redistribution of some of those roles and work. SOH questioned what would be happening with the teaching element of the SL/SM roles.

Reps also requested to know what the split was between Academic and Professional Services in terms of the pending VS applications.

KFL said that she could only confirm, at this stage, that there were 22 pending and, until approved, could not provide further details.

Item		ACTION
	JED said that was not satisfactory and was that a decision of SMT.	
	LC confirmed it was.	
	SOH thought it would be reasonable to indicate the split by group (Academic or Professional Services).	
	NI commented that if the majority of savings were mainly from the Professional Services, then it was unlikely that the savings would reach £1.2M.	
	SOH said they only wished to know roles, which sector they represented – was it Academic or Professional Services.	
	LC said SMT would be meeting later this afternoon and would discuss that question there.	
	There followed further debate between Reps and Management about detailed information regarding the pending VS applications. Reps were adamant this information should be provided, even if it was treated as confidential. Management stated they would not provide this information until the applications had been approved.	
4.	Voluntary Severance Update Discussed under item 3.	
5.	Timeline MC indicated that the timeline for the process, going forward, included this update meeting, as well as the ongoing discussions within areas. From those discussions SMT would develop future proposals, which SMT intended to circulate to J-JNC members at the end of September, or slightly earlier if possible. MC said that weekly updates to J-JNC members would be provided and it was the intention that SMT would meet with J-JNC members to talk through these proposals, before there being a formal meeting, and this would then be followed by the consultation meetings. NI said he was assuming, in regard to the 22 pending VS applications, that decisions would take place on these before the end of September. MC confirmed the VS process would continue, but would be confirmed by the end of September.	
6.	**AOCB**	

Item		ACTION
	JED raised the matter of the document folder and expressed concern about its state and that it needed to be in a coherent state, because it was currently not in any order.	
	KFL confirmed she would re-visit the folder next week and review the order in which documents were stored.	
	JED also said that receiving updates from Management a day before a meeting was also not appropriate and wanted to ensure that, for the next meeting, information was circulated further in advance.	
	KFL reminded J-JNC members that the next meeting that MC had mentioned would not be a formal meeting. This would be a meeting purely to take J-JNC members through the new proposal document and that would not be provided in advance of that meeting. J-JNC members would then have at least a week, prior to the first formal Consultation meeting, in which they could review the document.	
	JED said that 48 hours notice would be an absolute minimum in terms of providing information.	
	MC accepted JED's suggestion, as long as that was possible.	
	KFL asked for SOH/CM to advise CSW what their availability would be, during the working week, to allow for the scheduling of all the meetings.	
	JED said that SMT had produced plans about management spans, but not provided any information on how this was going to be handled in future and requested this information in the next update email.	
	KFL said this information would not likely be available for the next weekly update; that it was more likely to come through for the end of September.	
	JED wanted it noted for the minutes, that across the summer recess there were times when both MC and LC were on holiday at the same time; both being the two most senior officers of the College.	
	MC said that there were 5 members of SMT and in the absence of herself and LC, other members of SMT were able to make decisions.	
	JED also wished to mention duty of care, which she was going to request be added to the HSC Agenda. She said there had not been a single word from the College about how staff should look after themselves and thought Management's duty of care was failing significantly and this was self-evident at the recent Staff Conference Day (SCD).	

Item		ACTION
	KFL said that the College had brought in an external speaker for the recent SCD, to provide advice to staff on how to look after themselves and there had been other options put in place previously, for example where HR teams were available to speak with staff. The College was providing options for staff in terms of its duty of care, but would always welcome suggestions from staff and TUs.	
	JED said it was not her job to provide suggestions to Management.	
	KFL pointed out that, as a member of staff, they did have a duty of care to look after themselves and, therefore, it was pertinent for staff to make any suggestions for that.	
	JED said the duty of care was on the employer, not the member of staff; this was not the same thing.	
	KFL said she would look to disagree with JED's opinion in regard to this.	
	JED then questioned what the employer was doing for staff and when did SMT intend to next communicate with staff about their duty of care. JED said SMT should factor into their answer the fact that there had been 3 unanimous votes of no confidence and an open letter to them.	
	MC referred to the Unison Dispute meeting yesterday, where it had also been discussed about agreeing communications from this meeting and MC said she would be happy to share that with TUs. She would be happy to share draft communications, going to staff, with TUs before it was circulated.	
	JED requested that this communication be sent to Reps by 4pm this afternoon and that it not be issued to staff before it was reviewed by them.	
	KFL said she would circulate this to J-JNC members by 4.30pm today, with the aim of circulating it to staff by lunchtime tomorrow (1st).	
	NI asked about the student experience and had there been any concerns raised by students.	
	KFL said she had received an email yesterday, but that was about strike action.	
	JED said that Management had received 3 unanimous votes of no confidence and she was hearing from members that Management had lost the trust of staff. JED queried how Management were going to regain staff trust. She also understood that the Board had said they were not going to respond to the open letter, as there was no	

Item		ACTION
	signature on it, but JED offered sign it, in order to receive a response. This could not be ignored. The longer there was silence on this matter the more trust would be lost.

NI said it had already affected the College's reputation, with the loss of business, and would have an impact on the student experience and numbers.

MC said she noted J-JNC members' comments and would discuss this at the SMT meeting this afternoon.

CM requested a copy of the latest version of the proposal and queried if this document was the basis on which courses were viewed as at risk.

MC said in terms of the meetings that would be taking place next week with SDDs/DL, that was the process that would inform the document and would come to the J-JNC at the end of September.

NI said that he was concerned that for some of the courses at risk the information was not correct.

MC said that was why that conversation needed to happen.

JEL queried how the vision for the organisation and business strategy would be updated in regard to the department activity review.

MC said that work was starting on that and with the agreed KPIs.

JEL queried if it was the intention for that work to be completed in September.

MC said that SMT would move to do that.

SOH said that it was potentially another month before the J-JNC would meet formally again and questioned if there was scope for another meeting in-between times, as staff would want to know more about the situation.

MC said there was always scope for a meeting, if required, and J-JNC members should make the request for that, if they felt a further meeting was needed. | |
| 7. | **Review of Agreed Actions**

A review of the actions took place, and these were noted as:

- KFL to provide a written weekly update for J-JNC members. JED said she would prefer a face to face meeting. SOH suggested | |

Item		ACTION
	that KFL send the written update first and if J-JNC members felt a meetings was required, they would request one.	
	• A draft communication would be circulated to J-JNC members by 4.30pm today, with a view to it being circulated to staff tomorrow (1st).	
	• KFL will undertake a review of the Teams document folder with a view to sorting the order in which documents were stored.	
	• Further to a question from JEL, KFL to check the 0.4 pro rata matter.	
	• KFL to arrange for the next meetings to be added to diaries.	
8.	**Date and time of next meeting:** • Date to be confirmed	

Staff Engagement Group

Paper 5c

Minutes

Date and time:	Thursday 28 September 2023, 09.30am
Location:	Room 019/Microsoft Teams
Members present:	Sarah Wilson (SW), Lorenz Cairns (LC), Lee Dunn (LD), Lynne Taylor (LT), Craig Lindsay (CL)
Apologies:	Lesley Sutherland (LS), Sara O'Hagan (SOH), John Dare (JD)
Chair:	Katy Lees (KFL), Head of HR & OD
Note Taker:	Trudy Guthrie

Minutes

Action

1. **Welcome and Apologies**

    KFL welcomed everyone to the meeting.

    Apologies were noted.

2. **Additions to the Agenda for AOCB**

    None.

3. **Minutes of Previous Meeting**

    The minutes of the previous meeting, held on 11 May 2023, were approved as an accurate reflection of the discussions that had taken place.

4. **Matters arising not included elsewhere on the agenda / review of actions from previous meeting:**

5. **COVID-19**

    KFL asked if this should still be on the agenda. All discussed and agreed to keep it on due to the recent increase in cases, will review in the Spring.

UHI PERTH

6.   **Staff Conference Days**

6.1   KFL asked for feedback from the last conference day. It was mentioned that the external speaker was not appreciated by staff due to the current circumstances and felt the content of her talk was ill timed. KFL advised the November one is planned with focus on Inclusivity along with different training session options. Advised the Staff Conference Group are looking at what the purpose of these should be going forward. All discussed previous content and it was stated that it has sometimes come across as patronising. KFL to ask the Staff Conference Group to be conscious of the current mood of the staff when planning these events.

7.   **Strategic Plan**

7.1   LC provided a brief overview of the recent Strategic Plan and highlighted the progress with KPIs. LC stated that in light of the financial challenges we face and the ongoing consultation process, CMT met to look at the KPIs to decide whether these could be met during this period and it was decided that we should continue to monitor them even with the current challenges.

A lengthy discussion took place regarding the future of UHI Perth.

8.   **Health & Wellbeing**

8.1   KFL advised this Group continues to meet and is reviewing its remit to ensure it is still relevant.

9.   **Stress Management Group**

9.1   KFL advised this Group met a few weeks ago and advised there will be a Staff Stress survey coming out again in January 2024.

10.   **HR Update**

10.1   Not discussed.

11.   **National Job Evaluation Project**

11.1   No update, however KFL provided an overview of the ongoing process.

UHI | PERTH

Action

12. **Communications & Process Improvement**

    12.1   KFL advised this item is just recognising comms and process improvement and stressed we need as a Group to decide how to take this Group forward. KFL believes this Group has a powerful voice and asked all to provide suggestions for content going forward to make it more effective and to make sure the Staff voice is heard. All agreed that each department should be invited to provide a member to join this Group. All discussed the goal of this Group. All discussed options for creating a stronger Group. KFL/LC to look into all the staff related Committees that we have and produce a proposal for potential combining options.

KFL/LC

13. **Future Agenda Items**

    13.1   None.

14. **Group Member Updates**
(any other updates not included elsewhere on the Agenda)

    No updates.

15. **AOCB**

- Staff Morale – LC acknowledged that staff morale is low, a mixture of the consultation process, cost of living crisis etc and stated that SMT are committed to trying to lift staff morale. Stated that as far as compulsory redundancies are concerned SMT are trying very hard not to have any of these. LD commented that she was disappointed with the lack of information provided at the last meeting regarding the forthcoming consultation process. Thought it was very badly handled. All discussed the handling of the comms around the consultation process.

16. **Date of Next Staff EG Meeting**

- 7 December 2023

The meeting finished at: 11.39

UHI | PERTH

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.
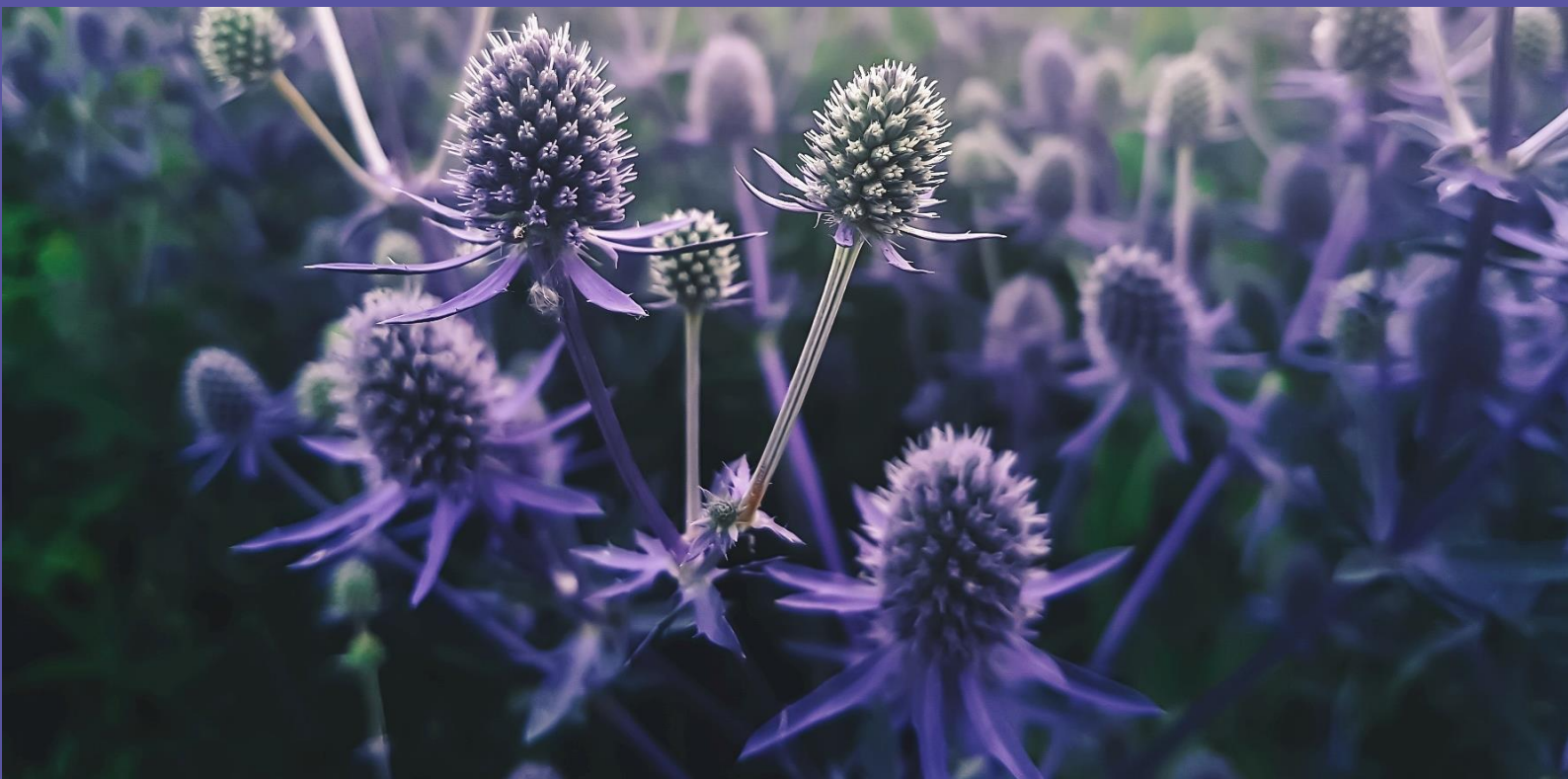
Perth College

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

Internal Audit report No: 2023/10

Draft issued: 1 December 2023

Final issued: 1 December 2023

Henderson Loggie

Annual Report and Opinion

Introduction

1.1 We were re-appointed in July 2021 as internal auditors of UHI Perth ('the College') for the period 1 August 2021 to 31 July 2024, with the option for the College to extend for a further two 12-month periods, subject to mutual agreement. This report summarises the internal audit work performed during 2022/23.

1.2 The annual operating plan was based on a comprehensive Audit Needs Assessment (ANA) and three-year Strategic Plan, which involved dialogue with senior management, the Chair of the Board and the Chair of the Audit Committee. The Strategic Plan was approved by the Audit Committee at its meeting on 31 May 2022.

1.3 The work undertaken in the year followed that set out in the approved Annual Internal Audit Plan for 2022/23 (Internal Audit Report 2023/01, issued in December 2022).

1.4 The reports submitted are listed in Section 2 of this report and a summary of results and conclusions from each assignment is given at Section 3.

1.5 An analysis of time spent against budget is set out at Section 4.

Public Sector Internal Audit Standards (PSIAS) Reporting Requirements

1.6 The College has responsibility for maintaining an effective internal audit activity. You have engaged us to provide an independent risk-based assurance and consultancy internal audit service. To help you assess that you are maintaining an effective internal audit activity we:

- Confirm our independence;
- Provide information about the year's activity and the work planned for next year in this report; and
- Provide quality assurance through self-assessment and independent external review of our methodology and operating practices.

1.7 Self-assessment is undertaken through:

- Our continuous improvement approach to our service. We will discuss any new developments with management throughout the year;
- Ensuring compliance with best professional practice, in particular the PSIAS;
- Annual confirmation from all staff that they comply with required ethical standards and remain independent of clients;
- Internal review of each assignment to confirm application of our methodology which is summarised in our internal audit manual; and
- Annual completion of a checklist to confirm PSIAS compliance.

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

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

1.9   In the intervening years between formal external assessment against PSIAS we conduct our own self-assessment annually. The result of our latest self-assessment, conducted in May 2023, confirms that our service is independent of the College and continues to comply with the PSIAS.

Significant Issues

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

Opinion

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

Reports Submitted

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

Overall gradings are defined as follows:

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

Recommendation grades are defined as follows:

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

Summary of Results and Conclusions

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

Final Issued – December 2022

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

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

Annual Internal Audit Report 2022/23

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

Final Issued – November 2022

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

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

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

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

- the student data returns have been compiled in accordance with all relevant guidance.

- adequate procedures are in place to ensure the accurate collection and recording of the data; and

- we can provide reasonable assurance that the FES return is free from material misstatements.

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

Annual Internal Audit Report 2022/23

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

Final Issued – December 2022

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

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

The audit objectives were to ensure that:

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

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

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

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

Annual Internal Audit Report 2022/23

Report No 2023/04 – Follow Up Reviews

Final Issued: December 2023

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

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

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

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

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

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

Report No 2023/05 – Performance Reporting / KPIs

Final Issued – December 2023

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

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

Strengths

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

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

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

Strengths (continued)

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

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

Area for Improvement

The audit also identified one area for improvement as follows:

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

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

Final Issued – September 2023

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

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

Strengths

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

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

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

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

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

Report No 2023/07 – Data Protection

Final Issued – September 2023

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

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

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

Opportunities

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

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

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

Report No 2023/07 – Data Protection (Continued)

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

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

Final Issued: December 2023

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

The specific objectives of the review were to ensure that:

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

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

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

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

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

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

Report No 2023/09 – Business Continuity

Final Issued – September 2023

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

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

Strengths

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

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

Report No 2023/09 – Business Continuity (Continued)

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

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

Time Spent – Budget v Actual 2022/23

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

Operational Plan for 2023/24

5.1 Following our re-appointment as internal auditors for the period 1 August 2021 to 31 July 2024, a Strategic Plan was formulated, covering the three-year internal audit cycle from 2021 to 2024. The preparation of the Strategic Plan involved dialogue with senior management, the Chair of the Board and the Chair of the Audit Committee, and it was approved by the Audit Committee at its meeting on 31 May 2022.

5.2 The proposed annual operating plan below for 2023/24 reflects the allocation set out in Year 3 of the approved Strategic Plan 2021 to 2024.

Operational Plan for 2023/24

Proposed Allocation of Audit Days

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

Proposed Allocation of Audit Days (continued)

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

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

BPR = Business process review

Perth College UHI

Committee	Audit Committee
Subject	Code of Good Governance - Compliance Checklist
Date of Committee meeting	07/12/2023
Author	Ian McCartney, Clerk to the Board of Management
Date paper prepared	30/11/2023
Executive summary of the paper	This paper presents the approved checklist of items of assurance required to meet Code of Good Governance, together with summary of current compliance, for discussion and recommendation. Committee are 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". Committee are advised that the Checklist is normally scheduled to submitted annually to 1st Audit Committee of each Board cycle to ensure compliance ahead of annual audit and financial statements being prepared.
Consultation How has consultation with partners been carried out?	n/a
Action requested	☐ For information ☒ For discussion ☒ For recommendation ☐ For approval
Resource implications (If yes, please provide details)	No
Risk implications (If yes, please provide details)	Items of non- or reducing compliance will inform Risk Register

Perth College UHI

Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information	No
Equality and diversity Yes/ No If yes, please give details:	No
Data Protection Does this activity/ proposal require a Data Protection Impact Assessment?	No
Status (e.g. confidential/non confidential)	Non-Confidential
Freedom of information Can this paper be included in "open" business?*	Open Business

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

Its disclosure would substantially prejudice a programme of research	☐	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.	☐

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

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

http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp
and http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Perth College is a registered Scottish charity, number SC021209

REVIEW OF COMPLIANCE WITH THE CODE OF GOOD OF GOVERNANCE FOR SCOTLAND'S COLLEGES

	Code Principal	Evidence	Assessment	Action required
A1	Every college and regional strategic body must be governed by an effective board that is collectively responsible for setting, demonstrating and upholding the values and ethos of the organisation.	Perth College has an established Board which works collectively to set, demonstrate and uphold the values and ethos of the organisation. It meets a minimum of 4 times a year and holds development evenings and strategy days.	Effective	None
A2	Every board member must ensure that they are familiar with and their actions comply with the provisions of their board's Code of Conduct.	New Board Members receive induction on the Code of Conduct and other good practice guidance, and attend CDN Board Member induction events.	Effective	None
A3	The Nine Principles of Public Life in Scotland, which incorporate the seven Nolan principles, must be the basis for board decisions and behaviour. These key principles, which apply individually and collectively are: • Duty/Public Service • Selflessness • Integrity • Objectivity • Accountability and Stewardship • Openness • Honesty • Leadership • Respect	The Board works collectively and follow the nine principles in its meetings and those of the Standing Committees. No issues have been raised in the operation of meetings which always start with declarations of conflicts of interest, and conclude with assessment against the Terms of Reference.	Effective	None
A4	The board is responsible for determining their institution's vision, strategic direction, educational character, values and ethos. Regional strategic bodies must also determine the regional strategy for colleges assigned to them. The board of an assigned college must have regard to the strategy determined by the regional strategic body. Board members have a collective leadership role in fostering an environment that enables the body to fulfil its mission and meet Scottish Government priorities, for the benefit of students and the community it serves.	The Board were regularly consulted in the development of the 2022-27 Strategic Plan for Perth College UHI. A new Standing Committee (Strategic Development Committee) was established in January 2022 to give an appropriate forum to discuss areas of non-core strategic income-raising activities for the College.	Effective	None
A5	The board must develop and articulate a clear vision for the region or college. This should be a formally agreed statement of its aims and desired outcomes which should be used as the basis for its overall strategy and planning processes.	The College's Vision is outlined within the Strategic Plan.	Effective	None
A6	The board provides overall strategic leadership of the region or college. The board is responsible for formulating and agreeing strategy by identifying strategic priorities and providing direction within a structured planning framework.	See A5	Effective	None
A7	The board must ensure that a comprehensive performance measurement system is in place which identifies key performance indicators. It must ensure that it scrutinises performance measures and reports these on their website in a manner that is both timely and accessible to stakeholders. This will allow the board to determine whether or not the vision and mission of the region or the college are being fulfilled and that the interests of stakeholders are being met.	Key Performance Indicators are included within the Strategic Plan 2022-27 document available on the UHI Perth website: https://www.perth.uhi.ac.uk/about-us/our-college/strategic-plan/ An extensive review of how KPIs are monitored took place within 2022-23 to ensure Board Members were receiving the correct information via the Balanced Scorecard to allow appropriate Board scrutiny and monitor progress against key priorities.	Effective	**KPIs to be uploaded to website**

Code Principal		Evidence	Assessment	Action required
A8	The board (except in the case of assigned college boards) is responsible for overseeing the negotiation of its outcome agreement with SFC, to meet the needs of the college or region and make best use of available funding, consistent with national strategy. The board must ensure effective engagement with all relevant stakeholders in the development of its outcome agreement and monitor performance in achieving the agreed outcomes.	N/A		
A9	The roles and responsibilities of the boards of assigned colleges should be undertaken in the context of the roles and responsibilities of their regional strategic body. Assigned college boards must contribute constructively to the development of the outcome agreement led in its region by the regional strategic body and support the regional strategic body to monitor performance in achieving the agreed outcomes.	The Chair is a member of the UHI Finance Committee, the Chair and Principal regularly attend additional UHI meetings to discuss key issues affecting the Partnership.	Effective	None
A10	The board must demonstrate high levels of corporate social responsibility by ensuring it behaves ethically and contributes to economic development while seeking to improve the quality of life of the local community, society at large and its workforce.	The Strategic Development Committee receives updates from the Vice Principal (External) and this includes discussion about business and stakeholder engagement. Opportunities for the local community to make more active use of the Academy for Sport and Wellbeing is promoted to the local community and staff.	Effective	None
A11	The board must exercise its functions with a view to improving economic, cultural and social wellbeing in the locality of the college or region. It must have regard to social and economic needs and social inclusion.	An active programme of evening classes and classes at the ASW is in place. The Board also supports the wider use of the ASW facility for national and international sport events. ASW is competitively priced within the region for the facilities and classes provided, and pricing policies are regularly reviewed to ensure affordability, including student discouts.	Effective	None
A12	The board must provide leadership in equality and diversity.	An Equality, Diversity & Inclusion Officer is employed by the College, who brings equality and diversity matters from the Equality and Diversity Committee to the Learner Experience Committee. The board reviews, suggests modifications and ultimately endorses all College policies related to equality and diversity, and is proactive in encouraging the college to seek enhancement opportunities to further demonstrate our commitment.	Effective	None
A13	The board must seek to reflect in its membership, the make-up of the community through offering maximum opportunity of membership to a range of potential members and removing potential barriers to membership, in partnership with its regional strategic body, as appropriate.	In 2021, the Board commissioned a Short-Life Working Group to address issues of race equality throughout the organisation. A report was approved by Board and an Action Plan developed to take these issues forward Recent Board recruitment processes highlight the fact the College would welcome applications from under-represented groups, and the College advertises any Board vacancies through the "Public Appointments Scotland". "Women On Boards" and "Change the Chemistry" websites.	Effective	None
A14	The board must appoint one of the non-executive members to be the senior independent member to provide a sounding board for the chair and to serve as an intermediary for the principal, other board members and the board secretary when necessary (see Annex 1 for the definition of 'non-executive'). The senior independent member should also be available where contact through the normal channels of chair, principal or secretary has failed to resolve an issue or for which such contact is inappropriate. Further information on the role of the senior independent member can be found in *The Guide for Board Members in the College Sector*	The board has a nominated Senior Independent Board Member.	Effective	None

Code Principal		Evidence	Comments	Action required
B1	The board must have close regard to the voice of its students and the quality of the student experience should be central to all board decisions.	The HISA Perth President and a Depute President attend meetings of the Board, Finance & Resources, Audit, Strategic Development and Learner Experience Committees and provide robust student input to all Committees.	Effective	None
B2	The board must lead by example in relation to openness, by ensuring that there is meaningful on-going engagement and dialogue with students, the students' association and as appropriate staff and trade unions in relation to the quality of the student experience. Consultation is essential where significant changes are being proposed.	See B1. An annual Partnership Agreement between HISA and UHI is also agreed, and monitored via Learner Experience Committee.	Effective	None
B3	The board must consider the outcome of student surveys and other student engagements, and monitor action plans that could impact on the quality of the student experience.	Learner Experience Committee considers the outcomes from student surveys. Action Plans are developed and monitored for courses where outcomes may be a cause for concern.	Effective	None
B4	The college board must have regard to the *Framework for the Development of Strong and Effective College Students' Associations in Scotland*. It must put in place robust partnership procedures (e.g. partnership agreement) to work together to achieve change and which are supported by regular and open communications.	A Partnership Agreement between HISA and UHI is in place and projects are reported on via the Learner Experience Committee.	Effective	None
B5	The college board must encourage a strong and autonomous students' association and ensure that the students' association is adequately resourced.	HISA Perth employ 1 full-time and 2 part-time elected officers, plus 1 full time and 1 part-time permanent staff members. In addition, funding has been approved for additional resources where required and budgets have allowed, such as a communications intern.	Effective	None
B6	The college board must ensure that the students' association operates in a fair and democratic manner and fulfils its responsibilities.	Regular meetings are held between HISA Perth representatives and the Chair and Principal & Senior Management Team.	Effective	None
B7	The college board must review the written constitution of its students' association at least every five years.	UHI is responsible for reviewing HISA's Constitution, however consideration is being given to how best to include Academic Partners in this process to ensure that local representation includes some form of local input.	Effective	**Review to be timetabled during 2022/23**
B8	The board must seek to secure coherent provision for students, having regard to other provision in the region or college's locality. The board must be aware of external local, national and international bodies and their impact on the quality of the student experience, including community planning partners, employers, skills development and enterprise agencies and employer bodies. The board must seek to foster good relationships and ensure that the body works in partnership with external bodies to enhance the student experience, including employability and the relevance of learning to industry needs.	The College received a very positive Progress Report from Education Scotland in April 2023. Education Scotland presented this Report to the Board in June 2023.	Effective	None
B9	The board must ensure appropriate mechanisms are in place for the effective oversight of the quality and inclusivity of the learning experience in the college or region. The board must ensure that the college works in partnership with sector quality agencies and other appropriate bodies to support and promote quality enhancement and high-quality services for students.	Quality processes are managed by a dedicated quality team who work with other agencies to promote quality enhancement. Audit Committee reviews all aspects of the Quality activities and actively promotes a culture of continuous improvement	Effective	None

Code Principal		Evidence	Comments	Action required
C1	The board is primarily accountable to its main funder, either SFC or its regional strategic body. Through the chain of funding, the body is ultimately responsible to the Scottish Ministers who are accountable to the Scottish Parliament.	The Board delegates the operational running of the College to the Principal & CEO, who ensures delivery of all agreed funding outcomes. Progress is regularly reviewed at Finance & Resources Committee and at Board level	Effective	None
C2	The board must ensure delivery of its outcome agreement or in the case of an assigned college, its agreed contribution to the region's outcome agreement.	See C1	Effective	None
C3	The board must ensure it fulfils its statutory duties and other obligations on it, and that the terms and conditions of its grant are being met.	In addition to the provisions noted above, all statutory duties are fulfilled by the Board directly or through its standing committees. In particular the statutory- required Audit and Remuneration committees are established and meet regularly. The Finance & Resources committee reviews outcomes against commitments at each meeting.	Effective	None
C4	Scottish Ministers have powers to remove by order any or all board members of an incorporated college (except the principal) or a regional board for serious or repeated breaches of a term and condition of grant.	Through board induction and ongoing development, the Board remain aware of its duties and obligations.	Effective	None
C5	The board also has a wider accountability to a range of stakeholders including students (both current and prospective), its staff, the wider public, employers and the community it serves, for the provision high quality education that improves people's life chances and social and economic well-being.	All elements mentioned are addressed at the various board standing committees and directly by the Board when circumstances require. The Board sets the tone and agenda for the College - a central importance is given to "putting the student experience and journey at the heart of everything we do". The board is proactive in encouraging policies that facilitate active engagement and influence with all stakeholders with a view to continuously refining the fitness of the College offers to students and the wider community.	Effective	None
C6	Incorporated colleges and regional boards must maintain and publicly disclose a current register of interests for all board members. Board members should declare any conflicts of interest in the business of the meeting prior to the commencement of each meeting of the board and its committees and withdraw from meetings as appropriate.	A Register of Interests is regularly reviewed and published on the College's website. Declaration of interests are sought at the beginning of all Board and subcommittee meetings.	Effective	None
C7	The board must ensure that its decision-making processes are transparent, properly informed, rigorous and timely, and that appropriate and effective systems of financial and operational control, quality, management of staff, risk assessment and management are established, monitored, continuously improved and appropriately impact assessed. This includes: a) the prompt production, dissemination and online publication of board/committee agendas, minutes and papers to the public b) every board meeting and every committee meeting having a well-structured agenda circulated timeously in advance c) the retention of all key documentation which help justify the decisions made by the board and its committees.	In place and covered in College's Governance Manual. Members of the Board and Committees typically receive papers a week before meetings, and papers and approved minutes are published on the College's website in a timeous manner. Electronic and hard copies of all Board papers are retained.	Effective	None
C8	The board may delegate responsibilities to committees for the effective conduct of board business. As a minimum the committees required are Audit, Remuneration, Finance and Nominations/Appointments. Delegation of responsibilities from and matters reserved to the board and its committees must be set out in a scheme of delegation including the functions delegated by the board to the chair, committees, the principal and the board secretary (and any other members of staff). Incorporated college boards and regional boards have no powers to delegate functions to an individual board member (except the chair who has no authority to act out with their delegated powers).	Delegated responsibilities are published in College Governance Manual. A review of Committee functions took place in 2021/22 resulting in a realignment of 2 committees in December 2022 to ensure strategic focus on relevant areas.	Effective	None

	Code Principal	Evidence	Comments	Action required
C9	The board must ensure every board committee has a specified member of the management team to provide objective, specialist advice to support it to discharge its remit, including by explaining in an accessible way the matters under discussion and the possible implications of different options.	All members of the Senior Management Team are in attendance at Board meetings and attend standing committee meetings where their portfolio is relevant. Members of the College Management Team are also invited to attend specific meetings when their specific expertise and insight is required.	Effective	None
C10	The board must consider and have in place procedures to ensure effective working relationships and constructive dialogue amongst the board as a whole and ensure there are effective reporting and two-way communications between committees and the board. The board must ensure that discussions and decisions of every committee are accurately recorded and reported to the board, no later than the next meeting of the board.	In place with regular meeting cycles and standing agenda items. Minutes are prepared and circulated to the Committee Chairs between meetings, and formally approved (with any suggested amendments) at the next meeting.	Effective	None
C11	The board of a college or a regional body is responsible for the overall management of risk and opportunity. It must set the risk appetite of the body and ensure there is an appropriate balance between risk and opportunity and that this is communicated via the principal to the body's management team.	Audit Committee oversees the management of risk on behalf of the Board via an Enterprise Risk Management approach. Summaries of the ERM are regularly presented to the Board for information. Board utilises a risk appetite framework, which is reviewed periodically.	Effective	None
C12	The board must ensure that sound risk management and internal control systems are in place and maintained. It must ensure there is a formal on-going process for identifying, reporting, evaluating and managing the body's significant risks and review the effectiveness of risk management, business continuity planning and internal control systems.	See C11	Effective	None
C13	The Audit Committee must support the board and the principal by reviewing the comprehensiveness, reliability and integrity of assurances including the body's governance, risk management and internal control framework.	The Board receives an annual report from the Audit Committee which provide assurances on systems of internal control.	Effective	None
C14	The scope of the Audit Committee's work must be defined in its terms of reference and encompass all of the assurance needs of the board and the principal. The Audit Committee must have particular engagement with internal and external audit and must work with management and auditors to resolve any issues in relation to financial reporting.	Internal Auditors attend every Audit Committee meeting and report on the internal audit plan; External auditors are routinely invited and attend most Audit Committee meetings. The Audit Committee receive and comment on Internal Audit Reports and recommendations.	Effective	None
C15	The Audit Committee must promptly pursue recommendations arising from audit reports and must monitor their implementation.	Follow up reviews are taken forward with Internal Auditors and reported to Audit Committee.	Effective	None
C16	The membership of the Audit Committee cannot include the board chair or the principal. The role of the college executive is to attend meetings at the invitation of the committee chair and to provide information for particular agenda items.	The Principal attends Audit Committee and provides information in their executive management capacity only, not as a member.	Effective	None
C17	The Audit Committee terms of reference must provide for the committee to sit privately without any non-members present for all or part of a meeting if they so decide. The Audit Committee members should meet with the internal and external auditors without the executive team present at least annually.	The Audit Committee meets the internal and external auditors annually.	Effective	None
C18	At least one member of the Audit Committee should have recent relevant financial or audit experience.	The suitability of Independent Board members to sit on specific Committees is reviewed annually by the Chair.	Effective	None
C19	It essential that members of the Remuneration Committee understand their role and responsibilities. Members must undertake the online training module for Remuneration Committees provided by College Development Network within one month of appointment.	In place.	Effective	None

Code Principal		Evidence	Comments	Action required
C20	The board must have a formal procedure in place for setting the remuneration of the principal by a designated committee of non-executive members. The board may wish to supplement this by taking evidence from a range of sources. In particular, staff and students should have a role in gathering and submitting evidence in relation to the college principal to the relevant committee.	The Remuneration Committee fulfils this role. A procedure exists for HISA Perth to comment on draft Principal's Objectives prior to their agreement by Remunerations Committee	Effective	None
C21	The board chair cannot be the chair of the Remuneration Committee (but they can be a member of it).	Remuneration Committee is chaired by the Board of Management Vice Chair.	Effective	None
C22	The board is responsible for ensuring the financial and institutional sustainability of the body. The board must ensure compliance with its Financial Memorandum (either with SFC or the regional strategic body, depending on which is funding it), including in relation to incorporated colleges and regional boards, relevant aspects of the Scottish Public Finance Manual.	Finance & Resources Committee receives regular reports about the College's management accounts and immediate and long-term forecasts.	Effective	None
C23	The board must ensure that: • funds are used as economically, efficiently and effectively as possible • effective monitoring arrangements are in place • college staff report relevant financial matters to it.	In place via Finance & Resources Committee.	Effective	None
C24	For colleges that are charitable organisations, board members are also charity trustees. The board of a college that is a charity must ensure its members are aware of their responsibilities under charity legislation and for complying with relevant provisions as set out by the Office of the Scottish Charity Regulator. See *OSCR Guidance and Good Practice for Charity Trustees*.	This is covered in induction for new Board members both locally and via CDN training.	Effective	None
C25	The college board as the employer, is responsible for promoting positive employee relations and for ensuring effective partnership between recognised trade unions and management.	Regular staff updates on HR business are provided to the Finance & Resources Committee.	Effective	None
C26	The board must have a system of corporate accountability in place for the fair and effective management of all staff, to ensure all legal obligations are met and all policies and agreements are implemented and identify areas that require improvement and to develop action plans to address them.	A range of College policies are available on the College's web site.	Effective	None
C27	The board must comply with the nationally agreed college sector *Staff Governance Standard*.	Despite negotiation with recognised unions via JNCs since late 2020 and some progress being made, the Standard has not yet been fully agreed. A meeting to discuss the next stages of implementation has been set for early December 2023.	Partial	Negotiations to continue
C28	The college board must comply with collective agreements placed on it through national collective bargaining for colleges.	The Board is apprised of national bargaining matters as appropriate and regular JNC meetings are in place and reported to the Board via Finance & Resources Committee. The Chair and CEO attend regular Employers Association meetings and workshops at which collective bargaining and other national issues are discussed.	Effective	None

Code Principal		Evidence	Comments	Action required
D1	The chair is responsible for leadership of the board and ensuring its effectiveness in all aspects of its role. The chair is responsible for setting the board's agenda and ensuring that adequate time is available for discussion of all agenda items, particularly strategic issues. The chair must promote a culture of openness and debate by: • encouraging the effective contribution of all board members • fostering constructive challenge and support to the principal, executive team and fellow board members • effective team-working • positive relations between board members. The chair must engage with the principal and the board secretary in a manner which is both constructive and effective.	Effectiveness of Board (including culture and behaviours exemplified by the Chair) were reviewed in June 2020 via an External Effectiveness Review and shown to be positive. Plans are in place for an External Effectiveness Review during 2024 in order to comply with the 5-year maximum period for such reviews to be repeated.	Effective	**External Effectiveness Review due to be conducted between 2023 and 2025.**
D2	The board and its committees must have the appropriate balance of skills, experience, independence and knowledge of the body to enable them to discharge their respective duties and responsibilities effectively.	The Board skills matrix is reviewed annually by the Chair via one-to-one meetings with all independent board members. A skills matrix is also utilised during the recruitment of new Board members.	Effective	None
D3	Each board member is collectively responsible and accountable for all board decisions. Board members must make decisions in the best interests of the college and/or region as a whole rather than selectively or in the interests of a particular group.	Board members are aware of their responsibilities via induction for new Board Members and is reinforced through Board development events and through board members attending CDN workshops.	Effective	None
D4	Staff and student board members are full board members and bring essential and unique, skills, knowledge and experience to the board. Staff and student board members must not be excluded from board business unless there is a clear conflict of interest, in common with all board members.	HISA Perth President and one Deputy President are nominated by HISA Perth to act as full Board members. One teaching staff member and one support staff member are also elected to the Board by their peer group.	Effective	None
D5	Where the college is a charity, all board members, as charity trustees, including staff and student board members, have legal duties and responsibilities under the Charities Act 2005. This includes registering any personal interests that could be seen as conflicting with the interests of the body. The 'objective test' for judging if there is a conflict of interest is: "… *whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as so significant that it is likely to prejudice your decision making in your role as a member of a public body*".	Covered in Board Member induction. See also comments above on reinforcing understanding of OSCR requirements (C24).	Effective	None
D6	The college board must appoint the principal as chief executive of the college, securing approval for the appointment and terms and conditions of the appointment from the regional strategic body if necessary.	In place	Effective	None
D7	The college board must ensure there is an open and transparent recruitment process for the appointment. Students and staff must have an opportunity to contribute to the recruitment process.	In place.	Effective	None
D8	The college board must delegate to the principal, as chief executive, authority for the academic, corporate, financial, estate and human resource management of the college, and must ensure the establishment of such management functions are undertaken by and under the authority of the principal.	In place, and noted within job description.	Effective	None

Code Principal		Evidence	Comments	Action required
D9	The college board must ensure a clear process is in place to set and agree personal performance measures for the principal. This process should seek the views of students and staff. The chair, on behalf of the board, should monitor, review and record the principal's performance, at least annually, against the agreed performance measures.	See C20	Effective	
D10	The principal, as a board member, shares responsibility for good governance with the chair and all other members of the board, supported by the board secretary. The principal also enables good governance through supporting effective communication and interaction between the body and the rest of the college including staff and students.	In place	Effective	None
D11	The board provides strategic direction for the region and/or college, and the chair provides leadership to the board. The principal provides leadership to the staff of the body.	In place	Effective	None
D12	The board must provide a constructive challenge to the principal and executive team and hold them to account.	In place	Effective	None
D13	The board as a whole must appoint a board secretary who is responsible to it and reports directly to the chair in their board secretary capacity. The board secretary may be a member of the senior management team in their board secretary capacity, but they cannot hold any other senior management team position at the same time. The appointment and removal of the board secretary is a decision of the board as a whole.	In place. The Board Secretary is not a member of the senior management team and holds no other College posts.	Effective	None

D14	All board members must have access to the board secretary who has an important governance role in advising the board, the committees and individual board members and supporting good governance. The distinctive board secretary role includes:
	
	• facilitating good governance and advising board members on:
	  - the proper exercise of their powers, including in relation to relevant legislation
	  - the board's compliance with its Financial Memorandum, the Good Governance Code, its Standing Orders and Scheme of Delegation
	  - their behaviour and conduct in relation to the board's Code of Conduct.
	• providing clear advice to the chair and the board/committees on any concerns the board secretary may have that board members have not been given:
	  - sufficient information
	  - information in an appropriate form
	  - sufficient time to monitor, scrutinise or make informed and rigorous decisions in an open and transparent way.
	• attending and providing support to every board meeting and every meeting of every board committee. Where the board secretary is unable to attend, while the board secretary retains overall responsibility, proper arrangements must be made to
		In place. The Chair encourages direct interactions of all Board members with the Board secretary.
		
		The Board secretary is the acknowledged expert and source of guidance on board behaviours, and this is reflected within the job description for the Board Secretary.
		
		The Board secretary is pro-active in provision of advice on the effective running of Board business, and regularly participates in training and workshops to maintain effectiveness.
			Effective	None

Code	Principal	Evidence	Comments	Action required
	cover the role with a person who is fully able to discharge the role effectively. • having an unambiguous right to speak at board and committee meetings to convey any concerns they may have about governance. This extends to someone substituting for the board secretary. • reporting any unresolved concerns about the governance of the body to the relevant funding body (i.e. SFC or the regional strategic body).			
D15	The board must ensure the board secretary: • has suitable skills, knowledge and behaviours to carry out their role effectively • receives appropriate induction, and if new to the role, is mentored by a more experienced board secretary for at least their first year • has adequate time and resources available to undertake their role effectively.	In place.	Effective	
D16	The board must ensure arrangements are in place to deal with a board secretary's potential or real conflicts of interest.	In place - requirements on declarations of conflict of interest apply to the Board secretary as well as board members.	Effective	None
D17	For boards with responsibility for board appointments, the board must ensure a formal and open procedure is in place for recruiting and selecting new non-executive board members. Boards must have regard to all relevant Ministerial Guidance on board appointments.	Whilst the College manages the recruitment processes for new Board members, responsibility for appointment lies with the RSB. Board recruitment processes are open, and adverts are widely placed on key stakeholder websites.	Effective	None
D18	The board is responsible for ensuring appropriate arrangements are in place for the conduct of student elections and nominations, and elections of staff members to the board.	Student elections are managed by HISA and the Board receives regular briefings on the process followed and outcomes.	Effective	None
D19	The chair must ensure that new board members receive a formal induction on joining the board, tailored in accordance with their individual and collective needs. The board secretary should support the chair in the provision of relevant induction for new board members.	New Board members attend CDN led induction and attend a local induction.	Effective	None
D20	The board must ensure all board members undertake appropriate training and development in respect of their governance role. The board secretary should support the chair in the provision of relevant training and development opportunities for board members, which should be tailored to meet board members skills and needs. The board secretary must keep records of the development activity of board members, including the chair.	In place.	Effective	None
D21	The board must ensure that new committee members receive a committee induction and have their specific training needs assessed and met.	In place via new Board member induction and as a follow up to Board member/chair 1:1s.	Effective	None
D22	Extension of the term of office of board appointments requires evidence and the board must ensure appropriate mechanisms are in place to support this.	In place – a review of the board members attendance and engagement and of the skills matrix is undertaken before an extension to a Board Member's tenure is made.	Effective	None

Code Principal		Evidence	Comments	Action required
D23	The board must keep its effectiveness under annual review and have in place a robust self-evaluation process. There should also be an externally facilitated evaluation of its effectiveness at least every three years. The board must send its self-evaluation (including an externally facilitated evaluation) and board development plan (including progress on previous year's plan) to its funding body and publish them online.	Informal internal effectiveness takes place annually, led by the Chair. An External Effectiveness Review was conducted between March and June 2020 via the CDN bank of Reviewers, and reported to the Board meeting of June 2020. The next iteration of this Review is scheduled to take place no later than June 2025.	Effective	None
D24	The board must agree a process for evaluating the effectiveness of the board chair and the committee chairs. The evaluation of the board chair should normally be led by the vice-chair/senior independent member.	In place, and conducted annually.	Effective	
D25	The board must ensure all board members are subject to appraisal of their performance, conducted at least annually, normally by the chair of the board.	In place	Effective	
D26	The performance of regional college chairs will also be evaluated by the Scottish Government, as regional college chairs are appointed by the Scottish Ministers and are personally accountable to them.	N/A		
D28	The performance of assigned, incorporated college chairs will also be evaluated by the regional strategic body, as they are appointed by the regional strategic body and are personally accountable to them.	Board regularly supplies data to UHI on performance and review matters.	Effective	None

Code Principal		Evidence	Comments	Action required
E1	The board must work in partnership to secure the coherent provision of high quality fundable further and higher education in their localities.	College is in regular contact with community stakeholders to ascertain local priorities, and this is fed to Board via Strategic Development Committee.	Effective	None
E2	The board must ensure effective consultation, local and regional planning and must follow the principles of effective collaborative working: mutual respect, trust and working towards commonly agreed outcomes.	The Board encourages renewal and reinforcement of college representation at all community levels.	Effective	None
E3	The board must ensure effective partnership working with local and national bodies including businesses, public and third sector organisations to develop commonly agreed priorities following the principles of effective collaborative working.	See E1	Effective	None
E4	The board must encourage and support effective partnership working and collaboration within and across regions to address local needs and meet national priorities and specialisms.	Initiatives and changed circumstances that affect regional and national needs are regularly brought to the board for discussion and action. The Principal/CEO and others actively engage with national organisations such as Colleges Scotland.	Effective	None