

Mr Richard Leonard MSP
Convenor
Public Audit Committee
Scottish Parliament

Mr Leonard

Thank you for affording myself and colleagues the opportunity of appearing before your Committee yesterday. The robust and insightful questioning from your Committee was welcome.

At the conclusion of the Session, I agreed to share with the Committee correspondence dated 20 December 2024 with the Chair of UHI, which is now attached.

You kindly also offered the opportunity to add further to the evidence presented yesterday, and I now do this below.

In support of the high governance standards existing within the Board of UHI Perth during my time as Chair, I referred in evidence yesterday to the independent external review into Board effectiveness conducted by CDN. Please find attached a copy of the final draft report (dated July 2024) from CDN. (I apologise that I do not have a copy of the report as issued to confirm the undernoted extract, but this can be obtained from the CDN author noted on the cover page of the Report or from the Secretary to the UHI Perth Board as necessary.) In the Executive Summary on page 4 of the Report it is stated that -

"This is a committed and strategic board which benefits from strong leadership from a skilled and experienced Chair.

It is clear that the quality of the student experience is at the core of board discussions and decision making.

The UHI Perth Strategy 2022-27 sets out the College Vision and Strategic Objectives which are underpinned by strategic KPIs. There is a robust performance management framework in place and a clear line of sight between the strategic objectives and the KPIs which are monitored by the board and the sub committees.

The board and the committees are supported by a skilled and experienced Principal and executive team and a highly competent Governance Professional.

Board members have an excellent range of skills and experience."

In your Committee's questioning much was rightly made of the lack of a Board approved 'budget' in 2023/24. While I am sure that Audit Scotland will be able to confirm that the lack of a 'budget' was an anomaly for UHI Perth in 2023/24, it is important that the Committee is fully aware of the circumstances around this highly

unusual situation. As was presented in evidence yesterday, throughout the period under review, UHI Perth was focused on taking all necessary action to present a *break-even budget* given the cash challenges that surrounded the organisation and that were known by the Board, by UHI and by the SFC.

In the Board's view, it would have been neither prudent nor good governance practice to agree a deficit budget when there was no certainty of how the deficit would be funded, and no tangible offers of long term financial support from either UHI or the SFC to mitigate the forecast cash shortfall. Instead, given the position faced by the Board, the responsible decision was to require management to present a break-even budget with credible plans on how the forecast cash shortfall would be mitigated and how the Board could eventually sign off on a set of accounts that presented UHI Perth as a going concern.

The attached (already public) [Meeting pack](#) for the UHI Perth Strategic Development Committee (a formally constituted Committee of the Board of Management) held on 22 May 2024, shows clearly the extent of work and consultation being undertaken to ensure that a break even budget could be delivered. (See Paper 2 contained within the Meeting pack, beginning on page 6 of 77). On page 12 of 77 of the Meeting pack it is stated that the *"board instructed the SLT to return the college to a break-even position by 31 July 2025. To balance UHI Perth's budget and make sure that the funding we receive covers all our costs we must increase our income or reduce our costs by £4m by 31 July 2025."*

However, as my (20 December 2024) letter to the Chair of UHI makes clear, although in pursuit of a break-even budget position, UHI Perth had implemented staff efficiency savings of c£3.5m (a reduction of 19% of the UHI Perth workforce) over the preceding two years in an effort to ensure the financial sustainability of the organisation, in December 2024 UHI Perth was still in position where it would have a deficit budget for 2024/25, with further deficits forecast in the following two years. The fact that without material additional long term funding support, UHI Perth would eventually run out of cash illustrates the inherent weakness in the UHI model and the funding arrangements with the SFC.

Following my resignation as Chair of UHI Perth on 3 April 2025, I wrote to Lorna Jack (at the time co-chair of the SFC) advising her of my resignation and stating that the *"failure of UHI to offer constructive advice following my letter of 20 December 2024 to the chair of the UHI Court (copied to your predecessor) was particularly disappointing as a precursor to recent events. I wonder if it is mere coincidence that the chairs of the two largest colleges in the UHI partnership have resigned in the past six months?"*

I hope that the evidence presented reassures your Committee of the diligence applied by the UHI Perth Board, both during and beyond the period reported on by Audit Scotland, to break even, and that it also encourages you to investigate further the investment of public funds in UHI and the shortcomings inherent in the current model.

If you have any further questions, then of course I would be pleased to endeavour to assist you and your Committee colleagues.

I would be most grateful if receipt of this additional evidence could be acknowledged.

Thank you.

Graham Watson
Former Chair
Board of Management
UHI Perth

Mr Alastair MacColl
Chair
UHI, as the Regional Strategic Body for UHI Perth
UHI House
Old Perth Road
Inverness
IV2 3JH

20 December 2024

Dear Alastair,

Further to the UHI Perth Board Meeting held on 18 December 2024 which you attended as an Observer, I wanted to confirm the Board's position on its forward financial outlook.

While UHI Perth remains an active participant in ongoing discussions around the restructuring of the UHI model, at this stage the Board has formed no firm view on the nature of any restructuring that might be in the best interests of UHI Perth students and staff. Additionally, any credible and sustainable restructuring of the UHI model will require considerable new Scottish Government funding and will take time to implement. Accordingly, as a responsible and independent Board of charity trustees, in reviewing our forward financial outlook we must deal with the relative certainty of the status quo as the most likely position through until 31 July 2027.

At the meeting on 18 December, the Board finally approved a deficit 2024/25 budget of £1.288m, (which, subject to resolving one matter with UHI, would increase to £1.388m), with indicative projected deficits of £768k and £1.229m in 2025/26 and 2026/27 respectively. While the current outlook for the remainder of 2024/25 suggests trading within the approved budget, there are multiple downside risks that could impact the remainder of this financial year and the two outer years.

Over the last two years, the Board and Senior Leadership Team (SLT) of UHI Perth have made staff efficiency savings of c£3.5m to ensure the financial sustainability of the organisation. This has meant a reduction of 19% of our workforce (i.e. over 100 people and 74 FTE), resulting in a severe impact on our staff, students, community, the morale around campus and our internal and external reputation. Despite these measures, we are still in a position where we have a deficit budget for 2024/25, with further deficits forecast in the following two years.

The Board has therefore instructed the SLT to develop a long-term Recovery Plan by the end of February 2025. This Plan will look afresh at all aspects of the business, both income and costs, to identify areas where additional income can be generated, or where costs can be reduced further without impacting the revenue generating ability of the College.

For example, in the absence currently of any willingness on the part of UHI to mitigate the present level of 'top slice' retained by UHI Executive Office (EO) from UHI Perth HE and FE income (£4.26m and £476k respectively in the current year), the SLT will be considering whether or not there is a business case to retain the current level of HE provision at UHI Perth. As you are aware, the Board considers that the current level of top slice does not represent value for money for the services and benefits UHI Perth requires from EO, and that it is materially contributing to the financial difficulties of the College.

The Board also remains supportive of the work the Principal of UHI Perth is doing in leading the UHI wide efforts to accelerate shared services across the partnership, and assumptions around this work will form an integral part of the Recovery Plan.

The cash position of UHI Perth has been supported recently by £1.5m of long-term, interest free, liquidity funding from the Scottish Funding Council (SFC). It is unlikely that any of the substantive recommendations to be contained in the Recovery Plan will provide a 'quick fix' to the continued deficits currently projected, especially given the scale of risk surrounding the budget and outer two-year projections.

Accordingly, in the view of the UHI Perth Board, it is inevitable that UHI Perth will require some form of additional short to medium term support from the SFC to remain solvent and a going concern.

To complete the Recovery Plan, the Board therefore requests that the Regional Strategic Body (RSB) urgently seeks direction from the SFC on support options for UHI Perth.

The Board has identified the following support options for SFC to consider (either individually, or as a package of measures):

- Instruct that UHI Perth makes compulsory redundancies to balance the budget.
- Rather than instruct compulsory redundancies, lend more to cover the deficits.
- Instruct that UHI Perth makes a lower level of compulsory redundancies and lend a lower amount to cover the deficits.
- Require that the RSB reduces the UHI Perth top-slice retained by EO.

The Board of UHI and the SLT are clear that they are strongly against making compulsory redundancies. To remove this level of staff, on top of the cuts that have already been made, would have a catastrophic impact on the students that UHI Perth serves and the staff working within the College, as well as the wider community and our reputation, which in turn affects our ability to attract student numbers in a highly competitive market.

Accordingly, the Board requests early guidance from the SFC, via the RSB, on the alternative options of further lending to UHI Perth and/or top slice reduction, to ensure that UHI Perth remains solvent and a going concern.

Yours sincerely,

Graham F Watson
Chair

cc Dr Mike Cantlay OBE, Chair, SFC

Strategic Development Committee

Agenda

Meeting reference: Strategic Development 2023-24/04

Date: Wednesday 22 May 2024 at 5.00pm

Location: Boardroom (Braham Room 019)

Purpose: Scheduled meeting

*Denotes items for discussion/approval.

Members should contact the Clerk in advance of the meeting if they wish to request an item be starred.

	Agenda Items	Author	Led by	Paper
1	Welcome and Apologies		Chair	
2	Additions to the Agenda		Chair	
3	Declaration of Interest in any Agenda Item		Chair	
4	Minutes of the meeting of Strategic Development Committee held on 07 March 2024		Chair	Paper 1
5	Actions arising from previous minutes		Chair	
6	Items for Discussion			
*6.1	UHI Perth Financial Sustainability Proposals	Principal	Principal	Paper 2
*6.2	UHI Perth Financial Sustainability Project – Workstream 5 (Commercial)	Principal/ Workstream Lead	Principal/ Workstream Lead	Paper 3
*6.3	Balanced Scorecard/KPI Review	Depute Principal	Depute Principal	Paper 4
7	Date and time of next meeting: <ul style="list-style-type: none">Thursday 12 September 2024 (tbc)		Clerk	
8	Review of Meeting (Committee to review Terms of Reference, and to ensure all competent business has been covered)		Clerk	Paper 5

Strategic Development Committee

DRAFT Minutes

Meeting reference: SDC 2023-24/03

Date: Thursday 07 March 2023

Location: Boardroom (Brahan Room 019)

Members present: Jenny Hamilton, Board Member (Chair)
Michael Buchanan, Board Member
Elaine Piggot, Board Member
Derek Waugh, Board Member
Margaret Cook, Principal & Chief Executive
John Dare, Staff Board Member
Rebecca Bond, Student Board Member

In attendance: Graham Watson, Chair of Board (Item 9 only)
Jenni Harrison, Board Member (Item 9 only)
Lorenz Cairns, Depute Principal
Lynn Murray, Depute Principal (Operations)
Catherine Etri, Vice Principal (Academic)
Iain Wishart, Vice Principal (Operations)
Ian McCartney, Clerk to the Board

Apologies: John Dare, Staff Board Member
Rebecca Bond, Student Board Member

Chair: Jenny Hamilton
Minute Taker: Ian McCartney
Quorum: 3

Minutes:

Item		Action
1.	Welcome and Apologies Chair welcomed all present to the meeting, and noted apologies.	
2.	Additions to the Agenda There were no additions to the Agenda.	
3.	Declaration of Interest in any Agenda Item There were no declarations of interest.	

4.	Minutes of Meeting held on 23 November 2023 The minutes were agreed as being an accurate record of the meeting.	
5.	Matters Arising from Previous Minutes Board Member queried current status of Strategic Plan as there had been statements made at the previous meeting around the need to review the Plan arising from the Sustainability Workstreams. Depute Principal advised that the Sustainability Workstreams may prompt a review of KPIs to ensure they remain pertinent, there are no expectations that the Strategic Plan itself will be fundamentally change and therefore require Board approval. Chair noted the prevalent use of acronyms in papers and minutes and asked that these be addressed. Vice Principal (Operations) noted that they were in possession of a glossary, which could be circulated.	Vice Principal (Operations)
6	Items for Discussion	
6.1 & 6.2	UHI Perth Sustainability Workstreams UHI Strategic Plan 2030 Vice Principal (External) noted Papers 2 & 3, which were taken as read, before floor was opened to Committee for discussion. Chair advised that purpose of this item was for the provision of assurance to Board that the project was on track, whilst it was known that proposals would not be forthcoming until the end of March and beyond. Board Member queried how this work related to similar project at UHI, and whether there was any overlapping of resources. Vice Principal (External) noted that the primary focus of the UHI Perth project was on financial sustainability. It was, however, recognised that the UHI 2030 plan does have some impact locally, for example staff changes within UHI Executive Office (EO) that haven't been shared that may have knock-on effects. Where possible, UHI Perth were looking to pre-empt EO impacts with a view to having local proposals ready for mid-April, which will highlight the capacity and expertise that UHI Perth can contribute to the partnership's recommendations.	

	<p>Board Member advised that there was a need to recognise the demands on resource requirements that would arise from contributing to both projects. Principal agreed and had already raised concerns with the Chair of the Board in this regard. There is a need to consider both capability and capacity together when putting proposals together, as well as to consider where benefits to Perth students are when looking at involvement in UHI 2030.</p> <p>Board Member queried whether there had been any conversation with EO around backfilling arrangements. Vice Principal (External) advised that there was no full clarity on methodology that UHI are using in the Business Case being made to Scottish Funding Council (SFC); once known, there may need to be a realignment.</p> <p>Chair advised that cohesiveness around various local/regional strategies and sectoral developments is an issue as there are risks that decisions made locally aren't able to be taken forward due to variance with the rest of the Partnership. Principal noted that UHI Moray dropping Fine Arts provision was an example here as this may impact negatively on other Partners.</p> <p>Board Member queried whether there was appropriate recruitment strategy alignment with the projects. Principal noted that all vacancies are taken on their own merit, however discussions are due to take place around clarifying the criteria for decision-making in this area. Principal further noted that, while there is no overall recruitment freeze, most roles now being advertised are fixed-term.</p> <p>Board Member asked whether EO were being asked to plug specific gaps. Principal advised that this was not being discussed as yet, however UHI Perth was due to receive a catalogue of services being provided by EO, albeit with the assumptions that all single services will be run from EO is being challenged.</p> <p>Board Member noted that the UHI 2030 Strategic Plan had been signed off by UHI Court and looks to be read as an umbrella document that Academic Partners would need to align with, therefore there is a need to demonstrate how this will happen as well as recognising local priorities. Principal argued that the UHI Strategy came first; whilst UHI may well see this in hierarchical terms, local Boards need to sign off on the UHI Business Case prior to the end of May, and while consultants have been brought in to support delivery within those timescales, there remains the possibility that Academic Partners may decide that the Outline Business Case would</p>	
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	<p>need to be changed, therefore there it would be difficult to deliver on the UHI Strategic Plan when this may be a moving target.</p> <p>Following a query from a Board Member re backfill, Principal advised that the hope is for the Outline Business Case to be progressed to a Final Business Case, and that this will trigger some financial support for SFC, however there have been warning that SFC financial support may not be forthcoming.</p> <p>Depute Principal stated that the UHI 2030 Strategy's core message was "think, plan and act" as a single institution, however the lifetime of the Strategy would seem extraordinary given most are looking at shorter rather than longer strategy periods. There is also the danger of a scattergun approach being adopted until a cohesive path for progression is agreed upon as there are currently 10 different Strategic Plans operating within UHI.</p> <p>Chair noted that the Board has an obligation to protect the financial interests of UHI Perth, however there appears to be a general concern that there seems a lack of cohesiveness across the Partnership, particularly around communications, and things are happening in isolation.</p> <p>Principal advised that some elements of the final UHI plans for a new operating model will need to be taken forward before there can be an agreed single governance model as, even though some Academic Partners are working together, some governance changes will require legislation, therefore the focus is on efficiencies rather than large structural changes at this stage.</p> <p>Board Member noted that UHI 2030 document has some specific commitments related to outcomes and measures, including a commitment to facilitate Academic Partners in creating centres of excellence, and has the beginnings of quite a strong strategy, however doubted very much that UHI Perth's own strategy would disappear; rather this strategy would potentially become a local operational plan under a single institution, albeit with autonomy greatly reduced.</p> <p>Chair noted that the UHI 2030 document reads like an HE-focused Plan, with scant mention of FE, and has concerns in this regard. Principal advised that, in addition to the Plan, FE is not currently noted on the website, even though UHI act as Regional Strategic Body for FE Colleges within the Partnership.</p> <p>Discussion concluded.</p>	
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Committee Cover Sheet

Paper No. 2

Name of Committee	Strategic Development Committee
Subject	UHI Perth Financial Sustainability Proposals
Date of Committee meeting	22/05/2024
Author	Senior Management Team, UHI Perth
Date paper prepared	24/04/2024
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	<p>Paper provides detail of the consultation paper provided following the review stage of the UHI Perth Financial Sustainability project, with a detailed focus on Workstream 1 (Academic re-organisation) and Workstream 2 (Professional Services re-organisation).</p> <p>More detailed proposals on Workstreams 3, 4 and 5 will follow in due course.</p>
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Paper is currently being used as the basis for ongoing Consultation talks with trade unions and staff.
Action requested	<input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
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	Core to delivery of financial sustainability

Committee Cover Sheet

of this paper to the nominated Committee.	
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Yes There are resource implications in the delivery of these proposal, including VS payments, which are detailed within the paper.
Risk implications Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk? If yes, please provide details.	Yes Failure to deliver savings presents significant risk
Equality & Diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please provide details.	Yes EQIAs have been prepared for key areas affected by the proposals
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please provide details.	No Click or tap here to enter text.
Island communities Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	No If yes, please give details: Click or tap here to enter text.

Committee Cover Sheet

Status (ie confidential or non-confidential)	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: Paper remains confidential while Consultation process is ongoing.
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Freedom of Information

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

Please select a justification from the list, below:

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

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

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

and

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

CONFIDENTIAL

UHI Perth

Information & Consultation Pack

Financial Sustainability project

24 April 2024

Staff Copy

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- 7. What happens next – timescales.**
- 8. Your feedback**
- 9. Contact details and sources of further information.**

APPENDICES

- 1. Programme Leadership Additional Information**
- 2. Module Leadership Additional Information**
- 3. Schools College Programmes partially removed**
- 4. Horticulture programmes removed**
- 5. Unviable FE programmes removed**
- 6. Unviable HE programmes (including post-graduate programmes) removed**

1. Introduction and financial position

The Board is responsible for the overall functioning and strategic direction of the college. It is responsible for ensuring the effective management of the College and for planning its future development. It's responsibility also extends to monitoring performance against the targets set in the College's strategic plan including finance.

The financial sustainability of the whole of the College sector in Scotland has come under significant pressure in recent years, resulting in the majority of colleges requiring to implement savings proposals. UHI Perth is also experiencing financial challenges, which include:

- **Reduced funding from Scottish Government** – funding has not increased for several years (referred to as flat cash) and the Scottish Government (SG) has recently stated that Higher Education (HE) funding will reduce by a further 4.8%. We do not yet know UHI Perth's funding allocation from UHI Executive Office.
- **Reduction in FE Credits and HE full time equivalent numbers** – this is linked to the funding. Last year the number of FE credits were reduced nationally by 10%. The Scottish Funding Council (SFC) indicated in March 2024 that Colleges will require to deliver the same credit values with less funding. The figures for 2024/25 have not yet been released by SFC for HE. Based on the last two financial years, the level of clawback for UHI Perth was approximately £1m each year.
- **Increasing costs** – staff costs and costs for goods, services, energy costs, investment in ICT and estates maintenance and repairs are all increasing due to inflation. Staff costs account for over 80% of the funding we receive. The pay award, which has yet to be agreed, will cost UHI Perth approx. £1m for 2022/23 and an extra £750k for each of 2023/24 and 2024/25 (total of £2.5m for three years). There will be no extra funding from SG to cover any of these costs.
- **Increased Pension Contributions** - Teacher's pension (SPPA) contributions increased from 23% to 26.1%, which are partly offset by a reduction in the LGPS contribution from 17% to 15.7%. We are unclear at this stage whether any pension cost increases will be covered by SG.
- **Deterioration of the College estate** – we receive SFC funding of £750k a year for repair and maintenance of the College estate. From that we need to pay an estimated £2.4m over a five-year period just to keep our buildings wind and watertight. We also have other costs such as equipment, servicing, professional fees and labour costs on an estate which is deteriorating and is costing more to maintain as it gets older.

- **Increasing needs of students** – we need to focus funding on the increasing mental health and support needs of students, balancing digital learning and practical skills and keeping pace with growing technology needed to prepare students for the world of work.
- **UHI 2030 strategy** – there is uncertainty over what this strategy will mean for Perth and there's a risk that staffing reductions may impact on expertise in the UHI context. Shared and common services are likely to be part of the initial work.
- **Implications of UK visas and immigration policy (UKVI)/UKVI changes and the UHI international recruitment process** – there is increasing competition to attract international students on campus, which impacts on our income. Factors such as foreign currency collapses abroad can have a huge impact on the number of students coming to the UK and to Perth as well as turnaround times for applications and restrictions on higher risk countries. As a result, our international partnerships have focussed on delivering UHI qualifications in overseas markets and this is an area of growth where investment will enable us to generate more of this activity.
- **Proposed investment to generate surpluses** – investment in international opportunities and other profitable activities will be assessed where we will choose to spend money to generate profit in the face of reducing costs elsewhere.
- **Continuous Improvement** – Areas for improvements have been identified by staff across a number of areas of UHI Perth, particularly in relation to streamlining our processes and implementing improved ways of working. Investment in this area will allow us to create sustainable efficiencies for our ongoing sustainability.

The board instructed the SLT to return the college to a break-even position by 31 July 2025.

Balancing the budget

To balance UHI Perth's budget and make sure that the funding we receive covers all our costs we must increase our income or reduce our costs by £4m by 31 July 2025.

The Perth Leadership Group has spent the last three months or so considering how we can address these challenges across five workstreams and have reflected feedback from the wider staff group. SLT has agreed to propose a range of initiatives to realign how we work to achieve efficiencies, reduce costs and increase income.

As a result, the proposals have identified just over £4m comprised of approximately £3m staff costs and £1m from reduction of non-staff costs and net increased income. This does not include the one-off costs of voluntary severance, which will vary depending on individuals choosing to take voluntary severance and are estimated to be in excess of £1m.

Perth Leadership Group Task

The Perth Leadership Group (PLG) was tasked to develop /create a set of recommendations to address the need to balance the budget. These recommendations would be presented to the Senior Leadership Team (SLT) for their evaluation. Subsequently, the approved recommendations would serve as the foundation for a proposal document. This document would then be shared for collective consultation with the Trade Unions.

In developing these recommendations, PLG considered

- The Team Reviews and follow up meetings conducted by the Senior Leadership Team (SLT)
- Feedback on potential efficiencies identified by Staff through open staff meetings/via the suggestions drop box.
- The self-evaluation documents completed by teams.
- Used an evidence-based approach to achieve the required savings.
- Aimed to deliver the savings required to achieve a balanced budget by 31 July 2025

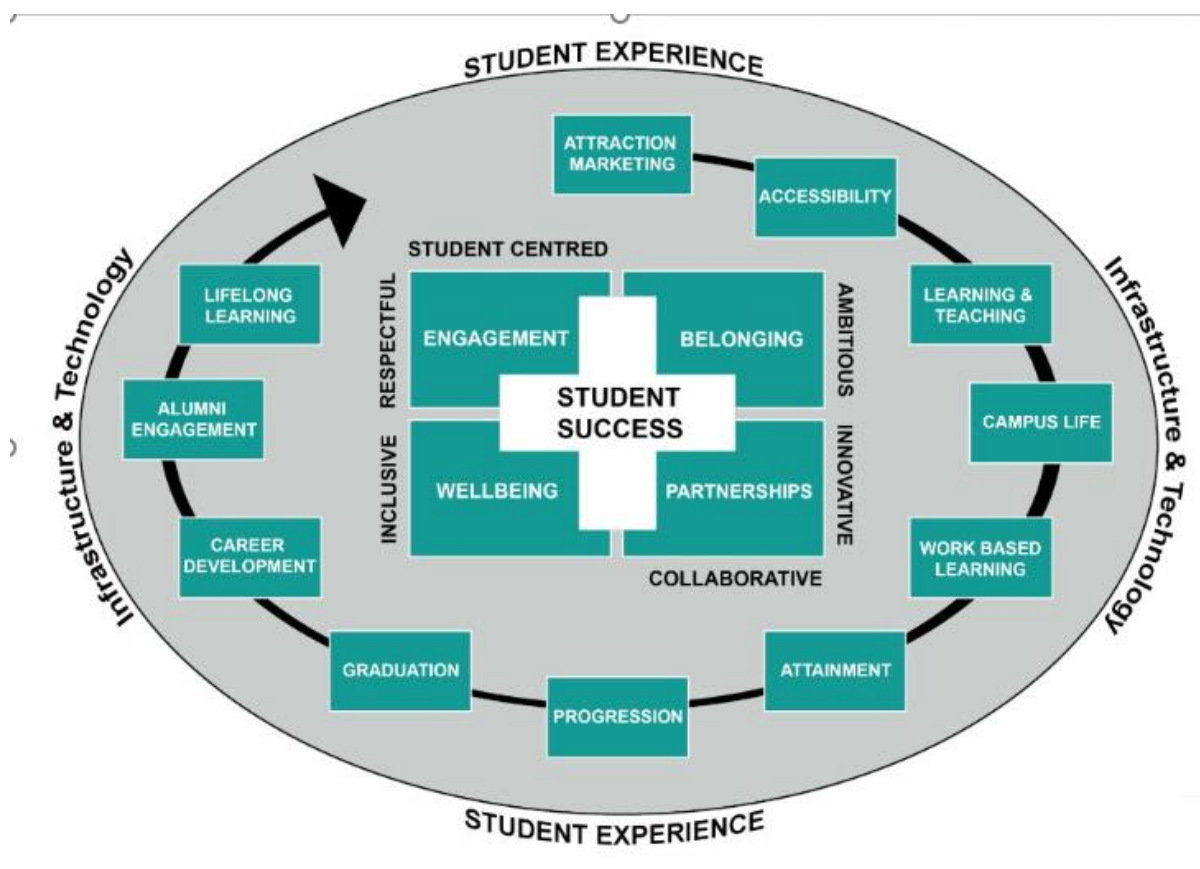
The Operating Principles by which this work was undertaken were:

- Retain excellence and minimise impacts in our student experience while achieving financial sustainability.
- Develop short, medium, and long-term efficiencies/opportunities.
- Cost reductions balanced with investment to generate future surpluses.
- Engagement with staff, students, UHI and external stakeholders
- Ensure alignment within UHI Partnership and the UHI 2030 Strategy

The workstreams that were created were as follows.

- Visioning Workstream – Programme Lead, Veronica Lynch
- Workstream 1 – Academic Reorganisation, Chair – Nicky Inglis
- Workstream 2 – Professional Services Reorganisation, Chair –Deborah Lally
- Workstream 3 – Estates, Chair – Gavin Whigham
- Workstream 4 – Continuous Improvement, Chair – Jill Martin
- Workstream 5 – Additional Profitable Income Generation, Chair – Jill Elder

A student experience vision was created which outlines our commitment for student success and how we plan to deliver an excellent student experience.



With our measures for success being.

- Student Achievement
- Student Satisfaction
- Student Retention
- Student Progression
- Sustainability (Financial, Environmental, Resilient)
- Culture of Ownership – we deliver on our promises.

The expectations/outlines of each workstream is outlined below.

Workstream 1 – Academic Re-organisation

- Ensuring both our curriculum and commercial offerings are effectively and efficiently delivered and resourced, dynamic and of high quality, having entry, exit and progression routes into employment or higher-level studies, at all levels.

- Ensuring our students are more engaged in their learning, teaching and research journey and are more successful in their studies and future progression.
- Alignment with UHI Perth Strategy 2022-2027, UHI Strategic Plan 2030 and Regional Skills Needs
- Building and improving on our success/es to date in a transformative, inclusive, innovative and sector leading ethos and philosophy
- Creating a sustainable and inspiring education and training for students of all ages and abilities
- Adapt, flex and change to meet the evolving needs of our students, staff and stakeholders with a strategy which will be responsive to economic shrinkage/ growth and societal change.
- To drive for co-created, co-designed and co-delivered education, training and research, enhanced by our unique landscape through "true" and strategic partnerships.
- Savings need to be made in the backdrop of a challenging economic period to ensure UHI and UHI Perth's sustainability.

Workstream 2 – Professional Services Re-organisation

Workstream 2 has a focus on:

- What we currently do including what is desirable / essential.
- How do we currently do it.
- How can we do it differently.

Creating synergy:

- Dependencies on other workstreams.
- How do we work together now and how can this change in the future.
- Taking cognisance of changes at UHI EO and the potential pressures on our own Professional Services.

Workstream 3 – Estates Workstream

- Improved utilisation of estates facilities and resources
- Modernise for the future - creating a long-term plan for UHI Perth campus.
- Increase sustainability of campus – route to net zero
- Create a modern, comfortable and usable learning space for our students.

Workstream 4 – Continuous Improvement

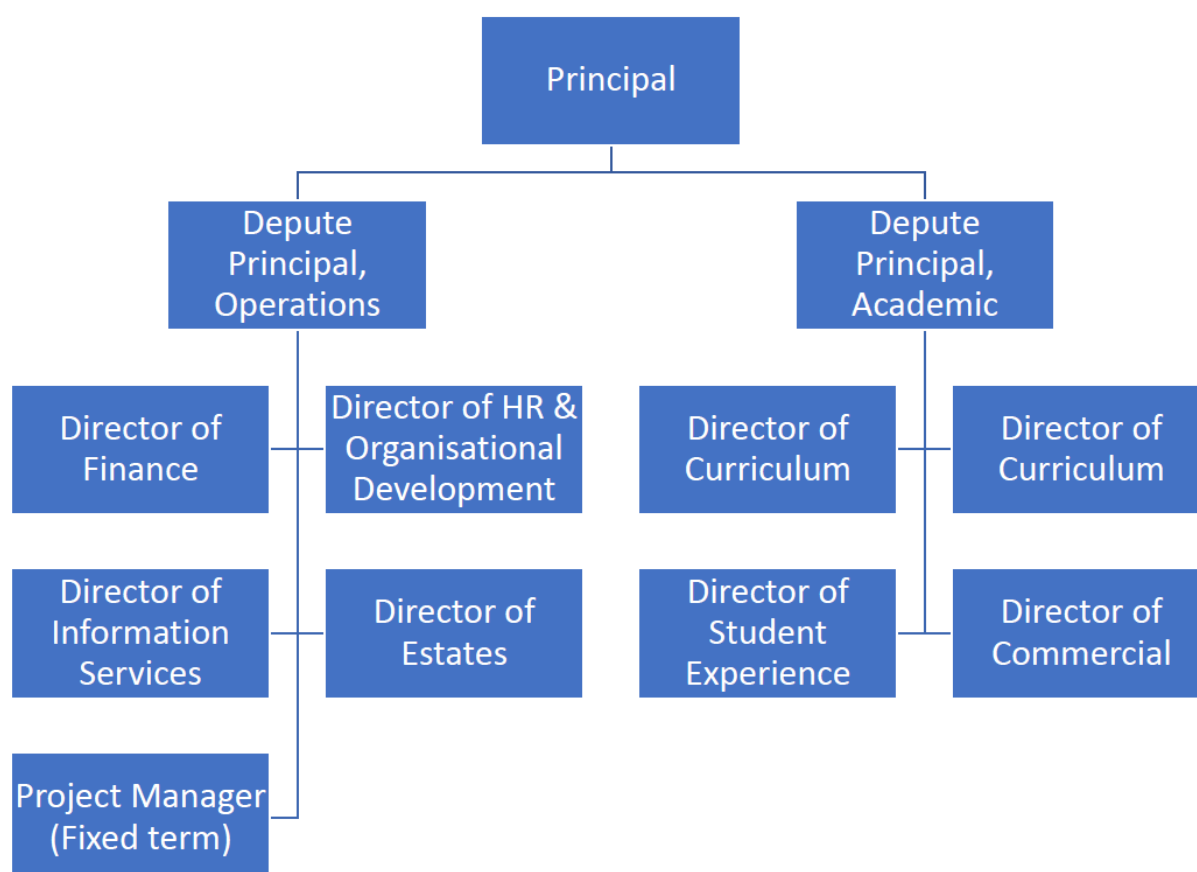
- Creating a Culture of Continuous Improvement through the iterative process of making small incremental positive changes that add up to significant results.
- Focus on people, processes and technology.
- Benefiting from Employees' Ideas.
- Leadership Support.
- Applying Incremental Changes.
- Using Data-Driven Methods.

Workstream 5 – Additional Profitability Income Streams

- This workstream is systematically reviewing aspects of our college business which sits outside of our core funded income to ensure we are maximising opportunities for profitable commercial/income generating activity and/or minimising costs to the overall business.
- Key focus on financial position of ASW, International, Business Engagement, Nursery and Residences whilst measuring relevant impact on student experience.
- Develop a commercial strategy for UHI Perth in line with the UHI Perth Strategy.
- Identify other potential viable income streams and develop a model to assess viability to progress.

2. Management Structure – for information

Out of scope of this consultation process is the ongoing consultation on the Senior Leadership Team and Perth Leadership Group Structure, the current proposed structure which sees a proposal of a SLT of 3, and then a permanent PLG of 11 (including SLT) which is set out below:



This proposed structure sees a reduction in the SLT of 40% and a reduction in the number of PLG members (excluding SLT) of 33% and any changes to this proposal and details of which areas sit under each PLG member will be confirmed as this consultation concludes.

3. Proposals for change

From the workstream work undertaken by PLG, most recommendations were accepted by the SLT. The following are some of the recommendations which are **out of scope of this consultation** process but key for staff awareness.

- UHI Perth will only open for **one evening a week** (specific date to be agreed) and the evening it is open the College will close at 9pm (previously 9.30pm)
- It is proposed that the Centre for Mountain Studies moves to UHI management – this is currently being investigated and would be subject to a separate consultation process (TUPE).
- Research remission is removed from UHI Perth staff and a scholarship model be adopted for academic staff to undertake in non-teaching weeks for HE academic staff – this is for information only and not for consultation.
- It is proposed that the Goodlyburn building will be closed within three years, this is subject to further review.

The recommendations which have been accepted by the SLT and are brought forward as proposals for consideration during the collective consultation process are set out below. Please note that workstreams 3 and 4 generated a significant number of recommendations, however they are not subject to this consultation process but will be taken forward as appropriate.

Workstream 1 – Academic re-organisation proposals

1. The remission for Programme Leadership will be adjusted based on UHI guidelines (refer to appendix 1). This adjustment is anticipated to result in a reduction of 1.12 full-time equivalent (FTE) Academic Staff. The change is scheduled to be implemented at the conclusion of the 2023/24 academic year.
2. The remission for Module Leader will be adjusted following UHI guidelines (refer to appendix 2). This adjustment is anticipated to result in a reduction of 6.89 full-time equivalent (FTE) Academic Staff. The change is scheduled to be implemented at the conclusion of the 2023/24 academic year.
3. The additional hour of FE PAT, introduced by UHI Perth for the 2022/2023 and 2023/24 academic years, will be removed. This change is anticipated to result in a reduction of 2.69 full-time equivalent (FTE) Academic Staff. The change is scheduled to take effect at the conclusion of the 2023/24 academic year.
4. The vacant FE PAT Lead Coordinator role will not be replaced – this is for information only.

5. Removal of Lecturer – Study Skills roles. It is expected that this change will give a reduction of 2.0 fte of Academic Staff, this change to be implemented at the conclusion of the 2023/24 academic year.
6. Removal of the Higher Education Personal Academic Tutor (HE PAT) role, currently performed by academic staff, and establishing a new professional services role (Learning Support Practitioner) to handle its administrative aspects. This change is anticipated to result in a reduction of 6.3 full-time equivalent (FTE) Academic Staff. The implementation is scheduled for the conclusion of the 2023/24 academic year.
7. Removal of programmes from the Schools College Partnership (see Appendix 3). It is expected that this change will give a reduction of 4.25 fte of Academic Staff, this change to be implemented at the conclusion of the 2023/24 academic year.
8. The line manager of the Schools College Programme Coordinator will change line management (to be confirmed).
9. Removal of the Horticulture programmes (see Appendix 4). It is expected that this change will give a reduction of 1.41 fte of Academic Staff, this change to be implemented at the conclusion of the 2023/24 academic year.
10. Removal of unviable FE programmes from the portfolio (see Appendix 5). It is expected that this change will give a reduction of 2.1 fte of Academic Staff, this change to be implemented at the conclusion of the 2023/24 academic year.
11. Removal of unviable HE and post-graduate programmes (see Appendix 6). It is expected that this change will give a reduction of 1.32 fte of Academic Staff, this change to take run out over the 2024/25 academic year.
12. A new Learning Hub will be established, and the Learning Mentors will transition to be line managed within the Student Experience department. They will operate within the Learning Hub and collaborate across the Curriculum. Additional learning mentors will be recruited to support the Learning Hub and curriculum requirements.

Workstream 1 recommendations encompass some proposals which see removal of teaching remission, removal of specific courses, or specific duties that academic staff have been undertaking. Whilst in some cases the reduction in staffing is expected to be seen with specific individuals where courses or roles have been identified, in other cases (PL / ML / FE Pat duties etc), the expected reduction in FTE

is distributed among a significant number of academic staff, and so the reduction is being considered at a sector level.

Workstream 2 – Professional Services re-organisation proposals

Student Experience

13. Leisure Tutors – removal of all leisure tutors as this provision has been stopped. This change to be implemented by the conclusion of the 2023/24 academic year.
14. Admissions – The current role of Admissions and Enrolment Officer will be revised to encompass greater connection with International admission and compliance. Additionally, the Compliance Officer (in International) will work more closely and be co-located with the UHI Perth Admissions team to support this connection and ensure resource available for growth in the international student market with an Additional admissions Assistant.
15. Student Records – Review of the Examinations Officer role to include direct line management of invigilators, a second examinations officer to be added to the establishment.
16. Student Records – The funding for the role of Student Records Administrator was being funded by UHI, this money is no longer available therefore this role will be removed by the end of the 2023/24 academic year.
17. Student Experience – We will establish a new role of Student Experience Manager which will be available to the Student Records Manager and the Student Services Manager, however this will result in the removal of the role of Student Records Manager (0.97 FTE) and Student Services Manager (1.0 FTE) by the end of the 2023/24 academic year.
18. Student Services – The externally funded Mental Health Coordinator will not have their contract extended (0.93 fte) as there is no funding for this role and the postholder will revert to their substantive role.
19. Customer Services – The required number of customer services assistants / receptionists will reduce by 20 hours per week as a result of changes in evening opening hours. These adjustments are expected to be implemented by the end of the 2023/24 academic year. The customer services / receptionists job description will be reviewed to incorporate the one stop shop element and they will all be called Customer Services Assistants.

20. Learning Hub – The creation of a Learning Hub area based within the Student Experience Department will see the need an additional customer services assistant role. These adjustments are expected to be implemented by the end of the 2023/24 academic year.
21. Customer Services – Customer Services Officer – This role will be reviewed to take into account the wider responsibilities around the learning hub. – no reduction of permanent staff
22. Student Experience – The Business Systems Developer will move to be line managed by the Director of Information Services (no change to this role apart from line management). – no reduction of permanent staff
23. Quality – The Quality Officers will become part of the Student Experience Team and be managed by the Director of Student Experience (no change to this role apart from line management) – no reduction of permanent staff.
24. Estates – The Property Secretary role will be updated to include responsibilities related to sustainability and the facility management system. - no reduction of permanent staff.
25. Marketing – There is no proposed changes in this area, however the Marketing Team Leader will see a change in line manager to the Director of Commercial.
26. Curriculum Admin Team – The curriculum administrators (4.5 FTE) will be transferred to be line managed by the Directors of Curriculum. Consequently, the fixed-term contracts in this area will not be extended. However, there will be no reduction in permanent staff.
27. As a result of the change outlined in the above proposal, the role of Team Leader – Curriculum Admin Team will no longer be necessary. Therefore, this role will be removed by the end of the 2023/24 academic year.
28. Learning and Teaching Enhancement – Academic staff will be expected to ensure that their materials meet accessibility guidelines and are fit for purpose. Consequently, the roles of Material Production Assistants will no longer be necessary and the roles will be removed by the end of the 2023/24 academic year.
29. Learning and Teaching Enhancement – The Learning Technologist will see a change of line manager to the Director of Information Services

30. Learning and Teaching Enhancement – The Digital Skills Trainer will see a change of line manager to the Director of Information Services
31. ICT and Digital Transformation – Considering the continuous emphasis on sustainability and the imperative to decrease printing within UHI Perth, the demand for printing services must decline. Consequently, the Reprographics Technician role will be phased out by the end of the 2024/25 academic year, aligning with the current contract for commercial printers.
32. ICT and Digital Transformation – As technological and digital advancements progress rapidly, traditional audiovisual, ICT, and video conferencing (VC) support functions no longer suffice. There is now a necessity to integrate these functions. To facilitate this integration, all existing Media, ICT, and VC support roles (including ICT Media Team Leader, ICT AV/VC Support Officer, ICT Support Officer (Apple), and ICT Support Officers) will be phased out. In their place, a new team will be established, led by a Digital Support Team Leader, along with Digital Support Officers. This restructuring will result in an overall reduction of 2 roles within this team.
33. Library – We are transitioning from a traditional library setup to a more versatile study space called a Learning Hub that accommodates group study, online learning, and access to digital resources, alongside a limited book collection. Additionally, this facility will only operate one evening per week, with extra study space provided for students in ASW. To meet these evolving needs, the role of Library Assistant will be removed by the end of the 2023/24 academic year. Furthermore, the fixed-term contract for the Library Assistant will not be extended beyond its current end date, and the fixed-term contract for the Library and Careers Administrator will not be renewed beyond its current end date. There will be no changes to the role of the Library Advisor with the exception of line manager, who will now be the Director of Information Services.
34. Careers – Remove the role of Careers Advisors (1.0 fte) by the end of the 2023/24 academic year.
35. Human Resources and Organisational Development – The vacant HR and Organizational Development (OD) Business Partner position will not be replaced but instead two Assistant HR and OD Business Partners will be appointed which will encompass a broader range of responsibilities compared to the HR Advisor role, including elements of OD. Consequently, the roles of HR Advisor and HR Advisor (Data and Reporting) will be removed. Additionally, once the new HR system is implemented, the fixed term HR Assistant role will end. Furthermore, it is proposed to reduce the vacant OD/Equality, Diversity, and Inclusion (EDI) Advisor role from 0.8 FTE to 0.5

FTE, removing the OD component as this will be handled by the Assistant HR and OD Advisors

36. Finance – This department is out of scope of this consultation process.

37. Academic Support Roles – The role of Kitchen Operations Controller will be reviewed to encompass new areas of support associated with Textiles – no reduction of permanent staff

38. Exec Support roles – With the reduced number of Senior Managers and changes to the management of the curriculum administration team, it is recommended to reduce the number of SLT Pas (excluding the Principal's PA) by 1.0 fte and to update the remaining PA job description.

39. Exec Support roles – Remove the line management of the curriculum admin team from the PA to Principal and update the job description to reflect this.

40. Exec Support roles – Due to changing priorities it is recommended to change the role of project and planning officer and a new focus of be considered in relation to Enterprise Risk Management and internal projects.

Workstream 3 – Estates workstream proposals

41. Estates – Where permitted roles move from the staffing budget to the capital budget – no reduction of permanent staff.

Workstream 4 – Continuous Improvement proposals

42. Continuous Improvement – We propose establishing a new function for continuous improvement within the Information Services Department. This will involve creating a new position called Business Process Improvement to provide support for this initiative.

Workstream 5 – Additional Profitable Income Generation proposals

43. Academic of Sport and Wellbeing – It is proposed that we continue to offer ASW as a provision. The following changes are proposed to support this:

Changing the opening hours of ASW over the weekend to 8am – 8pm both Saturday and Sunday to meet business needs will mean that contracts of permanent staff working over the weekend will require to be reviewed specifically:

- Receptionists
- Climbing Wall Assistants

In addition, it is proposed to remove the role of Duty Manager.

Hours from bank staff will be consolidated into some salaried roles and a new role of Lead Leisure Assistant will be created.

The ASW General Manager will see a change of line manager to the Director of Commercial.

44. Nursery – The decision has been made to close the nursery at the end of the summery term in 2024. Despite price increases in the 2023/24 period, the Nursery continues to operate at a loss. It currently runs at maximum capacity based on staffing ratios. All nursery roles, including Depute Nursery Coordinator, Early Childhood Practitioner, and Early Childhood Assistant, will conclude at the end of the summer term in 2024. The Nursery Manager role will end slightly later to facilitate the closure process.

45. International – This is an identified growth areas but there are also single points of failure within the team so there will be stronger collaboration with Admissions. New roles of International Partnership Coordinator and International Partnership Officer be created to support this expansion. This function will be line managed by the Director of Commercial.

46. Business Development – This team will stay as it currently is but will move to be line managed under the Director of Commercial, their roles will be reviewed to meet the new requirements of the function.

The Senior Leadership Team strongly believes that implementing these proposed changes, complemented by the new structure of the Perth Leadership Group, will significantly contribute to UHI Perth's journey towards financial stability in the midst of a rapidly evolving market. By restructuring various departments, redistributing roles, and optimising operational processes, we aim to streamline our operations, enhance efficiency, and adapt to the changing demands of the market. Through these strategic adjustments, we are confident that UHI Perth will be better equipped to navigate the challenges ahead, ensuring not only financial resilience but also continued growth and success in fulfilling our mission of providing quality education and services to our community.

4. Who is affected

The list below outlines which staff are affected by this consultation process.

We will ensure that any staff who are absent from work on sickness, maternity leave etc. will receive the same information on the consultation process, including the relevant timescales.

During this process we will endeavour to reduce as much anxiety as possible and we are already considering measures for minimising or avoiding compulsory redundancies including:

- Staff choosing to leave the organisation and not being replaced.
- Restrictions on recruitment
- Restrictions on overtime
- Management of fixed term contracts

The posts (and thereby the current post-holders) affected by the current proposal (please note that a number of these roles are proposed to be ringfenced for vacancies that exist):

All unpromoted academic staff	All promoted academic staff	All Leisure Tutors
Admissions and Enrolment Officer	Student Records Manager	Student Services Manager
Receptionists (not ASW)	Student Records Administrator	Careers Advisor
Customer Services Assistants	Team Leader – Curriculum Admin Team	Material Production Assistants
Reprographics Technician	Library Assistant	Library and Careers Administrator
ICT Support Officer	ICT AV/VC Support Officer	ICT Media Team Leader
ICT Support Officer (Apple)	Executive Support Team PA	A/P Support - CCD
Depute Nursery Coordinator	Early Childhood Practitioner	Early Childhood Assistant
Nursery Manager	Project and Planning Officer	HR Advisor

HR Advisor (Data and Reporting)	Duty Manager (ASW)	Kitchen Operations Controller
Customer Services Officer	Exams Officer	Property Secretary

Posts available as an outcome of the initial proposal, subject to the outcome of the consultation process:

Based on the proposals the posts that may be available for the affected staff to be considered for are set out below – please note all roles could be considered on a job share and due consideration will be given to requests for reductions in hours or weeks per year and requests should be made during the application process.

This list is likely to change as unfilled roles continue to be reviewed and subject to consultation. (This table has just been reordered to make it easier to review)

Name of post	Department	Number of posts	Total Hours per week for role	Weeks per year	Indicative Grade	Ringfenced in the first instance
Admissions Assistant	Student Experience	1	17.5	52	D	No
Examinations Officer	Student Experience	2	42	52	D (subject to job evaluation)	No
Learning Mentor	Student Experience	2	70	48.37	F	No
Customer Services Assistant	Student Experience	1	35	52	B	Yes
Admissions and Compliance Team Leader	Student Experience	1	35	52	subject to job evaluation	Yes
Customer Services Officer	Student Experience	1	35	52	subject to job evaluation	Yes
Student Experience Manager	Student Experience	1	35	52	subject to job evaluation	Yes
Business Process Improvement	Information Services	1	35	52	Subject to job evaluation	No

Name of post	Department	Number of posts	Total Hours per week for role	Weeks per year	Indicative Grade	Ringfenced in the first instance
Risk Management and Project Officer	Information Services	1	35	52	G	Yes
Digital Support Officer	Information Services	3	105	52	subject to job evaluation	Yes
Digital Team Leader	Information Services	1	35	52	subject to job evaluation	Yes
Equality and Diversity Advisor	HR and OD	1	17.5	52	H	No
Assistant HR and OD Business Partner	HR and OD	2	70	52	I	Yes
Estates Helpdesk Administrator	Estates	1	35	52	subject to job evaluation	Yes
Learning Support Practitioner	Curriculum	5	157.5	52	subject to job evaluation	No
Audio Technician	Curriculum	1	35	52	subject to job evaluation	No
Food and Textiles Support Assistant	Curriculum	1	35	48.37	Subject to job evaluation	Yes
International Partnerships Officer	Commercial	1	35	52	H	No
International Partnership Coordinator	Commercial	1	35	52	subject to job evaluation	No
Receptionist (ASW)	ASW	TBC	TBC	TBC	B	No
Leisure Assistant	ASW	TBC	TBC	TBC	C	No
Fitness Instructor	ASW	TBC	TBC	TBC	D	No

Name of post	Department	Number of posts	Total Hours per week for role	Weeks per year	Indicative Grade	Ringfenced in the first instance
Climbing Wall Assistant	ASW	TBC	TBC	TBC	D	No
Lead Fitness Instructor	ASW	1	TBC	TBC	E	No
Lead Administrator (ASW)	ASW	TBC	TBC	TBC	D	Yes
Lead Leisure Assistant	ASW	1	TBC	TBC	Subject to job evaluation	Yes

5. Proposed appointments process

We are developing various methods to populate new structures during this period of change. We understand that simply placing existing staff into new roles may not always meet the requirements or align with individual capabilities, and some staff may find a full selection process daunting. Therefore, we're exploring a mix of approaches and value feedback from staff. However, certain considerations must be taken into account:

- A practical approach to filling vacant roles that provides opportunities for affected staff to be considered.
- Acknowledgment of changes in workforce numbers within proposed roles.
- Commitment to retaining employees within the organization, although this may not always be feasible.
- Application of probationary processes where appropriate.

Following the initial consultation process and considering all feedback, questions, comments, and suggestions, a final proposal will be agreed upon. The next step will involve appointing individuals to the roles within the new structure.

6. Voluntary Severance

We intend to open our enhanced voluntary severance scheme to all staff within UHI Perth. This scheme will be open from the 25 April 2024 to the 8 May 2024. If staff wish to have an informal conversation about voluntary severance prior to applying then they should contact Katy Lees, Head of HR and Organisational Development on katy.lees.perth@uhi.ac.uk.

7. What happens next – timescales

The following outline timetable sets out the provisional key dates.

Date – week commencing	What is happening during these weeks
18 April 2024	Consultation document provided confidentially to Trade Unions
23 April 2024	Formal Consultations start with Trade Union representatives
24 April 2024	Copy of consultation document issued to all staff
25 April 2024	Voluntary Severance window open
8 May 2024	Voluntary Severance window closes
24 May 2024	End of consultation process and confirm final changes in proposals and allocation/selection/appointments process
25 May onwards	Start of selection process and implementing new structure including appointments into new structure in accordance with agreed allocation and selection process
12 August 2024	New structure in place
31 July 2025	Balanced budget
<i>It is important to note, that these dates may vary and we will look to update staff through the formal employee representative process and also through the Frequently Asked Questions that will be published. The timescale may also be revised depending on the outcome of the consultation process</i>	

8. Your feedback

We are keen to get your feedback on the proposals and you can do this in several ways:

1. Provide feedback to your Trade Union representatives.

They will hold meetings where you are able to do this, or you can contact them directly.
2. Ask questions or pass on your comments through the engage email address that has been set up engage.perth@uhi.ac.uk that is monitored daily by the Head of HR and Organisational Development and the SLT.
3. The Senior Leadership Team (SLT) will thoroughly review and address all questions received. Responses may be incorporated into future iterations of frequently asked questions (FAQs), unless the question pertains to an individual staff member's personal circumstance. In such cases, the individual will receive a personalized response. However, the consultation group will be informed that an individual response has been provided. Whenever feasible, responses will be provided through the FAQ process, which will be updated at least once per week.

9. Contact details and sources of further information

All consultation questions should be sent to the PCEngage email address engage.perth@uhi.ac.uk. This mailbox will be regularly monitored so that your questions, queries or comments can be responded to as quickly as possible.

As outlined above specific questions can be raised through this email address or through your employee representatives.

There will be regular updates to frequently asked questions and updates on PerthHub [UHI Perth Financial Sustainability Project 2024 \(sharepoint.com\)](https://sharepoint.com)

Please remember that the initial consultation period ends on the 24 May 2024 so please get your feedback or questions to us before then.

Appendix 1 – Programme Leadership Additional information

1. Remission should be provided for programme leaders for undergraduate and postgraduate degree programmes, and *networked* HN programmes which involve two or more academic partners only.

The clustering of degree programmes is encouraged to support efficiency and the student experience, especially where programmes are clustered together in a scheme of small, linked degree programmes. This typically involves degree programmes which whilst leading to individual awards share a substantial number of modules and are hence joined together in a scheme. Clustering, or grouping of HN and top-up degrees under one PL is only required, by exception, where there is clear and direct progression (for example HNC social science to BA (Hons) social science, or HNC Music Business to BA (Hons) Music Business, and not HNC social science to BA (Hons) criminology, or BA (Hons) psychology or other options)

Except where there are professional body requirements, or similar business requirements, remission should not normally be provided for module leaders, as much of the administrative requirements related to module oversight are supported by academic professional service colleagues. However, there will be an increase in allocated hours associated with each module from 48hrs to 51hrs (or equivalent where an academic partner/EO academic area is not subject to national bargaining arrangements) to take account of requirements associated with the modules.

2. Remission should not be provided for HN programmes - in line with practice elsewhere in the College sector in Scotland - other than for networked HN programmes which involve two or more academic partners.
3. Remission for programme leaders should not normally be annualised.
4. Programme Leadership remission for programmes where there are professional body requirements about this, or where there is additional complexity such as internationally delivered programmes may vary from the standard remission tariff.
5. Programme leadership remission arrangements must be both affordable and facilitate compliance with the relevant QAA precepts.
6. The criteria to be taken into account in determining the scale of remission for individual programmes are:
 - The number of fte students registered for the programme or programmes where these are clustered together.
 - The number of academic partners who deliver the programme.
 - Professional /Regulatory body requirements for remission as appropriate to context
 - Programmes delivered internationally as appropriate to context

It should be noted that the number of years over which a programme is delivered is not a criterion that is reflected in the determination of remission, as in effect this is included in the number of fte students.

The undernoted remission table articulates the principles above and provides a way of determining remission for programme leadership. A simple tool has been developed which allows variables to be inputted in order to determine more precisely the appropriate remission for individual programme (s) or groups of programmes.

The essence of this model is set out in the undernoted table:

Student FTEs	Programme (s)Complexity	Annual Remission hours
Less than 30	Single partner (degree, PGT)	54
30-149	Single partner (degree, PGT)	63 -108
Less than 30	Networked PGT/degree/HN involving 2 or more partners	54
20-149	Networked PGT/degree/HN involving 2 or more partners	63-108
150-400	Networked PGT/degree/HN involving 2 or more partners	117-216

Appendix 2 – Module Leadership additional information

For module leaders especially it is planned to streamline and significantly reduce the burden associated with this role using the undernoted approaches. Module Leaders will have a full opportunity to be involved in developing the detail of these arrangements as well as identifying any other opportunities for burden to be reduced:

- The current module Self Evaluation Documents (SEDs) will be revised into a significantly lighter touch format. Relevant discussions between Learning and Teaching and the MIS Team are already underway, exploring the development of a module 'health check' group of KPIs and related dashboard that could support a different approach to module monitoring and reporting, that could also be aligned to a 'reporting by exception' approach. It is envisaged that module leaders will be involved in co-creating this revised approach.
- The Mitigating Circumstances process will be streamlined and automated and will not routinely involve module leaders. While the automation possibilities are likely mid- to longer-term to achieve, perhaps across 2024/25 for introduction in 2025/26 (to be determined) a more streamlined process is felt to be achievable to introduce going into 2024/25.
- External Examiners will be able to access to assessment samples through the use of Brightspace as the single source for access, utilising EE external accounts which every External Examiner is already provided with. This will reduce the burden for module leaders as they will no longer be required to collate batches of coursework for external examiners. It is planned that this will be fully implemented by Semester 2 2024/25 if at all possible.
- A Module Leaders Development meeting will held early in 2024/25. It will led by the academic professional development team in EO but the scope and content will be co-created with module leaders in order to provide an opportunity for module leaders to be orientated to the new Module Leadership descriptor and responsibilities, including arrangements for reducing burden.

Appendix 3 – Schools College Programmes that have or are to be removed

SDD AREA	SECTOR AREA	COURSE TITLE
ALS	EYE	Certificate in Playwork & Childcare
ALS	H&W	College Certificate- Introduction to Beauty Skills
ALS	H&W	SFW Beauty - Higher
ALS	H&W	College Certificate - Intro to Hairdressing
ALS	H&W	SFW Hairdressing - National 4
ALS	H&W	SFW Hairdressing - National 5 Mixed
ALS	H&W	SFW Health - National 5 Perth High
ALS	SLLE	Gateway to College
BMCL	BMC	Foundation Apprenticeship Business SDDM (Schools)
BMCL	BMC	Foundation Apprenticeship Business Skills
BMCL	BMC	NPA Cyber Security - SCQF 5
BMCL	BMC	PECMIDIPMI CMI Certificate in First Line Management Schools
BMCL	BMC	IT in Business word processing and apps
BMCL	HFS	Foundation Apprenticeship - Hospitality (One Year Course)
BMCL	HFS	NPA Hospitality Operations SCQF Level 6
BMCL	Sport and Fitness	NPA Outdoor Sport (Schools) SCQF Level 5
BMCL	Sport and Fitness	Passport to Sport
BMCL	Sport and Fitness	NQ Activity Tourism

CCI	Creative Industries	Foundation Apprenticeship Creative and Digital Media removal of year 1
CCI	Music & Music Business	NPA Music Business
CCI	Music & Music Business	Higher Music Technology
CCI	Language School	ESOL pathways to FE
STEM	BE	Skills for Work; Construction Craft Practices
STEM	BE	Skills for Work; Construction Craft Practices (Infill)
STEM	BE	NPA Horticulture L4
STEM	SEA	Foundation Apprenticeship Engineering
STEM	SEA	Environmental Science National 5 (Schools Offer)
STEM	SEA	Foundation Apprenticeship Scientific Technologies
STEM	SEA	College Certificate - STEM
STEM	SEA	PDA Modern Biological Technologies
STEM	SEA	NPA Science and Health

* Including planned courses that are now being removed but have no current delivery hours attached
(this includes new proposals/ infill cohorts and those paused for 23/24)

Appendix 4 – Horticulture programmes to be removed

SDD AREA	SECTOR AREA	COURSE TITLE
STEM	BE	NC Horticulture - SCQF 5
STEM	BE	Horticulture HNC
STEM	BE	Horticulture HND Year 2

Appendix 5 – Unviable FE programmes that have or are to be removed

Directorate	Sector Area	Mode	Course Title
ALS	HWB	FT	NQ Access to Nursing (SWAP PROGRAMME) - SCQF 6
ALS	HWB	FT	NQ Access to Nursing and Social Services SCQF 6
BMCL	HFS	FT	Intro to Professional Kitchen (incorporating SVQ Hospitality Services - SCQF 4)
BMCL	HFS	FT	SVQ Professional Cookery - SCQF 5
BMCL	S&F	FT	NQ Sports Studies - SCQF 5
CCI	AETA	FT	NQ Acting and Theatre Performance- SCQF Level 6
STEM	Automotive Engineering	PT	SVQ in Heavy Vehicle Maintenance and Repair SCQF 7
STEM	Automotive Engineering	PT	SVQ in Heavy Vehicle Maintenance and Repair SCQF 7
STEM	Automotive Engineering	PT	SVQ in Heavy Vehicle Maintenance and Repair SCQF 7 (BR)
STEM	Automotive Engineering	PT	SVQ in Heavy Vehicle Maintenance and Repair SCQF 7 (BR)
STEM	Automotive Engineering	PT	SVQ in Heavy Vehicle Maintenance and Repair SCQF 7 (BR)
STEM	BE	FT	NC Horticulture - SCQF 5
STEM	SEA	PT	College Certificate - Greens Skills Academy

(12 excluding Horticulture)

* Including courses that are reducing from 2 to one cohort/ integrating delivery and being replaced and those that do not have current teaching hours allocated.

(this includes new infill cohorts and those paused for 23/24)

Appendix 6 – Unviable HE programmes (including post-graduate programmes) that have or are to be removed

Directorate	Sector Area	Course Title	Comment
ALS	EYE	No HE Course Cuts	No impact on teaching hours
ALS	HSS	No HE Course Cuts but clustering into schemes for efficiencies	No impact on teaching hours
ALS	HWB	No HE Course Cuts	No impact on teaching hours
BMCL	HOSP	Events Management BAH	No impact on teaching hours
BMCL	HOSP	Hospitality Management HND	399 hours
BMCL	HOSP	Professional Cookery with Management HND	350 hours
BMCL	BMC	Book-keeping PDA	No impact on teaching hours
BMCL	BMC	Financial Accounting PDA	No impact on teaching hours
BMCL	BMC	Office Management and Information Technology PDA	No impact on teaching hours
BMCL	BMC	Applied Software Development BScH	No impact on teaching hours
BMCL	BMC	Applied Software Development BScH	No impact on teaching hours
BMCL	BMC	Applied Software Development BScH	No impact on teaching hours
BMCL	BMC	Applied Software Development BScH	No impact on teaching hours
BMCL	BMC	Web Technologies MSc	282 hours
BMCL	S & F	Outdoor Education and Learning BAH	No impact on teaching hours
CCI	MMB	Applied Music BAH	No impact on teaching hours
CCI	MMB	Applied Music BAH	No impact on teaching hours
CCI	CI	No HE Course Cuts but merging of Two stream into a scheme for efficiency	No impact on teaching hours
CCI	AETA	No HE Course Cuts	No impact on teaching hours
STEM	BE	Horticulture HNC	289 hours
STEM	BE	Horticulture HND Year 2	272 hours
STEM	SEA	Environmental Science BScH	No impact on teaching hours

* Including planned courses that are now being removed but have no current delivery hours attached.

Committee Cover Sheet

Paper No.3

Name of Committee	Strategic Development Committee
Subject	Additional Income Generation Update – Work Stream 5
Date of Committee meeting	22/05/2024
Author	Jill Elder
Date paper prepared	10/05/2024
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	This presentation will provide the recommendations of Work stream 5 in relation to additional income generation including Business Engagement and International activity and the Academy of Sport and well-being. The included recommendations are the output of the work undertaken between January and March 24 which then formed the basis of the Consultation proposal.
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	N/A
Action requested	<input type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
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	This paper has been requested by the Chair as a follow up to the Presentation given by Craig Lennox/Gareth McKenna at a previous meeting on Commercial and International Growth Development and to provide the related recommendations from Work Stream 5 which concluded on 29 th March 2024.

Committee Cover Sheet

of this paper to the nominated Committee.	
Resource implications Does this activity/proposal require the use of College resources to implement? If yes, please provide details.	Yes/ No Yes
Risk implications Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk? If yes, please provide details.	Yes/ No No
Equality & Diversity Does this activity/proposal require an Equality Impact Assessment? If yes, please provide details.	Yes/ No No
Data Protection Does this activity/proposal require a Data Protection Impact Assessment? If yes, please provide details.	Yes/ No 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)?	Yes/ No If yes, please give details: No

Committee Cover Sheet

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

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

Please select a justification from the list, below:

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

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

and

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

Additional Income Generation Update - WS5

Jill Elder
22/5/24

Definitions

Recommendation:

1. Commercial (achieving the 30% overhead contribution and further profit %)
2. Part commercial/core funded (achieving 30% overhead contribution by including credit/FTE funding and a tuition fee – the aim here should be for a further profit %)
3. Full Cost recovery (achieving the 30% overhead contribution)
4. Community benefit (for college or wider community benefit) NB consideration will be given to projects which demonstrate an in-kind value where the 30% overhead contribution is not possible.

Business Case process

A new Business Case approval document is under development which will be required for **all proposals** to be submitted to PLG for awareness/comment and SMT for an initial Go/Not go decision. Proposals will be assessed against explicit criteria and the outcome will be:

1. Approved to proceed with clear rationale provided.
2. Provided with feedback and invited to resubmit with timeline.
3. Rejected with clear rationale provided.

It is mandatory for a Finance Business Partner to work with any Proposer to develop the financial costing projection. The Proposer and FBP will both sign off accuracy of the BC for submission.

Assumption - Overhead

International costs built into CRP @ 0.29 PTH

Business Engagement Team costs built into CRP @ 0.43 PTH

These costs are currently planned to be attributed to the courses which they support in the CRP.

Recommendation:

Appropriate and agreed model(s) are developed with Finance for each Additional income generating area to ensure consistent baseline data is available and can be better used to inform decision making.

MARKETS

ACTIVE:

China, India, Nepal, Sri Lanka, Brunei

EMERGING:

Vietnam, Bangladesh, Kuwait,
Indonesia, Malaysia

POTENTIAL:

Pakistan, Nigeria, Ghana,



International

Current Delivery models:

TNE Flying Faculty 43% profitability

Online delivery – with partner – 62% profitability

On campus (articulation and credit transfer) – not determined % as infill

Short Course (summer school, previous 3 week staff development programmes)

Delivery Models under development:

TNE Franchise – 55-65%

On campus (articulation and credit transfer) – not determined % as infill

TNE Flying Faculty – currently 43%

International

Recommended prioritisation of delivery models –

1. TNE Franchise - grow
2. On campus infill – continue and monitor for 24/25 and review planning for 25/26. Finance/Int are working on a model to determine curriculum/partner income/profitability.
3. TNE Flying Faculty – maintain
4. Short Courses – stop.

International

Recommendations:

- Require infrastructure immediately to both maintain existing relationships and develop growth opportunities. Recommend structure required and investment.
- Target contribution/profitability – 43-50% TNE FF and 50-60% TNE Franchise with re-investment of 5-10% of same in curriculum area with agreement in Business Case. Eg If 50% margin achievable then 30% contribution to OH, 5-10% re-investment (in curriculum area or scholarships) and 10% profit to college bottom line.

Alternative considerations which will require Finance view:

1. Increasing the college agreed over head to include Int team costs.
2. % of potential income is invested in increasing infrastructure eg 0.05% of income projected by 2027 would be £475K.

International

Total 24/25 projected profit increase is £362,507. NB There is also potential additional income with Aircraft Eng with new articulations in place. (circa £150K income)

This is based on AITM (Nepal) franchise commencing January 2025 and increase in LCCI credit transfer on campus students.

CAT Kuwait franchise in early development with potential Sept 2025 start date with potential up to £300,000 profit.

International

Risks to the plan:

UHI approvals – Strategic agreement/support required in Perth/UHI/APs

UHI AP changes – strategic monitoring required

Staffing issues – monitor and review, reputational risk

Higher risk with Networked programmes due to reliance on other APs

Differing risk with specific models ie TNE FF and Franchise model

Infrastructure – implement enhanced structure in International and agree remission model to be built into BC for academic side as required to enable more speedy progression of projects.

Proposed Team UHI Perth

Director of International Partnerships Craig Lennox/ Lin Shen		
International Partnerships Officer Cindy Choquet	International Admissions and Compliance Officer Sharon Porter	International Partnerships Officer Grade H: £33,920
	International Admissions and Compliance Coordinator Grade F: £27,500	
International Partnerships Coordinator Grade D: £25,470		

Proposed investment of ~~£86,890~~ £59,390 per annum (excluding pension, other benefits and onboarding costs) to the international team in terms of new staff to aid delivery of success.

This investment would:

- allow for better allocation of responsibilities and tasks,
- enable improved processes and practices
- implement improved support for faculties and external partners.

Clear division of tasks and labour would also allow for a clear commercial focus on delivering income and generate increased international student numbers.

Potential ACCUMULATIVE INCOME TOTAL BY 2027

ACTIVE	HIE, HUUC, ZUA, Akureyri	£3,586,053
IN DEVELOPMENT 1	AITM, CAT CSRI	£2,535,000
IN DEVELOPMENT 2	Binzhou, Sichuan, Luoyang, HMEP	£3,420,000
TOTAL:		£9,541,053

Established partnerships

	Tuition	22/23	23/24	24/25	25/26	26/27	TOTAL
HIE	£2000	115 £230,000	155 £310,000	220 £440,000	220 £440,000	220 £440,000	£1,860,000
ZUA	£2200	94 £51,700	94 £103,400	94 £155,100	94 £206,800	94 £206,800	£723,800
HUUC	£1500	101 £151,500	100 £150,000	100 £150,000	100 £150,000	100 £150,000	£751,500
Akureyri		72 £57,274	83 £43,479	85 £50,000	90 £50,000	90 £50,000	£250,753
						TOTAL:	£3,586,053

Partnerships in development

AITM Nepal (FRANCHISE) 2025	BA Hons Hospitality Mgt, 350 students across years 1-4 by 2027 = £455,000 BA Hons Business and Management, 350 students across years 1-4 by 2027 = £455,000 BSc Hons Computing, 350 students across years 1-4 by 2027 = £455,000 MBA 50 students per year by 2027 (30, 50, 50) = £150,000 TOTAL: £1,515,000	
CAT Kuwait Franchise (2025)	B Eng Electrical and Electronic Engineering 50/ year B Eng Electrical and Mechanical Engineering 50/ year B Eng Mechanical Engineering 50/ year B Eng Energy Engineering 50/ year	BA Hons Business and Management 40/ year BA Hons Accounting and Finance 40/ year BSc Hons Computing Science 40/ year BSc Audio Engineering 40/ year BA Hons Visual Communications 40/ year TOTAL: £700,000
Ceylon Strategic Research Institute (CSRI) (FRANCHISE) 2025	MBA Franchise: 2025, £48,000 2026, £72,000 2027, £200,000 TOTAL: £320,000	
TOTAL:	£ 2,535,000	

Partnerships in development

Binzhou (TNE) 2025	Aircraft Engineering 400/year @ £2,000 = £800,000 per year by 2028 Electrical and Electronic Engineering 400/year @ £2,000 = £800,000 per year by 2028 Mechanical Engineering 400/year @ £2,000 = £800,000 per year by 2028 Total: £2,400,000
Sichuan Uni of Arts and Science TNE 2025	BA Hons Visual Communications: 60/ year @ £2,000 = £120,000 BSc Hons Audio Engineering: 60/ year @ £2,000 = £120,000 TOTAL: £240,000 per year = £720,000 by 2027
Luoyang Poly TNE 2025	DipHE Hospitality + Articulation to yr 3 and 4 at UHI Perth 100/ year x £2000 = £200,000 = £600,000 by 2027
Hunan Mechanical Engineering Poly TNE 2025	DipHE Engineering + Articulation to yr 3 and 4 at UHI Perth 50/ year x £2000 = £100,000 = £300,000 by 2027
TOTAL:	£3,420,000

Articulation & credit transfer

LCCI Nepal	1+3 agreement in place for Hospitality Management Sept 2023 2 students @£7,182 = £14,364 (10% scholarship off) 5-8 students expected for Sept 2024 1+3 agreement in development for Computing
AAC Sri Lanka	2+2 (plus bridging course) in development for BSc Hons AME 3-5 students expected for Sept 2024 year 3 (£14,396) = £43,189 - £71,980 (10% scholarship off)
CAT Kuwait	2+2 (plus bridging course) in development for BSc Hons AME 3-5 students expected for Sept 2024 year 3 (£15,996) = £47,998 - £79,980
Joramco Jordan	2+2 (plus bridging course) in development for BSc Hons AME 3-5 students expected for Sept 2024 year 3 (£15,996) = £47,998 - £79,980
India SGT, SGI. Andhra	We have 3+1 plus MBA articulation agreements in place, but the key agent has gone quiet on us. He is targeted with 10 enrolments
Doctoral College IAB	OFQual approved HNC and HND level business management, accounting and finance programmes seeking articulation into year 3 of our programmes. In development.
Edubex	SQA approved level 11 management programme (120 credits) delivered online seeking 60 credit MBA top up articulation and franchise. In development.

Ultimate Goal	<p>Achieve £5 million income from international partnerships activities by 2027/28</p> <ul style="list-style-type: none"> · Build UHI reputation in international markets for partnerships · Increase student diversity: nationality, subject areas studied, subject level studied · Establish robust processes and practices for student experience and student support 				
Objectives	Data-Led partnerships strategy	Robust compliance	Data-Led student recruitment strategy (partnerships)	Brand Recognition	360° Student experience and support
Questions Challenges Assumptions	Can we identify key areas for growth? Short term (quick wins) and longer-term (new markets/ regions) growth opportunities? What partnership management practices do we need to instil?	Can we identify key areas of improvement? What systems/ processes are required to achieve this? How is this scalable?	Where and how can we win against competitors? How do we read data to ensure sustainable growth? How does this move us towards our ultimate goal?	How can we win against competitors? How do we measure our brand recognition and reputation in market YOY? How do we measure and monitor ROI on all activities?	How does this add value for the student? How is this scalable? How does this add value to UHI reputation? How does this move us towards our ultimate goal?
Activities and Project Plans	Market-led partnership opportunities. Audit of current partners to identify programme area growth opportunities (quick wins) Competitor analysis and understanding of gaps in our market/ regional focus Info sessions across UHI campuses to encourage academic interest in partnerships. Establish growth forecasts and targets for partnership development	Review and refine current processes and practices identifying areas where we can streamline and improve. Maintain current knowledge of UKVI changes and updates. Potentially identify existing resource that can help support immediate growth Identify and plan for busy/peak times to ensure service levels maintained. Measure and monitor application times to set a baseline from which to improve.	In-country visits, events and activities focused on recruiting from articulation partners. Digital marketing and social media campaigns Programme specific webinars to share info Partnerships account management to focus on and drive application growth Activity measurement, monitor and ROI focus	In-country visits, events and activities to meet prospective students Digital marketing and social media campaigns Programme specific webinars to share info Partnership account management to understand market reaction/understanding to/of UHI Robust activity measuring, monitoring and ROI focus	Establish plan and timelines to implement student focused support and services Robust measurement and monitoring of activities to gauge success of activities Feedback tweak and amend plans to ensure success Engage with students – focus groups and interviews to understand their experience and use this to influence changes
YOY	2022/23	2023/24	2024/25	2025/26	2026/27
					2027/28

Business Engagement team

BET Income target of circa £440k FOR 23-24

FWDF significant traction increased from 90K to £265K in 2 cycles but FWDF is now redundant; No income for 24-25. Only means of replacing this funding stream is via the TCD eg £100K available via Perth to SMEs (£5K allocation).

MA's currently capped so income target will be the same for 24-25; New bid has been submitted request for additional MA's but likelihood low. Awaiting outcome.

Managing Agent apprentices sit with STEM circa £300k per year.

SDS MA Contract income £190K. Managed by BET.

Business Engagement team

Cost of Work Based Assessors is complex as in each curriculum area operates a different model which may be discreet or integrated with SVQs and other provision.

Line Management requires consideration – recommendation that this aligns within the curriculum eg STEM directorate who would have cross college responsibility for the MA provision both Managing Agents and SDS College managed contract.

Philanthropy and Fundraising – this is being explored with UHI who will take responsibility for this aspect of business engagement.

Business Engagement team

Recommendations:

- The college should continue to deliver the Apprenticeship family in line with national priorities. GA and FA are accounted for in WS1 and the CRP.
- The MA/SVQ Costing and operating model has been initially reviewed.
- This highlights significant differences in practice, operating models and costings which require further review and alignment as appropriate. There are very efficient models in operation eg SVQ Assessors also undertaking MA activity and other work-based requirements within curriculum within roles. The CRP needs further development to fully illustrate the costing/profit position.
- The recently established community of practice will support the good practice sharing and alignment.
- Review the reviewer/assessor activity to ensure efficient and effective within the existing staff resource.

Business Engagement team

Tay Cities Deal

AAS – Capital Funding £5.96m to create Aviation Academy for Scotland on campus (subject to 18 month OBC and FBC process). Bid to PKC to support consultancy costs to develop OBC/ FBC.

Hospitality Skills Project - £2m over 6 years. Staffing costs supported subject to approved BJC (75% complete). Bid to PKC to support consultancy costs to finalise BJC.

SME Skills Project – Estimated £100k pa for 4 years (20 SME's at £5k each). £1000 day rate. Associate cost £400- 500 per day, 30% OHD, approx. 20-25% margin.

Digital Skills Project – Staff development cost for AI funded with reciprocal delivery to regional College partners. Future funding bids can be submitted for project delivery. Capacity dependent.

Business Engagement team

Recommendations:

Consolidate this department for next 6-12 months.

2 FTE roles in BET continue to support the College Managed MA contract and also take on some support of the Managing Agent MAs bringing all college apprentices under one area.

2.6 FTE cost - £121,545 2.5FTE

Reduction of 0.6 FTE. **£22,605** ex on costs saving.

Business Engagement team

- Other profitable income opportunities via BET should be fully explored over the next 12 months.
- A list of potential/existing activity will be reviewed. It should be noted that no individual activity generates over £50K (objective) however CPD clusters have some potential.

Academy of Sport and Well-being

Notes: Excellent reputation with membership and sports hall users. Positive symbiotic relationship with curriculum areas based in ASW and out-with. Only current vibrant student experience on campus. Positive relationship with community, sports and schools partners. National bargaining staff costs are challenging.

Academy of Sport and Well-being

Student Usage

Currently –

Perth Students

407 with Direct Debit memberships

595 with Pay as you go arrangements including the upfront fresher payment

119 Alumni members

18 Non-Perth student members

Academy of Sport and Well-being

**11% INCREASE ON SAME
PERIOD IN 22-23**

**SIGNIFICANT INCREASE IN
GYM INCOME**

**DD PAYMENTS FOR 5
MONTH PERIOD IN 22-23
WAS £86,858**

**DD PAYMENTS FOR 5
MONTH PERIOD IN 23-24 IS
£103,613**

19% GROWTH IN 23-24

**INCREASED NUMBERS
ATTENDING GYM AND
FITNESS CLASSES**

**SPORTS HALL FULLY BOOKED
UNTIL APRIL 2024- NO
OTHER FACILITIES OF THIS
STANDARD LOCALLY- HUGE
DEMAND**

**ASW IS NOW BEST LOCAL
MULTI SPORTS FACILITY IN
PERTH**

LIVE ACTIVE DECISIONS

**FUTURE IS POSITIVE FOR
ASW**

**ASW PLAYS KEY ROLE IS
HEALTH AND WELLBEING OF
STUDENTS, STAFF AND
WIDER COMMUNITY**

**WE CONTINUE TO SUPPORT
STUDENT WORK BASED
LEARNING AND
EMPLOYMENT**

**WE ARE FLAGSHIP FOR A
VIBRANT CAMPUS 7 DAYS
PER WEEK AND OUR
COMMITMENT TO BEING A
GENUINE "COMMUNITY
COLLEGE"**

**WE PLAY KEY ROLE IN
SUPPORTING STUDENT
RECRUITMENT AND
RETENTION**

**ASW SIGNIFICANTLY RAISES
THE PROFILE OF OUR
COLLEGE**

Academy of Sport and Well-being

- Fixed costs - £120K (reception, system/licence, maintenance and equipment costs). These costs exist whether there is a commercial operation in the building or not.
- Org change process being worked up – change of opening hours to reduce hours and realign duty manager costs. Increase in cost - £300K (still requires confirmation of the baseline costs to ensure comparable – Finance input required).
- Membership price increase of 25% was implemented in December.
- Symbiotic relationship with Sport and Fitness Curriculum (FE credits 1016/ £383,255 income and HE FTE 245/£1,225,000 income).

Academy of Sport and Well-being

Aug – Dec 23- increase in income of 11% on previous year. This trajectory is continuing through Jan- March 24.

Based on current projections including membership increase and organisational change proposal, at the end of 23/24, the ASW is expected to make a 12% contribution (**£87,765**). Further modelling undertaken by ASW Manager/Finance BP for 24/25 predicts a 23% contribution rate (**£198,800**).

Staff costs based on basic salaries - £235,282 less on costs.

Recommendation:

- Finance review the breakdown the 5 Cost centres to provide analysis profitability of each area.
- Finance and ASW Manager revisit the Organisational change proposal (not yet finalised) to ensure comparable baseline financial data.
- Note: The above information will inform a final recommendation.

Committee Cover Sheet

Paper No. 4

Name of Committee	Strategic Development Committee
Subject	Balanced Scorecard – Board Strategic KPIs May 2024
Date of Committee meeting	23/05/2024
Author	Perth Leadership Group
Date paper prepared	16/05/2024
Executive Summary Please provide a concise summary of the Paper outlining the purpose, impact and recommended future actions if approved	Strategic KPI data for: 2022/23 actual 2023/24 actual 2024/25 target
Committee Consultation Please note which Committees this paper has previously been tabled at, and a brief summary of the outcomes/actions arising from this.	Perth Leadership Group
Action requested	<input checked="" type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For endorsement <input type="checkbox"/> For approval <input type="checkbox"/> Recommended with guidance (please provide further information, below)
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.	Strategic KPIs and achieving UHI Perth Strategy 2022-27

Committee Cover Sheet

<p>Resource implications</p> <p>Does this activity/proposal require the use of College resources to implement?</p> <p>If yes, please provide details.</p>	<p>Yes – where resource is required to meet KPI targets</p>
<p>Risk implications</p> <p>Does this activity/proposal come with any associated risk to UHI Perth, or mitigate against existing risk?</p> <p>If yes, please provide details.</p>	<p>Yes</p> <p>Not achieving strategic KPIs</p>
<p>Equality & Diversity</p> <p>Does this activity/proposal require an Equality Impact Assessment?</p> <p>If yes, please provide details.</p>	<p>No</p>
<p>Data Protection</p> <p>Does this activity/proposal require a Data Protection Impact Assessment?</p> <p>If yes, please provide details.</p>	<p>No</p> <p>Click or tap here to enter text.</p>
<p>Island communities</p> <p>Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?</p>	<p>No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>
<p>Status</p> <p>(ie confidential or non-confidential)</p>	<p>Non-Confidential</p> <p>If a paper needs to remain confidential for a prescribed period of time before being made 'open', please advise how long must the paper be withheld:</p> <p>Click or tap here to enter text.</p>

Committee Cover Sheet

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

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and

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

Balanced Scorecard 2022-27							Year One		Year 2	Year 3		
							2022-23		2023-24	2024-25		
Strategic KPI	UHI Perth Strategy 2022-27	Strategic KPI	Lead Author(s)	SLT Sponsor	Baseline	Target (Over 5 years)	2022/23 Target	2022/23 Actual	2023/24 Actual	2024/25 Target	2024/25 Actual	
Excellence in Learning and the Learner Experience												
SO1: The Learner Experience												
1	Increase retention, attainment, achievement, progression and student satisfaction to sector leading levels	Increase student retention										
		a) FE by 7%	Jill Elder/ Deborah Lally	VPA	79%	80%	79%	82%	tbc	82%		
		b) HE by 5%			79%	92%	79%	87%	tbc	87%		
Increase student achievement												
2		a) FE by 12%	Jill Elder/ Deborah Lally	VPA	66%	74%	66%	72%	tbc	66%		
		b) HE by 9%			71%	80%	71%	61%	tbc	71%		
3	Increase student satisfaction	Early Student Experience Survey:										
		a) FE by 2%	Nicky Inglis/ Deborah Lally	DP	96%	98%	96%	98%	98%	98%		
		b) HE by 7%			91%	98%	91%	97%	97%	97%		
		Student End of Year Survey:										
		a) FE by 6%	Nicky Inglis/ Deborah Lally	DP	92%	98%	92%	96%	96%	96%		
		b) HE by 9%			89%	98%	89%	94%	94%	94%		
SO2: Co-Creative and Progressive Curricula												
4	Strengthen and develop an agile, innovative and dynamic portfolio that responds to regional and Scottish Govt priorities and key sector needs with a focus on recruitment	Continue to annually review the curriculum portfolio and increase overall redesign of our courses by 25%	Lesley Connaghan/ David Gourley	VPA	50%	75%	55%	tbc	tbc	tbc		
SO4: Academic Partnerships												
5	Value/leverage (£) by partnership	Margin/revenue - overhead recovery +1% by year 5	Christiana Margiotti	VPEE	Still not defined	+1%	0	tbc	tbc	tbc		
College Growth and Ambition												
SO1: Our Culture												
6	Strategic Values - living our values	Monthly initiative around one of our values	Katy Lees/ Christiana Margiotti	DP	0	12	3	3	0	tbc		

Balanced Scorecard 2022-27							Year One		Year 2	Year 3	
							2022-23		2023-24	2024-25	
Strategic KPI	UHI Perth Strategy 2022-27	Strategic KPI	Lead Author(s)	SLT Sponsor	Baseline	Target (Over 5 years)	2022/23 Target	2022/23 Actual	2023/24 Actual	2024/25 Target	2024/25 Actual
SO2: Our Staff											
7	Staff survey results from 2021 are improved in the following areas (next survey	The leadership team provide clear direction and guidance	Jill Elder/ Jill Martin	DP	42%	80%	42%	42%	42%	50%	
SO4: Our Ways of Working											
8	We will enhance and improve our systems and processes, driving high quality outcomes	Number services/processes improved July 2023 - 4 July 2024 - 8 July 2025 - 12	Jill Martin/ Head of Finance	DPO	0	12	4	4	8	12	
SO5: Digital Transformation											
9		Identify a baseline digital competence framework for each job role	Jill Martin/ David Gourley	DPO	0	Produce framework document	Produce framework document	Framework document produced	Framework document produced	Framework document produced	Framework document produced
Partnerships and Collaboration											
SO1: Relationships											
10	Percentage strategic partnerships v proportion of external engagements	Increase from 5% by 1% pa	Nicky Inglis	VPEE	5%	10%	5%	5%	5%	5%	
SO2: Commercial Enterprise and Innovation											
11	Commercial AOP/Commercial Income (per college area)	Gross overhead +1% by Year 5	Nicky Inglis	VPEE	0.00%	+1%	0.00%	0.50%	0.50%	0.50%	
Sustainability											
SO2: Reinvestment Planning											
12	At the end of the strategic cycle have the following cost/income ratios:	1. Staff Cost/Income 70%	Head of Finance	DPO	80.90%	70%	80%	80.10%	tbc	tbc	
		2. Non-Staff Cost/Income 21%			23%	21%	22.8%	26.10%	tbc	tbc	
		3. Investment Cost/Income 5%			0	5%	1%	0.00%	tbc	tbc	
SO3: Environmental Sustainability											
13	Percentage gross carbon footprint reduction	Decrease by 2% pa	Gavin Whigham/ David Gourley	DP	1646 tonnes	tbc	1613 tonnes	1208 tonnes	tbc (target date 11/24)	1150 tonnes	
	Definitions										
	Lead Author - PLG member responsible for monitoring/tracking data			Baseline - data for 2021/22							
	SLT - member of Senior Leadership Team (SLT) sponsoring the KPI			Target - the set value to be achieved each year							

Strategic Development Committee - Terms of Reference

Membership

No fewer than 3 Independent Members of the Board of Management

College Principal

1 Staff Member of the Board of Management

2 Student Members, to be nominated by HISA Perth

In attendance

Depute Principal

Vice Principal (Academic)

Vice Principal (External Engagement)

Vice Principal (Operations)

Quorum

The quorum shall be 4 members

Frequency of Meetings

The Committee shall meet no less than three times per year.

Terms of Reference

- To actively engage in the development, review and monitoring of the College's Strategic Plan;
- To consider and approve other appropriate College Strategies, in particular those that seek to grow non-SFC income for the College;
- To consider matters relating to community outreach and the participation of the college in the delivery of major partnership projects;
- To keep under review the regional and national economy and market trends to help advise on the alignment of the curriculum;
- To monitor risks associated with commercial and international income and make appropriate recommendations to the Audit Committee;
- The Strategic Development Committee shall meet jointly with Finance & Resources Committee on an annual basis to ensure there is sufficient scrutiny of resource implications of potential proposal and recommendations taken forward by Strategic Development Committee.

