

UHI | INVERNESS

Meeting	Board of Management
Date and time	Tuesday 03 October 2023 at 4.30 p.m.
Location	Hybrid Meeting via: Microsoft Teams & Inverness Campus, Rooms 202

Governance Officer
26 September 2023

AGENDA

The timings on this agenda are indicative only and may extend beyond times highlighted.

Welcome and Apologies

Declaration of Interests and/or any Statement of Connections or Transparency Statements.

16:30 – 17:00 BOARD CREATIVE SPACE

- Update to Board on Outcomes from UHI Chairs and Principals Stirling Meeting
- The Chair of Court Alastair MacColl will be attending for this item

ITEMS FOR DECISION

17:00 – 17:05 1) MINUTES

- a.) Meeting of the Board of Management held on 27 June 2023
- b.) Closed Session Note (CSN-01-062023) of the Board of Management held on 27 June 2023
- c.) Closed Session Note (CSN-02-062023) of the Board of Management held on 27 June 2023
- d.) Confidential Note (CN-BoM-01-062023) of the Board of Management held on 27 June 2023

- 17:05 – 17:15 **2) OUTSTANDING ACTIONS**
Actions List
- 17:15 – 17:20 **3) RISK REGISTER UPDATES**
Report by Joint Director of Finance and Audit
- 17:20 – 17:30 **4) FINANCE UPDATES:**
Revenue Budget 01 August 2023 to 31 July 2024
Financial Forecast Return
Report by Joint Director of Finance and Audit
- 17:30 – 17:40 **5) SUB-STRATEGIES & POLICIES FOR APPROVAL**
a.) Procurement Strategy
b.) FE Fee Waiver Policy

ITEMS FOR DISCUSSION

- 17:40 – 17:50 **6) KPI MATRIX**
 - Review of KPI's for Academic Year 22-23
 - Review of Measures to be used for KPI's Academic Year 23-24
- 17:50 – 18:20 **7) PRINCIPAL'S REPORT (CONFIDENTIAL)**
- 18:20 – 18:30 **8) OUTCOMES AND SATISFACTION RATES**
Report from Vice Principal – Student Experience and Quality
- 18:30 – 18:40 **9) STUDENT ACTIVITY AND RECRUITMENT**
Report from Information Systems Manager
- 18:40 – 18:50 **10) GOVERNANCE UPDATE**
Report from Governance Officer
- 18:50 – 18:55 **11) DRAFT MINUTES OF MEETINGS OF BOARD COMMITTEES (CONFIDENTIAL)**
 - a.) HR Committee held on 22 June 2023
 - b.) Chairs Committee held on 31 August 2023
 - c.) Audit Committee held on 05 September 2023 – to follow
 - d.) Finance and General Purposes Committee held on 07 September 2023
 - e.) HR Committee held on 14 September 2023

FOR NOTING

12) AOCB

13) DATE AND TIME OF NEXT MEETING

19 December 2023 at 4.30 p.m.

If any member wishes to add an item of business to the Agenda, please inform the Chair and the Governance Officer as soon as possible. Additional items of business will only be considered for inclusion in the agenda in advance of the start of the meeting.

Board of Management

MINUTES of the BOARD OF MANAGEMENT HYBRID MEETING held via Rooms 203/204, Inverness Campus and Webex on 27 June 2023

PRESENT: Chris O'Neil, William Campbell, Donald MacKenzie, Mark Sheridan, James Millar, Dee Bird, Rojan Kumar Subramani, Arvinder Kainth, Matthew Millward, Gillian Galloway, Sally Blyth, Amy Goodbrand, Russell Edwards, Stephen Sheridan, Pauline Tuthill and Innis Montgomery

CHAIR: Mark Sheridan

APOLOGIES: Michael Beveridge and Tina Stones

OBSERVERS: Jane Davidson, Janette Campbell, Wendy Grindle, Holly Pearce and Elizabeth Keegan

IN ATTENDANCE: Vice Principal – Student Experience and Quality
Vice Principal – Operations and External Relations
Lead HMI, Education Scotland
Quality Officer
HISA Perth Student Association Coordinator
Governance Officer

The Chair welcomed everyone to the meeting and introductions were made.

Presentation

The Board was provided with a Presentation from the recent Education Scotland Annual Engagement Visit (Note of Session: CSN-01-062023).

Sally Blyth joined the meeting.

The Lead HMI, Education Scotland left the meeting.

Closed Session – Board Creative Space

The Quality Officer joined the meeting.

A closed session took place, which provided the Board with an opportunity to discuss the development of our new dashboard and the implementation of empowering staff to lead on improvements (Note of Session: CSN-02-062023).

The Quality Officer left the meeting.

Declarations of Interests

No declarations of interest, statements of connections or transparency statements were noted.

1. MINUTES

a.) Meeting of the Board of Management held on 28 March 2023

Decision: The minutes of the Board of Management Meeting held on 28 March 2023 were **AGREED** as a correct record and were **APPROVED**.

b.) Closed Session Note (CSN-032023) held on 28 March 2023

Decision: The Closed Session Note (CSN-032023) of the Board of Management Meeting held on 28 March 2023 was **AGREED** as a correct record and was **APPROVED**.

c.) Confidential Note of Discussion (CN-01-032023) held on 28 March 2023

Decision: The Confidential Note of Discussion (CN-01-032023) of the Board of Management Meeting held on 28 March 2023 was **AGREED** as a correct record and was **APPROVED**.

2. OUTSTANDING ACTIONS

- **Partnership Agreement** – It was reiterated to the Board that updates to the Partnership Agreement have ceased whilst the work streams from UHI 2024 are conducted. The Principal provided the Board with a confidential update in respect of UHI 2024 advising that work is continuing to progress.
Action: The Governance Officer will circulate to the Board a note of the UHI 2024 Curriculum Update which was provided to staff as part of a Wee Connect update in May 2023.
- **Business Solutions Team Presentation** – The Governance Officer advised the Board that Creative Space Sessions are being diarised for the upcoming Academic Year as part of the Board Development Plan. The Board was advised that the Business Solutions Team Presentation would be scheduled for the Board in conjunction with updates on the revitalisation programme and curriculum review.
- **Procurement Strategy** – The Governance Officer advised the Board that the Joint Director of Finance and Audit is currently reviewing the Procurement Strategy which will be taken to the September F&GP Committee for comment and then to the Board of Management in October for final approval.
- **Finance Training** – The Governance Officer advised that finance training for all Board Members had been arranged by the Professional Development Team and was carried out in June 2023. The Board provided feedback on the training.
Action: The Board requested a follow up Finance Training session, which the Governance Officer will arrange following the return of Academic Staff in August 2023.
- **Partnership Working** – The Principal advised the Board that we are continuing to look at partnership working. The Board noted that a collective decision had been made to cease the move to ITrent and that we are currently going through the procurement process again, in conjunction with others in the partnership, in respect of a combined Payroll and HR System.

- **External Effectiveness Review Action Plan** – The Governance Officer advised that the review of the action plan had been conducted and an update had been provided to the Board as part of the Governance Update Report.

Decision: It was **AGREED** that this item could be removed from the list.

- **UHI Inverness College Annual Audit Report by Ernst and Young** – The Governance Officer advised the Board that the Audit Committee continue to review all outstanding recommendations. In respect of the Internal Audit Recommendations the Board was advised that 15 remain active but that most are interrelated. The Board noted that it is expected that the financial recommendations will be closed once the procurement strategy and financial regulations have been updated.

3. POLICIES FOR APPROVAL

a.) Sustainable Procurement Policy

The Board was advised that this policy had not been to a Committee for review. The Board noted that this policy had been developed in line with sector policies and will be subject to an annual review to ensure that it reflects both our financial regulations and the expectations of the SFC and the Scottish Government.

Decision: The Board **APPROVED** the Sustainable Procurement Policy

b.) Gender Based Violence Policy

The Board was advised that this policy had been subject to both LT&R and HR Committee review who had both recommended it to the Board for final approval. The Board was provided with a background to the importance of this policy and our commitment to the White Ribbon Pledge and the Emily Test. The Board noted that this policy would also be subject to an annual review.

Decision: The Board **APPROVED** the Gender Based Violence Policy.

c.) Supporting and Managing Performance Policy

The Board was advised that this policy had been subject to HR Committee review. The Board noted that updates to the policy included sector wide changes and compliance with legal requirements.

Decision: The Board **APPROVED** the Supporting and Managing Performance Policy.

d.) Flexible Working Policy

The Board was advised that this policy had been subject to HR Committee review who had highlighted some small adjustments which have been made to the policy.

Decision: The Board **APPROVED** the Flexible Working Policy.

e.) Maternity and Paternity Leave Policy

The Board was advised that this policy had been subject to HR Committee review who had highlighted one small adjustment which has been made to the policy.

Decision: The Board **APPROVED** the Maternity and Paternity Leave Policy.

f.) Staff Recruitment and Selection Policy

The Board was advised that this policy had been subject to HR Committee review.

Decision: The Board **APPROVED** the Staff Recruitment and Selection Policy

g.) TOIL Policy

The Board was advised that this policy had been subject to HR Committee review.

Decision: The Board **APPROVED** the TOIL Policy.

h.) Secure Handling, Use, Storage and Retention of Disclosure Information Policy

The Board was advised that this policy had been subject to HR Committee review. The Board acknowledged the fines involved if GDPR is breached.

Decision: The Board **APPROVED** the Secure Handling, Use, Storage and Retention of Disclosure Information Policy.

4. PRINCIPAL'S REPORT

The Principal spoke to his confidential report (CN-BoM-01-062023) which provided the Board with an overview of new and continuing activity.

Innis Montgomery joined the meeting.

Decision: The Board **ENDORSES** and **SUPPORTS** Plan B and supports the EMT in asking the RSB to establish an accountable FE Committee, consider credit distribution and use, and a transparent costing model.

Decision: The Board **APPROVED** the HR Business Case.

5. HISA BOARD OF MANAGEMENT PROJECT REPORT

The HISA Perth Student Association Coordinator joined the meeting.

The HISA Perth Student Association Coordinator spoke to her report which provided the Board with an outline of the HISA Board of Management Project. The Board was advised that this project was conducted following discussions with each Academic Partner and that the purpose of the project was to standardise the support which was provided to HISA Officers to ensure their effective contribution to each Board.

The Board was advised that following the consultation process a Project Plan has been drawn up, which has been facilitated by each of the Partners Assistant Voice Representatives. The Board noted that this report will be officially released to the public at the end of August 2023.

The Board welcomed this report.

Decision: The Board **AGREED** to the adoption of the Board of Management Project Plan as part of the HISA Project Management outcomes.

The HISA Perth Student Association Coordinator left the meeting.

6. REVENUE BUDGET – AY 23-24

The Principal spoke to the Revenue Budget which was presented and recommended by the Finance and General Purposes Committee. The Board was advised of the mitigating actions which will have an impact on our expected deficit.

Dee Bird left the meeting.

The Board discussed HE activity, the potential for additional apprenticeships and plans for further efficiencies.

Dee Bird joined the meeting.

The Board expressed their confidence in the Executive Management Team and noted the fluidity of the budget.

The Board discussed miscellaneous income and other income generation and a further lengthy discussion around the sale of the Longman Site took place.

Decision: The Board **APPROVED** the Revenue Budget for Academic Year 23-24.

7. CAPITAL EXPENDITURE BUDGET AY 23-24

The Principal spoke to the Capital Expenditure Budget which was presented and recommended by the Finance and General Purposes Committee.

Decision: The Board **APPROVED** the Capital Expenditure Budget for Academic Year 23-24.

8. FEES – AY 23-24

The Principal spoke to the Fees for Academic Year 23-24 which was presented and recommended by the Finance and General Purposes Committee. The Board noted the recommendation that we do not increase FE fees for the upcoming Academic Year.

Holly Pearce left the meeting.

Decision: The Board **APPROVED** the fees for Academic Year 23-24 and **AGREED** that no increase will be made to our FE fees.

9. RATIFICATION OF APPOINTMENT OF NON-EXECUTIVE AND CO-OPTED MEMBERS

The Governance Officer advised the Board that following a recruitment campaign we had recommended one candidate to University Court for appointment to the Board as well as offering two candidates the opportunity to take on the role of Co-opted Members. The Board noted that all necessary checks have been completed and University Court approval has been given.

Decisions:

- The Board **RATIFIED** the appointment of Wendy Grindle as a Non-Executive Member of the Board of Management.
- The Board **RATIFIED** the appointment of Janette Campbell as Co-opted Member to the Audit Committee.
- The Board **RATIFIED** the appointment of Jane Davidson as Co-opted Member to the Finance and General Purposes Committee.

The Governance Officer advised the Board that following the completion of Kelly MacKenzie's term as Professional Services Member, nominations were held and Pauline Tuthill was elected to the position.

Decision: The Board **RATIFIED** the election of Pauline Tuthill as Professional Services Member to the Board of Management.

10. KPI MATRIX UPDATE

Holly Pearce joined the meeting.

The Vice Principal – Operations and External Relations spoke to the KPI Matrix for the year to date and provided an explanation of the RAG rating system for those joining the Board.

The Board enquired as to sector comparisons and noted that all targets had been benchmarked, where available. Where this data was not available, the Board noted that targets had been set to provide an improvement on previous years.

Action: The Governance Officer will ensure that all Board Members have access to the KPI Matrix on SharePoint.

Amy Goodbrand left the meeting.

Stephen Sheridan left the meeting.

The Board discussed the current ratings in respect of mental health, student numbers and waste recycling. The Board thanked the Vice Principal – Operations and External Relations for this update.

11. GOVERNANCE UPDATES

The Governance Officer spoke to her report which provided the Board with an update on all governance matters and highlighted:

- That a timeline had been agreed in respect of the Principal's PRD process.
- That the annual review of the Code of Good Governance Survey will go live on 28 June 2023.
- That the annual board evaluation process has begun and that in respect of Committees and Committee Chairs this was carried out via JISC survey. The

ITEM 01.

Board was advised that the Self-Evaluation Process paperwork has been circulated to all via email.

The Governance Officer spoke to the review of the External Effectiveness Action Plan and the Board was advised that there remain 4 active actions. The Board noted that these actions have been reviewed.

Decision: It was **AGREED** that actions 2 and 5 will remain as active until December 2023 to ensure that the Development Plan and training have concluded. The Board noted that Actions 6 and 8 will remain ongoing.

The Governance Officer spoke to the Action Plan from the Review of the Code of Good Governance Deep Dive and advised that these have been reviewed.

Decision: It was **AGREED** that actions 1,5,7,8,9,10 and 11 were marked as **COMPLETED**. The Board noted that all remaining actions relate to work which is still ongoing.

The Governance Officer spoke to the Draft Board Development Plan for the upcoming Academic Year 23/24 and highlighted to the Board:

- That the induction process for new members will be reviewed over July and inductions carried out prior to the start of the new Academic Year.
- That all members would be provided with an updated version of the Board Member Handbook.
- Dates for Board Surgeries have been set.
- Sessions to meet teams from within the College will be arranged prior to each Board Meeting.
- Creative Space sessions have been scheduled for the upcoming year.
- Training sessions which are being arranged.

12. DRAFT MINUTES OF MEETINGS OF BOARD COMMITTEES

The Board noted the contents of the confidential notes of meetings of the:

- Learning, Teaching and Research Committee held on 21 March 2023
- HR Committee held on 23 March 2023
- Finance and General Purposes Committee held on 27 April 2023 including Confidential Note (CN-02-042023)

ITEM 01.

- Audit Committee held on 28 April 2023 including Confidential Note (CN-01-042023).
- Search and Nomination Committee held on 10 May 2023.
- Chairs Committee held on 01 June 2023 including Note of the Confidential Extraordinary Chairs Meeting held on 10 May 2023 and Confidential Note of Discussion (CN-01-062023) held on 01 June 2023.
- Performance, Review and Remuneration Committee held on 01 June 2023.
- Finance and General Purposes Committee held on 08 June 2023 including Confidential Notes of Discussion (CN-01-062023 and CN-02-062023).
- Learning, Teaching and Research Committee held on 13 June 2023.
- Audit Committee held on 21 June 2023.

The Board was advised that the minutes from the HR Committee held on 22 June 2023 were not yet available.

12. DATE AND TIME OF NEXT MEETING

Tuesday 03 October 2023 at 4.30 p.m.

Board of Management – List of Outstanding Actions

29 June 2021				
Partnership Agreement	<p>A progress update on the timeline will be taken and discussed at each Board meeting to ensure that the partnership is delivering on the agreed timescales.</p> <p>Part 1 has been agreed in principle. Part 2 requires additional work, and a further draft is now being considered.</p> <p>This has been halted whilst actions from the UHI Revitalisation Programme are carried out.</p>	Principal	On Hold	
05 October 2021				
Closed Session	<p>The Business Solutions Team are to attend a Board Meeting to present the pro-active ways in which they are working. This will be scheduled as part of the Board Development Plan for AY 23-24.</p>	Gov Off	Summer 23 Ongoing	
10 February 2022				
Finance Update	<p>The Governance Officer will source appropriate financial training for Board Members – this will be included within a development training plan for Board Members.</p> <p>Finance Training was provided to members in June 2023. A follow up session will be arranged at the beginning of the new Academic Year.</p>	Gov Off	Oct 23 Complete	

ITEM 02

	Audit training session provided by David Nicholl on 16 th November 2023.			
28 June 2022				
Confidential Annex – Partnership Working	<p>The Principal will engage with potential partners and carry out due diligence in respect of proposals.</p> <p>We are currently going through a further procurement process in respect of a shared Finance, Payroll and HR system.</p>	Principal	Ongoing	
07 February 2023				
UHI Inverness College Annual Audit Report by Ernst and Young	<p>The Audit Committee will be presented with an update and be requested to approve the removal of several actions. The Audit Committee will also be provided with an update on the actions that remain outstanding.</p> <p>An update on the list will be provided to the Board at each meeting.</p>	Gov Off & Principal	Ongoing	
27 June 2023				
UHI 2024	The Governance Officer will circulate to the Board a note of the UHI 24 Curriculum Update, which was provided to staff as part of the Wee Connect update in May 2023.	Gov Officer & Principal	Ongoing	
Finance Training	<p>Finance Training – The Governance Officer will arrange a further follow up session for Board Members.</p> <p>Speaking to Sarah Sutherland about another session offered in Sem 2.</p>	Gov Officer	Ongoing	
03 October 2023				
Finance Training	<p>Training session with Finance Team to be organised for HISA Board members.</p> <p>Session to take place in January 2024.</p>	Gov Officer & Finance	Ongoing	
Principal’s Report: Enquiring Minds Scheme	Enquiring Minds Scheme presentation to be circulated to the Board.	Governance Officer	Completed November 2023	

ITEM 02

Principal's Report: Enquiring Minds Scheme	An update on Enquiring Minds project to be presented to the Board during one of the Board Creative Space sessions.	TEL & Prof Dev Manager	Spring 2024 Ongoing	
---	--	---------------------------	------------------------	--

UHI | INVERNESS

Subject/Title:	Risk Register Update
Author:	Niall McArthur – Joint Finance and Audit Director
Meeting:	Board of Management
Meeting Date:	03 October 2023
Date Paper prepared:	29 August 2023
Brief Summary of the paper:	To provide an update on the revised risk register. These changes have been subject to Audit Committee review on 05 September 2023. The Audit Committee has recommended them to the Board of Management for final approval. Pending this approval our Risk Register Entries on the SharePoint site will be updated by the Governance Officer.
Action requested: [Approval, recommendation, discussion, noting]	Approval
Link to Strategy: Please highlight how the paper links to, or assists with:: <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change	Risk Management Strategic Plan
Resource implications:	No If yes, please specify:
Risk implications:	Yes If yes, please specify: Financial Operational

Item 03

Equality and Diversity implications:	N/A		
Student Experience Impact:	None		
Consultation: [staff, students, UHI & Partners, External] and provide detail	None		
Status – [Confidential/Non confidential]	Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	No		
*If a paper should not be included within “open” business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)		Its disclosure would constitute a breach of confident actionable in court (s36)	
Its disclosure would constitute a breach of the Data Protection Act (s38)	X	Other (Please give further details)	

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

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

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

UHI | INVERNESS

Subject/Title:	Revenue Budget 1 August 2023 – 31 July 2024, and Financial Forecast Return 2022/23 to 2025/26
Author:	Niall McArthur, Joint Finance and Audit Director
Meeting:	Board of Management
Meeting Date:	03 October 2023
Date Paper prepared:	31 August 2023
Brief Summary of the paper:	To present to committee the Revenue Budget for 2023/24 and the financial forecast return for 2023 which was sent to SFC on 30 June 2023. This has been subject to F&GP scrutiny who recommended it for final approval by the Board of Management.
Action requested: [Approval, recommendation, discussion, noting]	Board Approval
Link to Strategy: Please highlight how the paper links to, or assists with:: <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change	Complying with Funding parameters Finance undergirds Strategic Plan
Resource implications:	Yes – monitoring of Financial Resources If yes, please specify:
Risk implications:	Yes If yes, please specify: Financial Operational

Item 04

Equality and Diversity implications:	N/A		
Student Experience Impact:	None		
Consultation: [staff, students, UHI & Partners, External] and provide detail	None		
Status – [Confidential/Non confidential]	Non-Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should not be included within “open” business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)		Its disclosure would constitute a breach of confident actionable in court (s36)	
Its disclosure would constitute a breach of the Data Protection Act (s38)		Other (Please give further details)	

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

Recommendation

That the Board approve the College's 2023/24 Revenue Income and Expenditure Budget.

Purpose of report:

To present to the Board the Revenue Income and Expenditure Budget for the year to 31 July 2024 and ask that it approves it.

Background

There is an annual Revenue Income and Expenditure Budget prepared each year, which is presented to the committee and then, if recommended for approval, is presented to the Board for approval by the 31 July of each year and prior to the commencement of the new financial year.

Executive Summary

The Budget preparation exercise commenced in April 2023. This has involved staff budgets being prepared for all cost centres and sent out to budget holders for review. Some figures from UHI are draft figures at the time of writing the report.

There has also been some work seeking to align the Curriculum Planning side with the Revenue Budget preparation side and ensure that staff numbers are consistent.

All budget holders have been given the opportunity to be engaged in the process of reviewing historic information and inputting into the budget process in relation to the cost centres they are responsible for.

The Senior Management Team has been given the opportunity to review the budget and input into key areas.

The overall Adjusted Operating Position is a deficit of £615,865, compared with a surplus of £228,022 in 2022/23. The overall management accounts budget figure is a deficit of £418,273, compared with a surplus of £133,614 in 2022/23. The main reasons for the deficit are noted below:

- A net increase in staff costs of £498,000, due to an increase in assumed cost of living costs for 2022/23 & 2023/24.
- A decrease in HE teaching grant and tuition fees of £590,000 compared to the 2022/23 budget, which has been offset by higher research grant income.

Board members should be aware that Incorporated colleges should seek to budget for a balanced Adjusted Operating Position. However, the public sector finances for the next five years show flat funding for the Scottish Funding Council, and this will inevitably have a severe impact on the colleges financial sustainability.

Other key points in terms of next years budget are noted below:

Item 04

- In terms of the research activity, with additional budgeted income included in the budget for 2023/24, the forecast deficit for the research area has now been reduced to £50,000.
- For the HE activity, given that we are now in a post recovery situation from the pandemic, it will take another 2-3 years for the increase in HE numbers to feed through to increased student activity levels and increased HE teaching grant, which will obviously help the college financial position in future years.
- In terms of SDS activity for 2023/24, the college has indicated to SDS that it will be making an additional request for increased numbers during academic year 2023/24, which although cannot be guaranteed, if successful will improve the financial position by reducing the deficit downwards in 2023/24.
- Within staff costs, as well as looking at reducing both temporary staff costs and fixed term contracts during 2023/24, the college will be reviewing both vacant posts very closely and also a number of retirements, which could lead to additional savings in staff costs during the year.
- Within the UHI 2024 project, there is ongoing work related to partnership wide shared services across all the professional services and this has the potential to reduce professional services staff costs in the coming years.
- The curriculum review project, which is ongoing at present, should also help to increase HE student numbers across a number of courses, both current and potential new courses, which should lead to additional HE grant in future years.
- There is also ongoing work on the review of the UHI EO top slice within the UHI 2024 project. Currently, the FE top slice is £0.589 million and the HE top slice is £3.122 million.
- It is still unknown whether SFC will clawback FE and HE grant funding for 2021/22, which the college has fully provided for in the 2021/22 accounts. If there is no/reduced clawback, this will potentially provide an additional increase to income in 2023/24.
- As committee is aware, the sale of the Longman site is still to be completed and the college has approximately £250,000 of expenditure which it can claim back when the sale goes through, which at present is not included in the budget.

Appendix 1

1. Draft figures for the main FE teaching grant funding have been received. They are as follows:

2023/24	£9,642,181	Credit Target	26,658	Average	£369.30
2022/23	£9,642,181	Credit Target	29,620	Average	£332.40

The FE Credit target was 29,008 credits for 2022/23 and as we know, SFC have reduced all college credit targets by 10% and so the final target for 2023/24 is 26,107. However, the overall FE grant from UHI stays the same and the average credit price has increased to £369.30.

Job Evaluation funding is only included in outturns towards the end of the year. There is a corresponding amount in staff costs outturns.

Other Funding – in previous years, this has covered things like Mental Health, Counselling, Digital Learning and Sanitary products. There is no funding in the budget for 2023/24 for these at present.

The annual Estates Maintenance funding from the SFC for FE has remained the same as 2022/23, at £106,857.

2. The workings for the HE RAM/MicroRam are given in Appendix 1 together with analysis of movement. The following concerns the RAM:-

	FTE	FTE	FTE
2023/24	APC 1,418	Budgeted 1,418	
2022/23	PPF 1,441	Budgeted 1,410	Projected 1,305

The College had a target of 1,441 FTE (Full Time Equivalent Student Numbers) in 2022/23 and is projected to deliver 1,305 in 2022/23. The APC target for 2023/24 has been set at 1,321 FTE, with an additional 97 graduate apprenticeship places, making an overall total of 1,418 FTE.

MicroRam data is based on 2022/23 budget and £0 has been budgeted.

PGDE funding and other UHI funding is still to be finalised at the time of writing the report. Research Funding covers both Research Excellence Grant and University Innovation Funding. The final funding figure for REG for 2023/24 is £133,435, a decrease of £9,986 from the 2022/23 figure of £143,421. At present, we do not have the UIF allocation for the college, however UIF funding has increased for UHI as a partnership by £240,000 compared to 2022/23.

3. Tuition fees - FE fees budget is based on income in the ledger at present. The HE fees budget is based on delivering 1,321 UGT FTE, plus 97 graduate apprentices. Overseas fees are based on the outturn for 2022/23. Overall, the fees budget is £240,000 below the 2022/23 budget figure.

4. Other Grant Funding – these are mainly research related and based on project income and PHDs in post. Overall, an increase of £637,000, due to additional forecast commercial income, along with additional project income across a number of activities. Detailed work has been done reviewing Other Grants and estimates are based on projects in the system.
5. Refectory Income –the budgeted income for the Refectories assumes an additional income target of £100,000 from various planned events to be held during the year.
6. SDS Income – overall, this is forecast to be £121,000 lower than the 2022/23 budget, due to the reduction in the number of places by SDS, although this has been mitigated by college actions, as the original reduction was significantly more than this.
7. Commercial Income – increase due to forecast additional income from the FWDF funding. Budget figure for 23/24 is £442,500, compared to £375,000 in 2022/23.
8. Miscellaneous Income – overall, a reduction in the forecast miscellaneous income for 2023/24, down from £542,423 to £515,480, a reduction of £26,943.
9. Unitary Charge funding is based on amounts being paid in respect of this.
10. Staff costs - detailed work has been done on pay budgets, with an effort to align with curriculum planning.
The budget is higher than the forecast income for 2022/22 mainly due to pay inflation. In the budget, we have assumed a 3% increase for both 2022/23 and 2023/24. If pay costs increase by 5% in both years, staff costs increase by an additional £716,000.
Planned savings in 2023/24, within teaching supply costs and fixed term costs, are estimated to be £400,000 at this time, which partially offsets the increase in staff costs due to the forecast cost of living increases.
Teaching Supply costs to 30 April 2023 were £244,000 for nine months and a total of £340,000 has been included in the 2023/24 budget at present, which has been discussed with the Operations Manager who leads on Curriculum Planning.
Pension Strain relates to monthly payments for staff who retired in the early 1990s.
Redundancies – no costs have been budgeted for 2023/24.
11. Premises costs – the main areas of change are in:-
Energy costs – energy budgets reduced from 2022/23 levels as budget was higher than actual costs. 2023/24 based on actuals to date in 2022/23 and latest unit prices for both electricity and gas.
Rates and water - this now includes rates costs for the vacant Longman site and also for Burnett Road.
Cleaning costs – slight reduction in 23/24 budget due to cleaning contract budget being higher than required in 2022/23.
12. Other operating costs – the main areas of change are in:-

Equipment & materials – increase in academic supplies of £162,000 due to additional research project activity.

Refectory and Food supplies have been increased by £22,000 due to greater anticipated usage and inflationary increases.

Consultancy and Legal – increase of £125,000 due to increase in research consultancy fees, along with increased APUC service charges and HR legal fees.

Transport costs – increase of £19,000 due to increase in number of hire car rentals.

IT costs – increase of £55,000 due to increased charges for software maintenance.

Financial Services – increase of £42,000, due to increase in external audit fees and bank charges.

Student costs – increase of £37,000, due to increase in Phd grants.

VAT non recoverable costs – increase of £284,000 due to higher expenditure compared to 2022/23 budget costs.

Overall, an increase of £735,000 compared to the 2022/23 budget, mainly due to additional costs within the research areas, linked to additional income in a number of research projects and an increase in VAT costs.

Risks Upside

- The College is still carrying deficits in Research and Refectories, but despite this and increasing staff costs, is likely to continue to be financially solvent in 2023/24.
- The Cyber Insurance claim of over £200,000 has not been budgeted in 2023/24. Some element of this is anticipated to be received in the 2022/23 academic year.

Risks Downside

- The HE target may be challenging based on Admission data at present. The Budget Target may be lower than the PPF target but may still be too high.
- If the costs of Job Evaluation are greater than funding received from SFC, then the College will have a further pressure.
- The recent public sector final budget for the college sector for 2023/24 and flat funding for the Scottish Funding Council for the next five years.

Student Support Budget

Student Support funding is not part of the main college accounts. The College receives funding from the Scottish Funding Council (SFC) which is specifically for this purpose of Student Support. If there is an underspend on funding received, this is reimbursed to the SFC. Any such underspend cannot be used to support a deficit position in the College's main accounts. HE Hardship funding parameters are estimated. Overall, the FE student support funding has remained the same as 2022/23, at £2,588,946.

Strategic

For the year ended 31 July 2024 a cash deficit of £615,000 is forecast, mainly due to lower HE teaching grant income and higher staff costs due to cost of living increases. For the three years

beyond 2023/24, with flat SFC funding and potentially high cost of living increases, the college will have difficulties maintaining its financial sustainability.

The college also faces challenges from employers offering higher pay in order to attract staff, with the result that people go into employment rather than studying at a college due to the cost of living and inflation crisis. With flat funding from the Scottish Government, paying staff sustainably without damaging the college is going to be increasingly challenging.

Other Comments

The SFC have recently sent out the request for the College Financial Forecast return, which is due to be completed by and returned to the SFC by 30 June 23.

Further assumptions used in the FFR are shown in appendix 1 of this report.

APPENDIX 1 – INVERNESS COLLEGE FFR ASSUMPTIONS

Income

The following are assumptions included in 2024/25 & 2025/26 in the FFR:

- HE grant income – increase of 28 HE fte in 2024/25 & 30 HE FTE in 2025/26 - £162,000 & £174,000 additional income respectively.
- Meeting FE & HE student targets for 2024/25 & 2025/26
- Research income – increase of £50,000 in both 2024/25 & 2025/26
- SDS income – increase of £50,000 in both 2024/25 & 2025/26
- Commercial income – increase of £50,000 in both 2024/25 & 2025/26
- Miscellaneous income - increase of £150,000 in both 2024/25 & 2025/26

Expenditure

The following are assumptions included in 2024/25 & 2025/26 in the FFR:

- Staff costs – increase of 3.5% in 2024/25 (£650,000), partly offset by reduction of £300,000 through non replacement of staff, reduction in temporary staff etc. Same assumptions for 2025/26, increase of 3.5% & reduction of £300,000.
- Premises costs – increase of £40,000 in both 2024/25 & 2025/26, due to inflation.
- Other operating costs – increase of £100,000 in 2024/25 & £40,000 2025/26, due to inflation.

	Actual 2021-22	Forecast 2022-23	Forecast 2023-24	Forecast 2024-25	Forecast 2025-26	2021-22 - 2022-23	2022-23- 2023-24	2023-24 - 2024-25	2024-25 - 2025-26
Statement of Comprehensive income and expenditure (Consolidated)									
	£000	£000	£000	£000	£000	%	%	%	%
INCOME									
Tuition fees and education contracts	5,196	4,839	4,608	4,658	4,708	-6.9%	-4.8%	1.1%	1.1%
Funding council/RSB grants	21,560	21,223	20,798	21,012	21,236	-1.6%	-2.0%	1.0%	1.1%
Research grants and contracts	480	472	1,371	1,421	1,471	-1.7%	190.5%	3.6%	3.5%
Other income	1,721	2,896	1,965	2,165	2,315	68.3%	-32.1%	10.2%	6.9%
Investment income	2	1	0	0	0	-50.0%	-100.0%		
Total income before donations and endowments	28,959	29,431	28,742	29,256	29,730	1.6%	-2.3%	1.8%	1.6%
Donations and endowments	0	0	0	0	0				
Total income	28,959	29,431	28,742	29,256	29,730	1.6%	-2.3%	1.8%	1.6%
EXPENDITURE									
Staff costs	18,648	18,446	18,225	18,575	18,925	-1.1%	-1.2%	1.9%	1.9%
Staff costs - exceptional restructuring costs	0	0	0	0	0				
Exceptional costs - non-staff	0	0	0	0	0				
Other operating expenses	7,157	7,155	7,124	7,264	7,404	0.0%	-0.4%	2.0%	1.9%
Donation to Arms Length Foundation	0	0	0	0	0				
Depreciation	1,472	1,300	1,000	1,000	1,000	-11.7%	-23.1%	0.0%	0.0%
Interest and other finance costs	3,156	2,814	2,814	2,814	2,814	-10.8%	0.0%	0.0%	0.0%
Total expenditure	30,433	29,715	29,163	29,653	30,143	-2.4%	-1.9%	1.7%	1.7%
Surplus/(deficit) before other gains and losses and share of operating surplus/deficit of joint ventures and associates	(1,474)	(284)	(421)	(397)	(413)	-80.7%	48.2%	-5.7%	4.0%
Gain/(loss) on disposal of fixed assets	0	0	0	0	0				
Gain/(loss) on investments	0	0	0	0	0				
Share of operating surplus/(deficit) in joint venture(s)	0	0	0	0	0				
Share of operating surplus/(deficit) in associate(s)	0	0	0	0	0				
Surplus/(deficit) before tax	(1,474)	(284)	(421)	(397)	(413)	-80.7%	48.2%	-5.7%	4.0%
Other taxation	0	0	0	0	0				
Surplus/(deficit) for the year	(1,474)	(284)	(421)	(397)	(413)	-80.7%	48.2%	-5.7%	4.0%
Unrealised surplus on revaluation of land and buildings	6,258	0	0	0	0	-100.0%			
Actuarial (loss)/gain in respect of pension schemes	16,696	0	0	0	0	-100.0%			
Other comprehensive income	0	0	0	0	0				
Total comprehensive income for the year	21,480	(284)	(421)	(397)	(413)	-101.3%	48.2%	-5.7%	4.0%

Pension Assumptions	2022-23	2023-24	2024-25	2025-26	2022-23	2023-24	2024-25	2025-26
Employer Contributions	£000	£000	£000	£000	Details of Methodology and Valuation			
STSS	1,690	1,753	1,753	1,753	National Rates 23% Employer			
SPF								
Other pension schemes - LGPS	1,040	1,128	1,150	1,150	By Actuary 18.1% Employer	By Actuary 18.6% Employer	By Actuary 18.6% Employer	By Actuary 18.6% Employer
Other pension schemes - please state which scheme								
Total	2,730	2,881	2,903	2,903				

Inverness College

INCOME	Actual	Forecast	Forecast	2021-22 -	2022-23-	Explanation for variance
	2021-22	2022-23	2023-24	2022-23	2023-24	
	£000	£000	£000	%	%	
1 Tuition fees and education contracts						
a) FE - UK	142	110	110	(23%)	0%	
b) FE - EU	13	0	0	(100%)		
c) HE	2,792	2,704	2,600	(3%)	(4%)	
d) Non-EU	138	152	167	10%	10%	
e) SDS contracts	2,111	1,873	1,731	(11%)	(8%)	
f) Education contracts	0	0	0			
g) Other	0	0	0			
Total tuition fees and education contracts	5,196	4,839	4,608	(7%)	(5%)	
2 SFC / RSB Grants						
a) SFC / RSB FE recurrent grant (including fee waiver)	9,547	9,604	9,763	1%	2%	
b) UHI recurrent grant - HE provision	5,038	5,088	5,654	1%	11%	
c) FE Childcare funds	120	0	0	(100%)		
d) Release of SFC / RSB deferred capital grants	882	650	0	(26%)	(100%)	
e) SFC capital grant	89	107	107	20%	0%	
f) SFC grant for NPD	4,910	4,968	4,903	1%	(1%)	
g) Other SFC / RSB grants - FE provision	483	0	15	(100%)		
h) Other UHI grants - HE provision	491	806	356	64%	(56%)	
Total SFC / RSB Grants	21,560	21,223	20,798	(2%)	(2%)	
3 Research grants and contracts						
a) European Commission	0	0	0			
b) Other grants and contracts	480	472	1,371	(2%)	190%	
Total research grants and contracts	480	472	1,371	(2%)	190%	
4 Other Income						
a) Catering and residences	346	522	654	51%	25%	
b) Other European income	0	0	0			
c) Other income generating activities	434	260	443	(40%)	70%	
d) Grants from ALF	0	0	0			
i) Revenue	0	0	0			
ii) Capital	0	0	0			
e) Non-government capital grant	0	0	0			
f) Other grant income	0	1,058	0		(100%)	
g) Release of non-SFC government deferred capital grant	0	0	300			
h) Income from Coronavirus Job Retention Scheme	6	0	0	(100%)		
i) Other income	935	1,056	568	13%	(46%)	
Total other income	1,721	2,896	1,965	68%	(32%)	
5 Investment income						
a) Investment income on endowments	0	0	0			
b) Investment income on restricted reserves	0	0	0			
c) Other investment income	0	0	0			
d) Other interest receivable	2	1	0	(50%)	(100%)	
e) Net return on pension scheme	0					
Total investment income	2	1	0	(50%)	(100%)	
6 Donations and endowment income						
a) New endowments	0	0	0			
b) Donations with restrictions	0	0	0			
c) Unrestricted donations	0	0	0			
Total donation and endowment income	0	0	0			

Inverness College
EXPENDITURE

	Actual 2021-22	Forecast 2022-23	Forecast 2023-24	2021-22 - 2022-23	2022-23- 2023-24	Explanation for variance
	£000	£000	£000	%	%	
STAFF COSTS						
1 Teaching departments	9,539	10,789	10,655	13%	(1%)	
2 Teaching support services	1,333	1,514	1,499	14%	(1%)	
3 Other support services	659	820	812	24%	(1%)	
4 Administration and central services	4,312	3,877	3,837	(10%)	(1%)	
5 Premises	277	301	296	9%	(2%)	
6 Catering and residences	355	390	385	10%	(1%)	
7 Other income generating activities	0	465	458		(2%)	
8 Other staff costs	0	290	283		(2%)	
9 Impact of FRS 102 pensions reported costs (less contributions paid included above)	2,173					
Normal staff costs	18,648	18,446	18,225	(1%)	(1%)	
10 Exceptional restructuring costs	0	0	0			
Total staff costs	18,648	18,446	18,225	(1%)	(1%)	
Additional breakdown of staff costs						
Salaries	13,019	14,306	13,954	10%	(2%)	
Social security costs	1,259	1,410	1,390	12%	(1%)	
Pension contributions	2,515	2,730	2,881	9%	6%	
Non-cash pension adjustments - net service cost	2,173					
Non-cash pension adjustments - early retirement provision	(318)					
Severance payments	0	0	0			
Total staff costs	18,648	18,446	18,225	(1%)	(1%)	
NON-STAFF COSTS						
1 Exceptional costs - non-staff	0	0	0			
2 Other operating expenses						
a) Teaching departments	2,061	1,946	2,415	(6%)	24%	
b) Teaching support services	0	0	0			
c) Other support services	122	67	80	(45%)	19%	
d) Administration and central services	1,507	1,717	1,585	14%	(8%)	
e) General education	0	0	0			
f) Premises	2,470	2,484	1,964	1%	(21%)	
(i) Maintenance	806	995	832	23%	(16%)	
(ii) Utilities	555	664	594	20%	(11%)	
(iii) Other	1,109	825	538	(26%)	(35%)	
g) Catering and residences	208	345	375	66%	9%	
h) Other income generating activities	669	532	570	(20%)	7%	
i) Overspend on student support funds *	0	0	0			
j) Planned maintenance	0	0	0			
k) Movement on early retirement pension provision	0	0	0			
l) NPD	0	0	0			
m) Other	120	64	135	(47%)	111%	
Total other operating expenses	7,157	7,155	7,124	(0%)	(0%)	
3 Depreciation						
a) Government funded assets	430	650	500	51%	(23%)	
b) Non-government funded assets	0	0	0			
c) NPD funded assets	1,042	650	500	(38%)	(23%)	
Total depreciation	1,472	1,300	1,000	(12%)	(23%)	
4 Interest						
a) On bank loans, overdrafts and other loans	0	0	0			
b) Finance lease interest	0	0	0			
c) Other	0	0	0			
d) Net charge on pension scheme	277			(100%)		
e) NPD interest	2,879	2,814	2,814	(2%)	0%	
Total interest	3,156	2,814	2,814	(11%)	0%	

* Includes any overspend on bursaries, discretionary funds, and student funds received from SAAS, but excludes childcare funds.

ADJUSTED OPERATING RESULT	Actual 2021-22 £000	Forecast 2022-23 £000	Forecast 2023-24 £000	Forecast 2024-25 £000	Forecast 2025-26 £000	2021-22 - 2022-23 %	2022-23- 2023-24 %	2023-24 - 2024-25 %	2024-25 - 2025-26 %
Surplus/(deficit) before other gains and losses and share of operating surplus/deficit of joint ventures and associates	(1,474)	(284)	(421)	(397)	(413)				
Add:									
Total depreciation (Government-funded, privately funded and NPD-funded assets) net of deferred capital grant release (<i>incorporated colleges only</i>)	590	650	700	650	700	10.2%	7.7%	-7.1%	7.7%
Exceptional non-restructuring items (e.g. impairment costs)	0	0	0	0	0				
Donation to Arms-Length Foundation (incorporated colleges only)	0	0	0	0	0				
Non-cash pension adjustment - net service cost	2,173								
Non-cash pension adjustment - ERP	(318)								
Non-cash pension adjustment -net interest costs	277								
Deduct:									
Non-Government capital grants (e.g. ALF capital grant)	0	0	0	0	0				
Exceptional income (if disclosed as exceptional in accounts)	0	0	0	0	0				
CBP allocated to loan repayments and other capital items (<i>incorporated colleges only</i>)	821	496	496	496	496	-39.6%	0.0%	0.0%	0.0%
NPD payments to reduce NPD balance sheet debt	0	0	0	0	0				
Adjusted operating result	427	(130)	(217)	(243)	(209)	-130.4%	66.9%	12.0%	-14.0%

Cash budget for priorities (*incorporated colleges*):

Revenue priorities

Student support funding	0	0	0	0	0
2015-16 pay award	0	0	0	0	0
Voluntary severance	0	0	0	0	0
Estates costs	0	0	0	0	0
Other - please describe	0	0	0	0	0
Total impact on operating position	0	0	0	0	0

Capital priorities

Loan repayments	0	0	0	0	0
NPD / PFI repayments	821	496	496	496	496
Estates costs	0	0	0	0	0
Provisions pre 1 April 2014	0	0	0	0	0
Total capital	821	496	496	496	496

Total cash budget for priorities spend

821	496	496	496	496
------------	------------	------------	------------	------------

Balance Sheet		Actual 2021-22	Forecast 2022-23	Forecast 2023-24	Forecast 2024-25	Forecast 2025-26	2021-22 - 2022-23	2022-23 - 2023-24	2023-24 - 2024-25	2024-25 - 2025-26
		£000	£000	£000	£000	£000	%	%	%	%
1 Non-current assets	a) Intangible assets	0	0	0	0	0				
	b) Fixed assets	56,971	55,648	54,674	53,687	52,487	-2.3%	-1.8%	-1.8%	-2.2%
	c) Investments	0	0	0	0	0				
Total non-current assets		56,971	55,648	54,674	53,687	52,487	-2.3%	-1.8%	-1.8%	-2.2%
2 Current assets	a) Stock	53	53	53	53	53	0.0%	0.0%	0.0%	0.0%
	b) Debtors	2,496	2,496	2,496	2,496	2,496	0.0%	0.0%	0.0%	0.0%
	c) Investments	0	0	0	0	0				
	d) Cash and cash equivalents	7,496	6,955	5,908	4,808	3,808	-7.2%	-15.1%	-18.6%	-20.8%
	e) Other (e.g. assets for resale)	2,300	2,300	2,300	2,300	2,300	0.0%	0.0%	0.0%	0.0%
Total current assets		12,345	11,804	10,757	9,657	8,657	-4.4%	-8.9%	-10.2%	-10.4%
3 Creditors: amounts falling due within one year	a) Bank loans and external borrowing	0	0	0	0	0				
	b) Bank overdrafts	0	0	0	0	0				
	c) Lennartz creditor	0	0	0	0	0				
	d) Obligations under finance leases and service concessions	0	0	0	0	0				
	e) Payments received in advance	601	601	601	601	601	0.0%	0.0%	0.0%	0.0%
	f) Amounts owed to SFC	0	0	0	0	0				
	g) Obligations under PFI/NPD	898	980	1,070	1,167	1,272	9.1%	9.2%	9.1%	9.0%
	h) Deferred capital grant	296	257	257	257	257				
	i) Other creditors and accruals	4,932	4,798	4,798	4,798	4,798	-2.7%	0.0%	0.0%	0.0%
Total creditors < 1 year		6,727	6,636	6,726	6,823	6,928	-1.4%	1.4%	1.4%	1.5%
Share of net assets/(liabilities) in associate		0	0	0	0	0				
NET CURRENT ASSETS/LIABILITIES		5,618	5,168	4,031	2,834	1,729	-8.0%	-22.0%	-29.7%	-39.0%
TOTAL ASSETS LESS CURRENT LIABILITIES		62,589	60,816	58,705	56,521	54,216	-2.8%	-3.5%	-3.7%	-4.1%
4 Creditors: amounts falling due after more than one year	a) Local authority loans	0	0	0	0	0				
	b) Bank loans and external borrowing	0	0	0	0	0				
	c) Lennartz creditor	0	0	0	0	0				
	d) Finance leases and service concessions	0	0	0	0	0				
	e) Obligations under PFI/NPD	34,691	33,711	32,641	31,474	30,202	-2.8%	-3.2%	-3.6%	-4.0%
	f) Deferred capital grant	8,691	8,182	7,562	6,942	6,322				
	g) Amounts repayable to Funding Council	0	0	0	0	0				
	h) Other creditors	0	0	0	0	0				
Total creditors >1 year		43,382	41,893	40,203	38,416	36,524	-3.4%	-4.0%	-4.4%	-4.9%
5 Provisions	a) Pension provisions	3,665	3,665	3,665	3,665	3,665	0.0%	0.0%	0.0%	0.0%
	b) Other	0	0	0	0	0				
Total provisions		3,665	3,665	3,665	3,665	3,665	0.0%	0.0%	0.0%	0.0%
TOTAL NET ASSETS		15,542	15,258	14,837	14,440	14,027	-1.8%	-2.8%	-2.7%	-2.9%
9 Restricted Reserves	a) Endowment Reserve	0	0	0	0	0				
	b) Restricted Reserve	0	0	0	0	0				
10 Unrestricted reserves	a) Income and Expenditure Reserve	3,035	2,751	2,330	1,933	1,520	-9.4%	-15.3%	-17.0%	-21.4%
	b) Revaluation reserve	12,507	12,507	12,507	12,507	12,507	0.0%	0.0%	0.0%	0.0%
11 Non-controlling interest		0	0	0	0	0				
TOTAL RESERVES		15,542	15,258	14,837	14,440	14,027	-1.8%	-2.8%	-2.7%	-2.9%

Liquidity Analysis

	Actual 2021-22	Forecast 2022-23	Forecast 2023-24	Forecast 2024-25	Forecast 2025-26	2021-22 - 2022-23	2022-23- 2023-24	2023-24 - 2024-25	2024-25 - 2025-26
	£000	£000	£000	£000	£000	%	%	%	%
1 Current assets									
a) Stock	53	53	53	53	53	0.0%	0.0%	0.0%	0.0%
b) Debtors	2,496	2,496	2,496	2,496	2,496	0.0%	0.0%	0.0%	0.0%
c) Investments	0	0	0	0	0				
d) Cash and cash equivalents	7,496	6,955	5,908	4,808	3,808	-7.2%	-15.1%	-18.6%	-20.8%
Total current assets	10,045	9,504	8,457	7,357	6,357	-5.4%	-11.0%	-13.0%	-13.6%
2 Creditors: amounts falling due within one year excl Deferred Capital Grants									
a) Bank loans and external borrowing	0	0	0	0	0				
b) Bank overdrafts	0	0	0	0	0				
c) Lennartz creditor	0	0	0	0	0				
d) Obligations under finance leases and service concessions	0	0	0	0	0				
e) Payments received in advance	601	601	601	601	601	0.0%	0.0%	0.0%	0.0%
f) Amounts owed to SFC	0	0	0	0	0				
g) Obligations under PFI/NPD (unfunded only)	0	0	0	0	0				
h) Other creditors and accruals	4,932	4,798	4,798	4,798	4,798	-2.7%	0.0%	0.0%	0.0%
Total creditors < 1year excl Deferred Capital Grants	5,533	5,399	5,399	5,399	5,399	-2.4%	0.0%	0.0%	0.0%
Liquidity position (baseline cash)	4,512	4,105	3,058	1,958	958	-9.0%	-25.5%	-36.0%	-51.1%
Liquidity ratio	1.82	2	2	1	1				
ADDITIONAL INFORMATION									
Longer Term Obligations under PFI / NPD (Unfunded Only)	5,165	0	0	0	0	-100.0%			
Other Longer Term Liabilities in Balance Sheet resulting in cash outflows	0	0	0	0	0				
Other Cash Commitments not included in Balance Sheet	0	0	0	0	0				
Liquidity position less Longer Term Cash Liabilities/Commitments	(653)	4,105	3,058	1,958	958	-728.6%	-25.5%	-36.0%	-51.1%

Inverness College

Cashflow	Actual 2021-22 £000	Forecast 2022-23 £000	Forecast 2023-24 £000	Forecast 2024-25 £000	Forecast 2025-26 £000	2021-22 - 2022-23 %	2022-23 - 2023-24 %	2023-24 - 2024-25 %	2024-25 - 2025-26 %	Explanation for variance
1 Cash flow from operating activities										
a) Surplus / (deficit) for the year	-1474	-284	-421	-397	-413	(81%)	48%	(6%)	4%	
2 Adjustment for non-cash items										
a) Depreciation	1,472	1,300	1,000	1,000	1,000	(12%)	(23%)	0%	0%	
b) Amortisation of intangibles	2,450	0	0	0	0	(100%)				
c) Benefit on acquisition	0	0	0	0	0					
d) Amortisation of goodwill	0	0	0	0	0					
e) Loss / (gain) on investments	0	0	0	0	0					
f) Decrease / (increase) in stock	(18)	0	0	0	0	(100%)				
g) Decrease / (increase) in debtors	(411)	0	0	0	0	(100%)				
h) Increase / (decrease) in creditors	724	(91)	0	0	0	(113%)	(100%)			
i) Increase / (decrease) in pension provision	(449)	0	0	0	0	(100%)				
j) Increase / (decrease) in other provisions	0	(567)	(728)	(805)	(689)		28%	11%	(14%)	
k) Receipt of donated equipment	0	0	0	0	0					
l) Share of operating surplus / (deficit) in joint venture	0	0	0	0	0					
m) Share of operating surplus / (deficit) in associate	0	0	0	0	0					
n) Other	0	0	0	0	0					
Total adjustment for non-cash items	3,768	642	272	195	311	(83%)	(58%)	(28%)	59%	
3 Adjustment for investing or financing activities										
a) Investment income	(2)	(1)	0	0	0	(50%)	(100%)			
b) Interest payable	3,156	2,814	2,814	2,814	2,814	(11%)	0%	0%	0%	
c) Endowment income	0	0	0	0	0					
d) Loss / (gain) on the sale of assets	0	0	0	0	0					
e) Capital grant income	0	0	0	0	0					
Total adjustment for investing or financing activities	3,154	2,813	2,814	2,814	2,814	(11%)	0%	0%	0%	
4 Net cash inflow from operating activities	5,448	3,171	2,665	2,612	2,712	(42%)	(16%)	(2%)	4%	
5 Cash flow from investing activities										
a) Proceeds from sales of fixed assets	0	0	0	0	0					
b) Proceeds from sales of intangible assets	0	0	0	0	0					
c) Capital grants receipts	0	195	71	71	71		(64%)	0%	0%	
d) Disposal of non-current asset investments	0	0	0	0	0					
e) Withdrawal of deposits	0	0	0	0	0					
f) Investment income	0	0	0	0	0					
g) Payments made to acquire fixed assets	(180)	(195)	(71)	(71)	(71)	8%	(64%)	0%	0%	
h) Payments made to acquire intangible assets	0	0	0	0	0					
i) New non-current asset investments	0	0	0	0	0					
j) New deposits	0	0	0	0	0					
Total cash flows from investing activities	(180)	0	0	0	0	(100%)				
6 Cash flows from financing activities										
a) Interest paid	(277)	0	0	0	0	(100%)				
b) Interest element of finance lease and service concession	(2,878)	(2,814)	(2,814)	(2,814)	(2,814)	(2%)	0%	0%	0%	
c) Endowment cash received	0	0	0	0	0					
d) New secured loans	0	0	0	0	0					
e) New unsecured loans	0	0	0	0	0					
f) Repayments of amounts borrowed	(821)	(898)	(898)	(898)	(898)	9%	0%	0%	0%	
g) Capital element of finance lease and service concession payments	0	0	0	0	0					
Total cash flows from financing activities	(3,976)	(3,712)	(3,712)	(3,712)	(3,712)	(7%)	0%	0%	0%	
7 (Decrease) / increase in cash and cash equivalents in the year	1,292	(541)	(1,047)	(1,100)	(1,000)	(142%)	94%	5%	(9%)	
8 Cash and cash equivalents at beginning of the year	6,204	7,496	6,955	5,908	4,808	21%	(7%)	(15%)	(19%)	
9 Cash and cash equivalents at the end of the year	7,496	6,955	5,908	4,808	3,808	(7%)	(15%)	(19%)	(21%)	

Inverness College

Capital Expenditure Projects and Forecast Methods of Financing

	Actual 2021-22 £000	Forecast 2022-23 £000	Forecast 2023-24 £000	Forecast 2024-25 £000	Forecast 2025-26 £000	2021-22 - 2022-23 %	2022-23 - 2023-24 %	2023-24 - 2024-25 %	2024-25 - 2025-26 %
Expenditure:									
Land & Buildings	180	195	71	71	71	8.3%	-63.6%	0.0%	0.0%
Equipment & Others	0	0	0	0	0				
	180	195	71	71	71	8.3%	-63.6%	0.0%	0.0%
Financed by:									
Cash reserves	0	0	0	0	0				
ALF grants	0	0	0	0	0				
Leasing	0	0	0	0	0				
SFC/RSB grant	180	195	71	71	71	8.3%	-63.6%	0.0%	0.0%
Re-investment of proceeds from disposal of assets *	0	0	0	0	0				
Non-SFC/RSB grants	0	0	0	0	0				
PFI/NPD	0	0	0	0	0				
Other - please specify if material	0	0	0	0	0				
	180	195	71	71	71	8.3%	-63.6%	0.0%	0.0%

* to be included only where this has been agreed by SFC

Capital disposals

Disposal proceeds:

	Actual 2021-22 £000	Forecast 2022-23 £000	Forecast 2023-24 £000	Forecast 2024-25 £000	Forecast 2025-26 £000
Asset description	0	0	0	0	0
Asset description	0	0	0	0	0
Asset description	0	0	0	0	0
Asset description	0	0	0	0	0
	0	0	0	0	0

Gain/(loss) on disposal:

	Actual 2021-22 £000	Forecast 2022-23 £000	Forecast 2023-24 £000	Forecast 2024-25 £000	Forecast 2025-26 £000
Asset description	0	0	0	0	0
Asset description	0	0	0	0	0
Asset description	0	0	0	0	0
Asset description	0	0	0	0	0
	0	0	0	0	0

Inverness College
FINANCIAL SUMMARY

Actual 2021-22	Forecast 2022-23	Forecast 2023-24	Forecast 2024-25	Forecast 2025-26
£000	£000	£000	£000	£000

Income ratios					
Total Income	28,959	29,431	28,742	29,256	29,730
Total Funding Council Grant as % of Total Income	74%	72%	72%	72%	71%
Total non-Funding Council Grant as % of Total Income	26%	28%	28%	28%	29%
Total Education Contracts and Tuition Fees as % of Total Income	18%	16%	16%	16%	16%
Total Research Grants and Contracts as % of Total Income	2%	2%	5%	5%	5%
Total Other Income as % of Total Income	6%	10%	7%	7%	8%

Expenditure ratios					
Total Expenditure	30,433	29,715	29,163	29,653	30,143
Salaries as % of Total Expenditure	61%	62%	62%	63%	63%
Other operating costs as % of Total Expenditure	24%	24%	24%	24%	25%
Depreciation/amortisation as % of Total Expenditure	5%	4%	3%	3%	3%

Operating position					
Operating Surplus/(deficit)	(1,474)	(284)	(421)	(397)	(413)
Operating Surplus/(deficit) as % of Total Income	-5%	-1%	-1%	-1%	-1%
Adjusted operating surplus/(deficit)	427	(130)	(217)	(243)	(209)
Adjusted operating surplus/(deficit) as % of Total Income	1.5%	-0.4%	-0.8%	-0.8%	-0.7%

Cash Position					
Cash and Current Asset Investments	7,496	6,955	5,908	4,808	3,808
Overdrafts	0	0	0	0	0
Days Ratio of Cash to Total Expenditure	94	89	77	61	48
Net cash inflow/(outflow) from operating activities	5,448	3,171	2,665	2,612	2,712
Net cash inflow/(outflow) from operating activities as % of Total Income	18.8%	10.8%	9.3%	8.9%	9.1%

Balance Sheet strength					
Unrestricted reserves	3,035	2,751	2,330	1,933	1,520
Liquidity ratio	1.82	1.76	1.57	1.36	1.18
Unrestricted reserves as % of Total Income	10%	9%	8%	7%	5%
Total borrowing (Overdrafts, Loans, Finance Leases, PFI/NPD)	35,589	34,691	33,711	32,641	31,474
Interest cover	0.53	0.90	0.85	0.86	0.85

Subject/Title:	Draft Procurement Strategy 2023 - 2026
Author:	Niall McArthur – Joint Finance and Audit Director
Meeting:	Board of Management
Meeting Date:	03 September 2023
Date Paper prepared:	31 August 2023
Brief Summary of the paper:	To present the draft procurement strategy for the college for 2023 through to 2026. This has been recommended for Board approval by the Finance and General Purposes Committee.
Action requested: [Approval, recommendation, discussion, noting]	Approval
Link to Strategy: Please highlight how the paper links to, or assists with: <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change	Finance undergirds Strategic Plan
Resource implications:	Yes – monitoring of Financial Resources If yes, please specify:
Risk implications:	Yes If yes, please specify: Financial Operational

Item 05

Equality and Diversity implications:	N/A		
Student Experience Impact:	None		
Consultation: [staff, students, UHI & Partners, External] and provide detail	None		
Status – [Confidential/Non confidential]	Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	No		
*If a paper should not be included within “open” business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)		Its disclosure would constitute a breach of confident actionable in court (s36)	
Its disclosure would constitute a breach of the Data Protection Act (s38)	X	Other (Please give further details)	

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

Subject/Title:	FE Fee Waiver Policy
Author: [Name and Job title]	Donald Taylor
Meeting:	Board of Management
Meeting Date:	03 October 2023
Date Paper prepared:	4 th September 2023
Brief Summary of the paper:	Updates on the Policy which has been recommended by the Finance and General Purposes Committee for approval.
Action requested: [Approval, recommendation, discussion, noting]	Approval
Link to Strategy: Please highlight how the paper links to, or assists with: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	
Resource implications:	Yes / No If yes, please specify:
Risk implications:	Yes / No If yes, please specify: Operational: Organisational:
Equality and Diversity implications:	Yes/No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	

Status – [Confidential/Non confidential]	Non-Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should not be included within “open” business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)		Its disclosure would constitute a breach of confidence actionable in court (S36)	
Its disclosure would constitute a breach of the Data Protection Act (S38)		Other (please give further details)	
For how long must the paper be withheld? (express either as the time which needs to pass or a condition which needs to be met.)			

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

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

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

UHI | INVERNESS

Inverness College UHI

Further Education Fee Waiver Policy

PL/CS/2022/003

Lead Officer (Post):	Director of Finance
Responsible Office/ Department:	Finance
Responsible Committee:	Finance & General Purposes Committee
Review Officer (Post):	Finance Manager
Date policy approved:	27/07/2022
Date policy last reviewed and updated:	01/06/2022
Date policy due for review:	01/05/2023
Date policy last reviewed and updated:	16/08/2023
Date policy approved:	16/08/2023 – EMT approval
Date of Equality Impact Assessment:	August 2023

This policy covers the 2023-24 academic year.

For all our up-to-date policies, please visit our website [UHI Inverness](#).

Accessible versions of this policy are available upon request.

Policy Summary

Overview	This policy is required to set out a regional approach to Further Education Fee Waivers for Inverness College UHI and all academic partners in UHI.
Purpose	The policy will provide a framework for a consistent and coherent methodology for the awarding of Scottish Funding Council and discretionary fee waivers for further education courses.
Scope	This policy applies to all academic partners who run further education courses.
Consultation	This policy was developed by a Policy Ownership Group, made up of practitioners from across UHI. Endorsement was received from Partnership Council, before the policy went through local consultation and approval by college Boards of Management.
Implementation and Monitoring	Academic partners will be responsible for implementing and monitoring the policy.
Risk Implications	The policy reduces risk for the university and partners by creating a streamlined process and a community of practice for staff. Students will also benefit from a consistent approach across all partners.
Link with Strategy	Links with our obligations under the Regional Outcome Agreement.
Impact Assessment	Equality Impact Assessment: Assessed – No further action to be taken.
	Privacy Impact Assessment: n/a

1. Policy Statement

- 1.1 This document sets out the policy for the awarding of further education fee waivers in Inverness College UHI. This policy refers to Scottish Funding Council policy and guidelines on fee waivers, which is reviewed annually. A position is also set out for the awarding of discretionary fee waivers from a college's individual budget.

2. Definitions

- 2.1 Scottish Funding Council ("SFC"): SFC is the national, strategic body that is responsible for funding teaching and learning provision, research and other activities in Scotland's colleges and universities. SFC provides funding that colleges can claim for fee waivers.
- 2.2 Fee waiver: Some students will be able to access a fee waiver, which means they will not have to pay their own course fees. Eligibility for a fee waiver will be assessed at the start of the course, and the student may be required to produce evidence to support their application.

3. Purpose

- 3.1 This policy sets out a robust and transparent framework for the awarding of further education course fee waivers at Inverness College UHI.
- 3.2 The policy will create an equality of experience for students across the partnership, whilst allowing individual colleges the flexibility to respond to local needs.

3.3 SFC Funded Fee Waivers

The core of this policy is based on the SFC Fee Waiver Policy, associated annexes and appendices. The current SFC Fee Waiver Policy can be accessed [here](#). The majority of fee waivers will be approved by the college and funded by SFC.

3.4 Discretionary Fee Waivers

Students attending UHI will have a parity of experience through the use of SFC fee waivers. Under exceptional circumstances and subject to individual budgets, colleges have the power to award discretionary fee waivers and for the college to pay the course fees.

3.4.1 Categories of Discretionary Fee Waivers include but are not limited to:

- Staff development, where a course is an essential part of an approved staff development plan;
- Where the college stipulates compulsory completion of an additional qualification as part of the main course;
- Exceptional requirements, where college senior management identify a local benefit to use of Discretionary Fee Waivers (being cognisant of 3.4.3).

3.4.2 Colleges should endeavour to create parity of experiences for students across the region through their use of discretionary fee waivers.

3.4.3 Due consideration should be given to the impact of discretionary fee waiver usage on other colleges in UHI.

3.5 SVQs

3.5.1 Students undertaking a part-time SVQ as a condition of their employment will not be awarded a fee waiver. In these circumstances, the employer is normally expected to meet the cost of the fees.

3.5.2 Students undertaking a SVQ where it is not a condition of their employment may be eligible for a fee waiver dependent on the course and their personal circumstances.

3.5.3 For students undertaking a part-time SVQ regardless of whether it is a condition of employment, their eligibility for fee waivers on additional courses will be assessed according to the current SFC Fee Waiver Policy, associated annexes and appendices.

4. Scope

4.1 This Policy applies to all applicants for further education courses (full-time and part-time), except for the courses set out in Section 5 below.

4.2 Applicants for higher education courses should refer to the [Higher Education Fees Policy](#). Higher education courses are normally Level 7 and above on the [SCQF Framework](#).

5. Exceptions

5.1 Courses outwith the scope of this policy are:

- Any non-credit bearing leisure courses, designed for hobby or personal interest
- All commercial courses, designed and delivered for a particular business/industry

5.2 Please refer to the accompanying Fee Waiver Procedures and eligibility flowchart for further information.

6. Notification

6.1 Staff engaging with fee waivers should be familiar with this policy and all relevant SFC policies.

6.2 Annual changes to SFC policies will be cascaded to staff by line managers and hyperlinks in the policy updated to reflect the most recent guidance.

6.3 Any changes in SFC policy or national legislation will be reflected in this policy.

6.4 The policy will be publicly available on the Inverness College UHI's website, along with other current policies.

7. Roles and Responsibilities

7.1 The College's most senior financial officer has overall responsibility for the implementation of this policy and the management of fee waivers, including the approval of discretionary fee waivers.

7.2 Staff administering fee waivers are responsible for ensuring up-to-date SFC guidance is followed.

8. Legislative Framework

[Further and Higher Education \(Scotland\) Act 2005](#)

[Equality Act 2010](#)

[Scottish Government: Costs of Learning Student Funding Guide](#)

9. Related Policies, Procedures, Guidelines and Other Resources

- 9.1 This policy should be read in conjunction with SFC Fee Waiver policies and guidance. The up-to-date information can be accessed [here](#).
- 9.2 UHI Further Education Fee Waiver Procedures
- 9.3 UHI Further Education Student Funding Support Policy
- 9.4 [UHI Higher Education Fees Policy](#)
- 9.5 UHI Further Education Fees Policy (Forthcoming)

10. Other Conditions

10.1 The burden of proof is on the student to satisfy the college with evidence of the eligibility of their status. If the circumstances of the student change during the course so that the student becomes eligible for a part-time fee waiver when they were not previously, the college can (at their discretion) claim back the full fee from SFC and reimburse the student. The change must occur and be reported to the college by the student before the 'required date', which for AY 2023-24 is:

- For courses of 20 weeks or less: the date where 25% of the length of course has elapsed; and
- For courses of more than 20 weeks: 5 weeks after the course start date.

10.2 Please refer to SFC's [Credit Guidance](#) AY 2023-24 for more information.

10.3 Changes to student circumstances occurring after this date cannot be claimed back from SFC. However, colleges are free to use their own discretion with college funds.

10.4 There is no upper or lower age limit on a student's eligibility for a fee waiver.

10.5 The college will be able to apply a fee waiver in respect of students who satisfy the eligibility rules for the course (as defined in the Credit Guidance), where the college is claiming credits for their activity in the current AY.

10.6 With the exception of any fee waivers for state school pupils who are undertaking college activities that form part of their school-based curriculum, additional part-time activity over and above full-time study will not be eligible for a fee waiver, although it may be eligible for credits (to determine if additional part-time activity is eligible, please refer to the Credit Guidance).

10.7 Students taking two or more part-time courses will be eligible for a maximum of one full-time fee waiver. The maximum amounts claimable for each student will be:

- The FE fee (£1,008 in AY 2023-24) for students taking FE courses.
- The FE fee (£1,008 in AY 2023-24) for students taking a mix of FE and part-time HE courses.
- The HE fee (£1,285 in AY 2023-24) for students taking part-time HE courses - fee waivers should not be claimed for full-time HE courses, as these are funded through [Student Awards Agency Scotland \(SAAS\)](#).

11. Version Control and Change History

Version	Date	Endorsed by	Amendment(s)	Author
0	May 2018	Partnership Council	New single policy	Fee Waiver Policy Ownership Group
1	March 2021	Partnership Council	Various formatting and grammatical changes through policy; 2.1: Clarity added around source of funding; 2.2: New definition added; 3.3: 'approved by college added'; 3.4: ' for the college to pay the course fees' added; 3.4.1: changes to three bullet points for clarity, including removal of 'significant' and addition of '(being cognisant of 3.4.3)' in third bullet point; 3.5: New section added bringing SVQs into scope of policy; 5.1: SVQs removed from exceptions, and additional information added to other exceptions; 7.3: section removed. 9.4 and 9.5: Removed Access and Inclusion Strategy and added HE Fees Policy and FE Fees Policy.	Fee Waiver Policy Ownership Group
2	June 2022	UHI Inverness	SFC link updated for academic year 2022-23.	Review Officer
3	August 2023	UHI Inverness	SFC link updated for academic year 2023-24. Section 10 Other conditions added – from 10.1 to 10.7.	Finance team

Subject/Title:	KPI Matrix
Author: [Name and Job title]	Martin Whyte
Meeting:	Board of Management
Meeting Date:	3 October 2023
Date Paper prepared:	26 September 2023
Brief Summary of the paper:	To provide the Board of Management with an overview of the agreed KPI measures for 2023/24
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	Each set of KPI measures corresponds to each section of our strategic plan and their sub strategies. They provide quantitative measurements and are presented in a BRAG format in order to provide a visible overview of our progress toward each KPI.
Resource implications:	No If yes, please specify:
Risk implications:	No If yes, please specify: Operational: Organisational:
Equality and Diversity implications:	No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	Staff, managers and Board Committees

Status – [Confidential/Non confidential]	No		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	No		
*If a paper should not be included within “open” business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)		Its disclosure would constitute a breach of confidence actionable in court (S36)	
Its disclosure would constitute a breach of the Data Protection Act (S38)		Other (please give further details)	
For how long must the paper be withheld? (express either as the time which needs to pass or a condition which needs to be met.)			

Recommendation(s)

For discussion.

Purpose of report

This report provides the Board with sight of the final KPIs measurements agreed for 2023/24. The monitoring frequency is dependant upon the timing of the measure itself, for instance we monitor our student number measurements on a monthly basis at EMT level (weekly at an operational level), so student number measures for the KPI matrix are profiled on a monthly basis. Whereas our NSS and SSES surveys are only undertaken annually, so these are profiled and reported annually.

The Commercial & Operations Manager will highlight changes to the KPI measures between 2022/23 and 2023/24, then present the first month’s measures to the Board.

Appendix A is the full KPI Matrix report for 2023/24

Appendix B is the report for period 1, August 23.

Appendix B - KPI Matrix - Period 1, August 2023

Performance Measures
AY: 2023-2024

Performance Measures- EMT & Board of Management

Measures - Linked to Profile and Actual sheets

AY Start	01 Aug 2022
Today	26 Sep 2023
Period Month	August
No.Periods YTD	13

Key:

B = Not yet in scope
R = Not Achieved
A = Partially Achieved
G = Achieved

KPI	Measurement Frequency	2022/23 Actual	2023/24 Target	Current Period Profile	Current Period ACTUAL	YTD Profile	YTD ACTUAL	YTD ACTUAL v PROFILE RAG
3 FE Credits	Monthly	30569	26,657	15,000	15,641	15,000	15,641	104.3%
4 Apprenticeship starts (contract year)	Monthly	385	280	51	145	51	145	284.3%
5 Apprentices in Learning (average in year)	Monthly	651	650	650	687	650	687	105.7%
6 Apprenticeship Income (excluding T&A)	Monthly	£1,248,012	£1,348,050	£153,734	£123,186	£153,734	£123,186	80.1%
8 Commercial Short Course Income	Monthly	£137,191	£129,996	£10,833	£15,708	£10,833	£15,708	145.0%
32 Modern Apprenticeship successful outcomes (contract year)	Monthly	61.0%	65%	65%	64%	65%	64%	98.9%
35 Mental Health Support appt (non-emergency) offered for within 3 - 10 working days	Monthly	83.0%	91.7%	91.7%	100.0%	91.7%	100%	109.1%
36 Learning Support appt offered for within 6 - 20 working days	Monthly	77.0%	91.7%	91.7%	100.0%	91.7%	100%	109.1%
47 Number of workplace injuries	Monthly	26	26	2.00	9	2	9	450.00%
59 Room Occupancy - Frequency %	Monthly	19.0%	35.0%	10.0%	18.0%	10.0%	18.0%	180.2%
60 CO2 Emissions on Utilities (gross) Tonnes	Monthly	553	553	26	28	26	28	105.2%
62 Estates reactive task completion rate %	Monthly	96%	95%	95%	96%	95%	96.0%	101.1%
63 GTFM % reactive task completion rate	Monthly	93%	100%	100%	97%	100%	97.0%	97.0%

Performance Measures
AY: 2023-2024

Performance Measures- EMT & Board of Management

Measures - Linked to Profile and Actual sheets

AY Start	01 Aug 2022
Today	26 Sep 2023
Period Month	August
No.Periods YTD	13

Key:	B = Not yet in scope
	R = Not Achieved
	A = Partially Achieved
	G = Achieved

Serial	KPI	Measurement Frequency	2022/23 Actual	2023/24 Target	Current Period Profile	Current Period ACTUAL	YTD Profile	YTD ACTUAL	YTD ACTUAL v PROFILE RAG
Measure 1: CORE FE/HE OUTPUTS									
1	HE Active applications (next AY - Measure from Dec - Jul)	Monthly	1334	1,500.0					
2	FE Active applications (next AY - Measure from Dec - Jul)	Monthly	2049	2,300.0					
3	FE Credits	Monthly	30569	26,657	15,000	15,641	15,000	15,641	104.3%
4	Apprenticeship starts (contract year)	Monthly	385	280	51	145	51	145	284.3%
5	Apprentices in Learning (average in year)	Monthly	651	650	650	687	650	687	105.7%
6	Apprenticeship Income (excluding T&A)	Monthly	£1,248,012	£1,348,050	£153,734	£123,186	£153,734	£123,186	80.1%
7	FWDF Income	2 monthly	£294,495	£150,000		£29,129		£29,129	
8	Commercial Short Course Income	Monthly	£137,191	£129,996	£10,833	£15,708	£10,833	£15,708	145.0%
9	HE enrolments (head count)	Monthly	1,986	1,986					
10	HE enrolments (year one starts)	Annual	523	670					
11	HE PPF FTE (from Oct)	Monthly	1,251.8	1,418.0					
12	Research - Income less expenditure	Biannual	£175,000	£150,000					
13	GA Programmes - New Enrolments (confirm monitoring period) (23/24 benchmark yr)	Monthly							
14	Senior Phase Enrolments (23/24 benchmark yr)	Annual							
MEASURE 2: SATISFACTION MEASURES									
17	Employer satisfaction survey	Biennial							
18	Early Satisfaction & Engagement Survey (ESES)	Annual	95.3%	96%					
19	National Student Survey (NSS)	Annual	80.0%	83%					
20	Student Satisfaction & Engagement Survey (SSES)	Annual	93.0%	95%					
21	Post Graduate Research Experience Survey (PRES) (previous AY)	Annual		75%					
22	Post Graduate Taught Experience Survey (PTES) (previous AY)	Annual	96.0%	97%					
23	ESES % Response Rate	Annual		55%					
24	SSES % Response Rate	Annual		55%					
Measure 3: RETENTION, SUCCESS & PROGRESSION									
25	College Retention Overall for FE	Annual	90.0%	90%					
26	College Retention Overall for HE	Annual	90.0%	90%					
27	FE FT Successful Outcomes	Annual	70.0%	70%					
28	FE PT Successful Outcomes	Annual	86.0%	90%					
29	Partial Success FE	Annual	4.0%	4%					
30	HE FT Successful Outcomes	Annual	80.0%	80%					
31	HE PT Successful Outcomes	Annual	75.0%	75%					
32	Modern Apprenticeship successful outcomes (contract year)	Monthly	61.0%	65%	65%	64%	65%	64%	98.9%
33	FE progression to further FE study	Annual	33.8%	35%					
34	FE progression to HE - actual	Annual	10.0%	35%					
35	Mental Health Support appt (non-emergency) offered for within 3 - 10 working days	Monthly	83.0%	91.7%	91.7%	100.0%	91.7%	100%	109.1%
36	Learning Support appt offered for within 6 - 20 working days	Monthly	77.0%	91.7%	91.7%	100.0%	91.7%	100%	109.1%
Measure 4: HR									
40	Sickness levels	Quarterly	2.80%	2.52%					
41	- Short Term	Quarterly							
42	- Long Term	Quarterly							
43	% Staff turnover	Quarterly	2.37%	3.35%					
44	PRD completion - full or review	Quarterly	44%	100%					
45	Student FTE:Academic Staff Ratio	Annual	22.8	24					
46	Lecturer utilisation % (% of deployable hours)	Annual	85.1%	80.0%					
47	Number of workplace injuries	Monthly	26	26	2.00	9	2	9	450.00%
48	Number of RIDDOR reportable accidents and illness	Monthly	1						
49	% of staff completed mandatory IHASCO (H&S) Trg	Quarterly	86%	80%					
Measure 5: FINANCE									
52	Adjusted current ratio	Quarterly		1.7					
53	EBITDA as a % of income	Annual		-1.0%					
54	Staff costs as % of income (less NDP/capital allowances)	Annual		78.0%					
55	Cash days in hand	Quarterly		62					
56	Income as a % of Expenditure	Annual		99.0%					
57	Curriculum contribution (overall % - estimate)	Annual	41%	40.0%					
58	Analysis of aged debtors > 90 days	Quarterly		50.0%					
Measure 6: ESTATES & CAMPUS									
59	Room Occupancy - Frequency %	Monthly	19.0%	35.0%	10.0%	18.0%	10.0%	18.0%	180.2%
60	CO2 Emissions on Utilities (gross) Tonnes	Monthly	553	553	26	28	26	28	105.2%
61	% waste sent to landfill	Quarterly	70.0%	15%					
62	Estates reactive task completion rate %	Monthly	96%	95%	95%	96%	95%	96.0%	101.1%
63	GTFM % reactive task completion rate	Monthly	93%	100%	100%	97%	100%	97.0%	97.0%
64	Total % of Capital expenditure budget committed (Aug - March)	Monthly	100%	100%					

UHI | INVERNESS

Subject/Title:	Principal's Report
Author: [Name and Job title]	Professor Chris O'Neil Principal
Meeting:	Board of Management
Meeting Date:	03 October 2023
Date Paper prepared:	03 October 2023
Brief Summary of the paper:	<p>This report provides the Board of Management with an overview of new and continuing activity including:</p> <ul style="list-style-type: none"> • Current financial position • Finance function • Strike action
Action requested: [Approval, recommendation, discussion, noting]	For Discussion

<p>Link to Strategy: Please highlight how the paper links to, or assists with:</p> <ul style="list-style-type: none"> <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change 	Strategic plan		
<p>Resource implications:</p>	Yes / No N/A If yes, please specify:		
<p>Risk implications:</p>	Yes / No N/A If yes, please specify:		
<p>Equality and Diversity implications:</p>	Yes/ No If yes, please specify:		
<p>Student Experience Impact:</p>	Yes/No If yes, please specify: Financial implications ESES Strike Action		
<p>Consultation: [staff, students, UHI & Partners, External] and provide detail</p>			
<p>Status – [Confidential/Non confidential]</p>	CONFIDENTIAL		
<p>Freedom of Information Can this paper be included in “open” business* [Yes/No]</p>	No		
<p>*If a paper should not be included within “open” business, please highlight below the reason.</p>			
<p>Its disclosure would substantially prejudice a programme of research (S27)</p>		<p>Its disclosure would substantially prejudice the effective conduct of public affairs (S30)</p>	
<p>Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)</p>	Yes	<p>Its disclosure would constitute a breach of confident actionable in court (s36)</p>	
<p>Its disclosure would constitute a breach of the Data Protection Act (s38)</p>	Yes	<p>Other (Please give further details)</p>	

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

Subject/Title:	Student Outcomes and Satisfaction in AY 22-23
Author: [Name and Job title]	Lindsay Snodgrass, Vice Principal Curriculum, Student Experience & Quality Jane MacLennan, MIS Manager
Meeting:	Board of Management
Meeting Date:	
Date Paper prepared:	
Brief Summary of the paper:	To provide an overview of student outcomes and satisfaction for AY 22-23.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:: a) compliance • partnership services • risk management • strategic plan • new opportunity/change	This paper links to the strategic plan, particularly in relation to the student experience and the curriculum but also to financial sustainability.
Resource implications:	Yes
Risk implications:	Yes – quality of the student experience / impact on reputation, future recruitment / retention / financial risks.
Equality and Diversity implications:	Yes – equity of the student experience and student outcomes across learner groups.
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A

Status – [Confidential/Non confidential]	Non-confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should not be included within “open” business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)		Its disclosure would constitute a breach of confidence actionable in court (S36)	
Its disclosure would constitute a breach of the Data Protection Act (S38)		Other (please give further details)	
For how long must the paper be withheld? (express either as the time which needs to pass or a condition which needs to be met.)			

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

Executive Summary

This report provides a summary of student outcomes and satisfaction for academic year (AY) 22-23. Student outcomes and satisfaction are key performance indicators and we set annual ambitious targets to ensure out continuous improvement.

AY 22-23 was the first year since 2019-20 which was not directly affected by the pandemic. As such, UHI Inverness viewed last AY as a period of *recovery and readjustment*, and this was the overarching ethos driving all of our quality enhancement work.

Student Outcomes:

Early Withdrawals declined in AY 22-23 - for FE students this is withdrawal prior to 1st November and for HE prior to 1st December.

Successful Outcomes and Partial Success - it is not currently possible to determine overall success and partial success for either FE or HE students due to the ongoing impact of Action Short of Strike Action (ASOS). However, it is expected there has been improvement across both of these measures and across all modes of study with the exception of HE FT where we anticipate a slight reduction in successful outcomes.

Student Participation and Satisfaction - student participation in surveys and student satisfaction recovered in AY 22-23 with both seeing significant improvements on the previous AY.

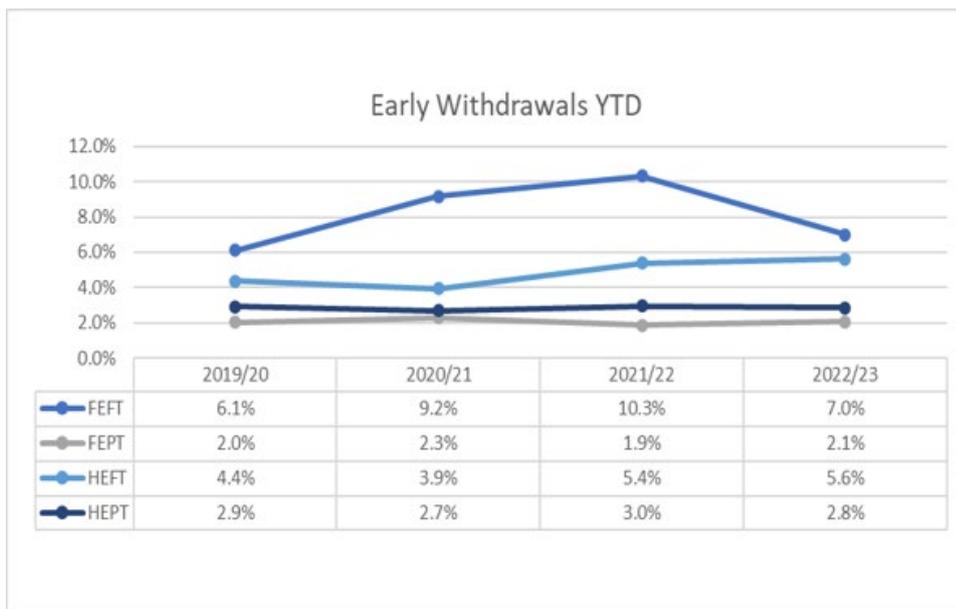
Main Body of Information

A number of mechanisms and actions were newly established or further embedded last academic year to support the recovery in student retention and successful outcomes including, for example:

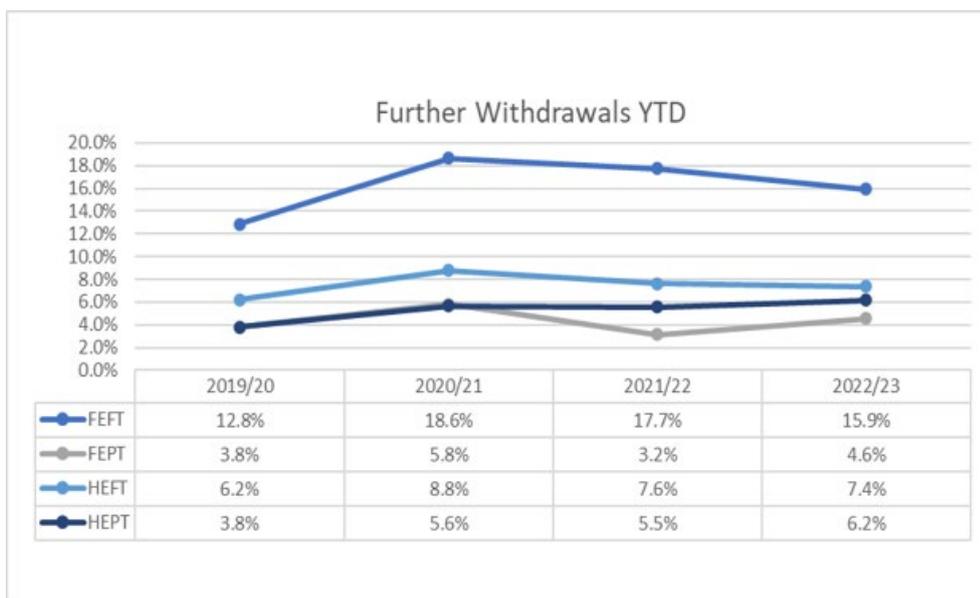
- Embed School level monthly data presentations supporting early interventions.
- Investment in two Learning & Teaching Enhancement Lead secondments to support the sharing of best practice across Schools.
- Target setting for retention and successful outcomes at Education Scotland subject level and at programme level.
- More flexible pathways for student success – *Credit Flex* programme.
- Focussed work on FT FE Partial Success
- Further extending our suite of support for students.

Student Withdrawals

Early and Further withdrawals declined in 2022/23 for FE full time students. Overall retention was 77.1% compared to 72% in 2021/22.



Further withdrawals also declined for full time students compared to the previous year. However, they were still higher for FE full time students than in pre-pandemic years. There was a marginal downward shift in further withdrawals for HE full time students.

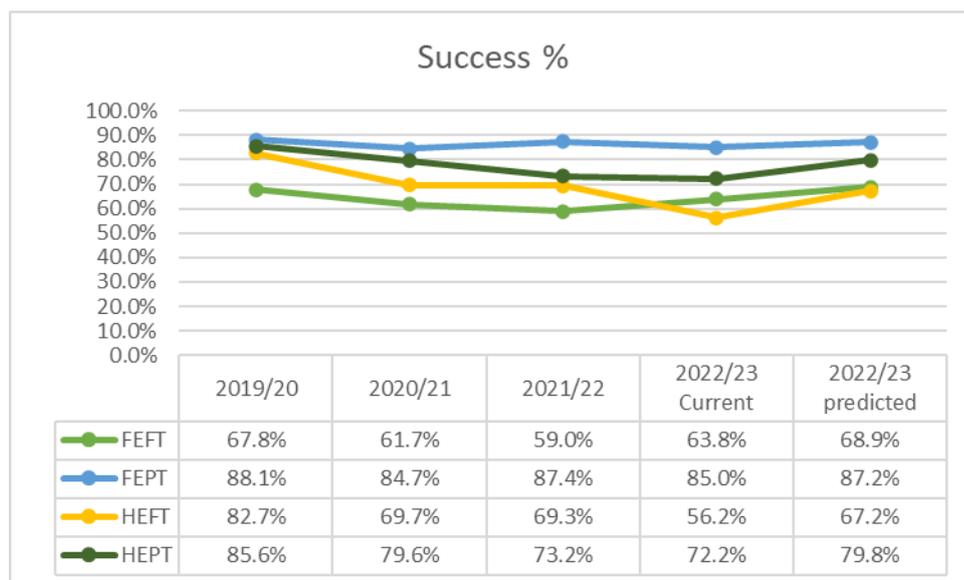


Successful Outcomes

Overall student successful outcomes are directly linked to withdrawals. Due to national Action Short of Strike Action (ASOS) by the EIS FELA, it is not currently possible to accurately determine overall success and partial success for either FE or HE students. However, based on the results and outcomes that have been entered to date it is anticipated that we **should exceed our target of 66% for FE full time successful outcomes**. Current predictions indicate we will achieve **68.9% successful outcomes for FE full time, an improvement of 10.9% on last year's out-turn**.

HE outcomes are slightly harder to predict given the **higher volume of outstanding outcomes** across the UHI partnership. However, we are predicting a slight downturn in our HE full time outcomes which we need to pay attention to this AY.

The table below shows actual data for the previous three years, the current successful outcomes entered, and a predication of success rates.



Student Participation in Key Surveys

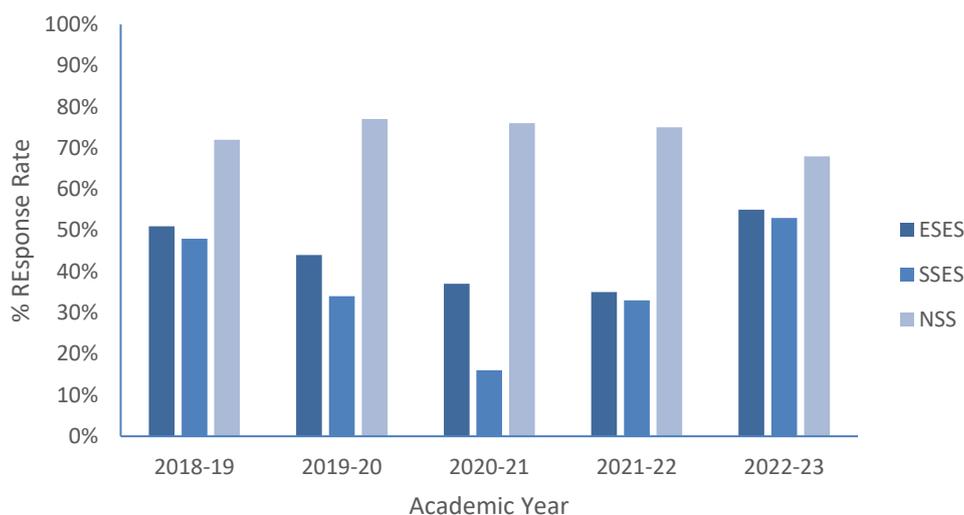
UHI Inverness formally gauge student satisfaction through four key surveys:

Survey	Cohort	When
Early Student Experience Survey (ESES)	All students	October
Student Satisfaction and Engagement Survey (SSES)	All students, exc. final year degree	April / May
National Student Survey (NSS)	Final year degree students	Feb/March
Postgraduate Taught Experience Survey (PTES)	Post Graduate students	March

The pandemic negatively impacted our ability to encourage students to complete the various surveys used to measure student satisfaction. Last AY we had a real **focus on student engagement and participation** as part of our Quality Enhancement Plan and this dedicated focus led to **significant improvements in our response rates**.

The table below shows the five-year trend in participation.

Response Rate 5 Year Trend



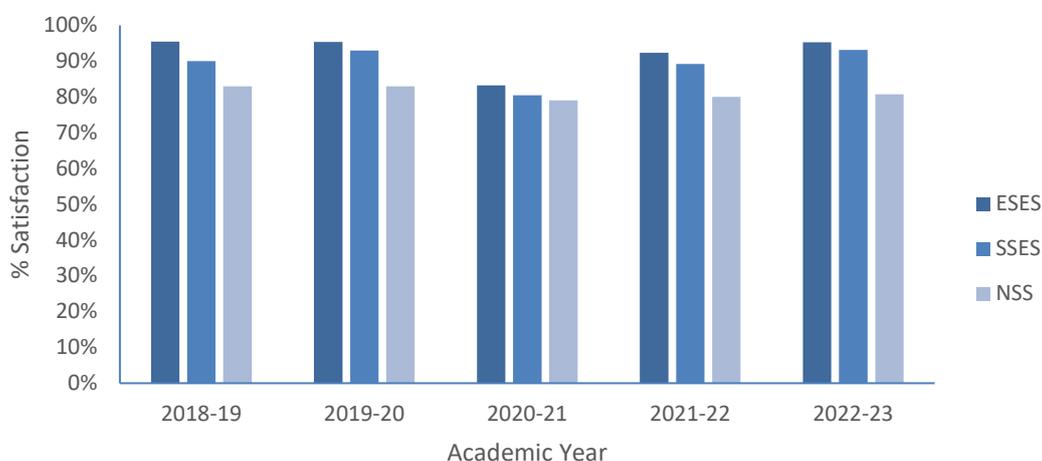
Participation in the *Early Student Experience Survey (ESES)* and the *Student Satisfaction and Engagement Survey (SSES)* indicates a full recovery has been made with 55% and 53% response rates across the two key surveys, **up by 20% respectively on last AY**. The SFC target for the SSES is 50% participation. AY 22-23 represents the **highest participation rates of the last 5 years** in these surveys. This has been largely due to the success of our **innovative approach to working with a charity partner** to incentivise students to complete our two main surveys.

By comparison, the NSS response rate dropped and was **7% down on last AY's out turn** and the lowest it has been across the 5-year period. This appears to be a national concern and needs to be an area of focus this AY in the lead up to the launch of the NSS. The NSS is run and administered by UHI EO due to its cross-University nature.

Student Satisfaction

The table below shows the five-year trend in student satisfaction:

Overall Satisfaction 5 Year Trend



The 5-year trend shows that student **satisfaction began to recover in AY 21-22 and this improvement has continued into AY 22-23**. Satisfaction rates in the ESES and the SSES were up by 3% and 4% respectively. Our end of year **out turn in the SSES was 93.10% satisfaction**.

Student satisfaction in the **NSS remained largely static in AY 22-23 at 81%, up 1% on the previous AY**. UHI as a partnership had an out turn of 81% satisfaction and did well against competitor universities, being nationally ranked as 6th in Scotland.

Planning for AY 23-24

Student participation and satisfaction remain important KPIs this AY and as such are identified within our QEP. We have set ourselves ambitious stretch targets this this AY:

Survey	Target Response Rate	Difference on last AY	Target Satisfaction Rate	Difference on last AY
ESES (Sept/Oct)	55%	Maintain	95%	Maintain
SSES (March)	55%	+2%	95%	+1.9%
NSS	82%	+14%	85%	+4.26%

Subject/Title:	Student Activity 2022/23 and Recruitment 2023/24
Author: [Name and Job title]	Jane Maclellan, Information Systems Manager
Meeting:	Board of Management
Meeting Date:	03 October 2023
Date Paper prepared:	25 September 2023
Brief Summary of the paper:	To provide the committee with the final student enrolments and withdrawals for 2022/23, and the status of current recruitment for 2023/24.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with: a) compliance • partnership services • risk management • strategic plan • new opportunity/change	This paper links to the strategic plan, particularly in relation to the student experience and the curriculum.
Resource implications:	Yes
Risk implications:	Yes – quality of the student experience
Equality and Diversity implications:	Yes – equity of the student experience
Consultation: [staff, students, UHI & Partners, External] and provide detail	n/a

ITEM 09.

Status – [Confidential/Non confidential]	Non-confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should not be included within “open” business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)		Its disclosure would constitute a breach of confidence actionable in court (S36)	
Its disclosure would constitute a breach of the Data Protection Act (S38)		Other (please give further details)	
For how long must the paper be withheld? (express either as the time which needs to pass or a condition which needs to be met.)			

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

Student Activity 2022/23 and Recruitment 2023/24

Executive summary

The report provides a summary of the final student enrolments and withdrawals for 2022/23, and the status of current recruitment for 2023/24.

The original 2022/23 FE Credits target for UHI Inverness of 29,882 was rebased to 29,620. The actual credits delivered was 30,595 which exceeds the target by 975 credits.

The UHI Academic Partnership target for HE undergraduate students was not achieved. The 2022/23 target for Undergraduate students who are fundable was 1,441 fte, our delivery is estimated at 1,290 fte which is 89.5% of target.

Early withdrawals decreased by 4.3% for FE full time students in comparison to 2021/22, however they increased marginally by 0.4% for HE full time students. Further withdrawals declined for full time FE students, however there was an increase for part time students compared to the previous year.

Enrolment for 2023/24 is ongoing for FE and HE students. The majority of FE full time students have enrolled, and is continuing for part time students and apprentices.

Main body of information

Student enrolments against targets 2022/23

- **FE**

The core credit target for 2022/23 was 29,882 this includes both core learning of 29,511 and 371 credits to be generated from Foundation Apprentices. SFC have rebased the Regional Strategic body credit targets for 2021/22 and 2022/23, these have been included in the table below.

	Credit Target		Actual Credits		% of Target	
	Original	Rebased			Original	Rebased
2020/21	29,439		01/07/2021	23,687	80.5%	
2021/22	30,677	32,009	01/07/2022	28,653	93.4%	89.5%
2022/23	29,882	29,620	25/09/2023	30,595	102.4%	103.3%
2023/24	26,657		25/09/2023	19,194	72.0%	

The FES credits audit is currently underway, following this the credits for 2022/23 will be finalised.

The FE Credit target has been reduced in line with SFC credit guidance for 2023/24, “we have rebased credit allocations for all colleges, lowering them by 10%, with a balancing price increase, to ensure that overall SFC funding is unchanged from AY 2022-23”.

- HE**

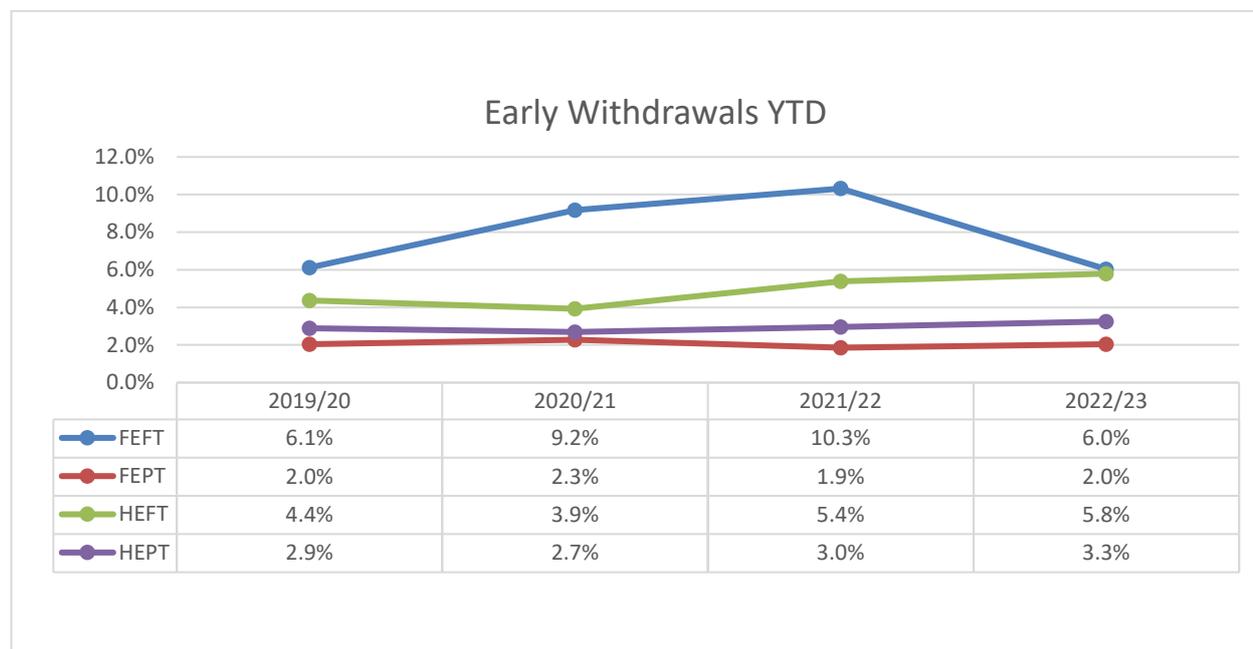
The 2022/23 APC target for Undergraduate students who are fundable was 1,441 fte. The FTE value reported to APC based on actual module attachments in June 2023 was 1,290 fte.

The table below shows the estimated HE FTE based on current enrolments, and against targets set by APC. The estimates are made using information from the student record system and historical values of FTE based on mode of attendance. The figure for 2023/24 should be read as indicative only at this stage.

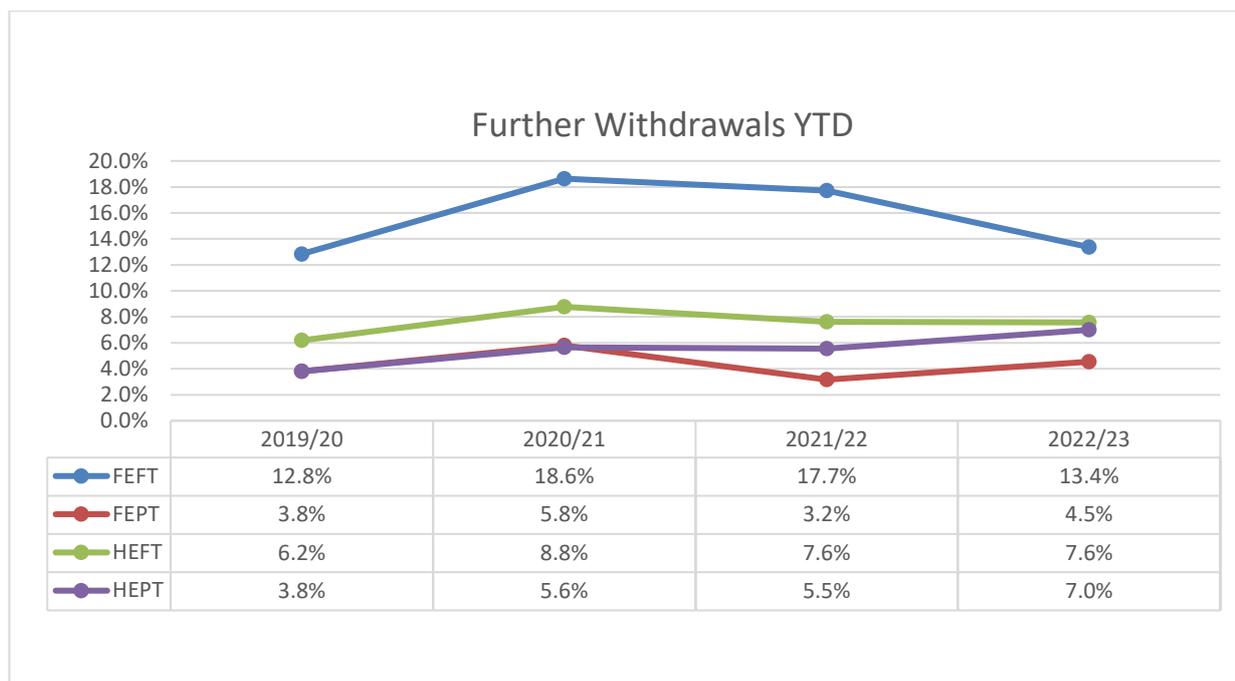
PPF FTE Target Fundable Students		Estimated FTE		% of Target
2020/21	1,491	20/08/2021	1,598	107.2%
2021/22	1,556	31/08/2022	1,370	88.0%
2022/23	1,441	31/08/2023	1,290	89.5%
2023/24	1,321	25/09/2023	1,246	94.3%

Withdrawal's summary

Early withdrawals decreased for FE full time students, following a rise over the past 2 years. There were marginal increases in early withdrawals for FE part time, HE Full time and part time.



Further withdrawals declined for full time FE students, however there was an increase for part time students compared to the previous year.



2023/24 Recruitment

Enrolment is ongoing for FE and HE students. The majority of FE full time students have enrolled, Modern Apprentices and other part time students will continue to enrol throughout the academic year.

The FE credit target for 2023/24 is 26,657.

COLLEGE TARGET 2023/24	Further Education			Actual Enrolments 2023/24	Actual Credits 2023/24
	Enrolment Target	Enrolments achieving 25% Date Target	Credit Target		
Art Drama & Humanities	167	154	1599.2	149	1516
Social Care, Health & Childcare	439	400	2595.3	220	1918
Sport & Psychology	98	91	1008.8	85	843
Business & Hospitality	119	110	1206.7	102	1000
Hair Beauty & ESOL	357	334	4507.1	312	4066
Construction Craft	410	410	4191.3	224	2193
Construction Technology & Plumbing	382	344	3442.2	144	1056
Education & Supported Education	305	277	1414.2	137	737
Science Maths & Computing	1404	1270	2795.6	272	2156
Engineering	519	471	5127.0	233	3322
Forestry	80	73	934.8	37	372
Business Solutions				19	15
TOTAL	4280.0	3932.8	28822.2	1934	19194

ITEM 09.

The 2023/24 APC target for Undergraduate students who are fundable is 1,321.

COLLEGE TARGET 2023/24	Higher Education			Actual Enrolments 2023/24	Actual FTE 2023/24
	TARGETS				
Excluding PG	Enrolment Target	Enrolments achieving 25% Date Target	FTE Target		
Art Drama & Humanities	387	348	310.1	328	320.5
Social Care, Health & Childcare	433	390	267.1	315	229.5
Sport & Psychology	229	205	199.8	164	161.0
Business & Hospitality	197	179	152.3	194	153.1
Hair Beauty & ESOL	82	74	44.9	17	17.0
Construction Craft	50	45	27.0	0	0.0
Construction Technology & Plumbing	180	163	130.2	163	119.3
Education & Supported Education	0	0	0.0	0	0.0
Science Maths & Computing	197	177	140.0	153	138.8
Engineering	88	79	52.7	73	53.5
Forestry	135	124	86.7	70	53.5
TOTAL	1978	1784	1411	1477	1246

Jane Maclennan
Information Systems Manager

Subject/Title:	Governance Update
Author: [Name and Job title]	Lisa Ross Governance Officer
Meeting:	Board of Management
Meeting Date:	03 October 2023
Date Paper prepared:	05 September 2023
Brief Summary of the paper:	This paper provides the Board of Management with an update on all governance matters.
Action requested: [Approval, recommendation, discussion, noting]	Discussion and Noting.
Link to Strategy: Please highlight how the paper links to, or assists with:: <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change	Governance Compliance
Resource implications:	Yes / No If yes, please specify:

Risk implications:	Yes / No If yes, please specify: Operational: Organisational:
Equality and Diversity implications:	Yes/No If yes, please specify:
Student Experience Impact:	Yes/No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A
Status – [Confidential/Non confidential]	Non-Confidential
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes
*If a paper should not be included within “open” business, please highlight below the reason.	
Its disclosure would substantially prejudice a programme of research (S27)	Its disclosure would substantially prejudice the effective conduct of public affairs (S30)
Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)	Its disclosure would constitute a breach of confident actionable in court (s36)
Its disclosure would constitute a breach of the Data Protection Act (s38)	Other (Please give further details)

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

Nomination for Vice Chair Position

As you are aware the Vice Chair stood down from the Audit Committee and the Board of Management in September 2023. We are now looking for nominations for the position to ensure our continuing compliance with the Code of Good Governance.

The process for nominations is as follows:

- Nominations are invited.
- All nominations must be seconded.
- Nominations must be provided to the Governance Officer, in writing, at least 7 days prior to the next Board of Management Meeting due to be held on 19 December 2023.

At the Board Meeting scheduled for 19 December 2023, any nominations made will be subject to a ballot:

1. Nominated members will be provided with the opportunity to address the Board of Management for no more than 5 minutes, prior to votes being cast.
2. In the case of a sole nomination, members will be asked to support the nomination. In the event of a dead heat, a second ballot will take place. If a simple majority vote does not support the nomination, the position will remain vacant and will be reconsidered at the next Board of Management meeting.
3. Votes cast will be counted by the Governance Officer and a scrutineer. The result will be announced by the Governance Officer and recorded and signed by her and the scrutineer.

Audit Committee Chair

Again, because of the departure of the Audit Committee Chair there is a need to fill this role. Expressions of interest in this role are welcomed and should be raised with the Governance Officer in the first instance.

Review of the Code of Good Governance

The Code of Good Governance for Colleges in Scotland outlines requirements for Boards of Management and against this background, it is right and proper that the highest standards of governance and propriety are expected of our boards and those individuals who serve them. This Code of Good Governance codifies the principles of good governance for learners and learning that already exist in our colleges and promotes accountability and continuous improvement in how colleges and regional strategic bodies are governed.

To ensure that we continue to meet these requirements, Board Members were asked to carry out an annual review exercise via an online JISC Survey which was made available to all for the period 01 July – 31 July 2023. We received a 35% response rate with 6 members completing the questionnaire. This is a decrease from the previous year, where we saw 11 members complete the questionnaire.

A copy of the responses can be found as Appendix 1.

Committee and Chair Evaluation Feedback

Again to ensure our commitment to the Code of Good Governance we undertake an annual evaluation of our Committee and Committee Chairs. Following feedback received as part of last year's Committee and Chair Evaluations it was agreed that future evaluations would be completed individually via an online survey. Members of each Committee were provided access to the relevant surveys.

Response rates were as follows:

Committee	Chair Evaluation Responses	Committee Evaluation Responses
Audit Committee	5	4
F&GP Committee	1	2

HR Committee	2	3
LT&R Committee	3	5

In respect of all Chair Evaluations, the feedback received will be discussed with the individual Chairs as part of their Board Member Evaluation Process.

A summary of each of the Committee Evaluations is attached as appendix 2.

Feedback from the Committees highlighted:

- Audit Committee had seen low attendance numbers for the previous Academic Year. It is the hope of the Committee that following our recent recruitment campaign which has seen an additional Non-Executive Member join the Committee along with a further Co-opted member and the change of the meeting start time to 4.30 p.m. that higher attendance levels will be seen this year.
- In respect of the HR Committee, despite the successful recruitment campaign, no additional members came onto this Committee and with an existing member having stood down recently, Committee membership is at 4. It is requested that members who are currently only sitting on one Committee consider joining the HR Committee to ensure that we meet the membership numbers laid out in our Terms of Reference.

Review of Code of Good Governance 2023

Showing 6 of 6 responses

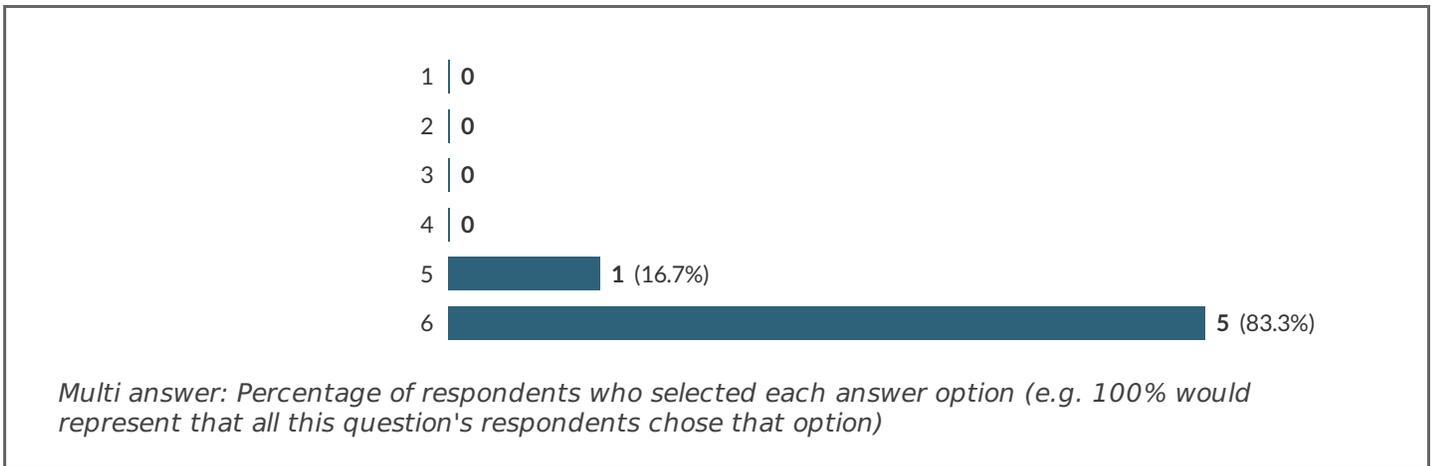
Showing **all** responses

Showing **all** questions

Response rate: 35%

1 UHI Inverness is governed by an effective Board?

1.1 Disagree vs Agree



1.a Evidence/Comments

Showing all 3 responses	
The board governs over the institution with immense care and precision. Any decision taken by the board that will effect majorly will be discussed in its entirety with all members of the board being discussed.	1061829-1061811-112671484
The Board is provided with the information and evidence it needs for good decision-making.	1061829-1061811-112751715
Regular board meetings, well attended. Suitable sub-committee structure.	1061829-1061811-113604964

2 The Board adheres to the concept of collective responsibility?

2.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

2.a Evidence/Comments

No responses

3 The Board sets, demonstrates and upholds the values and ethos of UHI Inverness?

3.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

3.a Evidence/Comments

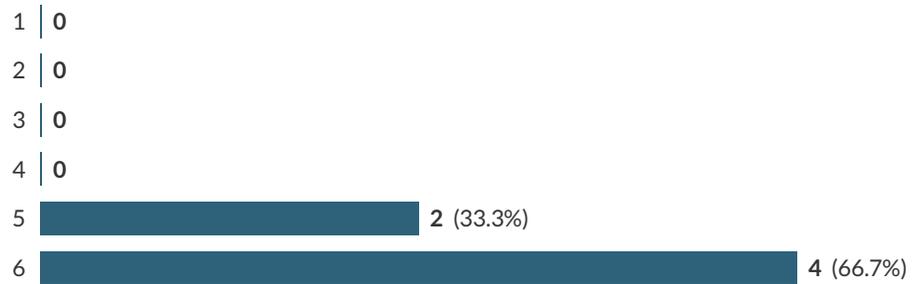
Showing 1 response

All members of the board knows the ethos of UHI Inverness and upholds that in every discussion and decisions that are made, involving student representatives and staff representatives.

[1061829-1061811-112671484](#)

4 Board Members are familiar with the provisions within the Code of Conduct?

4.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

4.a Evidence/Comments

No responses

5 Board Members actions comply with the provisions within the Code of Conduct?

5.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

5.a Evidence/Comments

No responses

6 Board Members are aware of and incorporate the Nine Scottish Principles (Duty/Public Service, Selflessness, Integrity, Objectivity, Accountability and Stewardship, Openness, Honesty, Leadership and Respect) into their decisions and behaviour?

6.1 Disagree vs Agree



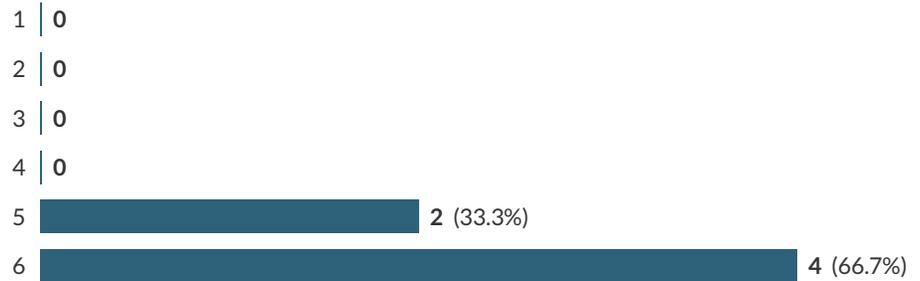
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

6.a Evidence/Comments

No responses

7 Board Members understand their responsibility for determining UHI Inverness vision, strategic direction, educational character, value and ethos?

7.1 Disagree vs Agree



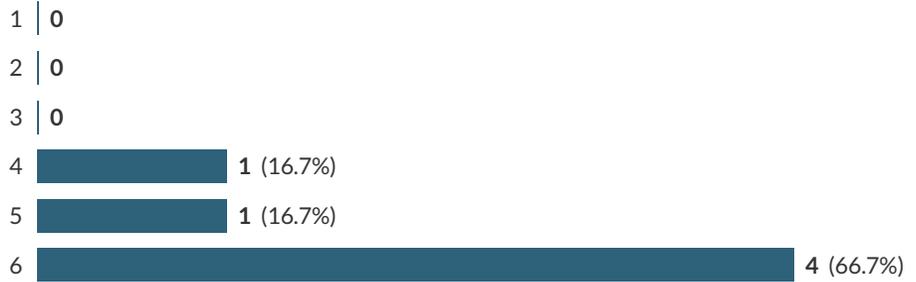
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

7.a Evidence/Comments

No responses

8 The Board has regard to the strategy determined by our Regional Strategic Body (RSB)?

8.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

8.a Evidence/Comments

Showing 1 response

The Board is aware and supportive of Vision 2024.

1061829-1061811-112751715

9 The Board provides strategic leadership and has developed and can articulate a clear vision for UHI Inverness?

9.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

9.a Evidence/Comments

No responses

10 The Board has set out clear strategic priorities, aims and desired outcomes and these are used as the basis for the Boards overall strategy and planning process?

10.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

10.a Evidence/Comments

No responses

11 The Board is able to scrutinise the Key Performance Indicators (KPI's) of UHI Inverness and review these against our strategic aims?

11.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

11.a Evidence/Comments

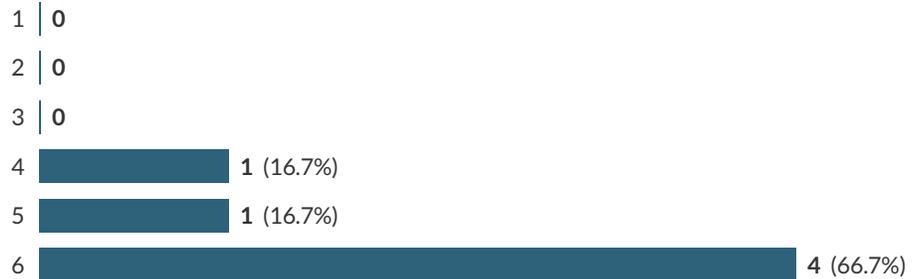
Showing 1 response

The board understands the KPI matrix and understands when to scrutinise why some KPI's might be low and know when there is a explanation to low KPI's.

[1061829-1061811-112671484](#)

12 The Board is aware of their responsibility with regards the negotiation and development of our Regional Strategy/Outcome Agreement with our RSB?

12.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

12.a Evidence/Comments

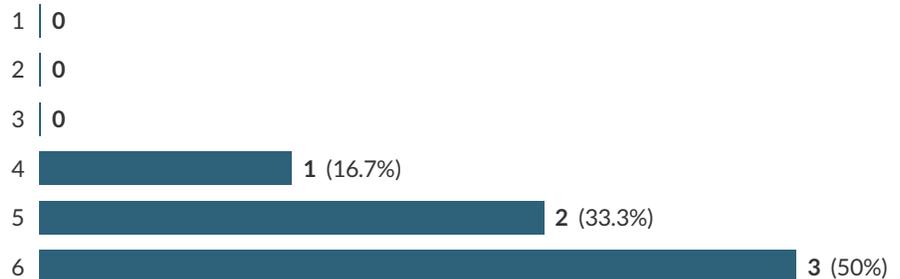
Showing 1 response

We have had a presentation from the Interim CEO of UHI EO and meetings with the Chair of Court / RSB.

1061829-1061811-112751715

13 The Board monitors our Regional Strategy/Outcome Agreement to ensure that we are achieving the agreed outcomes?

13.1 Disagree vs Agree



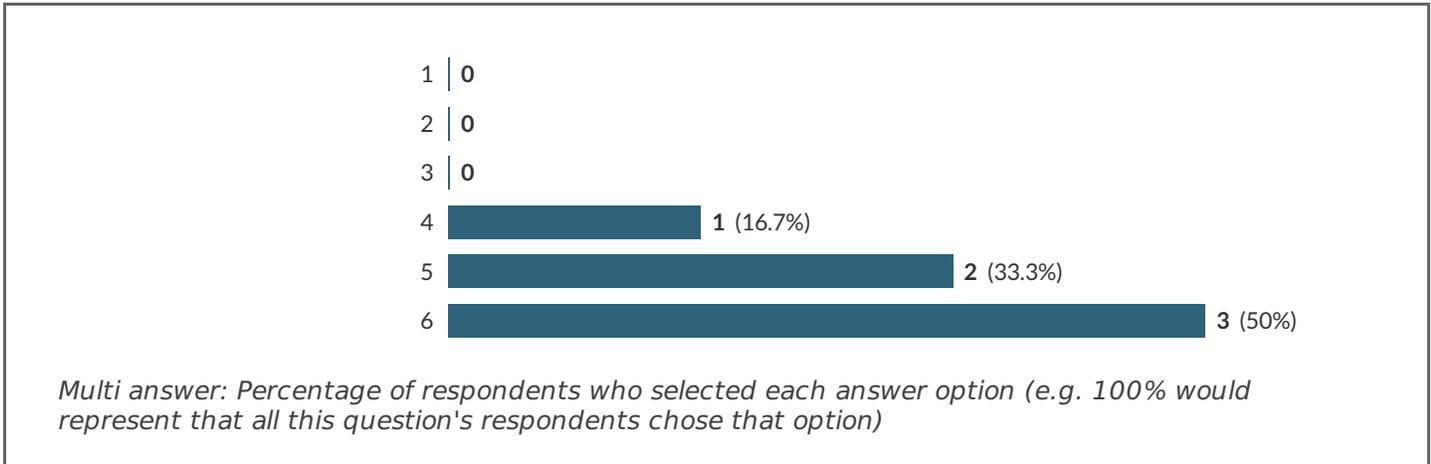
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

13.a Evidence/Comments

No responses

14 The Board ensures that there is a comprehensive performance measurement system in place which is clearly linked to the regional strategic framework and identifies key performance indicators?

14.1 Disagree vs Agree

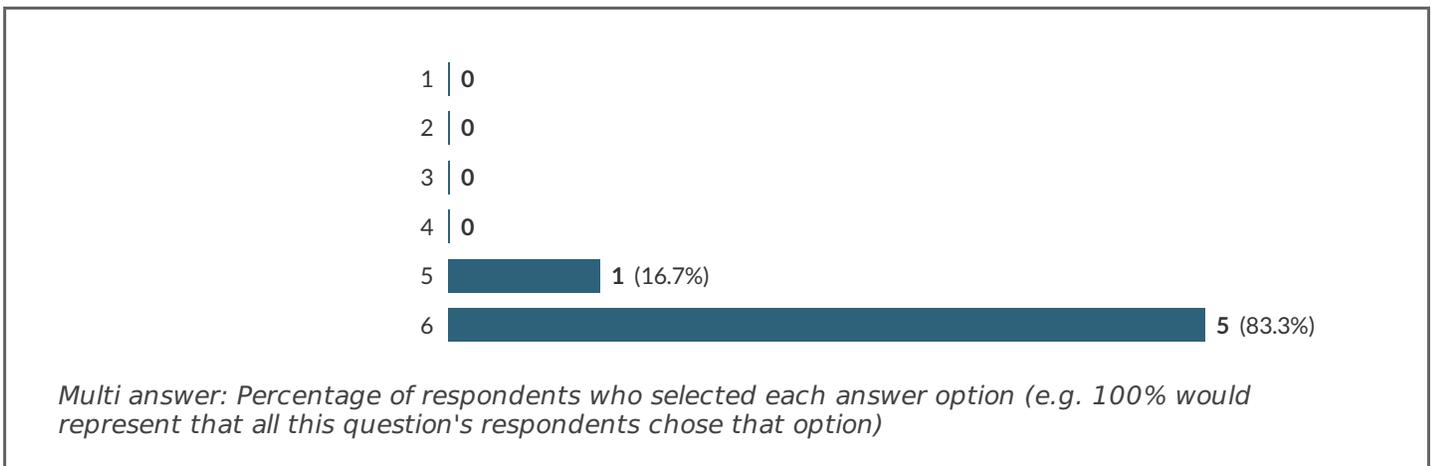


14.a Evidence/Comments

No responses

15 The Board scrutinises these performance measures?

15.1 Disagree vs Agree

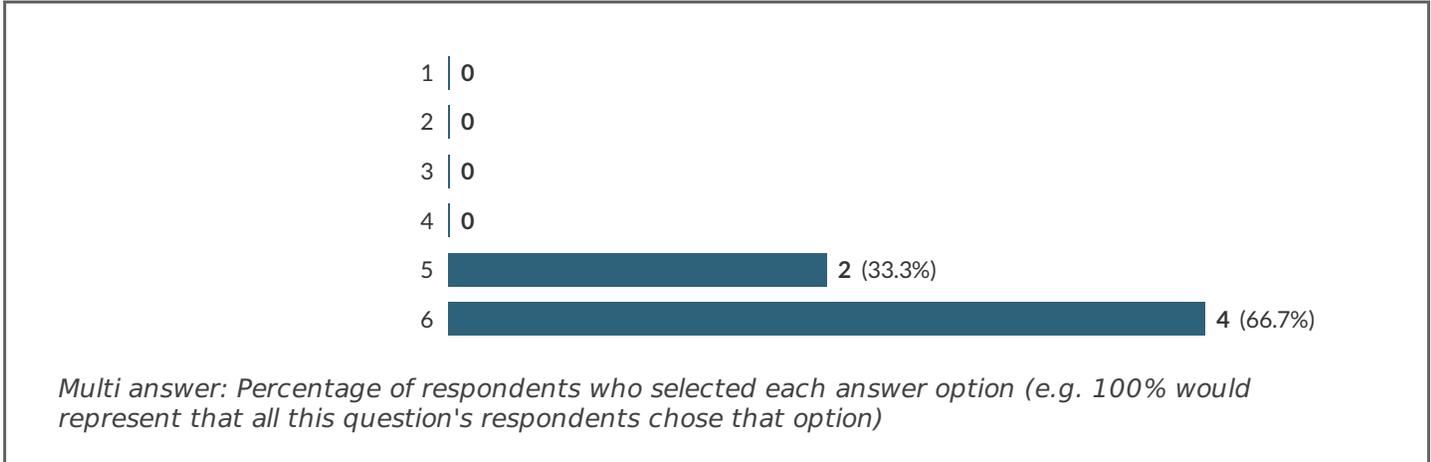


15.a Evidence/Comments

No responses

16 The Board demonstrates high levels of corporate social responsibility?

16.1 Disagree vs Agree

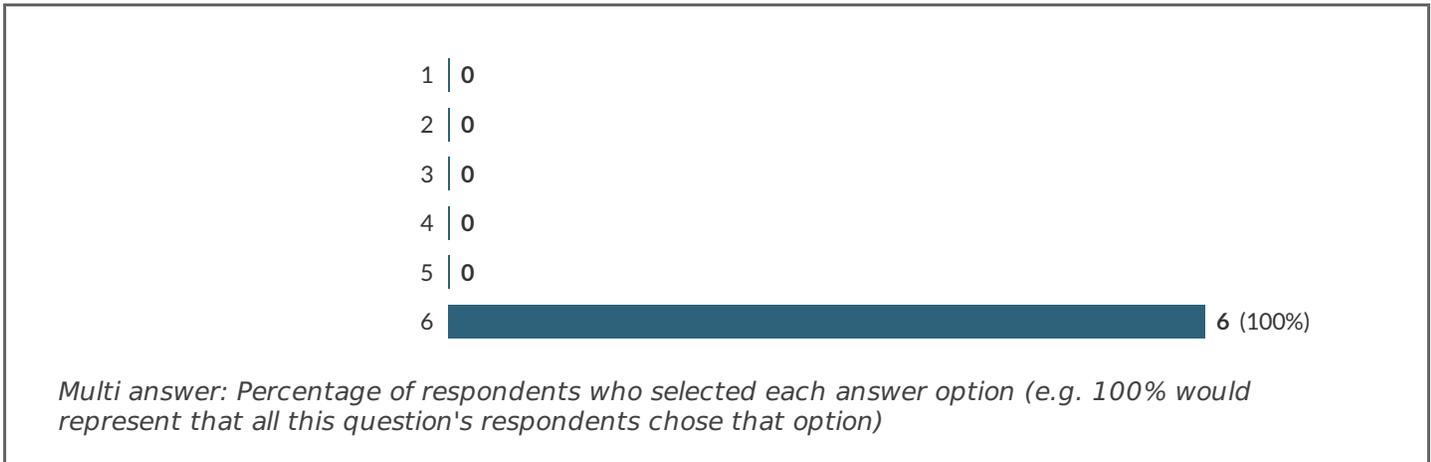


16.a Evidence/Comments

No responses

17 Board members behave ethically?

17.1 Disagree vs Agree



17.a Evidence/Comments

No responses

18 The Board ensures that UHI Inverness contributes to the economic development of the local community while seeking to improve the quality of life of the local community, society at large

and its workforce?

18.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

18.a Evidence/Comments

Showing all 2 responses	
The board supports the local community by endorsing the programmes like free student breakfasts and lunches, the feel the warmth.	1061829-1061811-112671484
There is a very strong commitment by members to ensure the college is serving the local community and workforce.	1061829-1061811-112751715

19 The Board exercises its function with a view to improving the economic, cultural and social wellbeing of the local community and region?

19.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

19.a Evidence/Comments

No responses

20 The Board gives regard to the social and economic needs of the local community and region when making decisions?

20.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

20.a Evidence/Comments

No responses

21 The Board provides leadership in equality and diversity?

21.1 Disagree vs Agree



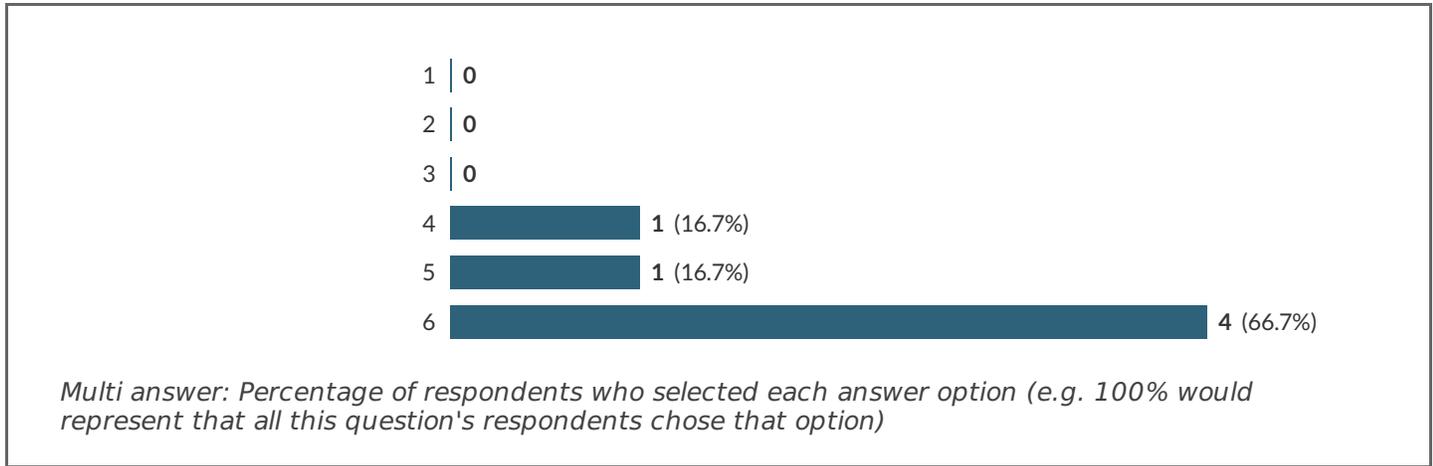
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

21.a Evidence/Comments

No responses

22 Board membership reflects the make-up of the local community?

22.1 Disagree vs Agree

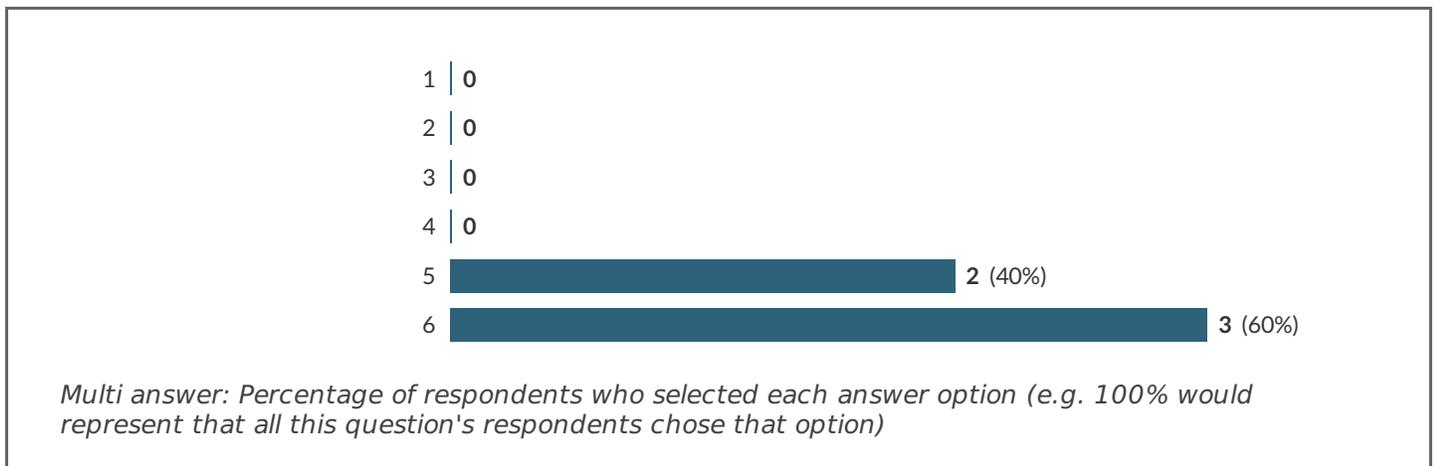


22.a Evidence/Comments

No responses

23 The Board offers the opportunity of membership to a range of potential members and endeavours to remove all potential barriers to membership as appropriate?

23.1 Disagree vs Agree



23.a Evidence/Comments

No responses

24 The Board ensures that the voice of students and the quality of the student experience is central to all decisions?

24.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

24.a Evidence/Comments

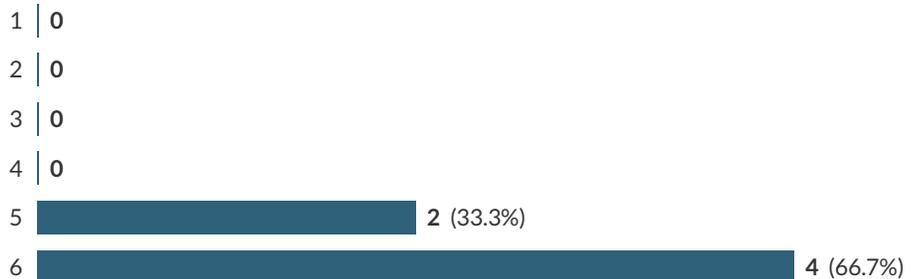
Showing 1 response

The board has been extremely welcoming to students on the board and outside of the board and while looking at their experiences ensures these experiences are taken into account for any decision making.

[1061829-1061811-112671484](#)

25 The Board ensures that there is meaningful and ongoing engagement and dialogue with students, HISA and as appropriate staff and trade unions in relation to the quality of the student experience?

25.1 Disagree vs Agree



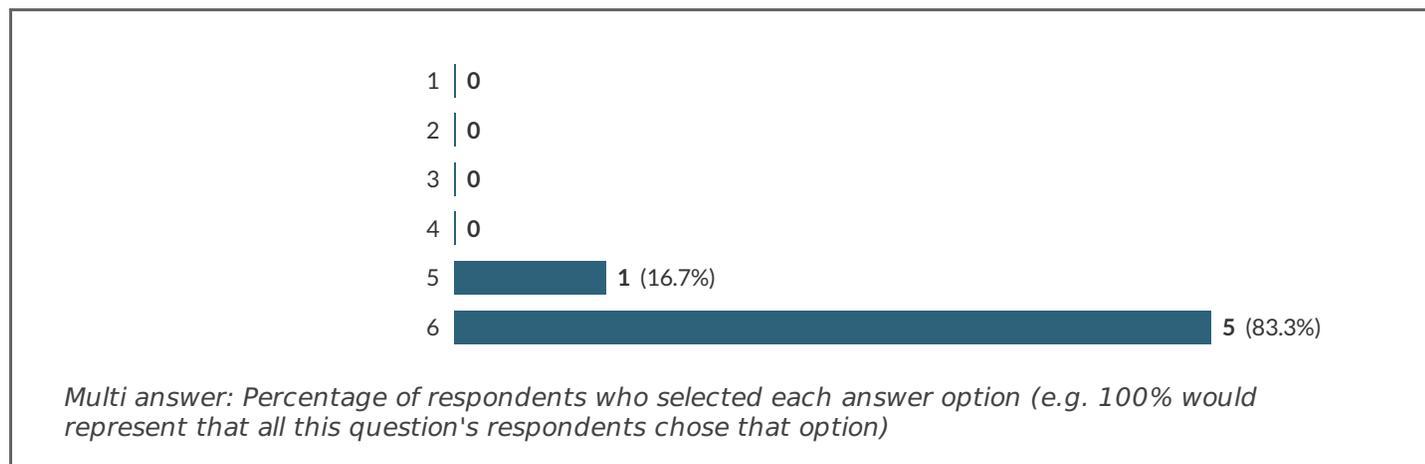
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

25.a Evidence/Comments

No responses

26 The Board ensures that where significant changes are being proposed, students are consulted and have an opportunity to express their views in respect of the prospective changes?

26.1 Disagree vs Agree

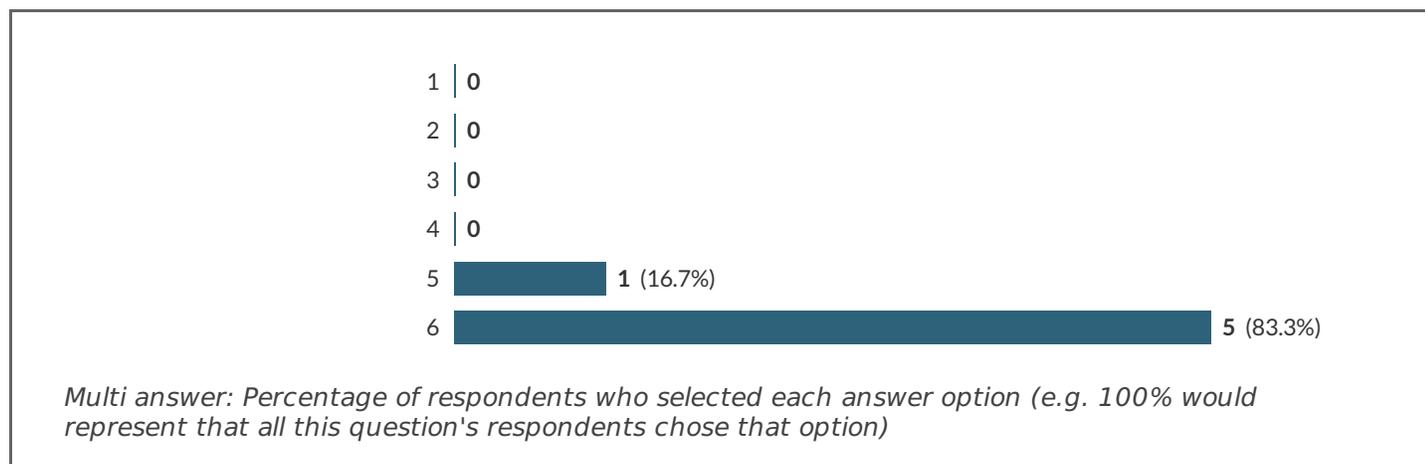


26.a Evidence/Comments

No responses

27 The Board considers the outcomes of student surveys and other student engagements?

27.1 Disagree vs Agree

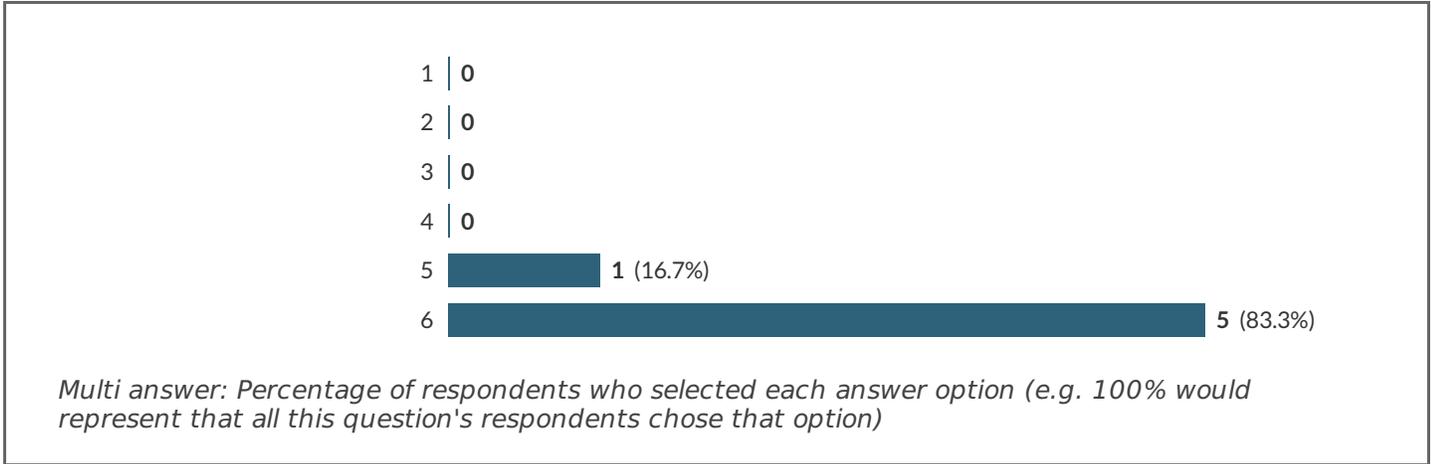


27.a Evidence/Comments

No responses

28 The Board monitors action plans that could impact on the quality of the student experience?

28.1 Disagree vs Agree

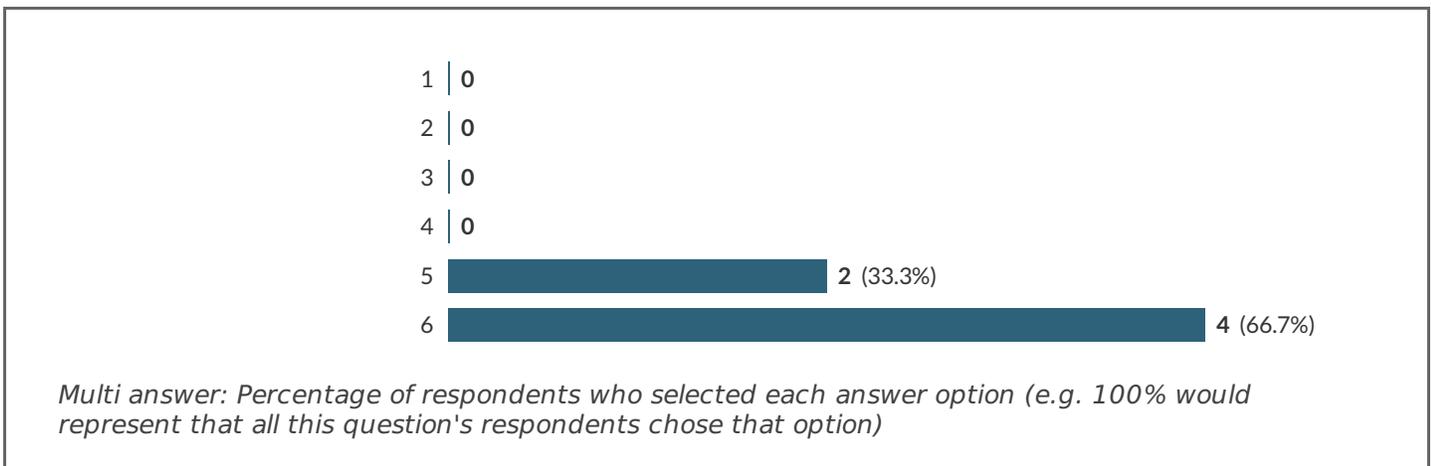


28.a Evidence/Comments

No responses

29 The Board ensures regular and open communication with HISA and receives regular updates and reports from them?

29.1 Disagree vs Agree

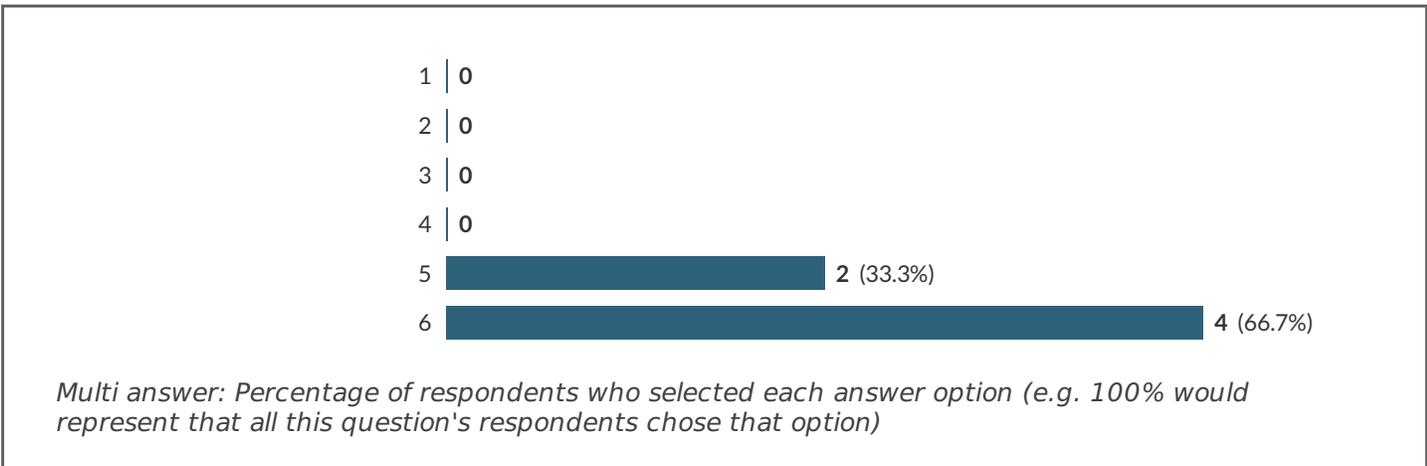


29.a Evidence/Comments

Showing all 2 responses	
The board has a good working relationship with HISA and receives regular updates and works well in getting HISA involved.	1061829-1061811-112671484
The Board receives regular updates from the local President and has begun to receive reports and updates from HISA central.	1061829-1061811-112751715

30 The Board ensures that HISA operates in a fair and democratic manner and fulfils it's responsibilities?

30.1 Disagree vs Agree

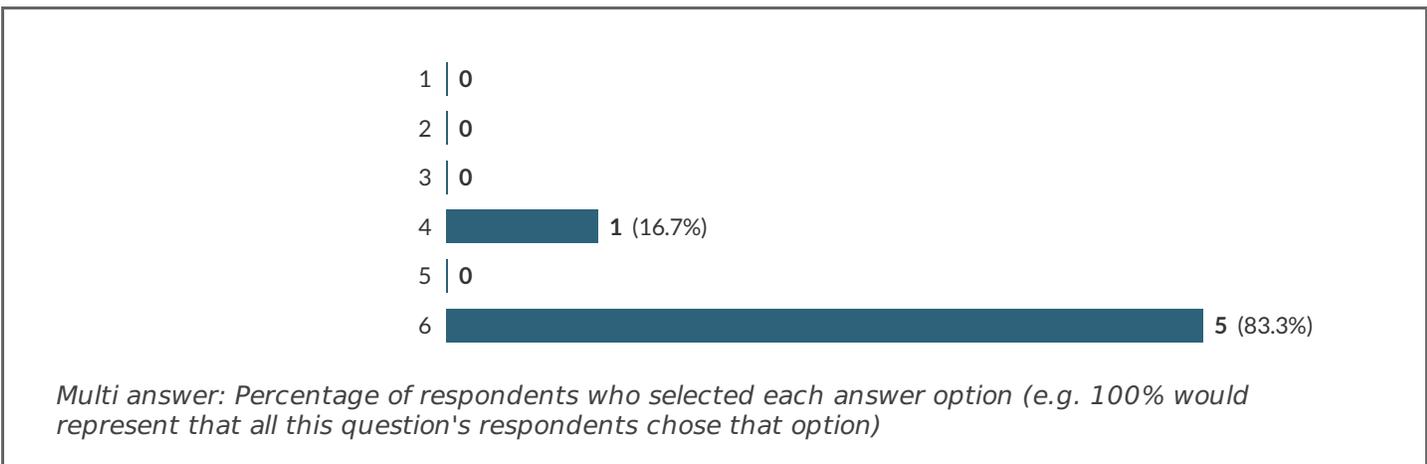


30.a Evidence/Comments

No responses

31 Student Members are active at Board Level?

31.1 Disagree vs Agree



31.a Evidence/Comments

Showing 1 response

There has only been one student board member present at board meeting this academic year.

1061829-1061811-112671484

32 The Board seeks to secure coherent provision for students, having regard to other provision in the region and/or locality?

32.1 Disagree vs Agree



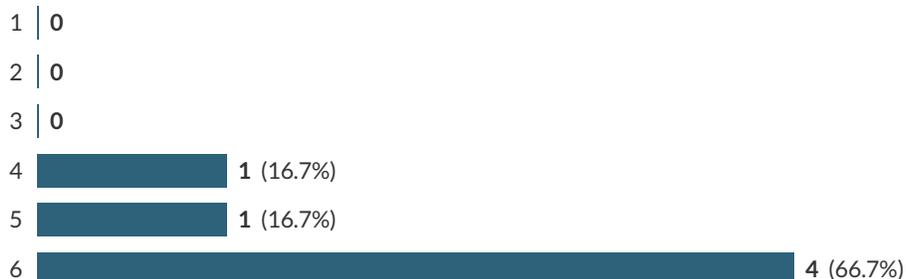
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

32.a Evidence/Comments

No responses

33 The Board is aware of external, local, national and international bodies and their impact on the quality of the student experience? This includes community planning partners, employers, skills development, enterprise agencies and employer bodies.

33.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

33.a Evidence/Comments

No responses

34 The Board seeks to foster good relationships and ensures that UHI Inverness works in partnership with external bodies in order to enhance the student experience, including employability and the relevance of learning to industry needs?

34.1 Disagree vs Agree



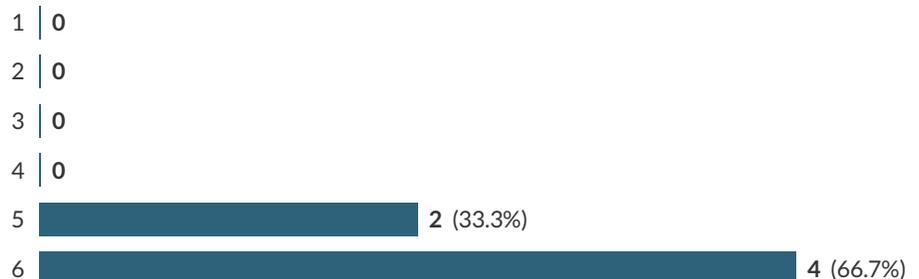
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

34.a Evidence/Comments

No responses

35 The Board ensures that Learning and Teaching performance is overseen effectively?

35.1 Disagree vs Agree



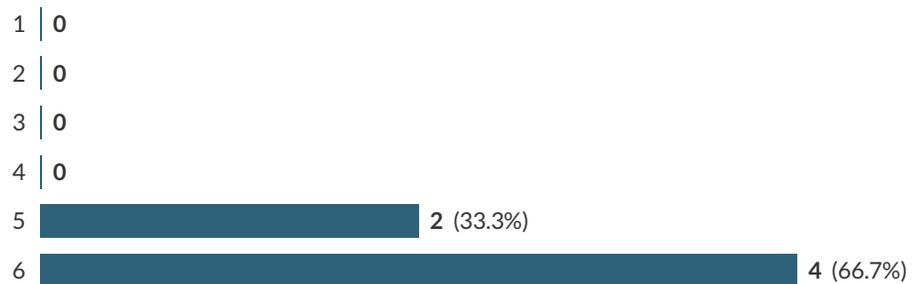
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

35.a Evidence/Comments

No responses

36 The Board sets challenging student success targets?

36.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

36.a Evidence/Comments

No responses

37 The Board ensures that appropriate mechanisms are in place for the effective oversight of the quality and inclusivity of the learning experience?

37.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

represent that all this question's respondents chose that option)

37.a Evidence/Comments

No responses

38 The Board ensures that UHI Inverness works in partnership with sector quality agencies and other appropriate bodies to support and promote both quality enhancement and high quality services for students?

38.1 Disagree vs Agree



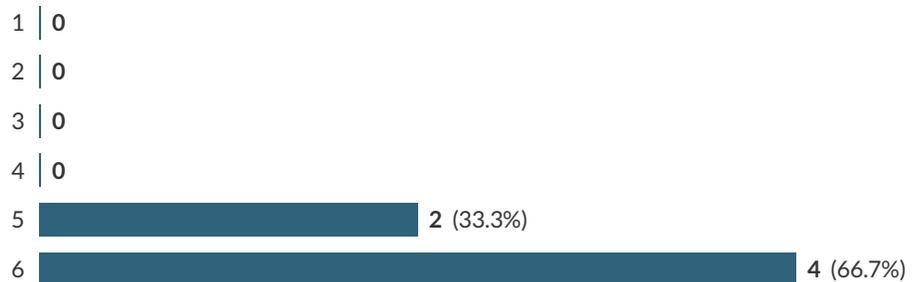
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

38.a Evidence/Comments

No responses

39 The Board recognises its chain of accountability (RSB, SFC and ultimately to the Scottish Ministers and Scottish Parliament)?

39.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

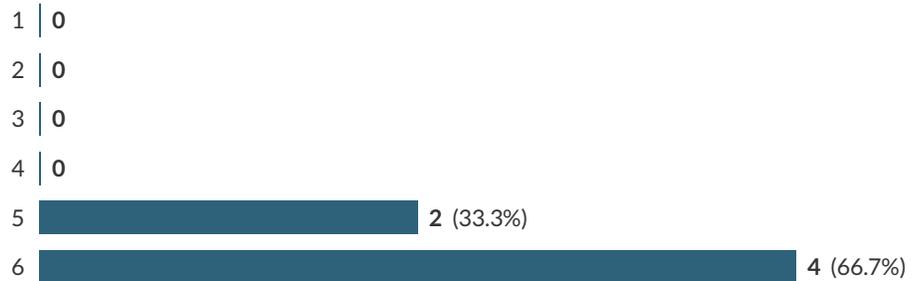
represent that all this question's respondents chose that option)

39.a Evidence/Comments

No responses

40 The Board ensures delivery of UHI Inverness's agreed contribution to the UHI outcome agreement?

40.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

40.a Evidence/Comments

No responses

41 The board recognises that it must fulfill all its statutory duties and obligations?

41.1 Disagree vs Agree



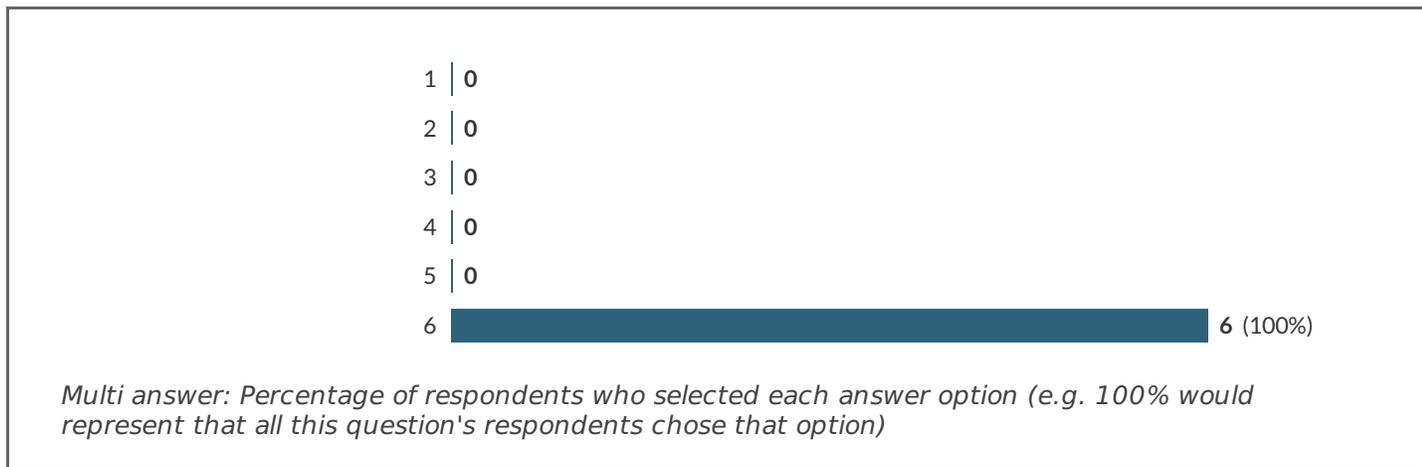
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

41.a Evidence/Comments

No responses

42 The Board recognises that it must ensure that all terms and conditions of grants are being met?

42.1 Disagree vs Agree

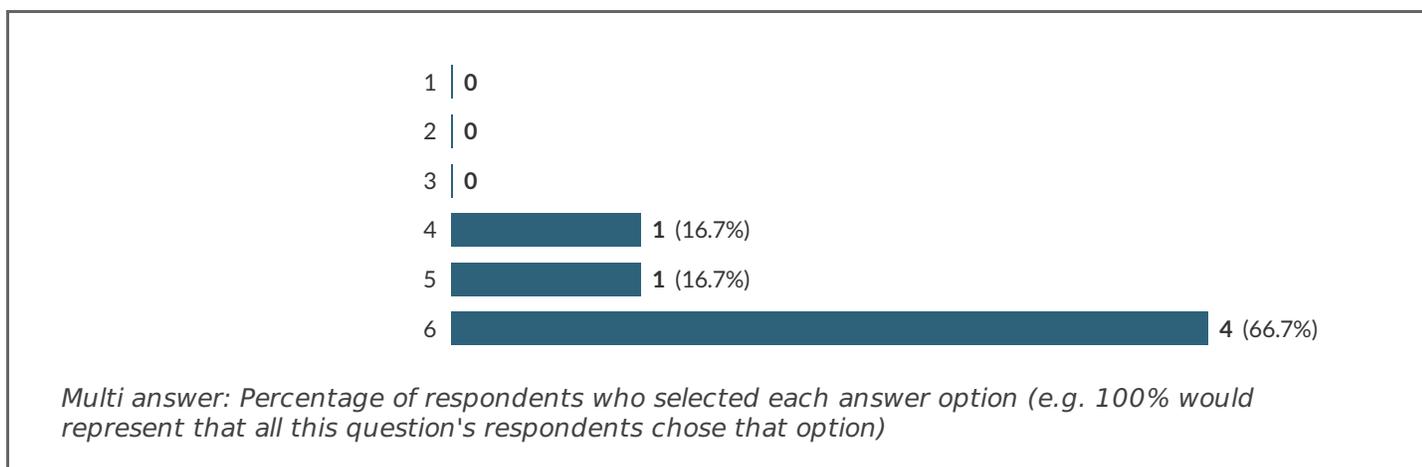


42.a Evidence/Comments

No responses

43 The Board are aware that Scottish Ministers have powers to remove by order any or all Board Members (except the Principal) for serious or repeated breaches of a term or a condition of a grant?

43.1 Disagree vs Agree

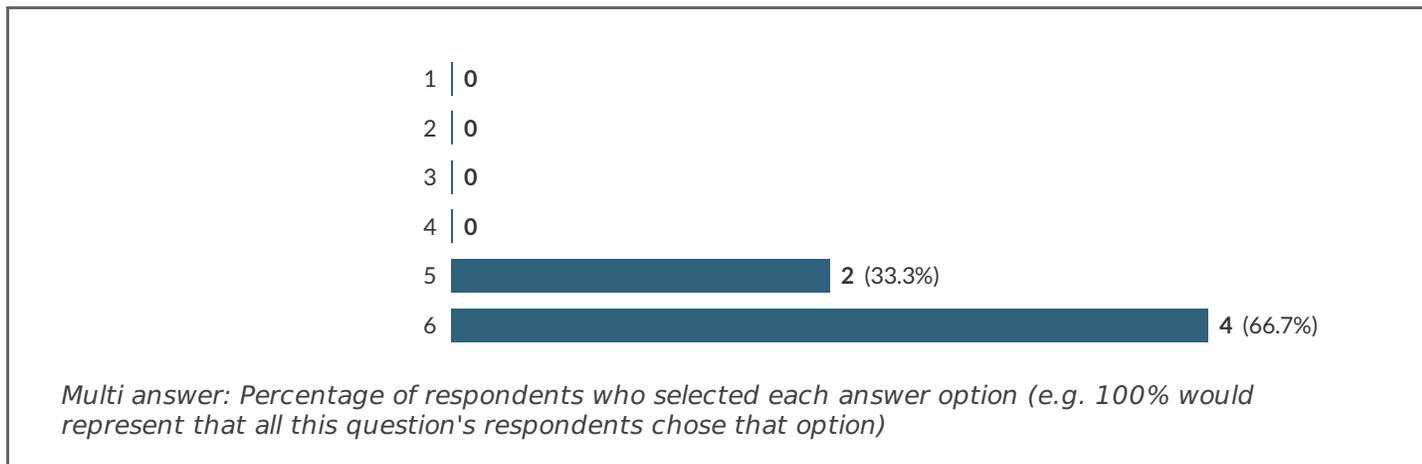


43.a Evidence/Comments

No responses

44 The Board recognises that they have accountability to a range of stakeholders including students (both current and prospective), staff, the wider public, employers and the community it serves?

44.1 Disagree vs Agree

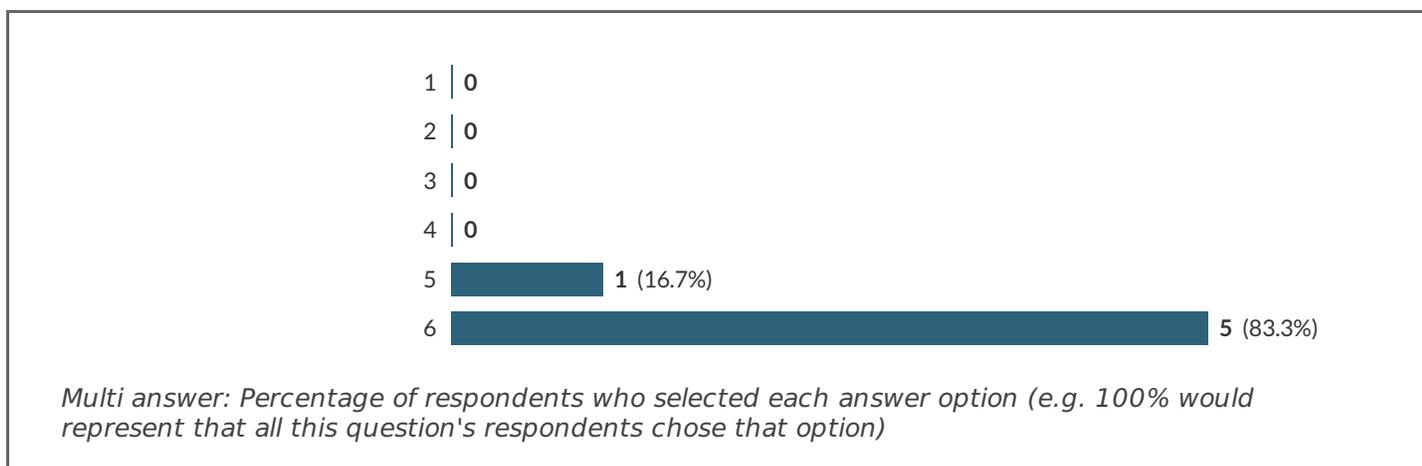


44.a Evidence/Comments

No responses

45 The Board has a current register of interests which is maintained and publicly disclosed on the UHI Inverness website?

45.1 Disagree vs Agree

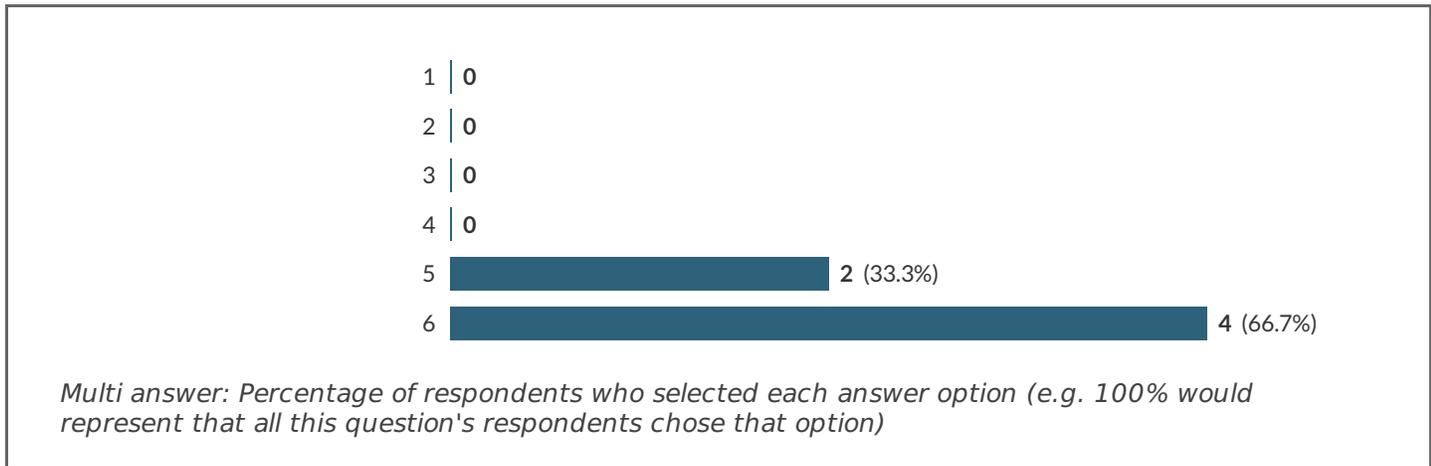


45.a Evidence/Comments

No responses

46 Board members are aware that they have a personal responsibility to ensure that any changes to their personal register of interests are notified to the Governance Officer?

46.1 Disagree vs Agree

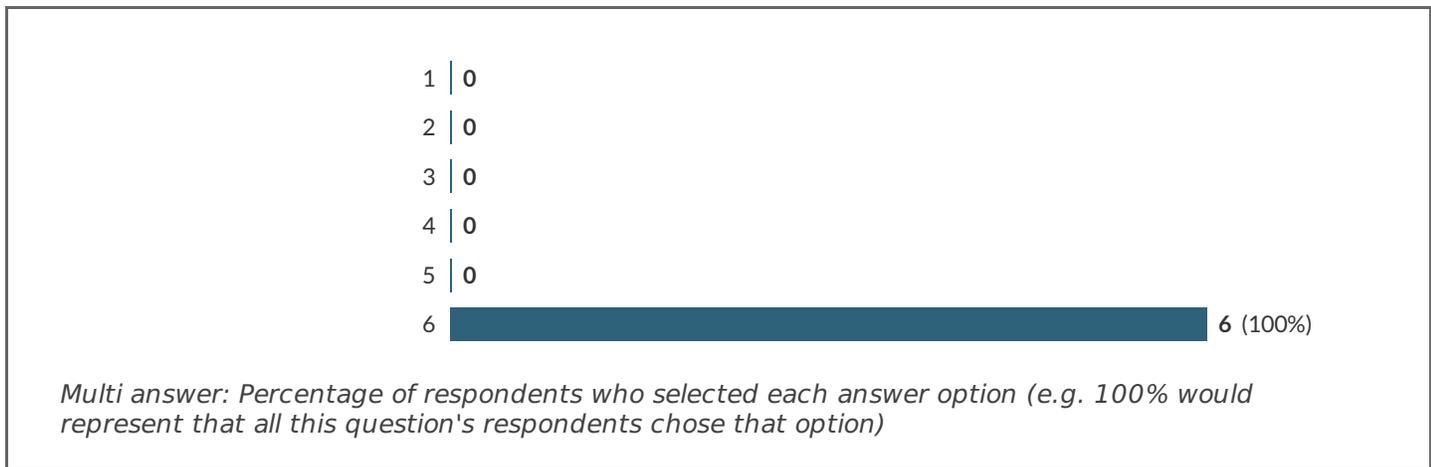


46.a Evidence/Comments

No responses

47 Board members are aware of the need to declare any conflicts of interest in the business of a meeting at the commencement of each meeting.

47.1 Disagree vs Agree



47.a Evidence/Comments

No responses

48 Board Members are aware that where they have declared a conflict of interest, they will require to withdraw from the meeting for the entirety of the relevant discussion.

48.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

48.a Evidence/Comments

No responses

49 The Board ensures that its decision-making processes are transparent, properly informed, rigorous and timely?

49.1 Disagree vs Agree



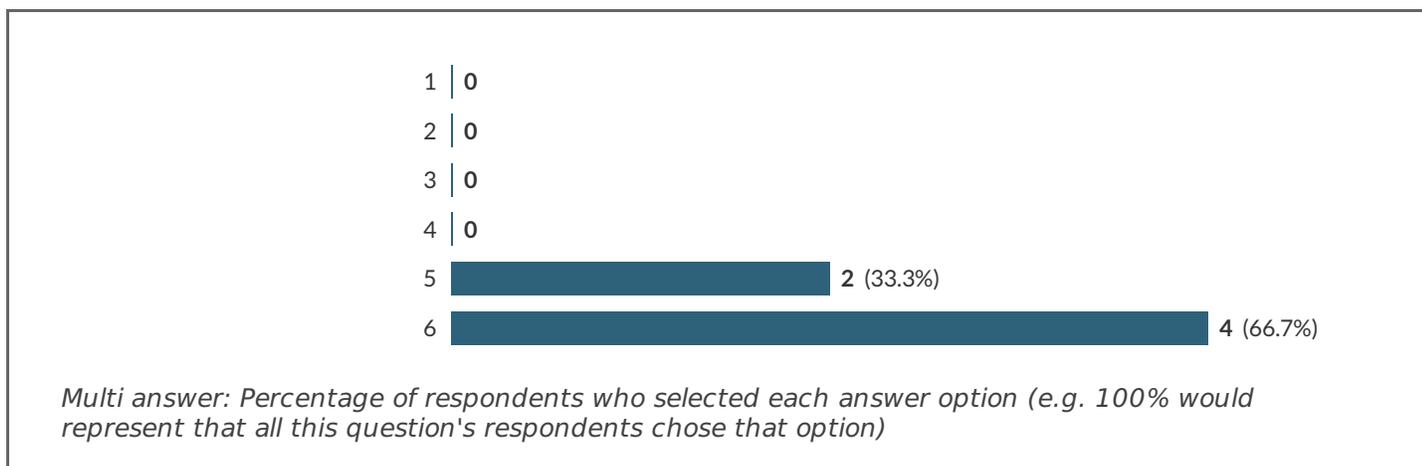
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

49.a Evidence/Comments

No responses

50 The Board ensures that appropriate and effective systems of financial and operational control, quality, management of staff, risk assessment and are establish, monitored, continuously improved and appropriately impact assessed?

50.1 Disagree vs Agree

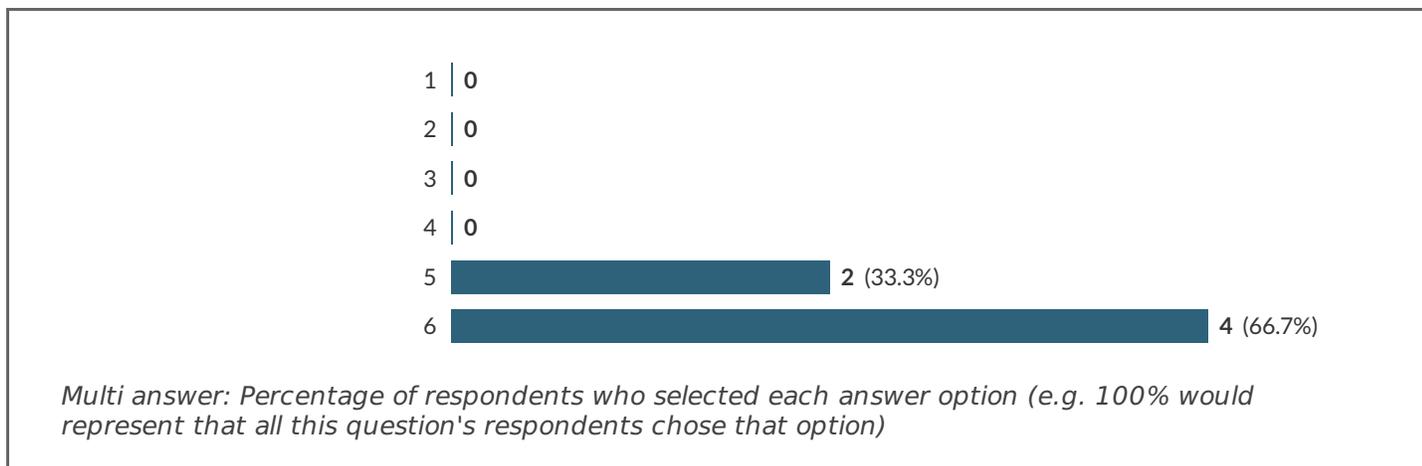


50.a Evidence/Comments

No responses

51 The Board sets the risk appetite for UHI Inverness and ensures that there is an appropriate balance between risk and opportunity?

51.1 Disagree vs Agree

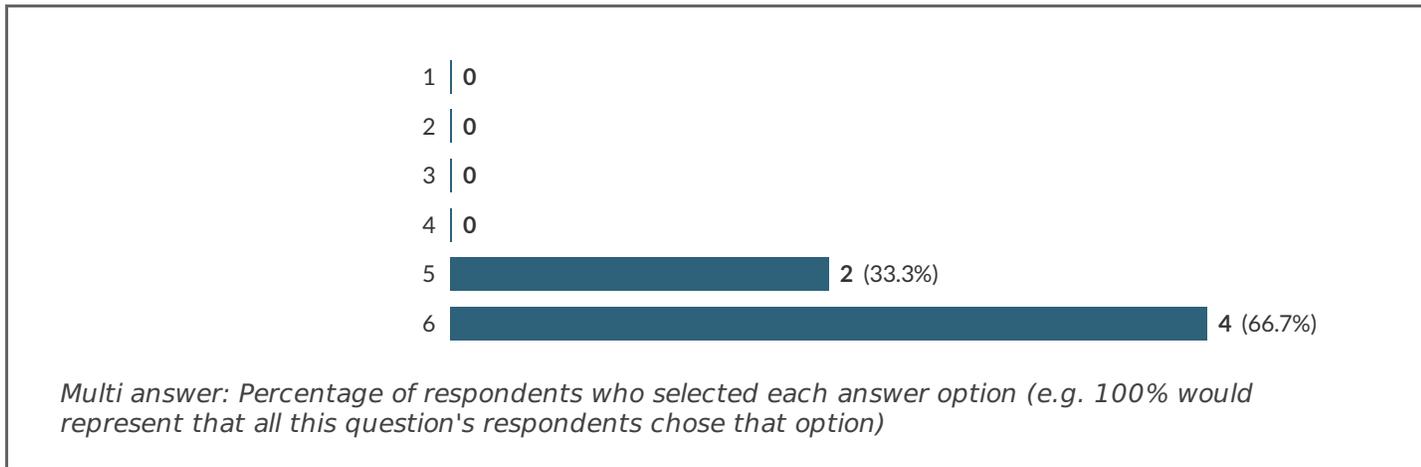


51.a Evidence/Comments

No responses

52 The Board ensures that there are appropriate systems in place for monitoring risk management?

52.1 Disagree vs Agree

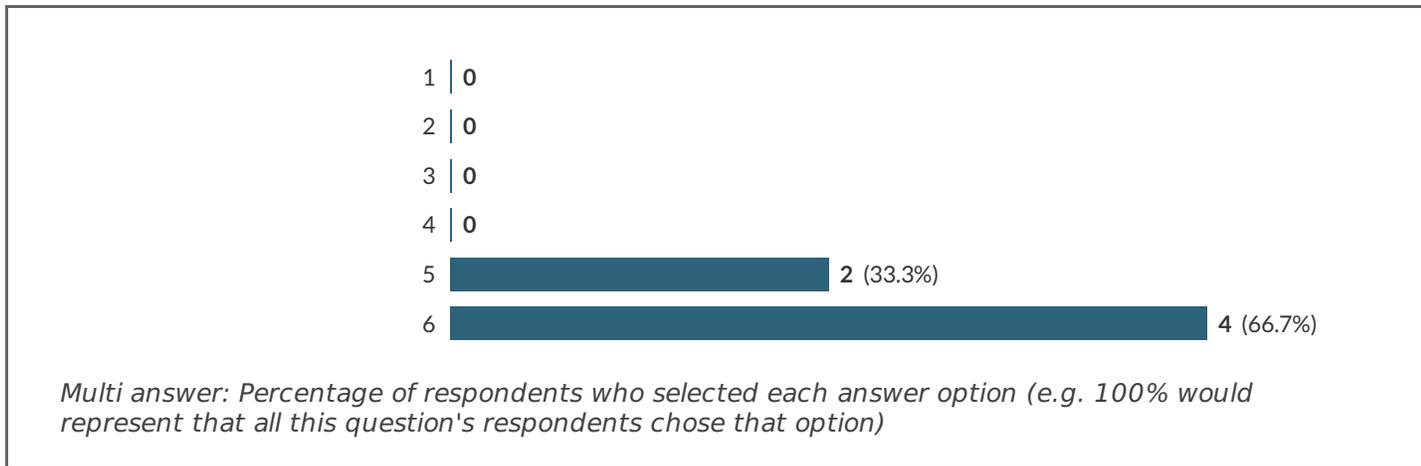


52.a Evidence/Comments

No responses

53 Board Members have knowledge and awareness of the formal procedure which is in place and followed for the setting of the remuneration of the Principal and other relevant UHI Inverness staff members?

53.1 Disagree vs Agree

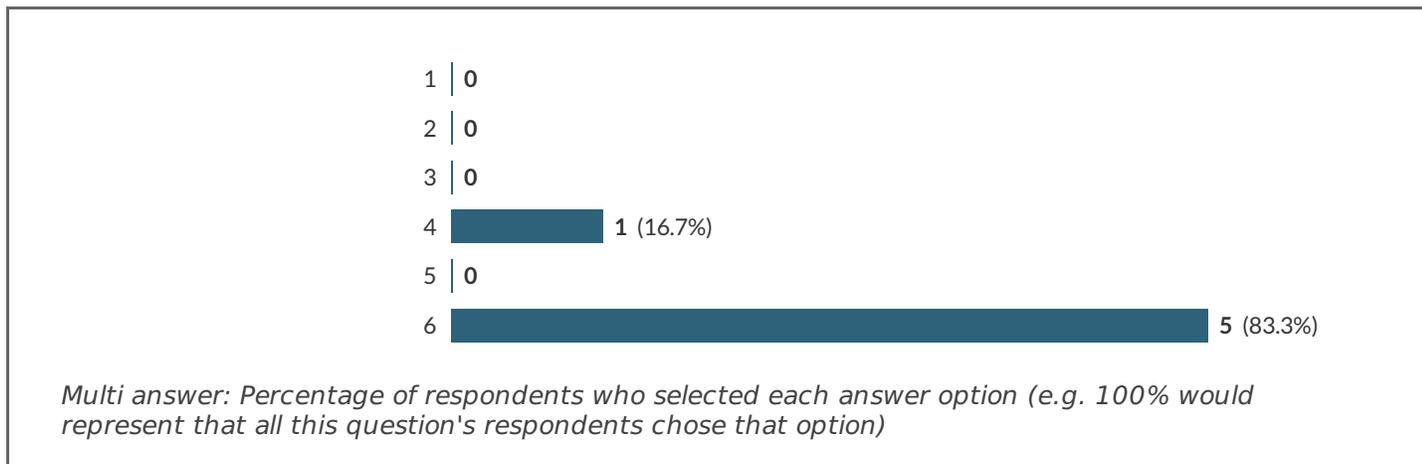


53.a Evidence/Comments

No responses

54 The Board ensures compliance with UHI Inverness' Financial Memorandum?

54.1 Disagree vs Agree

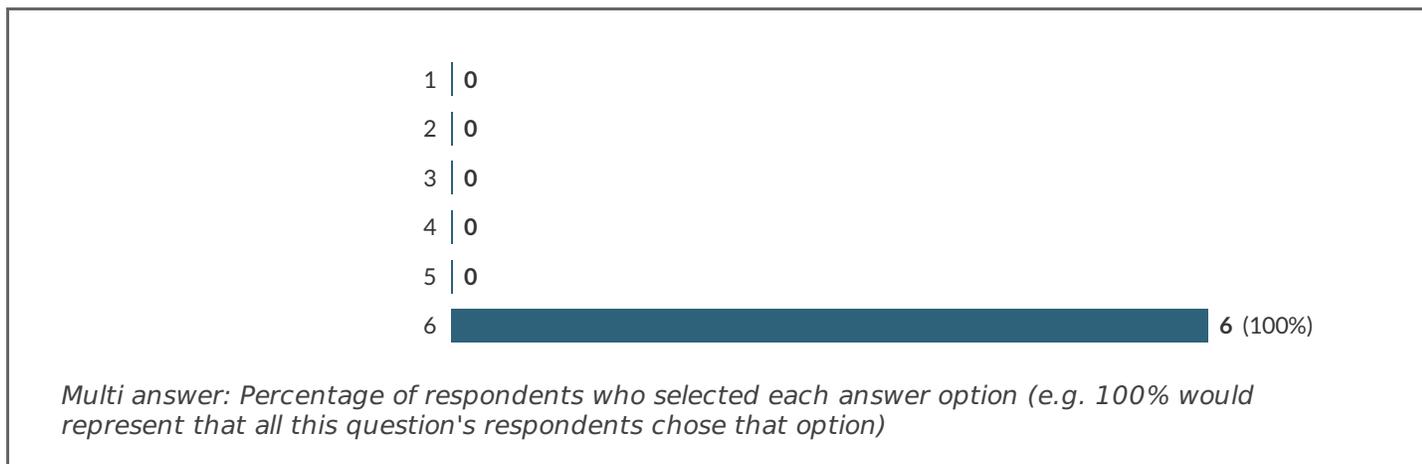


54.a Evidence/Comments

No responses

55 The Board ensures that funds are used as economically, efficiently and effectively as possible?

55.1 Disagree vs Agree

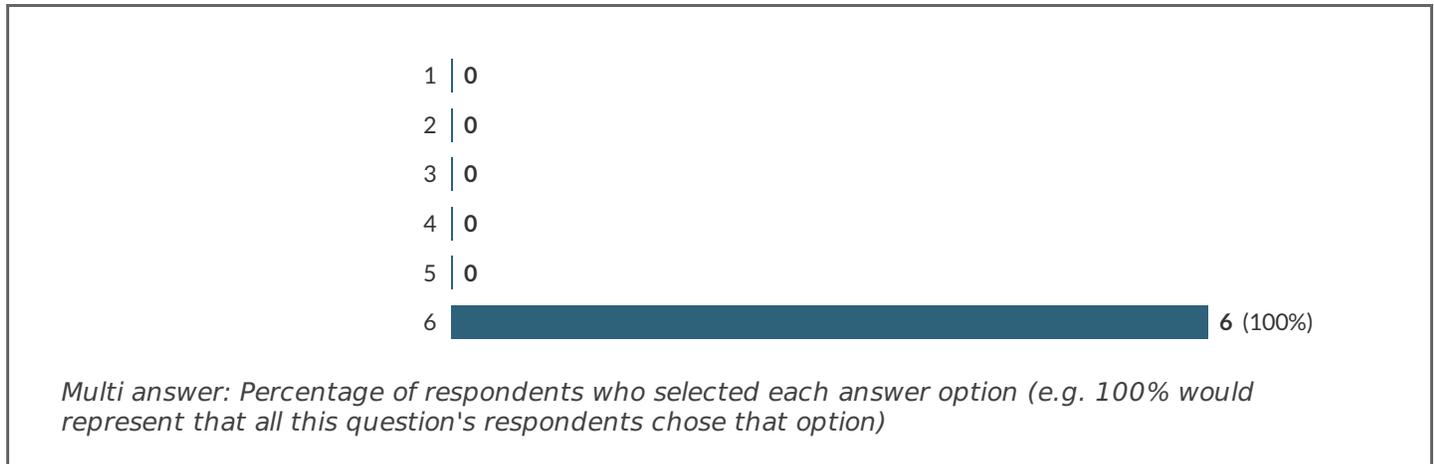


55.a Evidence/Comments

No responses

56 The Board ensures that effective financial monitoring arrangements are in place?

56.1 Disagree vs Agree

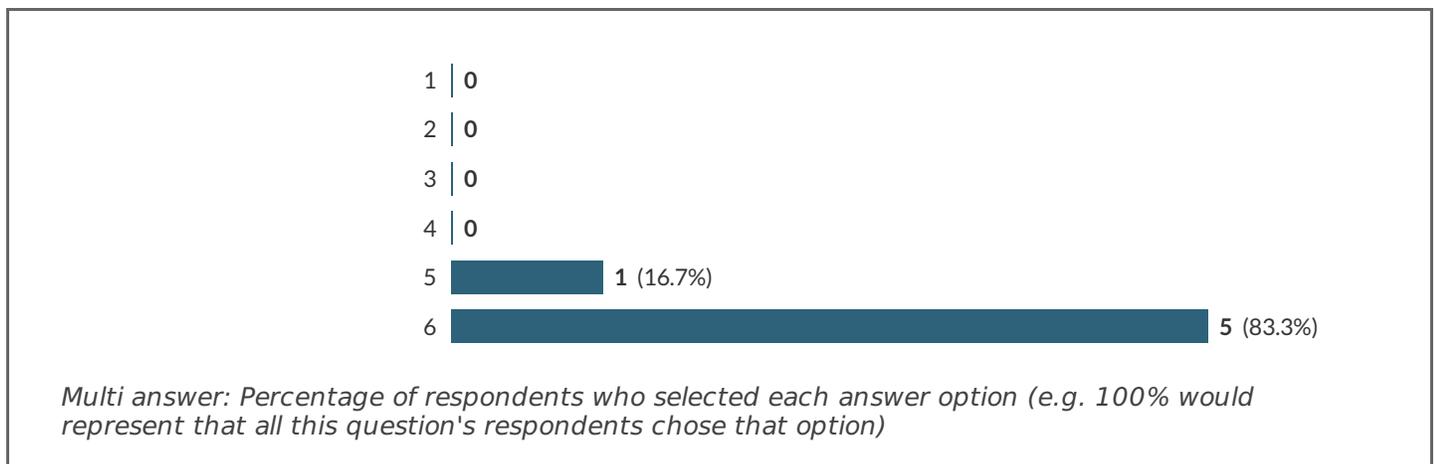


56.a Evidence/Comments

No responses

57 The Board are provided with reports on all relevant financial matters?

57.1 Disagree vs Agree

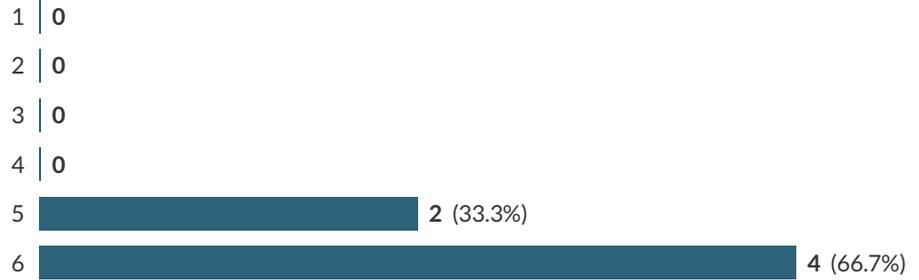


57.a Evidence/Comments

No responses

58 The Board are aware of their responsibility under charity legislation and ensure that they comply with the relevant provisions set out by the Office of the Scottish Charity Regulator (OSCR)?

58.1 Disagree vs Agree



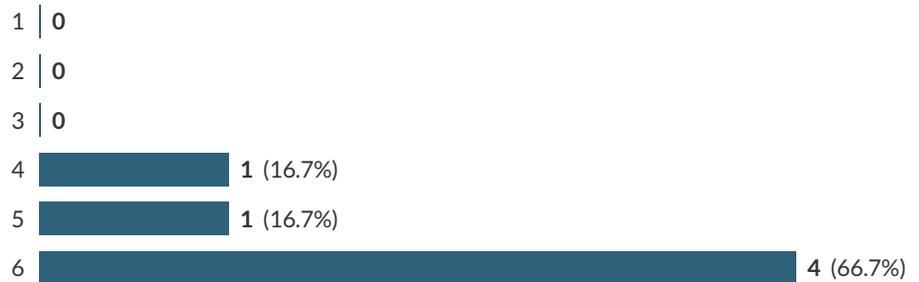
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

58.a Evidence/Comments

No responses

59 The Board are aware of their responsibilities in respect of promoting positive employee relations and ensuring effective partnership relationships between recognised trade unions and management?

59.1 Disagree vs Agree



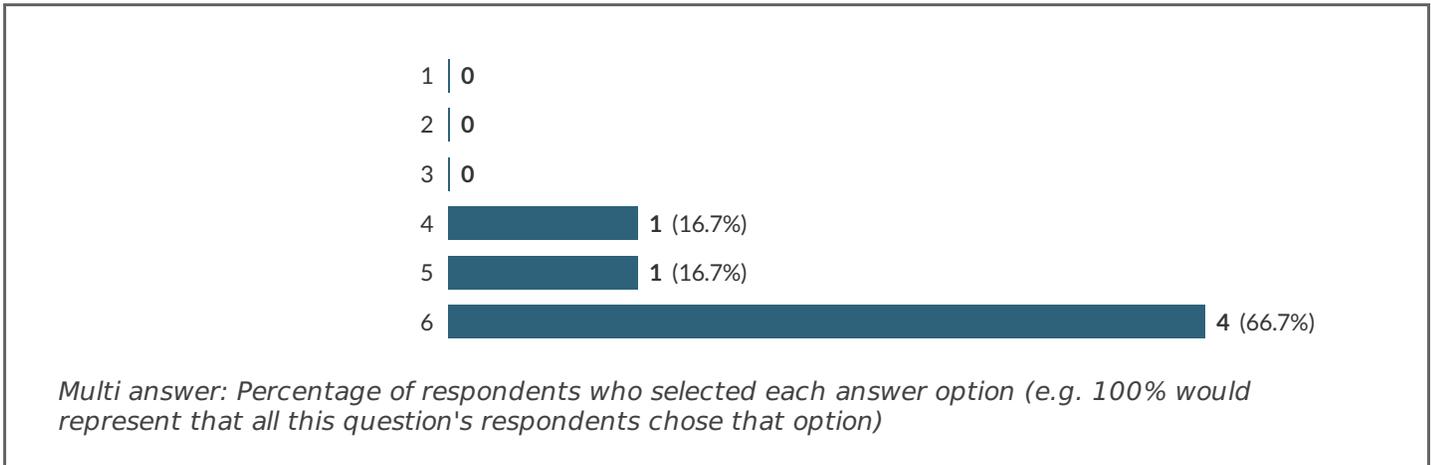
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

59.a Evidence/Comments

No responses

60 The Board has a system in place to ensure that all legal obligations are met and all policies and procedures are implemented?

60.1 Disagree vs Agree

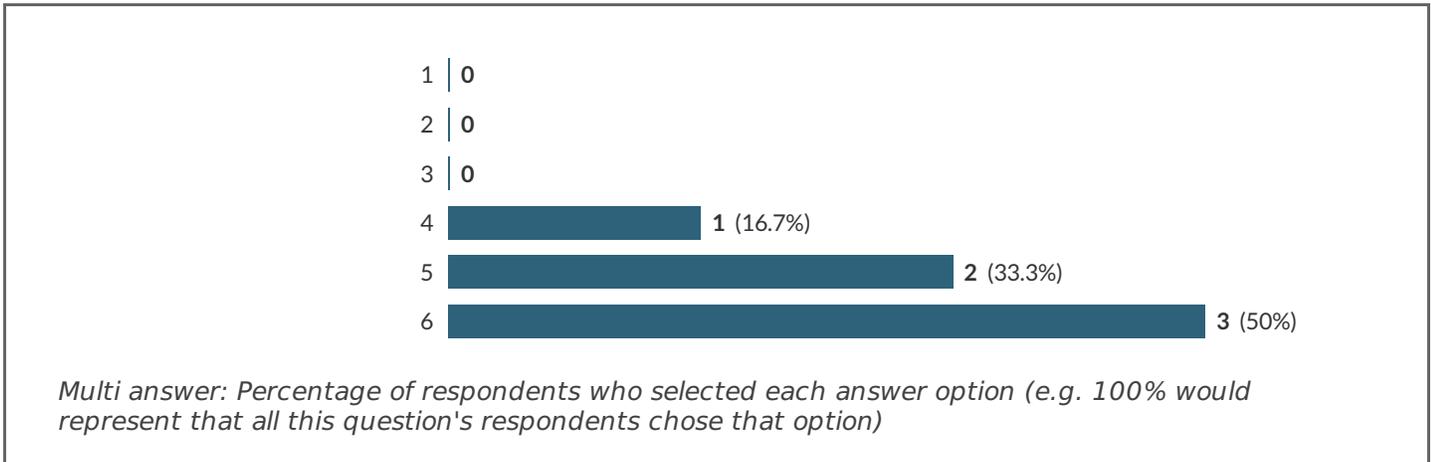


60.a Evidence/Comments

No responses

61 The Board complies with the nationally agreed College Sector Staff Governance Standard?

61.1 Disagree vs Agree



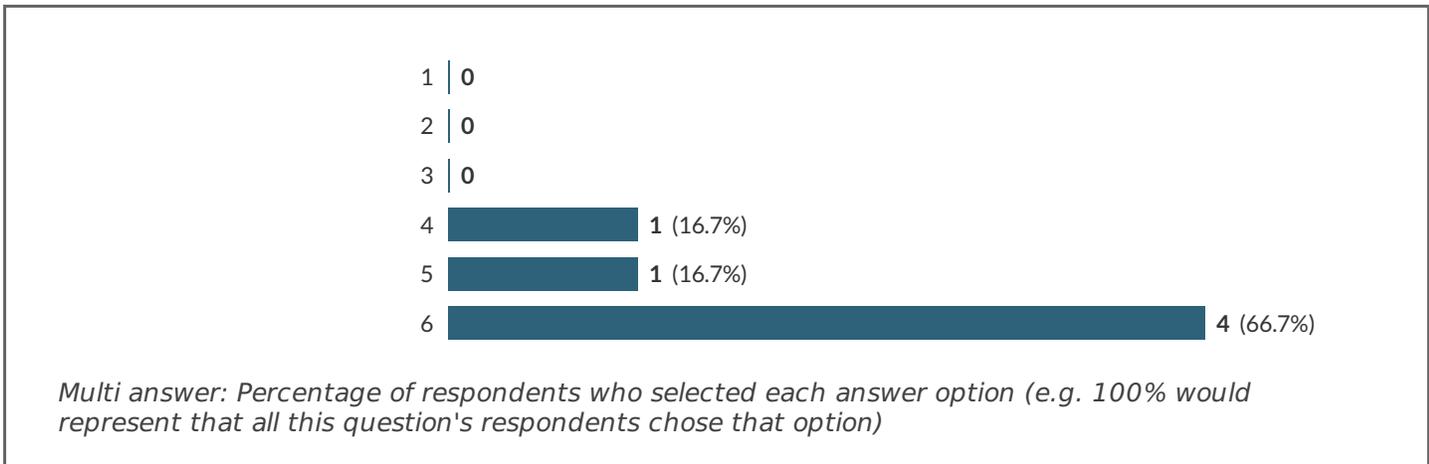
61.a Evidence/Comments

No responses

62 The Board ensures that they comply with collective agreements placed on them through national

collective bargaining?

62.1 Disagree vs Agree

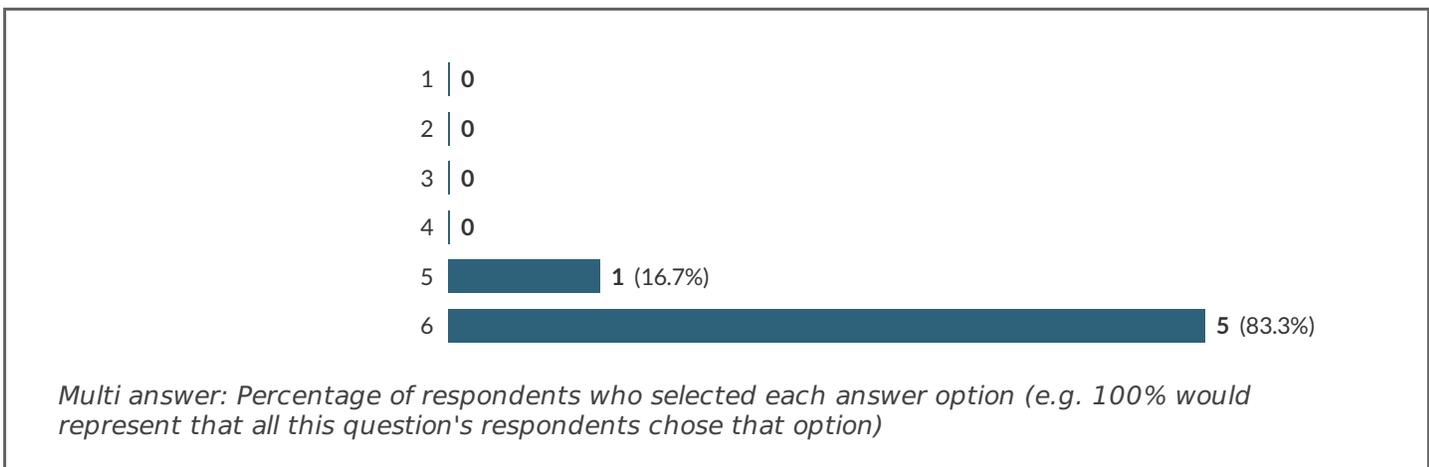


62.a Evidence/Comments

No responses

63 The Chair promotes a culture of openness and debate?

63.1 Disagree vs Agree

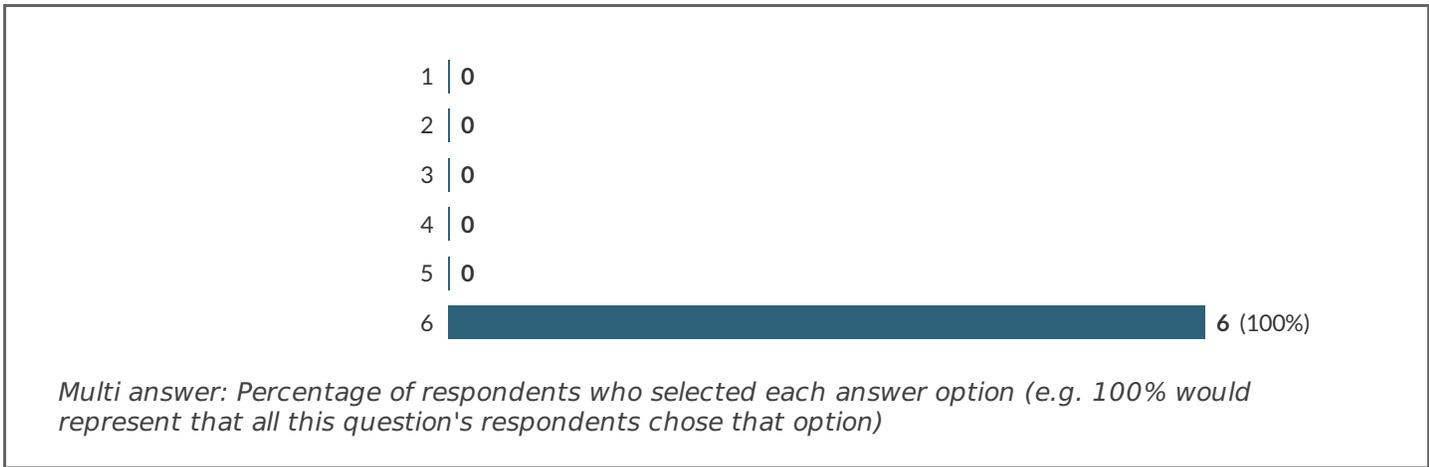


63.a Evidence/Comments

No responses

64 The Chair encourages the effective contribution of all Board Members?

64.1 Disagree vs Agree

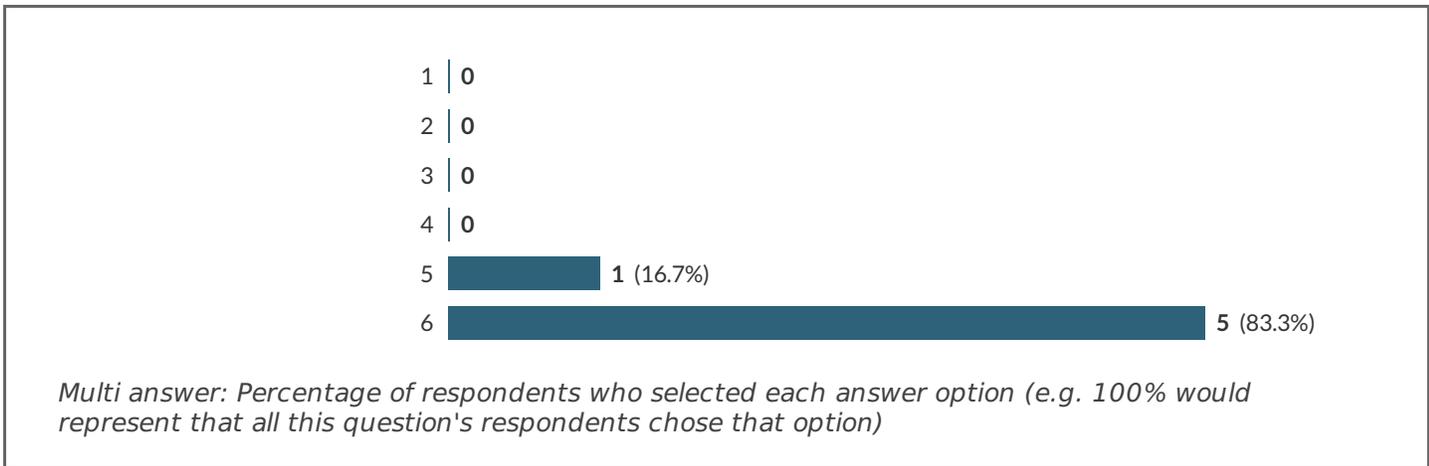


64.a Evidence/Comments

No responses

65 The Chair fosters constructive challenge and support to both the Principal, the Executive Management Team, Board Members and the Governance Officer?

65.1 Disagree vs Agree



65.a Evidence/Comments

No responses

66 The Chair promotes effective team working?

66.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

66.a Evidence/Comments

No responses

67 The Chair fosters positive relations between board members?

67.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

67.a Evidence/Comments

No responses

68 Board members understand that they are collectively responsible and accountable for all board decisions?

68.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

68.a Evidence/Comments

No responses

69 Board members make decisions in the best interest of the college and the region as a whole rather than selectively or in the interests of a particular group?

69.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

69.a Evidence/Comments

No responses

70 Staff and student board members are seen as full members of the Board and are not excluded from any board business unless there is a clear conflict of interest?

70.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

70.a Evidence/Comments

No responses

71 The Board delegates to the Principal authority for the academic, corporate, financial, estate and human resource management of UHI Inverness?

71.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

71.a Evidence/Comments

No responses

72 The Board ensures that the Principal and the Executive Management Team have in place appropriate management functions in respect of academic, corporate, financial, estate and human resource management?

72.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

72.a Evidence/Comments

No responses

73 The Board ensures that there is a clear process in place to set and agree personal performance measures for the Principal?

73.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

73.a Evidence/Comments

No responses

74 The Principal's performance is monitored, at least annually, against the agreed performance measures?

74.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

74.a Evidence/Comments

No responses

75 The Board provides constructive challenge to the Principal and the Executive Management Team and holds them to account?

75.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

75.a Evidence/Comments

No responses

76 All Board members have access to the Governance Officer?

76.1 Disagree vs Agree



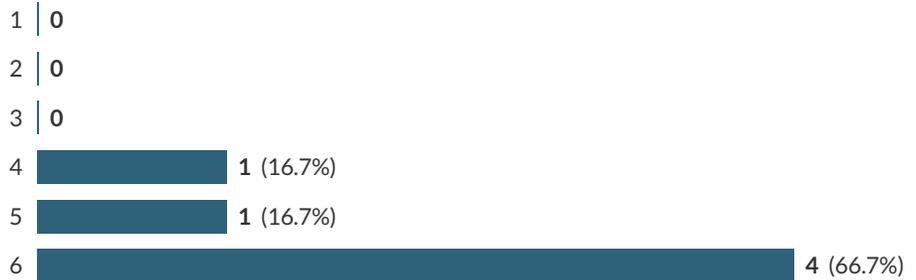
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

76.a Evidence/Comments

No responses

77 The Board ensures that there are arrangements in place to deal with a Governance Officers's conflict of interest?

77.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

77.a Evidence/Comments

No responses

78 The Board ensures that a formal and open procedure is in place for recruiting and selecting new non-executive Board Members?

78.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

78.a Evidence/Comments

No responses

79 The Board ensures that HISA have in place the appropriate arrangements for the conduct of student elections and nominations?

79.1 Disagree vs Agree



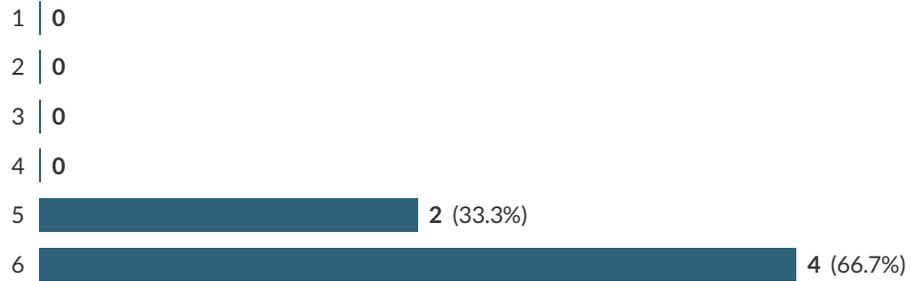
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

79.a Evidence/Comments

No responses

80 The Board has in place the appropriate arrangements for staff member elections and nominations?

80.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

80.a Evidence/Comments

No responses

81 Board Members receive a formal induction to the Board of Management?

81.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

81.a Evidence/Comments

No responses

82 All Board Members are provided the opportunity to undertake appropriate training and development in respect of their role?

82.1 Disagree vs Agree



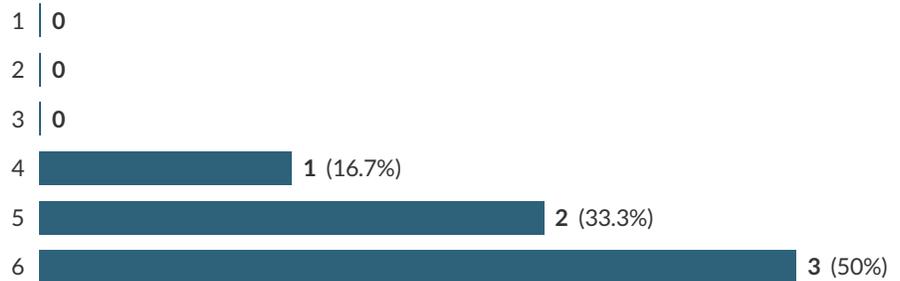
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

82.a Evidence/Comments

No responses

83 Board Members receive an induction to all committees?

83.1 Disagree vs Agree



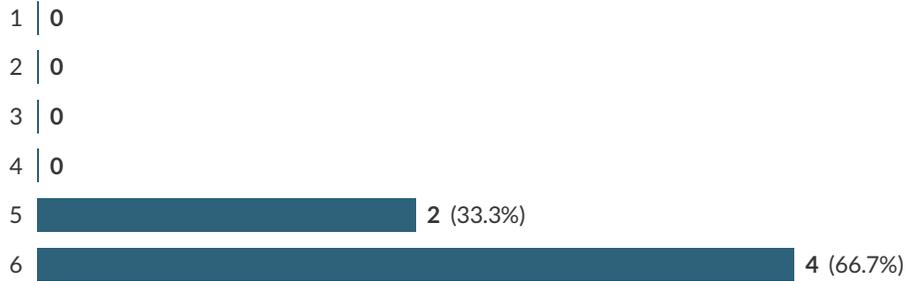
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

83.a Evidence/Comments

No responses

84 The Board reviews its effectiveness annually and as part of this has a robust self-evaluation process in place?

84.1 Disagree vs Agree



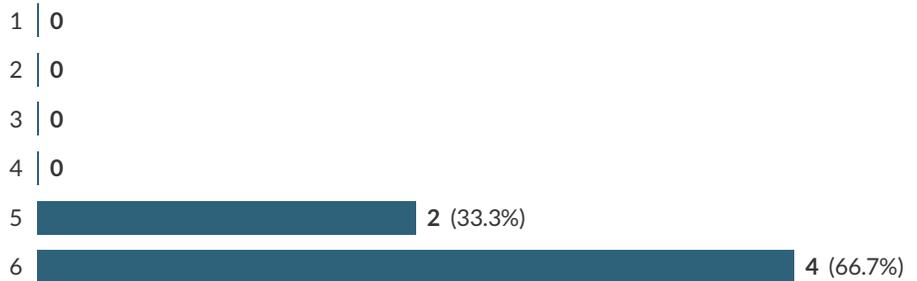
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

84.a Evidence/Comments

No responses

85 The Board has an External Effectiveness Review carried out every 3-5 years?

85.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

85.a Evidence/Comments

No responses

86 The Board has in place a process for evaluating the effectiveness of Chairs?

86.1 Disagree vs Agree



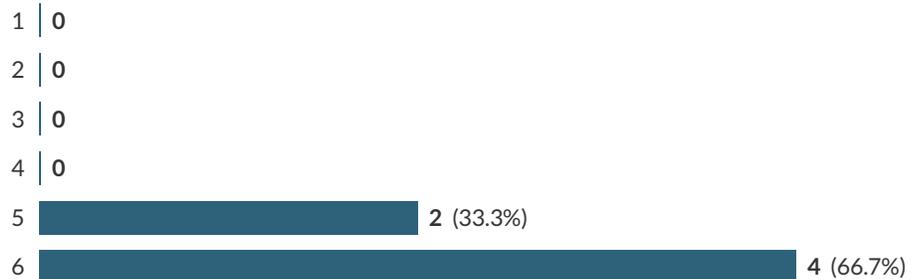
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

86.a Evidence/Comments

No responses

87 All Board members are subject to an appraisal of their performance?

87.1 Disagree vs Agree



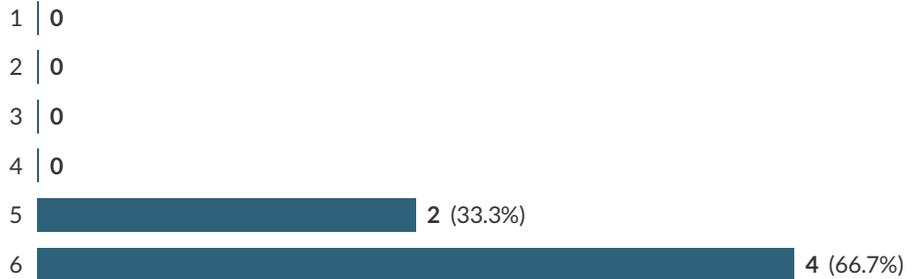
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

87.a Evidence/Comments

No responses

88 The Board works in partnership to secure the coherent provision of high quality fundable further and higher education?

88.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

88.a Evidence/Comments

No responses

89 The Board ensures effective consultation, local and regional planning and follows the principles of effective collaboration working (mutual respect, trust and working towards commonly agreed outcomes)?

89.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

89.a Evidence/Comments

No responses

90 The board ensures effective partnership working with local and national bodies including businesses, public and third sector organisations to develop commonly agreed policies which follow the principles of effective collaborative working?

90.1 Disagree vs Agree



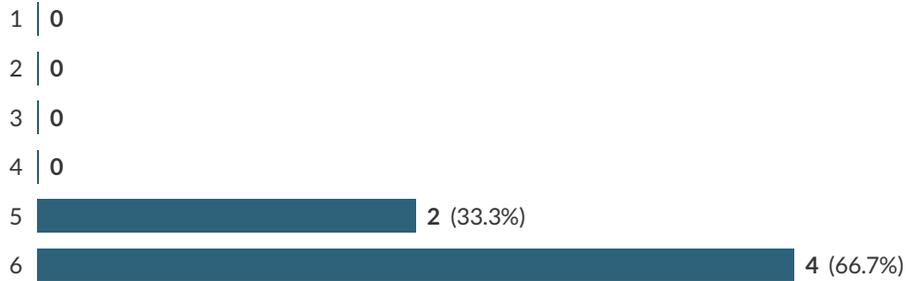
Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

90.a Evidence/Comments

No responses

91 The board encourages and supports effective partnership working and collaboration within and across regions to address local needs and meet national priorities and specialisms?

91.1 Disagree vs Agree



Multi answer: Percentage of respondents who selected each answer option (e.g. 100% would represent that all this question's respondents chose that option)

91.a Evidence/Comments

No responses

92 Thank you for completing this review of the Code of Good Governance.

Showing first 5 of 6 responses	
484e2acd9e6642b2a7b044a14ceaaab2	1061829-1061811-112671484
75e7881566584f9290cb48093b5f8424	1061829-1061811-112751715
cca620e7febc441898047fceb109e936	1061829-1061811-112814998
a9b99e414ad5469bb1c561bb4a44cee3	1061829-1061811-113230307
2b9c9fa82f0d4269b6ab67d6584d86a3	1061829-1061811-113290874

Evaluation of Audit Committee

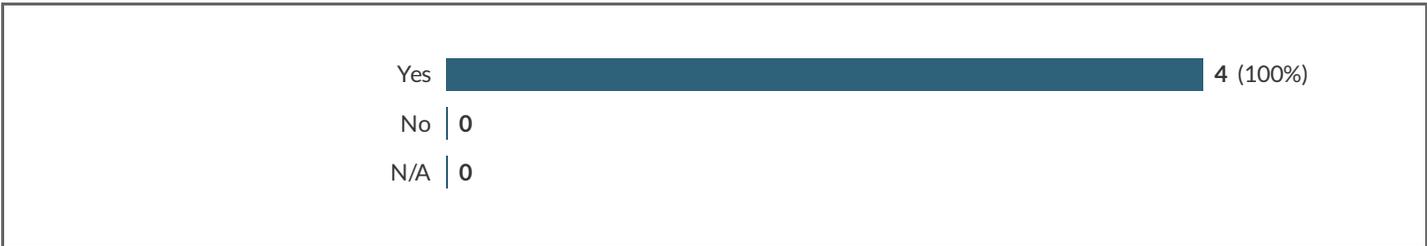
Showing 4 of 4 responses

Showing **all** responses

Showing **all** questions

Response rate: 50%

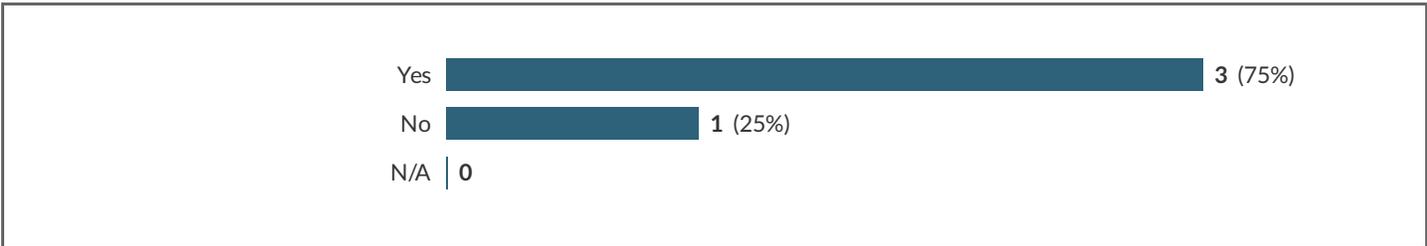
1 Does the Committee meet regularly in accordance with the Board Standing Orders?



1.a Comments:

Showing 1 response	
There have been some postponed meetings due to low numbers but we have addressed this with a recruitment process.	1063412-1063394-112046248

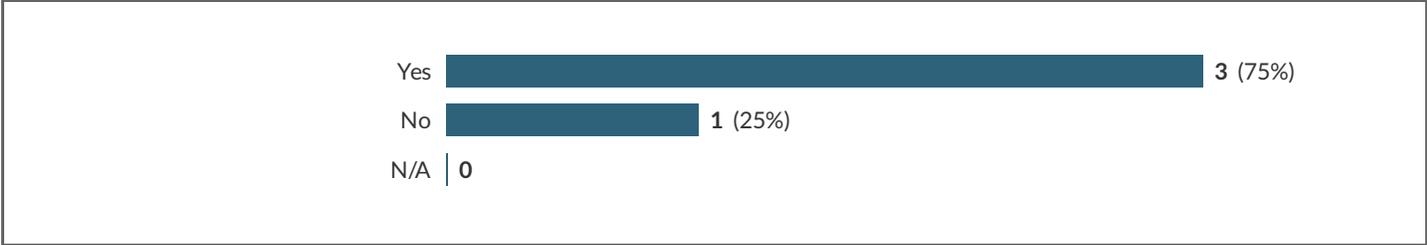
2 Does the Committee consistently have a quorum?



2.a Comments:

Showing all 2 responses	
As above - sometimes no but this is being addressed.	1063412-1063394-112046248
If not, alternative dates are arranged	1063412-1063394-112048389

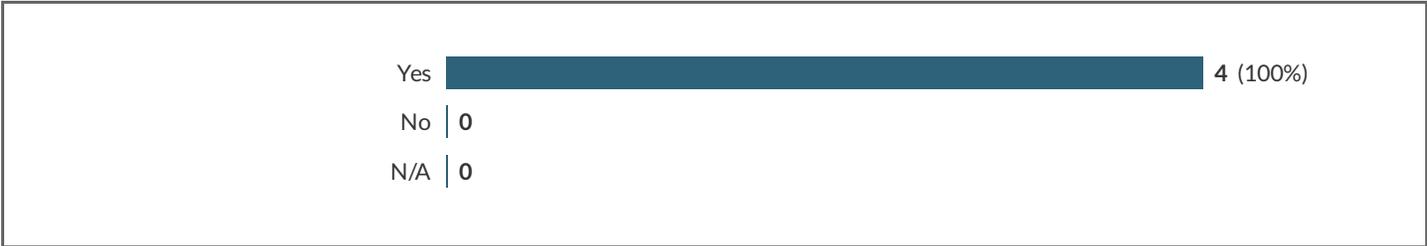
3 Do all Committee Members attend meetings regularly?



3.a Comments:

No responses

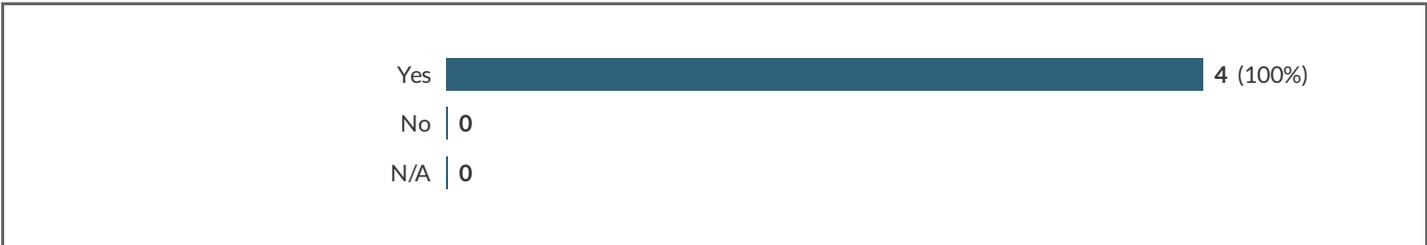
4 Does the Committee have enough members?



4.a Comments:

No responses

5 Does at least one of the Committee members have a background relevant to the remit of the Committee?



5.a Comments:

No responses

6 Have new Committee members received all necessary training?



Yes  4 (100%)
No | 0
N/A | 0

6.a Comments:

Showing 1 response	
I'm assuming so	1063412-1063394-111877337

7 Does the Committee report regularly to the Board?

Yes  4 (100%)
No | 0
N/A | 0

7.a Comments:

No responses

8 Does the Committee have written terms of reference?

Yes  4 (100%)
No | 0
N/A | 0

8.a Comments:

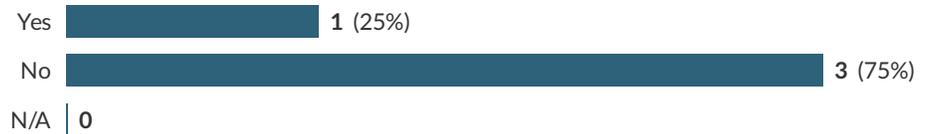
No responses

9 Do the terms of reference include all aspects of the Committee's role?



9.a Comments:
No responses

10 Does the membership of the Committee need to be changed?



10.a Comments:

Showing 1 response

New members have been recruited as we were low on numbers. [1063412-1063394-112046248](#)

11 Are the terms of refrence adopted by the full Board and reviewed biannually?

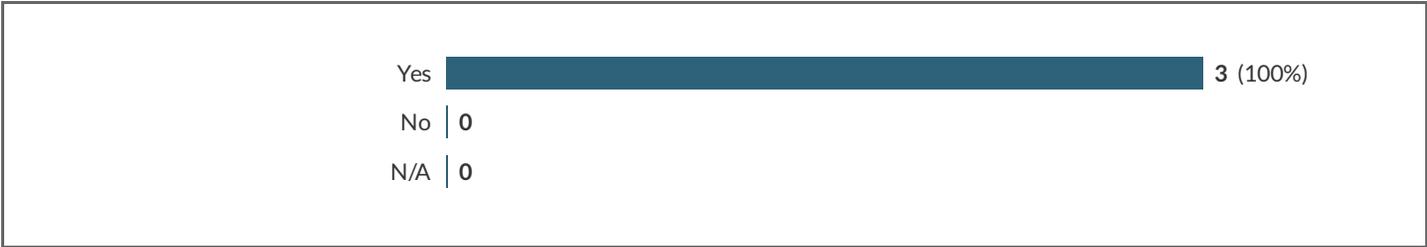


11.a Comments:

Showing 1 response

They have been reviewed recently . Not sure when to next review is due [1063412-1063394-111877337](#)

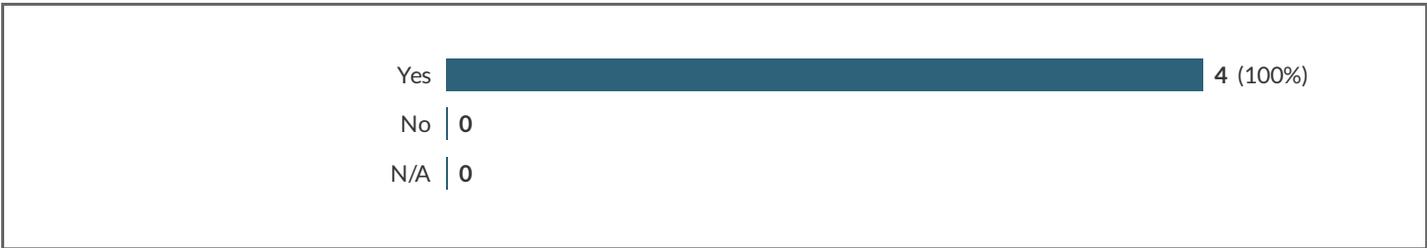
12 Does the Committee have a mechanism to keep it aware of topical legal and regulatory issues?



12.a Comments:

No responses

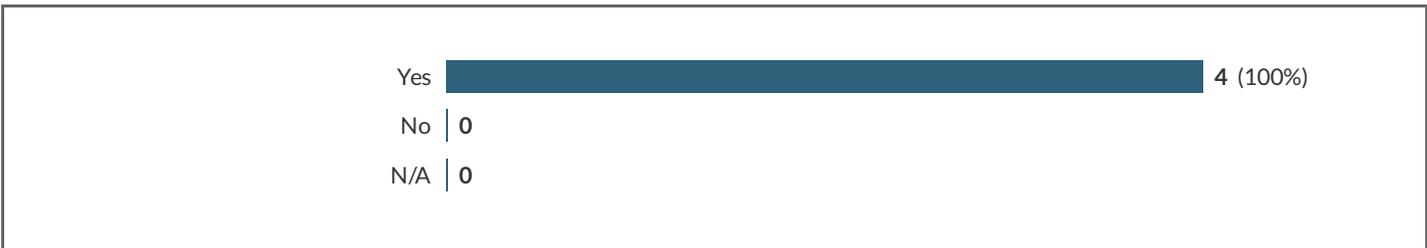
13 Does the Committee monitor to ensure that risk is controlled?



13.a Comments:

No responses

14 Does the Committee regularly review relevant strategic plans?



14.a Comments:

No responses

15 Does the Committee consider the level of detail and information it receives appropriate?

Yes  4 (100%)
No | 0
N/A | 0

15.a Comments:

No responses

16 Are appropriate internal performance measures monitored by the Committee?

Yes  4 (100%)
No | 0
N/A | 0

16.a Comments:

No responses

17 Is the Committee addressing all matters delegated to it by the Board and under its terms of reference?

Yes  4 (100%)
No | 0
N/A | 0

17.a Comments:

No responses

18 Does the Committee have an independent secretary?

Yes  4 (100%)
No | 0
N/A | 0

18.a Comments:
No responses

19 Are Committee papers distributed in sufficient time for members to give them due consideration?

Yes  4 (100%)
No | 0
N/A | 0

19.a Comments:
No responses

20 Are Committee meetings scheduled prior to important decisions on specific matters being made?

Yes  4 (100%)
No | 0
N/A | 0

20.a Comments:
No responses

21 Is the timing of Committee meetings discussed with all involved?

Yes  4 (100%)
 No | 0
 N/A | 0

21.a Comments:

No responses

22 Thank you for completing this evaluation.

Showing all 4 responses	
854eb269058044f5b2052e7901152de4	1063412-1063394-111877337
1412b91abb9b4c259205be29d42558d2	1063412-1063394-112046248
e8f434c9b37a477eaab0a1b5bb1ec27b	1063412-1063394-112048389
ea8aa35eec4649ae991f0167b334fdfe	1063412-1063394-112618691

Evaluation of HR Committee

Showing 3 of 3 responses

Showing **all** responses

Showing **all** questions

Response rate: 50%

1 Does the Committee meet regularly in accordance with the Board Standing Orders?



1.a Comments:

No responses

2 Does the Committee consistently have a quorum?



2.a Comments:

No responses

3 Do all Committee Members attend meetings regularly?



3.a Comments:
No responses

4 Does the Committee have enough members?

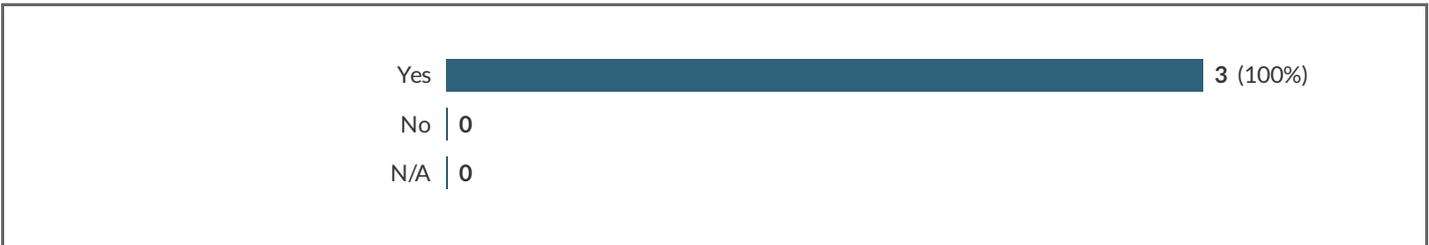


4.a Comments:

Showing 1 response

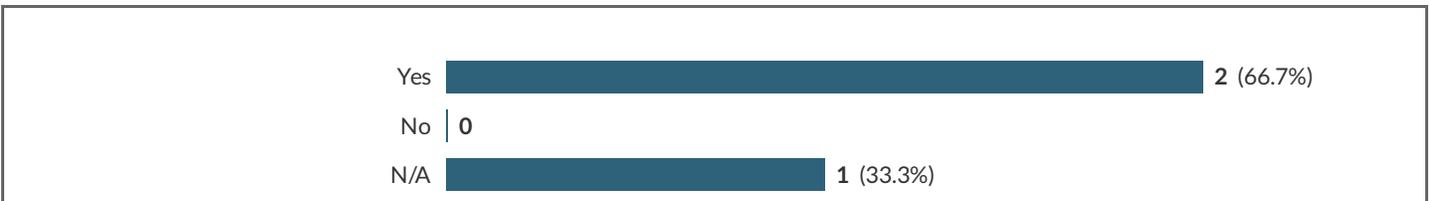
Just enough, but seeking to co-opt more to ensure we have continuity and have a quorum	1067488-1067470-112352579
--	---------------------------

5 Does at least one of the Committee members have a background relevant to the remit of the Committee?



5.a Comments:
No responses

6 Have new Committee members received all necessary training?

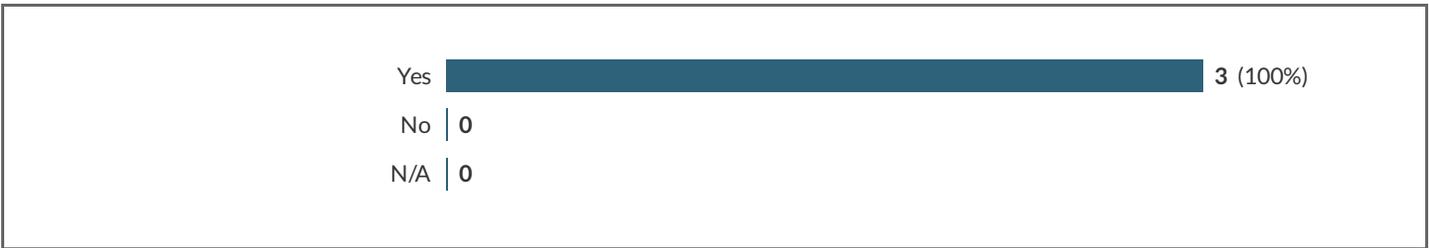


[Empty input field]

6.a Comments:

Showing 1 response	
I'm saying yes, but not entirely sure. Would like to check with the Committee Secretary	1067488-1067470-112352579

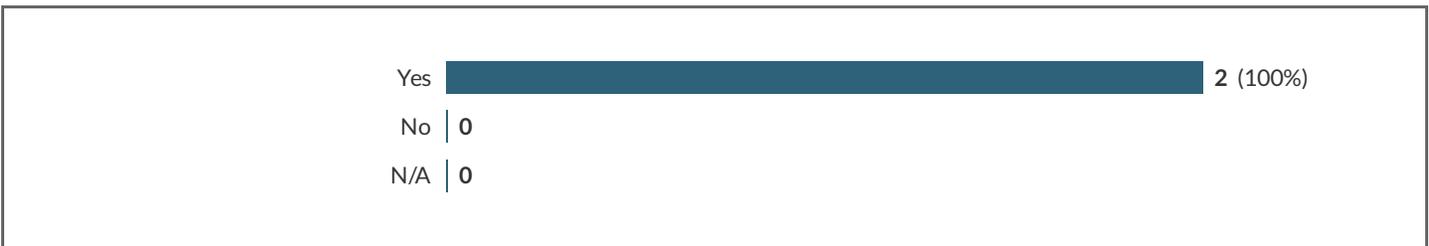
7 Does the Committee report regularly to the Board?



7.a Comments:

No responses

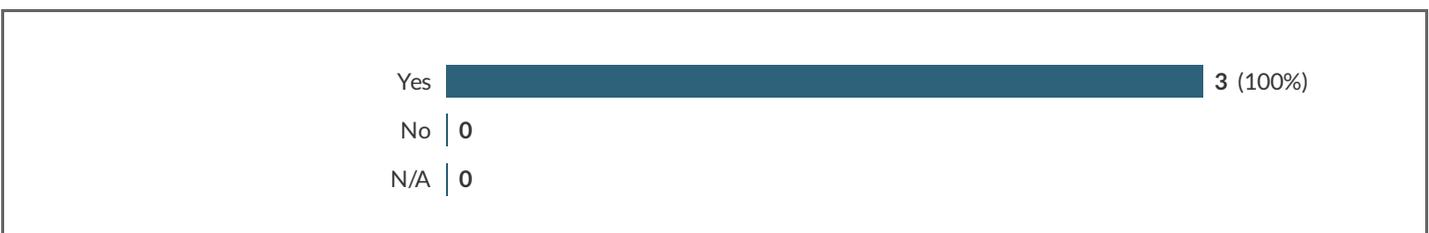
8 Does the Committee have written terms of reference?



8.a Comments:

No responses

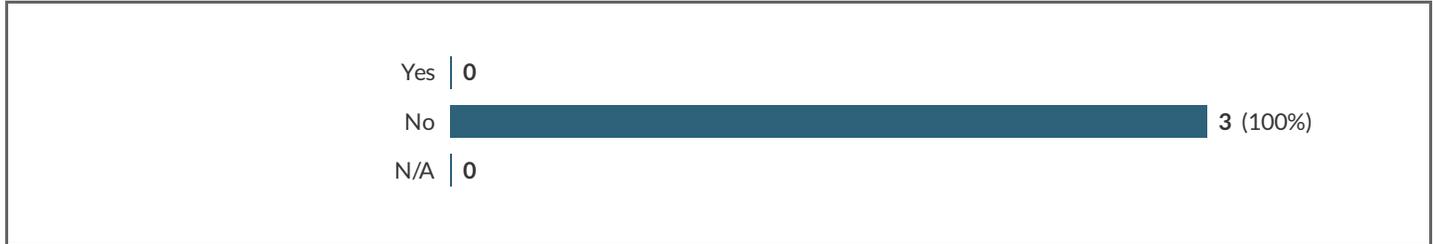
9 Do the terms of reference include all aspects of the Committee's role?



9.a Comments:

No responses

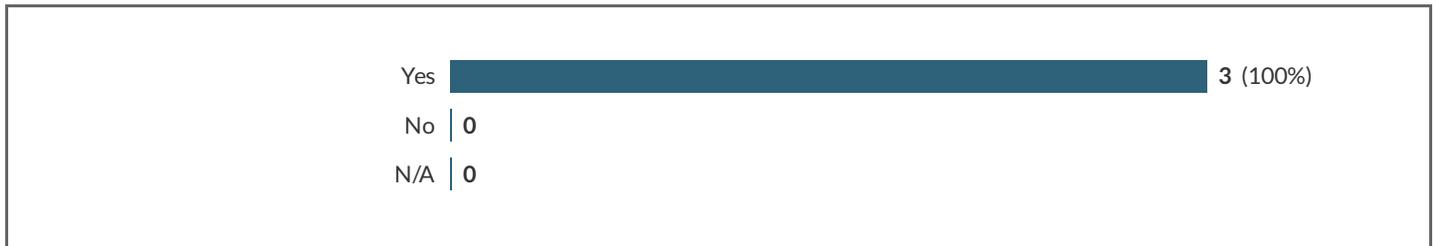
10 Does the membership of the Committee need to be changed?



10.a Comments:

No responses

11 Are the terms of reference adopted by the full Board and reviewed biannually?



11.a Comments:

Showing all 2 responses	
I can't recall whether this was done but I may have not been at the relevant meeting. Board secretary keeps us right on these things.	1067488-1067470-112250595
Would like to check with the Committee secretary when the next check is due	1067488-1067470-112352579

12 Does the Committee have a mechanism to keep it aware of topical legal and regulatory issues?

Yes  3 (100%)
No | 0
N/A | 0

12.a Comments:

No responses

13 Does the Committee monitor to ensure that risk is controlled?

Yes  3 (100%)
No | 0
N/A | 0

13.a Comments:

No responses

14 Does the Committee regularly review relevant strategic plans?

Yes  3 (100%)
No | 0
N/A | 0

14.a Comments:

No responses

15 Does the Committee consider the level of detail and information it receives appropriate?

Yes  3 (100%)
No | 0
N/A | 0

15.a Comments:

Showing 1 response

Would be good to check with membership that the level of detail is appropriate at a future meeting 1067488-1067470-112352579

16 Are appropriate internal performance measures monitored by the Committee?

Yes  2 (100%)
No | 0
N/A | 0

16.a Comments:

No responses

17 Is the Committee addressing all matters delegated to it by the Board and under its terms of reference?

Yes  3 (100%)
No | 0
N/A | 0

17.a Comments:

No responses

18 Does the Committee have an independent secretary?



18.a Comments:
No responses

19 Are Committee papers distributed in sufficient time for members to give them due consideration?

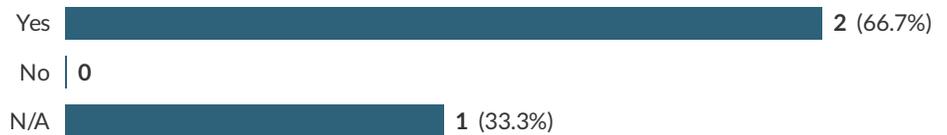


19.a Comments:

Showing 1 response

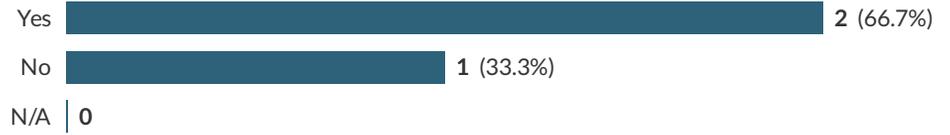
Sometimes the occasional paper is a little late but a main bundle is sent out in good time 1067488-1067470-112352579

20 Are Committee meetings scheduled prior to important decisions on specific matters being made?



20.a Comments:
No responses

21 Is the timing of Committee meetings discussed with all involved?



21.a Comments:

Showing all 2 responses	
run to a schedule	1067488-1067470-112237379
It is worth reviewing with the Committee members that the timing suits all	1067488-1067470-112352579

22 Thank you for completing this evaluation.

Showing all 3 responses	
d1409c6b686249a4b4d705bf57a39771	1067488-1067470-112237379
9c25a50facfc411b98d8001804e04f48	1067488-1067470-112250595
74082316342849b0ab82d5796dde3d2e	1067488-1067470-112352579

Evaluation of F&GP Committee

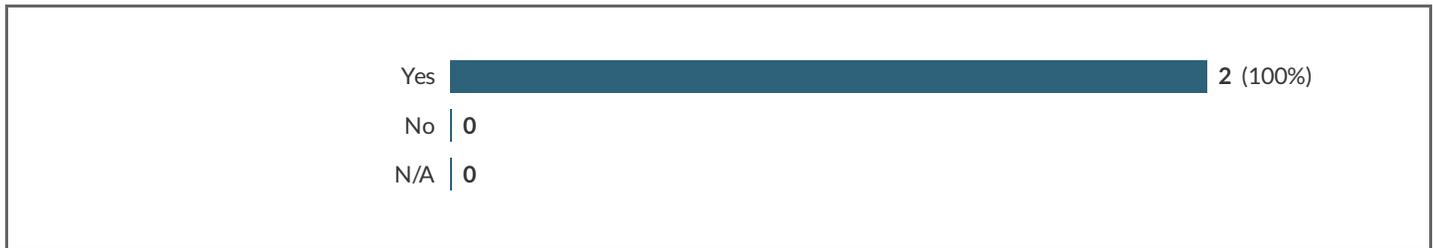
Showing 2 of 2 responses

Showing **all** responses

Showing **all** questions

Response rate: 40%

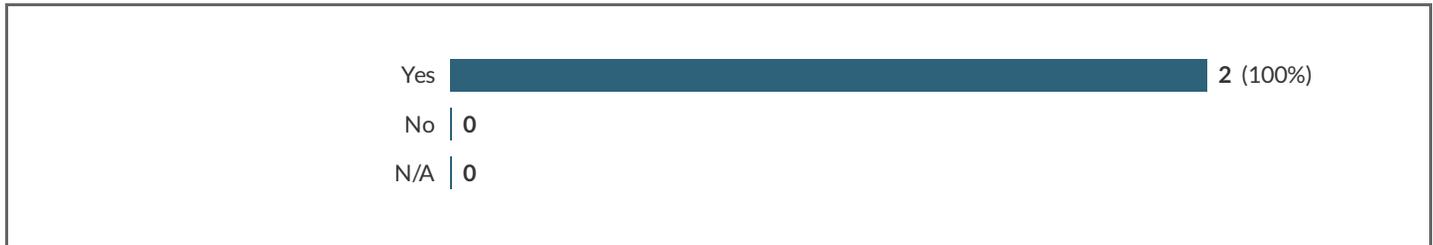
1 Does the Committee meet regularly in accordance with the Board Standing Orders?



1.a Comments:

No responses

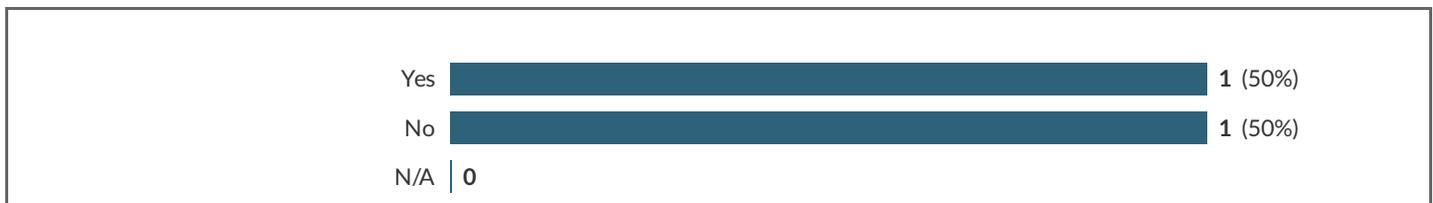
2 Does the Committee consistently have a quorum?



2.a Comments:

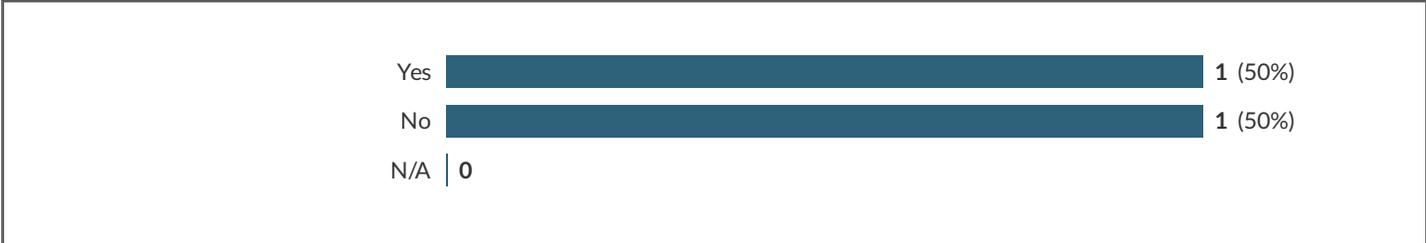
No responses

3 Do all Committee Members attend meetings regularly?



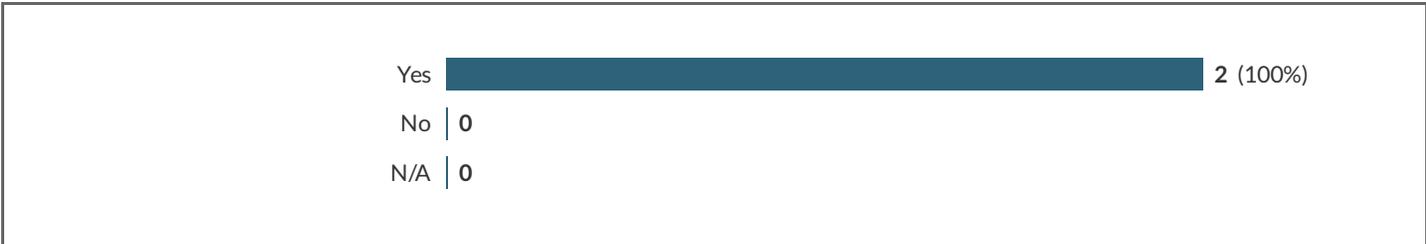
3.a Comments:
No responses

4 Does the Committee have enough members?



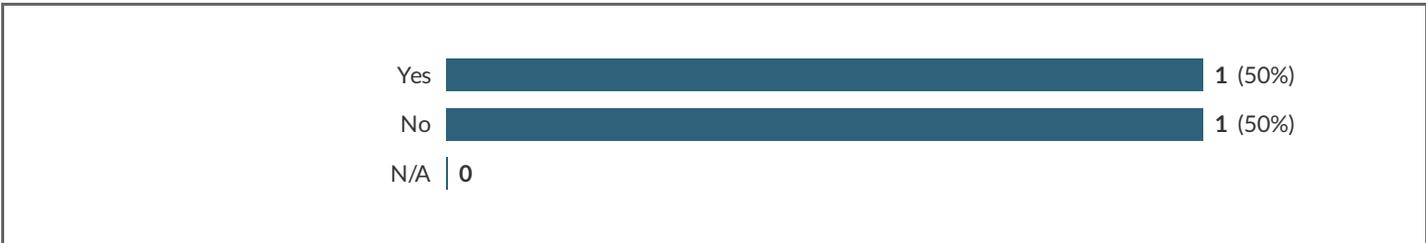
4.a Comments:
No responses

5 Does at least one of the Committee members have a background relevant to the remit of the Committee?



5.a Comments:
No responses

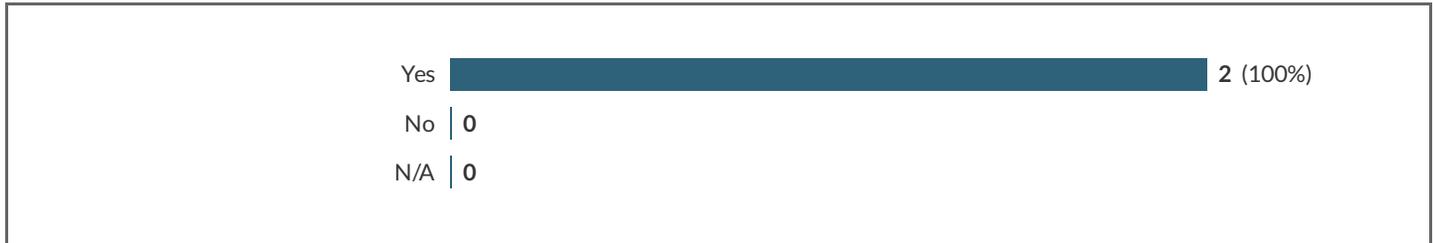
6 Have new Committee members received all necessary training?



6.a Comments:

Showing 1 response	
in progress	1061719-1061701-111693972

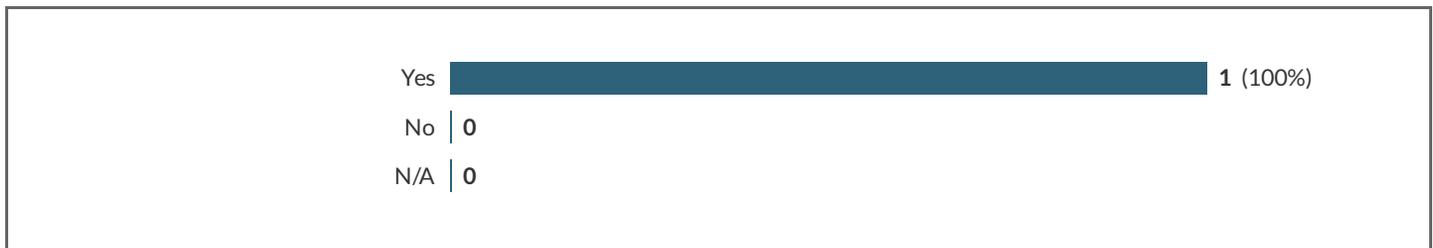
7 Does the Committee report regularly to the Board?



7.a Comments:

No responses

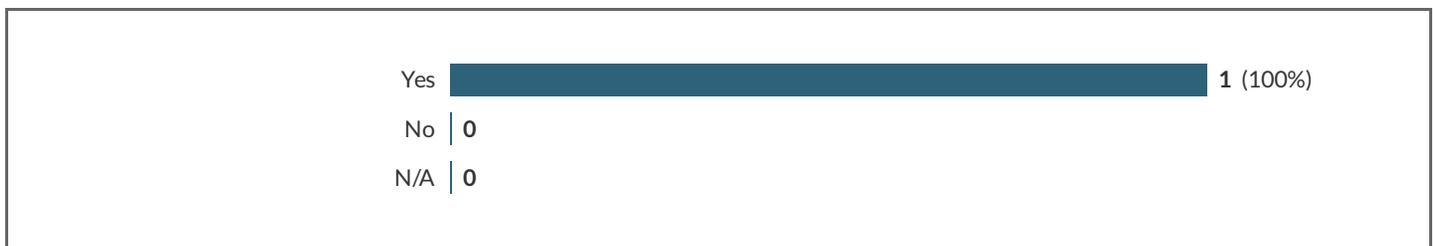
8 Does the Committee have written terms of reference?



8.a Comments:

No responses

9 Do the terms of reference include all aspects of the Committee's role?



9.a Comments:

No responses

10 Does the membership of the Committee need to be changed?

Yes		0	
No			1 (100%)
N/A		0	

10.a Comments:

No responses

11 Are the terms of refrence adopted by the full Board and reviewed biannually?

Yes			1 (100%)
No		0	
N/A		0	

11.a Comments:

No responses

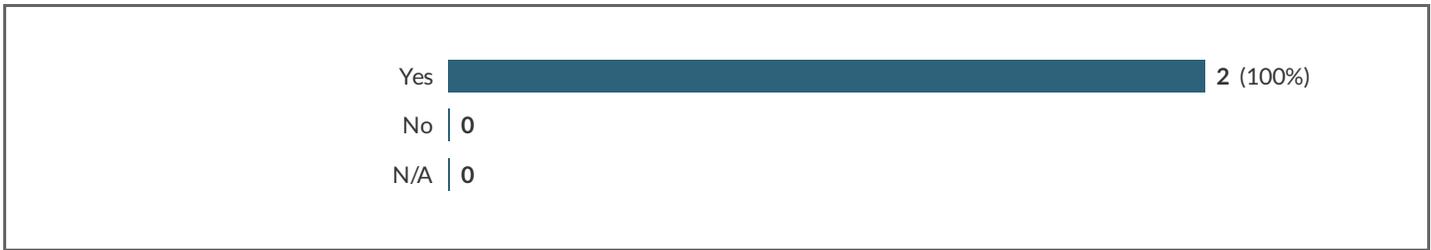
12 Does the Committee have a mechanism to keep it aware of topical legal and regulatory issues?

Yes			2 (100%)
No		0	
N/A		0	

12.a Comments:

No responses

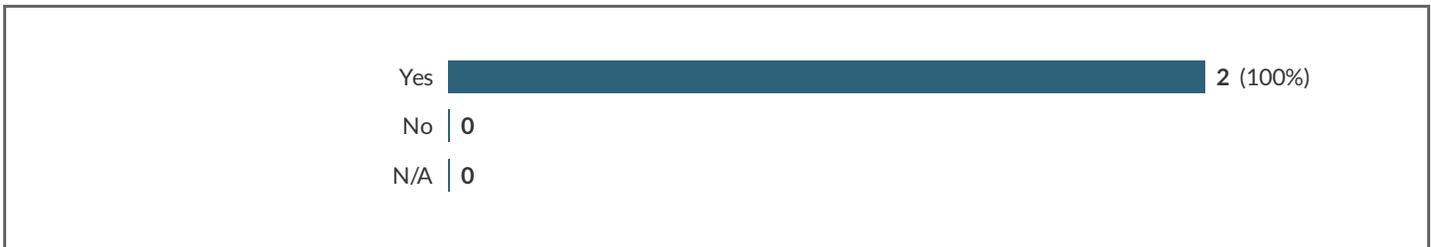
13 Does the Committee monitor to ensure that risk is controlled?



13.a Comments:

No responses

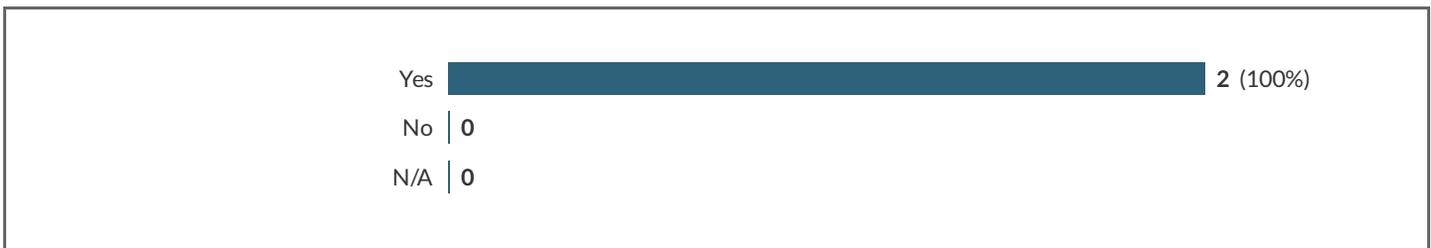
14 Does the Committee regularly review relevant strategic plans?



14.a Comments:

No responses

15 Does the Committee consider the level of detail and information it receives appropriate?



15.a Comments:

No responses

16 Are appropriate internal performance measures monitored by the Committee?

Yes  2 (100%)
No | 0
N/A | 0

16.a Comments:

No responses

17 Is the Committee addressing all matters delegated to it by the Board and under its terms of reference?

Yes  2 (100%)
No | 0
N/A | 0

17.a Comments:

No responses

18 Does the Committee have an independent secretary?

Yes  2 (100%)
No | 0
N/A | 0

18.a Comments:

No responses

19 Are Committee papers distributed in sufficient time for members to give them due consideration?



19.a Comments:
No responses

20 Are Committee meetings scheduled prior to important decisions on specific matters being made?



20.a Comments:

Showing 1 response	
Work on a schedule.	1061719-1061701-111693972

21 Is the timing of Committee meetings discussed with all involved?



21.a Comments:
No responses

22 Thank you for completing this evaluation.

Showing all 2 responses

e520732c577747a0aa96ad4ee829f5fe

1061719-1061701-111683398

5eb4e46e2d8c498c939d1a6528f11527

1061719-1061701-111693972

Evaluation of Learning, Teaching and Research Committee

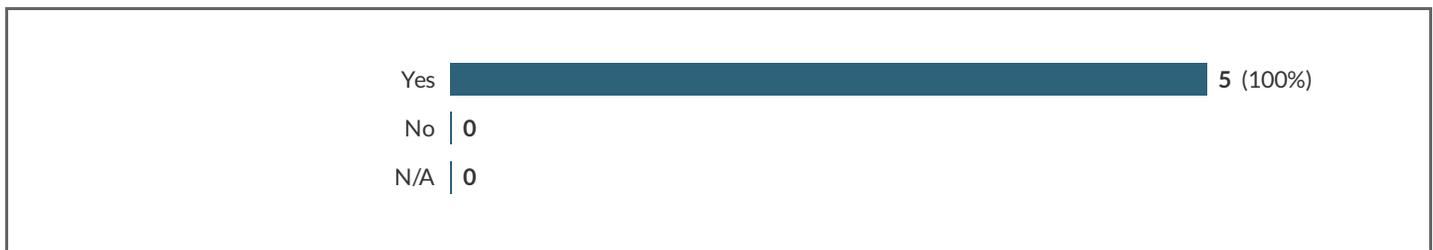
Showing 5 of 5 responses

Showing **all** responses

Showing **all** questions

Response rate: 62%

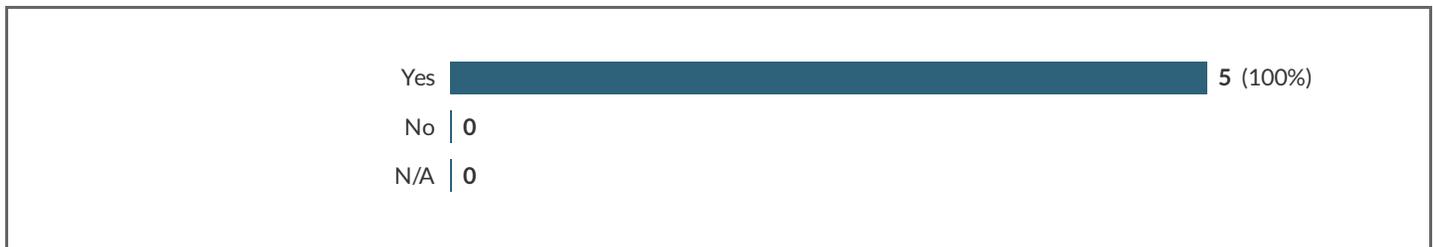
1 Does the Committee meet regularly in accordance with the Board Standing Orders?



1.a Comments:

No responses

2 Does the Committee consistently have a quorum?



2.a Comments:

No responses

3 Do all Committee Members attend meetings regularly?

Yes  4 (100%)
 No | 0
 N/A | 0

3.a Comments:

Showing 1 response

I'm not entirely sure. [1063679-1063661-111877011](#)

4 Does the Committee have enough members?

Yes  4 (80%)
 No  1 (20%)
 N/A | 0

4.a Comments:

Showing 1 response

We could use someone with expertise in research. [1063679-1063661-111877011](#)

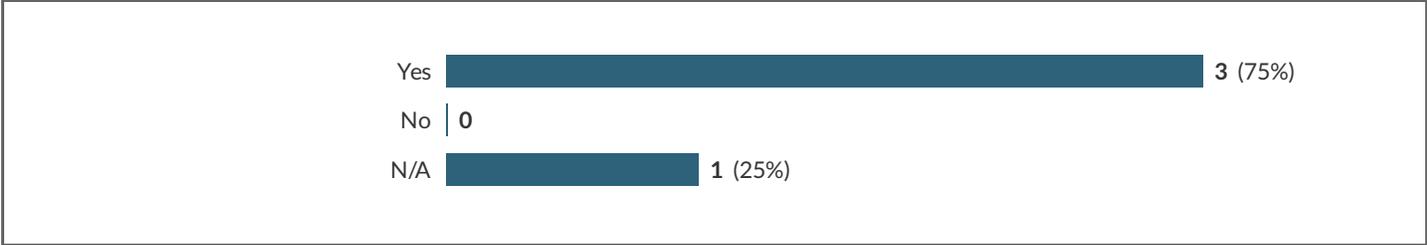
5 Does at least one of the Committee members have a background relevant to the remit of the Committee?

Yes  5 (100%)
 No | 0
 N/A | 0

5.a Comments:

No responses

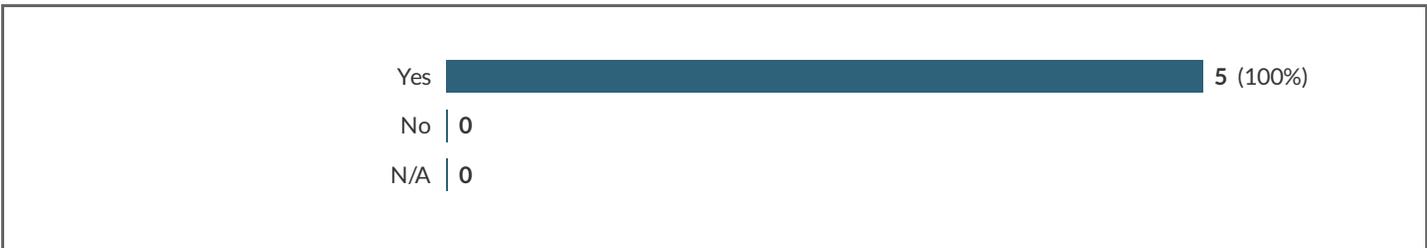
6 Have new Committee members received all necessary training?



6.a Comments:

Showing 1 response	
Unsure	1063679-1063661-112611190

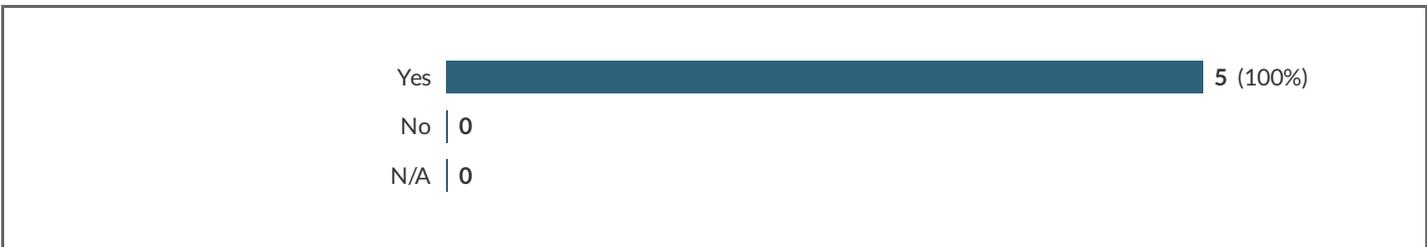
7 Does the Committee report regularly to the Board?



7.a Comments:

No responses

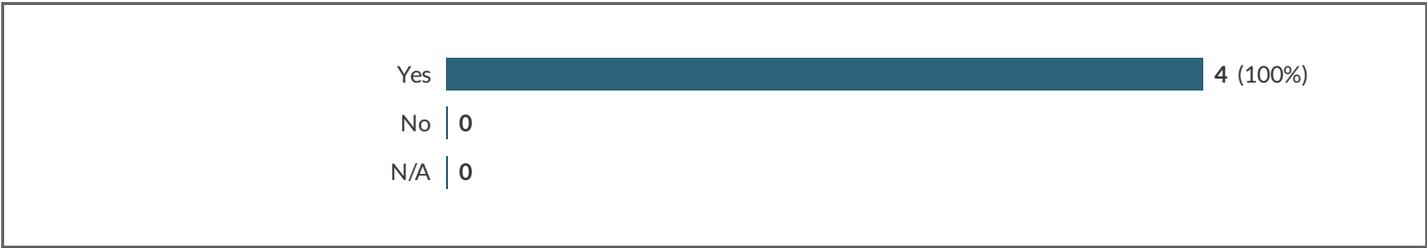
8 Does the Committee have written terms of reference?



8.a Comments:

No responses

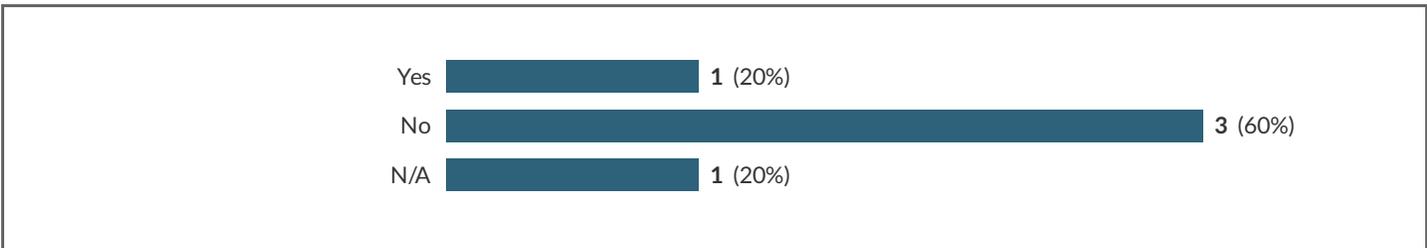
9 Do the terms of reference include all aspects of the Committee's role?



9.a Comments:

Showing 1 response	
Don't the Terms of Ref set the role of the Committee?	1063679-1063661-111877011

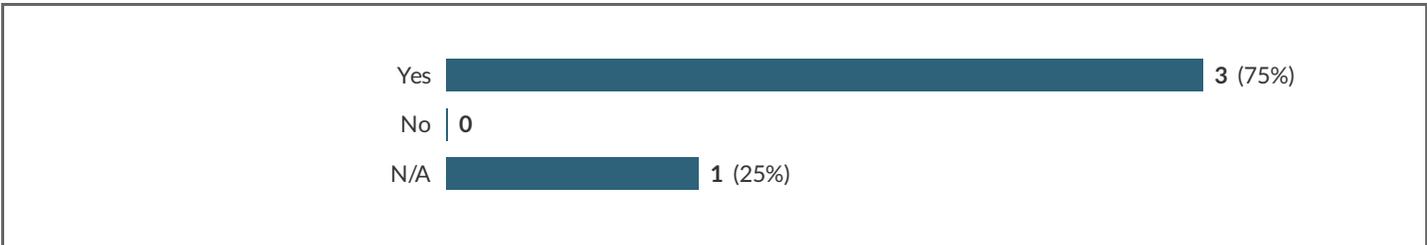
10 Does the membership of the Committee need to be changed?



10.a Comments:

No responses

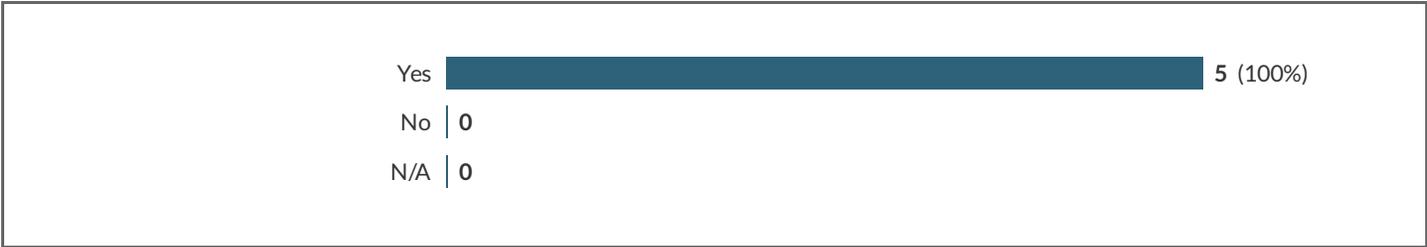
11 Are the terms of reference adopted by the full Board and reviewed biannually?



11.a Comments:

Showing 1 response	
Not sure.	1063679-1063661-111877011

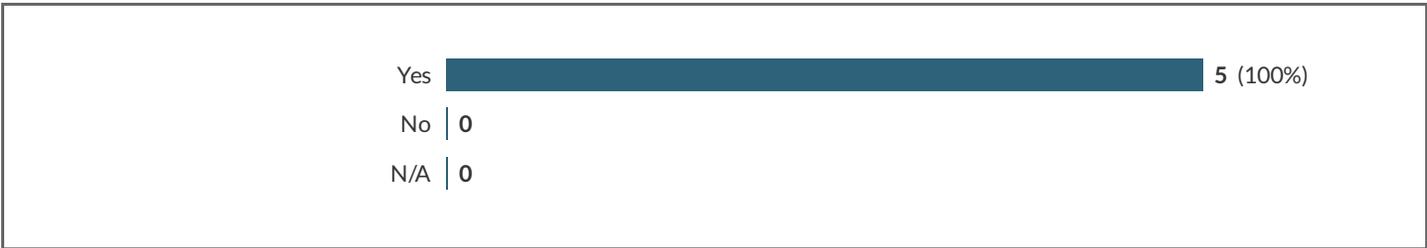
12 Does the Committee have a mechanism to keep it aware of topical legal and regulatory issues?



12.a Comments:

No responses

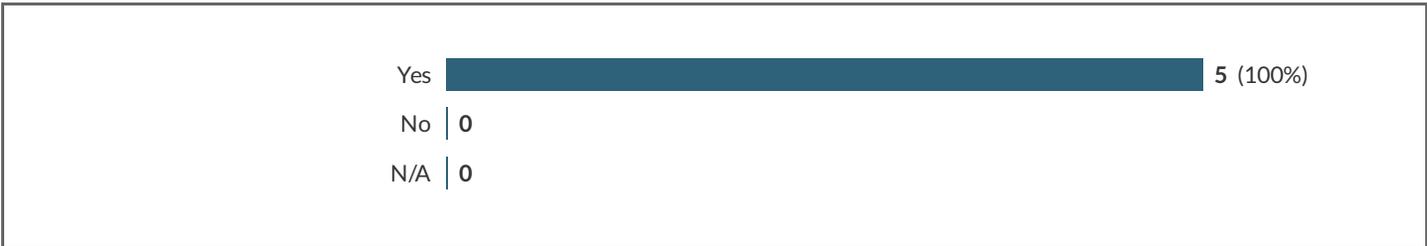
13 Does the Committee monitor to ensure that risk is controlled?



13.a Comments:

No responses

14 Does the Committee regularly review relevant strategic plans?



14.a Comments:

No responses

15 Does the Committee consider the level of detail and information it receives appropriate?

Yes		5 (100%)
No	0	
N/A	0	

15.a Comments:

Showing 1 response

I would suggest that sometimes we receive a little too much detail. [1063679-1063661-111877011](#)

16 Are appropriate internal performance measures monitored by the Committee?

Yes		4 (80%)
No	0	
N/A		1 (20%)

16.a Comments:

No responses

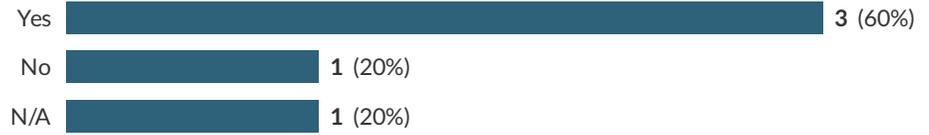
17 Is the Committee addressing all matters delegated to it by the Board and under its terms of reference?

Yes		5 (100%)
No	0	
N/A	0	

17.a Comments:

No responses

18 Does the Committee have an independent secretary?



18.a Comments:
No responses

19 Are Committee papers distributed in sufficient time for members to give them due consideration?



19.a Comments:

Showing 1 response	
Yes. Usually.	1063679-1063661-111877011

20 Are Committee meetings scheduled prior to important decisions on specific matters being made?



20.a Comments:
No responses

21 Is the timing of Committee meetings discussed with all involved?

Yes  4 (100%)
 No | 0
 N/A | 0

21.a Comments:

Showing 1 response	
?	1063679-1063661-111877011

22 Thank you for completing this evaluation.

Showing all 5 responses	
a85cbdadd5504d879c35deb1bf1b674b	1063679-1063661-111659771
bf79114290c34bb0bc646642eb7f64f2	1063679-1063661-111877011
33c9dbece90d4b8399e4eb1054d0801f	1063679-1063661-112048732
e574b55117f14a32b5c0262b6240b6cf	1063679-1063661-112611190
10fa42248c3d4df9b218525fbb18ef01	1063679-1063661-112618656