

UHI | INVERNESS

Meeting	Finance and General Purposes Committee
Date and time	Thursday 16 June 2022 at 08.45 a.m.
Location	Hybrid Meeting: In Person – Room 205, Inverness Campus Virtually – via Microsoft Teams

Board Secretary

09 June 2021

AGENDA

Welcome and Apologies

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

ITEMS FOR DECISION

1. **MINUTES**
 - a) Meeting of the Joint Audit and Finance and General Purposes Committee held on 17 March 2022
 - b) Meeting of the Finance and General Purposes Committee held on 17 March 2022
2. **OUTSTANDING ACTIONS**
Action List
3. **POLICY FOR APPROVAL**
Sustainable Procurement Policy
4. **FEES 2022-23**
5. **REVENUE BUDGET 2022-23 – To Follow**
6. **CAPITAL BUDGET 2022-23**

ITEMS FOR DISCUSSION

7. **CAPITAL MONITORING**
Report by Assistant Principal – Finance & Audit

- 8. REVENUE BUDGET MONITORING**
Report by Assistant Principal – Finance & Audit
 - 9. RISK REGISTER**
Report by Assistant Principal – Finance and Audit
 - 10. OPERATIONS AND EXTERNAL RELATIONS REPORT**
Report by Assistant Principal – Operations and External Relations
 - 11. ESTATE CAMPUS REPORT**
Report by Estates and Campus Services Manager
 - 12. STUDENT RECRUITMENT**
Report by Information Systems Manager
 - 13. COMMITTEE AND CHAIR EVALUATIONS**
Report by Board Secretary
-

ITEMS FOR NOTING

- 14. AOCB**
- 15. DATE OF NEXT MEETING – 20 OCTOBER 2022 AT 9.00 A.M.**

If any member wishes to add an item of business to the Agenda, please inform the Chair and the Board Secretary 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 JOINT MEETING of the AUDIT & FINANCE AND GENERAL PURPOSES COMMITTEES held via Microsoft Teams on Thursday 17 March 2022

PRESENT:	Sally Blyth, Kelly MacKenzie, Chris O'Neil, Donald MacKenzie, Innis Montgomery, Gillian Galloway, James Millar, Amy Goodbrand
CHAIR:	Donald MacKenzie and Gillian Galloway
ATTENDING:	Chair of Board of Management Assistant Principal – Finance and Audit Assistant Principal – Operations and External Relations Assistant Principal – Academic and Research Shared Service Finance Manager Operations and Commercial Manager Stephen Reid, Ernst & Young Olga Potapova, Ernst & Young Chloe Main, BDO Board Secretary
OBSERVER:	Michael Beveridge Rojan Kumar Subramani
APOLOGIES:	Samantha Cribb, Russell Edwards, Tina Stones, Ruth McFadyen, Arvinder Kainth and Claire Robertson, BDO

The Chair of the F&GP Committee communicated to the Joint Committee that he would chair item one of the agenda with the Chair of the Audit Committee Chairing the remainder.

There were no declarations of interest noted.

1. DRAFT AUDITED ACCOUNTS AND ANNUAL AUDIT REPORT 2020/21

a) Covering Report by Assistant Principal – Finance and Audit

The Assistant Principal – Finance and Audit spoke to his report highlighting that we had received additional monies in respect of Covid-19, had out delivered in respect of the MicroRam, had benefited from work carried out in respect of debt control and that the Financial Recovery Plan had ensured the necessary savings that were required.

The Assistant Principal – Finance and Audit advised that some further work with regards reconciliation, the adjusted operating position and deferred grant release is still required.

Rojan Kumar Subramani joined the meeting.

The Assistant Principal spoke to the Balance Sheet and provided an explanation on the long-term liabilities in respect of pension funds.

The Joint Committee was advised that we had met with specialists in respect of NPD and that this remains a complex issue which the Assistant Principal – Finance and Audit will review in due course.

b) Draft Inverness College Annual Audit Report by Ernst and Young

Stephen Reid confirmed that Ernst and Young's independent auditor's report provided an unqualified opinion on our Financial Statements:

- gave a true and fair view in accordance with the Further and Higher Education (Scotland) Act 1992 and directions made thereunder by the Scottish Funding Council (SFC) of the state of the affairs of the College and Group as at 31 July 2021.
- had been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice.
- and had been prepared in accordance with the requirements of the Further and Higher Education (Scotland) Act 1992 and directions made thereunder by the Scottish Funding Council, the Charities and Trustee Investment (Scotland) Act 2005, and regulation 14 of The Charities Accounts (Scotland) Regulations 2006 (as amended).

Stephen Reid gave his thanks to the Shared Finance Team for their work in ensuring that documentation was provided to them in a timely fashion.

It was highlighted to the Joint Committee that Ernst and Young's testing had not identified any material misstatements relating to revenue and expenditure and that having assessed the treatment of Covid-19 income related streams they concur with management's accounting treatment for these new streams.

The Joint Committee was provided with an update on the key focus for the upcoming years with pensions, value of property, plant and equipment, the sale of the Longman Site and NPD being highlighted to them.

The Joint Committee was advised that Ernst and Young were content that the College remains a going concern and that we have made the appropriate required disclosures within the financial statements.

The Joint Committee noted that in respect of wider scope and best value we had been scored as follows:

- Financial Sustainability – Amber
- Governance and Transparency – Amber
- Financial Management – Green

c) Letter of Representations

Item 01a.

Stephen Reid confirmed that this was a standard letter in connection with the audit of the financial statements. No additional representation was sought as Ernst and Young had no areas of concern or adjustment.

d) Annual Report and Accounts for the Year Ended 31 July 2021

The Assistant Principal – Finance and Audit spoke to the Annual Report and Accounts for the Year Ended 31 July 2021 providing the Joint Committee with the background to capital budget spends, SFC monitoring and SFC draw downs.

e) End of Year Return to SFC

The Assistant Principal – Finance and Audit gave his thanks to the Shared Finance Manager and the Shared Finance Team for their work over the past year and provided the Joint Committee with an update in respect of staff budgets, the impact of the cyber incident and the impact of the installation of the new payroll system

The Joint Committee gave their thanks to the Shared Finance Team for all their work in respect of both the Annual Report and Accounts and the External Audit.

Decision: The Joint Committee **NOTED** the contents of the Annual Report and Accounts for the year ended 31 July 2021, the draft Annual Audit Report by Ernst and Young and the letter of representation and **RECOMMENDED** all be taken to the Board of Management for approval at their meeting being held on 31 March 2022.

2. MEETING WITH EXTERNAL AUDITORS

The Board Secretary advised that Audit Committee Members had met privately with a representative from Ernst and Young on 08 March 2022 to ensure compliance with the Code of Good Governance and the Audit Committee Terms of Reference. The Joint Committee noted that this private meeting provided the External Auditor with an opportunity to deliver candid and confidential feedback about our performance and highlight any areas for development.

The Joint Committee noted that Ernst and Young provided positive comments with regards the audit, the attitudes of the Shared Finance Team and the relationship between the team and the auditors.

The Joint Committee welcomed this feedback.

3. ANNUAL AUDIT COMMITTEE REPORT

Item 01a.

The Board Secretary advised the Joint Committee that the Annual Audit Report had been reviewed by the Audit Committee during the meetings held on 19 October 2021 and 08 March 2022 and that the comments and feedback provided as part of these discussions had been incorporated into the report.

Decision: The Joint Committee **RECOMMENDED** that this report be taken for approval at the Board of Management Meeting being held on 31 March 2022.

4. UPDATE ON SHARED FINANCE SERVICE

The Assistant Principal – Finance and Audit spoke to his report which provided the Joint Committee with an overview of the operating issues which had impacted the Shared Finance Service.

The Joint Committee was provided with a background to the creation of the Shared Finance Service.

The Assistant Principal – Finance and Audit provided the Joint Committee with an overview of his top end priorities in respect of:

- Ensuring the improvement of the top-level presentation of financial information provided to both the F&GP Committee and the Board of Management.
- Implementation of a new reporting system to ensure that the above can be carried out expeditiously.
- Review of the budget process so that this now includes budget holders.
- Ensuring the Year End Statutory Accounts are completed on time.

The Joint Committee noted the front-line work and systems which have been put in place by the Shared Finance Manager and were advised of their main priorities and workload.

The Joint Committee was provided with an update on the Shared Finance Team Restructure and the reasons behind the delay in progressing with this, the impact of the cyber incident and the payroll system update.

The Assistant Principal – Finance and Audit and the Shared Finance Manager spoke to the issues which have arisen from the Internal Auditors Outstanding Recommendations and acknowledged that whilst the Policies and Procedures required review these could not be carried out until the Finance Restructure has recommenced.

The Joint Committee acknowledged the problems which had been identified and commended the enormous amount of work which both the Assistant Principal – Finance and Audit and the Shared Finance Manager had put into the team to improve the effectiveness and efficiency of the Shared Finance Function especially in light of both the pandemic and the cyber incident.

The Committee welcomed the restructure of the Team and noted the reasons for the delay in this being completed.

Item 01a.

The Chair of the Board of Management reassured the Assistant Principal – Finance and Audit and the Shared Finance Manager that they had the confidence of the Board of Management highlighting that the Board and its Committees were there to provide the teams with an assurance and that any issues raised is not a criticism.

Stephen Reid reiterated the considerable progress which has been made in terms of External Audit.

The Joint Committee welcomed the simplification of the Finance Team and finance systems.

Signed by the Chair: _____

Date: _____

Board of Management

MINUTES of the MEETING of the FINANCE AND GENERAL PURPOSES COMMITTEE held via Microsoft Teams on Thursday 17 March 2022

PRESENT:	Kelly Mackenzie, Chris O'Neil, Donald MacKenzie, Stephen Sheridan
CHAIR:	Donald MacKenzie
APOLOGIES:	Arvinder Kainth, Ruth McFadyen, Russell Edwards
ATTENDING:	Assistant Principal – Finance & Audit Assistant Principal – Operations & External Relations Operations and Commercial Manager Board Secretary
OBSERVER:	Rojan Kumar Subramani

The Chair welcomed everyone to the meeting and introduced the new members.

There were no declarations of interest noted.

1. MINUTES

Meeting of the Finance and General Purposes Committee held on 28 October 2021

The minutes of the meeting of the Finance and General Purposes Committee held on 28 October 2021 were **ACCEPTED** as a correct record and it was **RECOMMENDED** that they be approved and signed by the Chair.

2. OUTSTANDING ACTIONS

Revenue Budget - ALF: The Assistant Principal – Finance and Audit advised the Committee that he had liaised with the UHI Finance Director over the transfer of monies into the ALF and the Committee noted that further discussion with UHI and SFC is required.

Decision: The Committee **AGREED** that this item will remain on the list.

STEM Bid: The Board Secretary advised that she had been in touch with former Board Member Leanne MacKenzie who has provided contact details for herself which have been passed to the appropriate member of the EMT.

Decision: The Committee **AGREED** that this item could be removed from the list.

Terms of Reference – The Board Secretary advised that the amended Terms of Reference are due to be approved by the Board of Management on 31 March 2022.

3. CAPITAL MONITORING

The Assistant Principal – Finance and Audit spoke to his report which provides the Committee with the capital funding and spend for the period ended 28 February 2022. The Committee was advised that work on our Estates Plan is being undertaken to ensure that we are proactive rather than reactive with regards capital works.

Discussions around the following took place:

- The challenges in respect of approval being required from GTFM before works can be agreed.
- The NPD (Non-Profit Distribution Model)
- Funding received from Scottish Future Trust.

The Committee was advised that we have secured an architect who will be working with us on future projects with regards the efficient use of the building moving forward.

4. FINANCE UPDATE

Revenue Budget Monitoring

The Assistant Principal – Finance and Audit spoke to his report which provided the Committee with details of the revenue budget for the seven months ended 28 February 2022.

The Committee was advised of the following:

- That we would continue to monitor our loan capital payment.
- That further work is being carried out to verify our SDS outruns.
- That Estates have the potential to out deliver.
- The increase in marketing costs.
- Payroll provision which now includes the National Insurance rate increases.
- The SFC agreed dates for any draw downs.

The Committee welcomed this update and noted that the Assistant Principal – Finance and Audit would continue to monitor budgets cautiously going forward.

Mid-Year FFR

The Assistant Principal – Finance and Audit spoke to his report which provides members with the mid-year FFR.

5. STUDENT RECRUITMENT

The Assistant Principal – Operations and External Relations spoke to the report which the Information Systems Manager had prepared for the Committee. The Assistant Principal – Operations and External Relations advised that this report provides the Committee with an update on the status of the current enrolments for the Academic Year 2021/22 and the recruitment for Academic Year 2022/23.

The Committee was advised and discussed:

- The improved position with regards student recruitment targets.
- The possibility of potential claw backs from SFC.
- Early withdrawal data, sector data, the impact of Covid-19 and the high level of student satisfaction as evidenced in the early student satisfaction survey.
- Sector student recruitment data.
- Potential avenues for exploration such as work based degrees which builds upon our already very successful apprenticeship model.
- Opportunities to improve our recruitment of international students.
- The importance of a review of our curriculum.

6. OPERATIONS AND EXTERNAL RELATIONS REPORT

The Assistant Principal – Operations and External Relations spoke to her report and provided the Committee with an update in respect of:

- The increase in Modern Apprenticeship income for the fifth consecutive year and the expectation that we would exceed our full year budget.
- The revised FE credit target for academic year 2021/22.
- The 2021/22 PPF target for undergraduate students.
- The curriculum planning review and expected end date. It was highlighted to the Committee that we have costed and detailed every aspect of our course delivery. The Committee noted that this data will be used to identify trends in respect of recruitment, conversion, success rates and withdrawal rates in order to assist us in looking at how we can deliver our courses more effectively and efficiently. This information will be fed back to the Tertiary Education Leaders and Heads of Schools to allow further interrogation of the data.
- A summary of the Estates and Commercial Services.
- KPI Matrix measures. The Committee noted the RAG rating system being used as part of the matrix. The Committee was advised that we were currently ahead in respect of FE Credits, apprenticeship starts (contract year), research income, room utilisation, CO2 emissions on utilities and the percentage of waste recycled. However, in respect of the last three items the Committee did acknowledge that the targets were based on a full occupancy and that we are still operating within a hybrid manner.

The Committee welcomed the inclusion of the KPI Matrix and noted that this is being taken to Partnership Council for recommendation that it be adopted throughout the partnership.

7. RISK REGISTER

The Assistant Principal – Finance and Audit advised the Committee that the following risks had been increased:

- Risks 17, 20 and 26 had been increased as a result of the expected flat funding, the impact of increased pay costs in respect of national bargaining, job evaluation and national insurance increases.
- Risks 18 and 20 had been increased as a result of our current student recruitment targets.

Item 01b.

- Risk 35 has been increased as a result of the current infection rates within the local community.

The Committee also noted that risk 25 had been decreased due to the recent recruitment and appointment of new non-executive members to the Board of Management.

Action: The Committee enquired whether the risk register could be colour coded to define the areas at most risk and it was noted that our register was interlinked with that of UHI but that we would look at whether this is a possibility.

8. ABC GARDENS UPDATE AND CONTRACT STRATEGY

The F&GP Chair highlighted the costs involved in this project with the ICT Manager advising that much of the funding was being sourced from out with UHI.

The Committee noted that an architect has drawn up the plans for phase 2 of the construction and discussed the opportunities that this project would provide to both students and the local community.

It was highlighted to the Committee the requirement for accessibility to the front of the College and they were advised of the plans for a new access path.

The Committee welcomed this proposal but enquired as to the prospect of higher costs due to the current increases in inflation and noted that materials which matched the quality of the building would require to be used.

The Committee highlighted that this project plus the Sports Pitch would ensure that we continue to grow as an integral part of our community.

The Committee discussed the possibility of a negative response being received from the public with regards the cost of the project and the funds which we were looking to draw down from the Council and noted the possible reputational risks if we are not able to justify the spends. It was noted that we are continuing to look for additional streams of funding income in respect of the project.

Decision: It was noted that whilst the Committee were in favour of this project there were some reservations highlighted in respect of the costs and it was **AGREED** that this item would be **RECOMMENDED** for discussion at the Board of Management to seek further views and comments.

The Health and Safety Manager joined the meeting.

10. GDPR – 6 MONTHLY UPDATE

The Principal spoke to the Information Development Manager's report which provided the Committee with an update on the actions taken to ensure our ongoing compliance with the UK Data Protection Act 2018 and the UK GDPR with regards the Personal Data Registers, system compliance, data breaches,

records management, and the Board of Management governance case study.

11. HEALTH AND SAFETY UPDATE

The Health and Safety Manager spoke to his report providing the Committee with an update on RIDDOR, Accident/Incident/Near Miss and Fire Reporting, Covid-19 arrangements, recruitment of an additional Health and Safety Department staff member, the Health and Safety Management Strategy, the Health and Safety Management System and System Software and Health and Safety training for staff.

The Committee noted that an unplanned fire evacuation had been carried out which had revealed no immediate concerns.

The Health and Safety Manager left the meeting.

12. UPDATED ANNUAL PROCUREMENT REPORT

The Board Secretary advised that following discussion at the December Board of Management Meeting Appendix A of the Annual Procurement Report had been updated to include a summary table which provides a list of all contracts (new, extended and cancelled) as well as a commentary on each contract.

Decision: The Committee **RECOMMENDED** that the Annual Procurement Report be taken to the March BOM for final approval.

13. DATE OF NEXT MEETING

Thursday 16 June 2022 at 09.00 a.m.

Signed by the Chair: _____

Date: _____

Outstanding Actions from Finance and General Purposes Committee

Item	Action	Responsibility	Time Line	Actioned
17 March 2021				
Risk Register	An update on whether the risk register could be colour coded to define the areas of most risk to be brought to the June 2022 Committee.	AP – F&A	June 2022	

UHI | INVERNESS

Subject/Title:	Sustainable Procurement Policy
Author: [Name and Job title]	Amanda MacKenzie, APUC Head of Procurement – UHI Shared Service
Meeting:	Finance and General Purposes Committee
Meeting Date:	16 June 2022
Date Paper prepared:	05 May 2022
Brief Summary of the paper:	The F&GP Committee is asked to approve the revisions to the Sustainable Procurement Policy. The policy was approved by EMT following a sense check which had been requested during the March EMT Committee Meeting. The APUC Supply Chain Manager completed this sense check and was content with the policy wording. The EMT therefore approved the policy in April 2022.
Action requested: [Approval, recommendation, discussion, noting]	For approval and recommendation to the Board of Management for final approval.

Item 03

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	Ensuring compliance with the Sustainable Procurement Duty brought into force through the Procurement Reform (Scotland) Act 2014, the Modern Slavery Act 2015 and statutory guidance on fair work practices and the award of public contracts (Fair Work Practices Act 2017). Maintaining our links through the membership of APUC in conjunction with UHI and other Academic Partners.		
Resource implications:	Yes / No If yes, please specify: Ensuring the promotion of innovative and sustainable savings and benefits through collaboration with other UHI Academic Partners.		
Risk implications:	Yes / No If yes, please specify: Operational: Organisational: Organisational risk associated with not complying with the relevant laws.		
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			
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



Sustainable Procurement Policy

REFERENCE: PL/CS/2020/001

Policy Owner	APUC Supply Chain Manager
Lead Officer	APUC Head of Procurement – UHI Shared Service
Review Officer	Inverness College UHI Director of Finance
Date first approved by BoM	30 June 2020
First Review Date	March 2021 02 November 2021
Date review approved by BoM	
Next Review Date	
Equality impact assessment	
Further information (where relevant)	

Reviewer	Date	Review Action/Impact
APUC Supply Chain Manager	30/06/20 02/11/21	<p>New Policy approved by BoM</p> <p>Add statutory guidance on Fair work practices and the award of public contracts to the Policy Statement</p> <p>Legislative framework / related policies</p> <p>Equality Act 2010</p> <p>Scottish Procurement Policy Notes (SPPNs).</p> <p>2.24 SPPN 1/2021 - Takes into account of climate and circular economy considerations in public procurement.</p> <p>https://www.gov.scot/publications/taking-account-of-climate-and-circular-economy-considerations-in-public-procurement-sppn-1-2021/</p> <p>2.25 SPPN 3/2021 - Implementation of Fair Work First in Scottish Public Procurement.</p> <p>https://www.gov.scot/publications/implementation-of-fair-work-first-in-scottish-public-procurement-sppn-3-2021/</p> <p>Added new sections to Section 3 Scope:</p> <p>To drive forward its obligations towards global climate emergency being a strategic national priority. The College will focus on the climate and circular economy in its procurement activity and report ongoing progress against these commitments in its annual procurement reports.</p> <p>Fair Work is central to achieving the Scottish Government's priority for sustainable and inclusive growth. In line with SPPN 3/2021 the College will apply the five Fair Work First criteria in any regulated procurement process, where relevant and proportionate to do so</p> <p>Monitoring & Reporting</p> <p>Added, Reporting will be recorded via the use of:</p> <p>The College Strategic Plan (KPI's)</p> <p>The College Financial Regulations</p> <p>The College Procurement Strategy</p> <p>New Section 6 - College Policies & Procedures</p> <p>Added - Elements from the Sustainable Procurement Policy are to be included within other departments policies and procedures where applicable.</p>

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1. Policy Statement

Inverness College UHI is committed to collectively working to deliver value for money whilst being committed to embedding effective sustainable procurement through our supply chain.

We will comply and support the Sustainable Procurement Duty brought into force through the Procurement Reform (Scotland) Act 2014, the Modern Slavery Act 2015 and **statutory guidance on Fair work practices and the award of public contracts**. (Fair Work Practices Act 2017) which will drive the college to achieve economic, social and environmental benefits not only for the college but its wider environment through its procurement activities.

Through the colleges membership of APUC (Advanced Procurement for Universities and Colleges), the sector's procurement centre of expertise and its partnership with UHI and its Academic Partners, the college will, strive to use its collaborative buying power to bring positive impacts on supply chain sustainability.

The College shall support and encourage procurement activities that will assist SMEs, third sector businesses and supported businesses to bid for contracts to sustain and grow our local economic supply chain.

2. Legislative framework / related policies

Legislative framework includes:

- 2.1. Procurement Reform (Scotland) Act 2014
- 2.2. Scottish Government Sustainable Procurement Duty
- 2.3. EU General Data Protection Regulation 2016/679
- 2.4. Protecting Vulnerable Groups (PVG)
- 2.5. UK Data Protection Act 2018
- 2.6. Fair Work Practices
- 2.7. Modern Slavery Act 2015
- 2.8. Criminal Finances Act 2017
- 2.9. Freedom of Information (Scotland) Act 2002
- 2.10. Public Records Scotland Act 2011
- 2.11. **Equality Act 2010**

Related policies, procedures and documents include:

- 2.12. Inverness College Strategic Plan 2017-2020
- 2.13. Local Governance, Inverness College Financial Regulations
- 2.14. Inverness College Procurement Strategy 2017-2020
- 2.15. Inverness College Freedom of Information Policy
- 2.16. ICT - UHI Partnership Information Security Acceptable Use Policy
- 2.17. ICUHI Information Security Incident Management Procedure
- 2.18. ICUHI Records Management Policy (including the college Records Retention Schedule)
- 2.19. ICUHI Business Continuity Policy

- 2.20. ICUHI Secure Handling, Use, Storage and Retention of Disclosure
- 2.21. ICUHI Value for Money Policy
- 2.22. Scotland's Economic Strategy
- 2.23. National Performance Framework

Scottish Procurement Policy Notes (SPPNs).

2.24 SPPN 1/2021 - Takes into account of climate and circular economy considerations in public procurement.

<https://www.gov.scot/publications/taking-account-of-climate-and-circular-economy-considerations-in-public-procurement-sppn-1-2021/>

2.25 SPPN 3/2021 - Implementation of Fair Work First in Scottish Public Procurement.

<https://www.gov.scot/publications/implementation-of-fair-work-first-in-scottish-public-procurement-sppn-3-2021/>

3. Scope

- 3.1. Inverness College UHI is committed through all its procurement activities to drive positive impacts on supply chain sustainability, reaching as far into its supply chain as reasonably possible.
- 3.2. As a member of the APUC (Advanced Procurement for Universities and Colleges), Inverness College UHI has access to the APUC developed policies and tools.
- 3.3. For all contracts national or local, Inverness College UHI is committed to promoting the Sustain Supply Chain Code of Conduct.
- 3.4. Sustainable Procurement Objectives
 - 3.4.1. To ensure the College Sustainable Procurement Policy is promoted and embedded with College staff involved in the procurement of goods and services so they routinely consider how we can enhance and protect our shared environment, contribute to the health and well-being of society and build a sustainable economy through our procurement decisions.
 - 3.4.2. To comply with relevant legislation (PRA, Modern Slavery, Fair Work Practices)
 - 3.4.3. To drive forward it's sustainable procurement policy in order to deliver best value for the College whilst being committed to embedding and effecting sustainable procurement. The College shall, strive to bring about positive impacts and monitor compliance of the policy.
 - 3.4.4. Develop and deliver sustainable outputs within its supply base that support Scotland's Economic Strategy and the national Sustainable Procurement Action Plan assisting to achieve a step change on the [Scottish Sustainable Procurement Flexible Framework](#).
 - 3.4.5. Manage continuous improvements in sustainable procurement by working with the supply chain and other public body organisations.

- 3.4.6. Promote innovation and sustainable savings and benefits through collaboration with other UHI Academic Partners, the wider sector and other like-minded organisations. Will work in collaboration with other like-minded organisations.
- 3.4.7. To drive forward its obligations towards global climate emergency being a strategic national priority. The College will focus on the climate and circular economy in its procurement activity and report ongoing progress against these commitments in its annual procurement reports.
- 3.4.8. Fair Work is central to achieving the Scottish Government's priority for sustainable and inclusive growth. In line with SPPN 3/2021 the College will apply the five Fair Work First criteria in any regulated procurement process, where relevant and proportionate to do so.

4. Compliance including Responsibilities

Inverness College UHI is fully committed to complying with the following.

- 4.1. Procurement Reform (Scotland) Act 2014, and all other related legislation
- 4.2. Scottish Government Sustainable Procurement Duty.
- 4.3. Recording sustainability benefits (BT14) derived through tendering activity in the College Contracts Register (Hunter) in accordance with the Scottish Government Guidance Notes and Benefits Methodology.
- 4.4. The development and delivery of staff training on the Sustainable Procurement
- 4.5. The provision of advice & guidance to college staff at all levels the Sustainable Procurement Policy.
- 4.6. Work with the APUC and the sectors Climate Commission on Sustainable Procurement developments and changes in legislation.
- 4.7. Participate as a Member of the APUC Sustainable Procurement Leadership Group
- 4.8. The College Board of Management are responsible for the approval of the Sustainable Procurement Policy.
- 4.9. The College Senior Management Team are responsible for providing leadership and commitment to the embedding of the Sustainable Procurement Policy principles and on-going review of the Sustainable Procurement Policy.
- 4.10. The Director of Finance has strategic responsibility for Sustainable Procurement Policy.

5. Monitoring & Reporting

Inverness College UHI will encourage our suppliers to work with the College to adopt sustainability improvements and innovations that go beyond contractual requirements.

- 5.1. The College will work with suppliers and contractors so that they are aware of College Sustainable Procurement Policy.

- 5.2. The College will contract manage its Contracts depending on value, criticality and risk.
- 5.3. High and Medium priority contracts will be managed through monthly/quarterly contract review meetings. Sustainability will be an agenda item.
- 5.4. Reporting will be recorded via the use of:
 - The College Strategic Plan (KPI's)
 - The College Financial Regulations
 - The College Procurement Strategy
 - The College Contracts Register
 - The College Annual Procurement & Value for Money Report
 - College Presentations to Management & Staff

6. College Policies & Procedures

- 6.1. Elements from the Sustainable Procurement Policy are to be included within other departments policies and procedures where applicable.

7. Review

- 7.1. The Sustainable Procurement Policy is subject to annual review.

Finance and General Purposes Committee

Subject/Title:	Fees 2022-23
Author:	Roderick M Ferrier, Director of Finance (Shared)
Meeting:	Finance and General Purposes Committee
Meeting Date:	16 June 2022
Date Paper prepared:	27 April 2022
Brief Summary of the paper:	Present the Finance Committee with FE Fee proposals for 2022-23
Action requested: [Approval, recommendation, discussion, noting]	Consideration, discussion and ratification of offline approval given by Board Members within May 2022.
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 	Yes – monitors operational finance that links to strategic plan
Resource implications:	Yes If yes, please specify: Finance
Risk implications:	Yes If yes, please specify: Financial Operational Organisational

Equality and Diversity implications:	N/A If yes, please specify:		
Consultation: [staff, students, UHI & Partners, External] and provide detail			
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)	Y	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.)			

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

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

UHI | INVERNESS

Subject/Title:	Capital Budget 1 August 2022 – 31 July 2023
Author:	Roderick M Ferrier, Assistant Principal, Finance and Audit
Meeting:	Finance and General Purposes Committee
Meeting Date:	16 June 2022
Date Paper prepared:	13 June 2022
Brief Summary of the paper:	Present Capital Funding Budget 2022-23
Action requested: [Approval, recommendation, discussion, noting]	Recommend to Board for Approval

Item 06

Link to Strategy: Please highlight how the paper links to, or assists with:: <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 	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		
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.			
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Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)	Y	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)	

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and

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

UHI | INVERNESS

Subject/Title:	Capital Budget Monitoring
Author:	Roderick M Ferrier, Assistant Principal, Finance and Audit
Meeting:	Finance and General Purposes Committee
Meeting Date:	16 June 2022
Date Paper prepared:	13 June 2022
Brief Summary of the paper:	Present Capital Budget Monitoring
Action requested: [Approval, recommendation, discussion, noting]	Noting

Item 07

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		
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)	Y	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)	

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and

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

Subject/Title:	Revenue Budget Monitoring
Author:	Roderick M Ferrier, Assistant Principal, Finance and Audit
Meeting:	Finance and General Purposes Committee
Meeting Date:	16 June 2022
Date Paper prepared:	07 June 2022
Brief Summary of the paper:	Present Revenue Budget Monitoring and Projected Outturn
Action requested: [Approval, recommendation, discussion, noting]	Noting

Item 08

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		
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)	Y	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)	

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and

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

CHI INVERNESS

Title:	Risk Register		
Meeting and date:	16 June 2022		
Author:	Roderick M Ferrier, Assistant Principal, Finance and Audit		
Link to Strategic Plan:	No		
Resource implications:	No If yes, please specify:		
Risk assessment:	If yes, please specify: Yes – Risk Register		
Equality and Diversity Issues:	N/A		
Status – Confidential / Non Confidential	Confidential		
Freedom of Information Can this paper be included in “open” business	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)	<input type="checkbox"/>	Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	<input type="checkbox"/>
Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)	<input checked="" type="checkbox"/>	Its disclosure would constitute a breach of confidence actionable in court (S36)	<input type="checkbox"/>
Its disclosure would constitute a breach of the Data Protection Act (S38)	<input type="checkbox"/>	Other (Please give further details)	<input type="checkbox"/>
For how long must the paper be withheld? (Express as either the time which needs to pass or a condition which needs to be met.)			

Recommendation(s):

That members note the current version of the College’s Risk Register.

Purpose of report

Update Committee on quarterly basis.

UHI | INVERNESS

Subject/Title:	Operations & External Relations Report
Author: [Name and Job title]	Georgina Parker Assistant Principal, Operations & External Relations
Meeting:	Finance and General Purposes Committee
Meeting Date:	16 June 2022
Date Paper prepared:	06 June 2022
Brief Summary of the paper:	<p>A trend graph is provided for Modern Apprenticeship (MA) income across the UHI partnership for the past three SDS contract years, showing that UHI Inverness is delivering over 60% of the UHI contract.</p> <p>MA income claimed is £1,246,718 at the end of May, this exceeds the original income profile.</p> <p>FWDF income is £320,307 at the end of May, significantly exceeding the full year budget income of £231K.</p> <p>Commercial short course income is showing signs of recovery, £71K at the end of May against a full year budget of £100K</p> <p>The Curriculum Planning review has been completed and will become an annual process.</p> <p>A short update regarding the Longman site is provided. An estates report is provided separately.</p> <p>KPI matrix measures relevant to F&GP are presented.</p> <p>A commercial update is provided showing that the deficit is forecast to be £219K against a budgeted deficit of £290K, representing an improvement of £73K.</p> <p>An update on student numbers is provided separately.</p>
Action requested: [Approval, recommendation, discussion, noting]	Discussion.

Item 10

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			
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			
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)	y	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)	

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Subject/Title:	Estates and Campus Services Report
Author: [Name and Job title]	Martin Kerr, Estates & Campus Manager for Assistant Principal, Operations & External Relations
Meeting:	Finance and General Purposes Committee
Meeting Date:	16 June 2022
Date Paper prepared:	31 May 2022
Brief Summary of the paper:	<ul style="list-style-type: none"> • All campuses are presently open to 80% of normal capacity. Mandatory Covid restrictions are now lifted. • Burnett Rd Construction Training Centre Operational.
Action requested: [Approval, recommendation, discussion, noting]	Noting
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]	Confidential
Freedom of Information Can this paper be included in “open” business* [Yes/No]	No

ITEM 11

*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)	Y	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.)			

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Subject/Title:	Student Enrolment 2021-22 and Recruitment 2022-23
Author: [Name and Job title]	Jane MacLennan, Information Systems Manager
Meeting:	Finance and General Purposes
Meeting Date:	16 June 2022
Date Paper prepared:	06 June 2022
Brief Summary of the paper:	To provide the committee with an update on the status of current enrolments for 2021/22, and recruitment for 2022/23.
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.
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 12

Status – [Confidential/Non confidential]	Non-confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
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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.)			

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Student Activity 2021/22 and Recruitment 2022/23**Executive summary**

The report provides a summary of the student enrolment and withdrawals for 2021/22, and the status of applications for 2022/23.

Enrolments are lower than previous years across both FE and HE which is mirrored across the UHI partnership and in the wider Tertiary environment.

A revised FE Credit target for 2021/22 has been proposed and agreed at SMCT of 27,597, our delivery to date exceeds the revised target.

The 2021/22 PPF target for Undergraduate students who are fundable is 1,556 fte, our delivery is estimated at 1,370 fte which is 88% of target.

Main body of information**Student enrolments against targets 2021/22**

- FE**

The core credit target for 2021/22 is 30,677, this includes both core and deferred learning and 475 credits to be generated from Foundation Apprentices

Credit Target		Actual Credits		% of Target
2019/20	29,211	09/06/2020	27,978	95.8%
2020/21	29,439	08/06/2021	23,687	80.5%
2021/22	30,677	06/06/2022	28,443	92.7%

Currently, the total enrolments for 2021/22 at FE level is 4,199 heads generating 28,443 credits.

- HE**

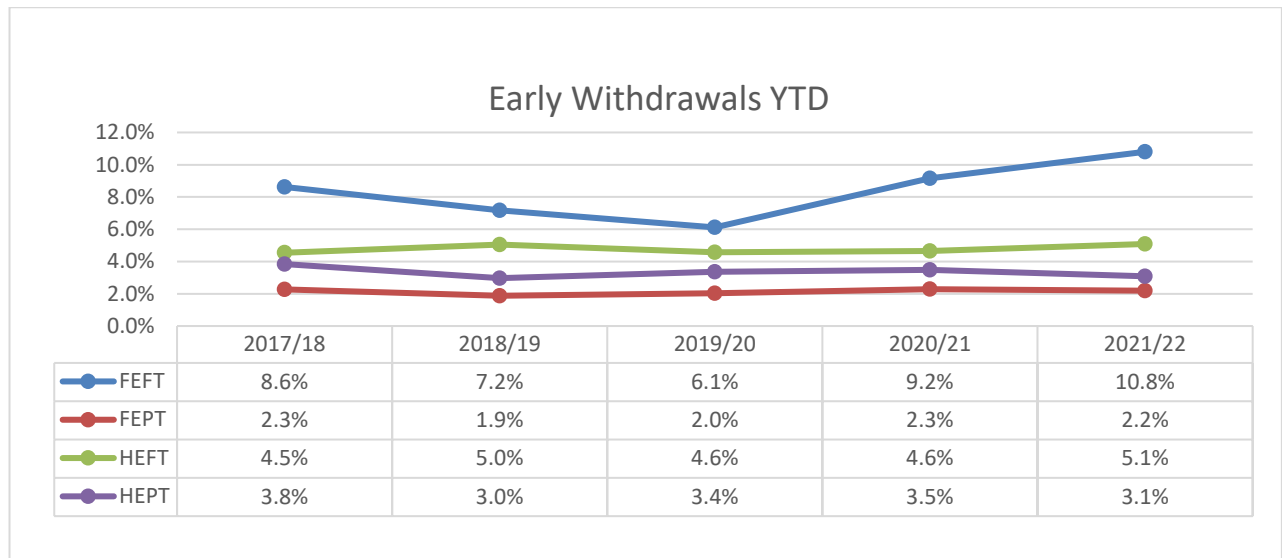
The 2021/22 PPF target for Undergraduate students who are fundable is 1,556 fte.

The table below shows the estimated HE FTE based on current enrolments, and against targets set by Partnership Planning Forum (PPF). The estimates are made using information from the student record system and historical values of FTE based on mode of attendance, the figure for 2021/22 should be read as indicative only at this stage.

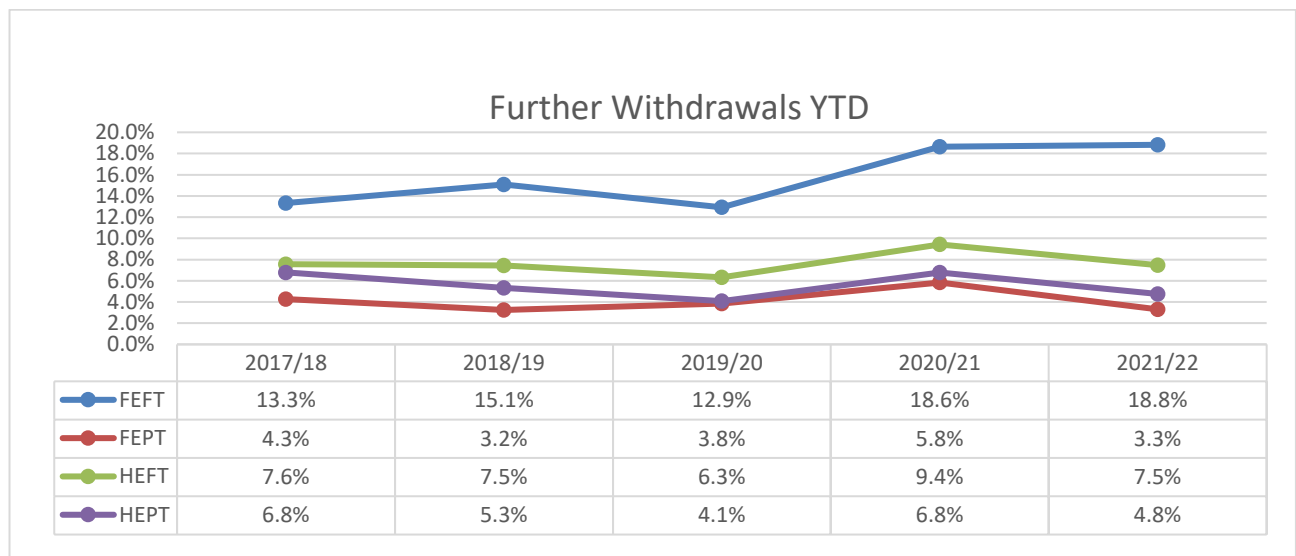
PPF FTE Target Fundable Students		Estimated FTE		% of Target
2019/20	1,604	09/06/2020	1,520	94.8%
2020/21	1,491	08/06/2021	1,560	104.6%
2021/22	1,556	06/06/2022	1,370	88.0%

Withdrawal's summary

Early withdrawals for both FE and HE full time students are currently higher than the final outturn for 2020/21.



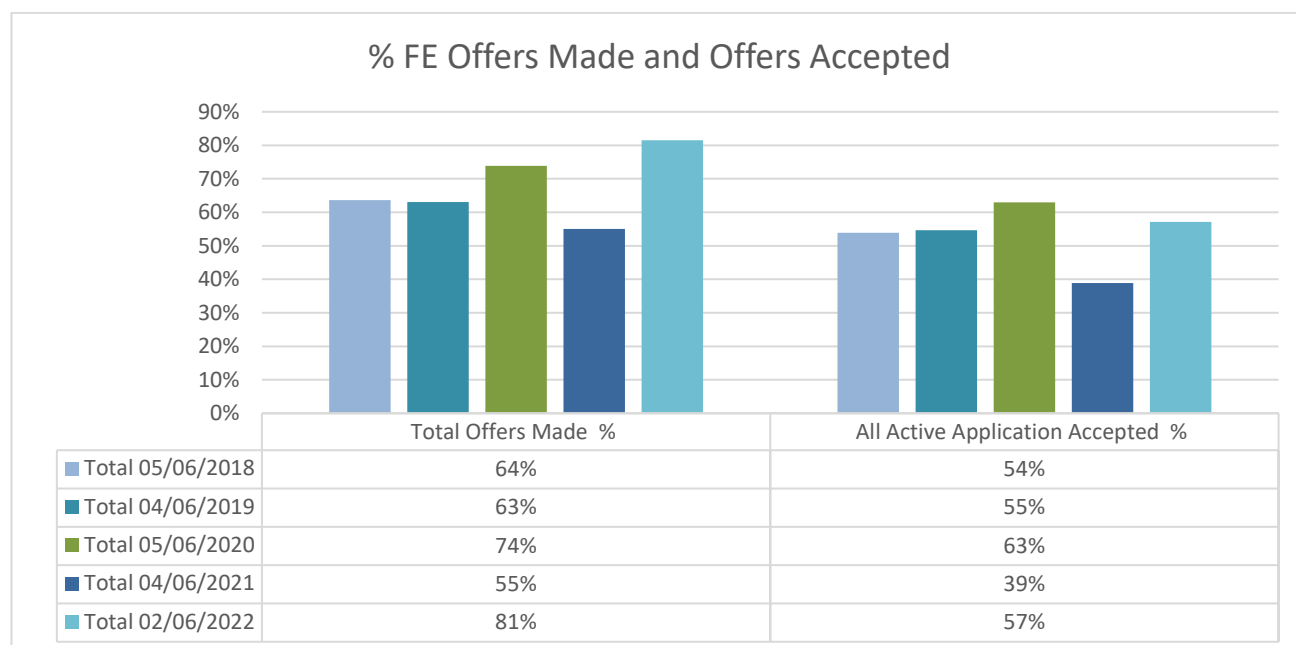
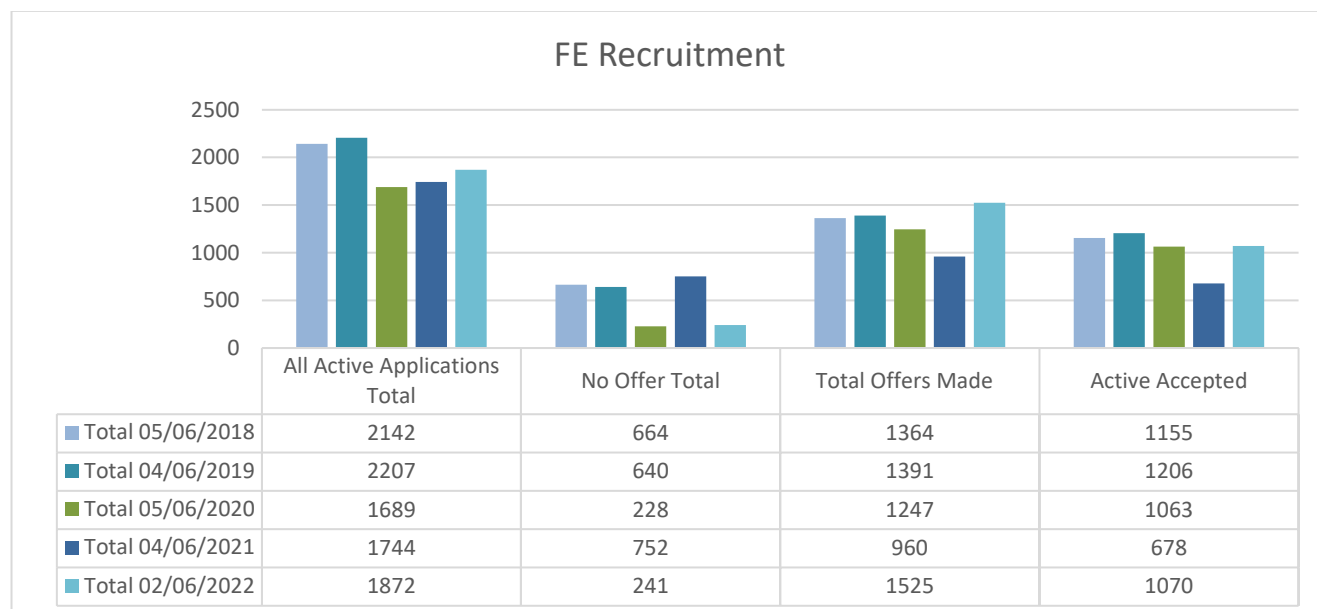
Further withdrawals for FE full time are currently higher than the final outturn for 2020/21, all other levels are currently below the final outturn.



Recruitment 2022/23

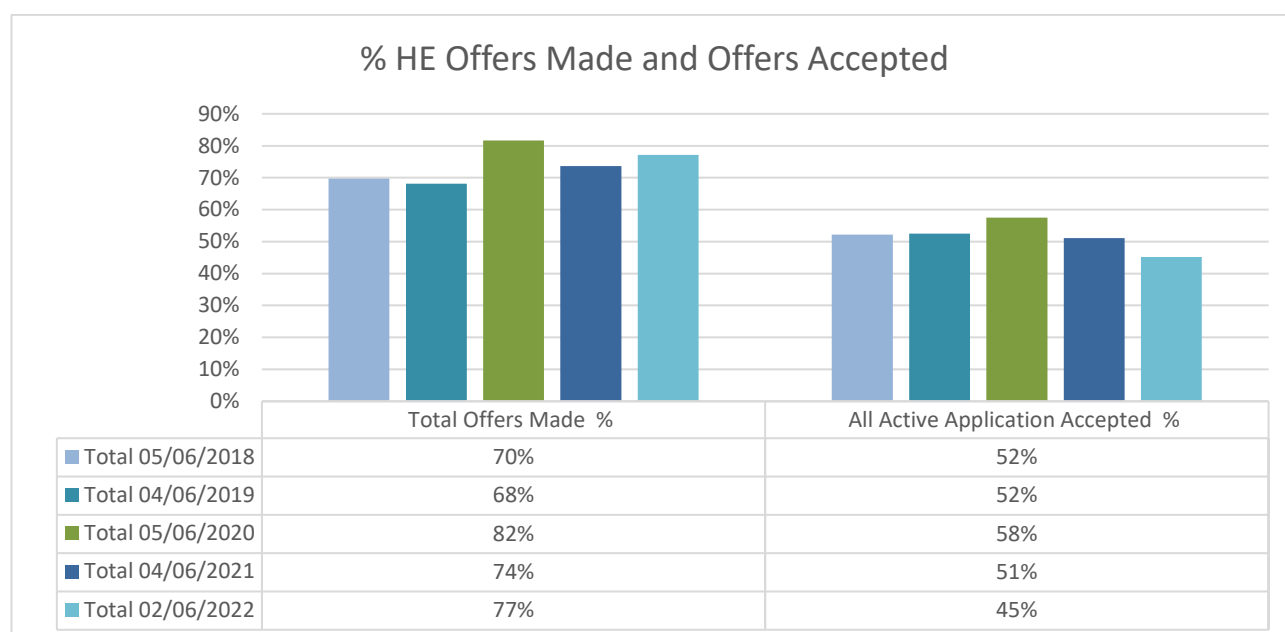
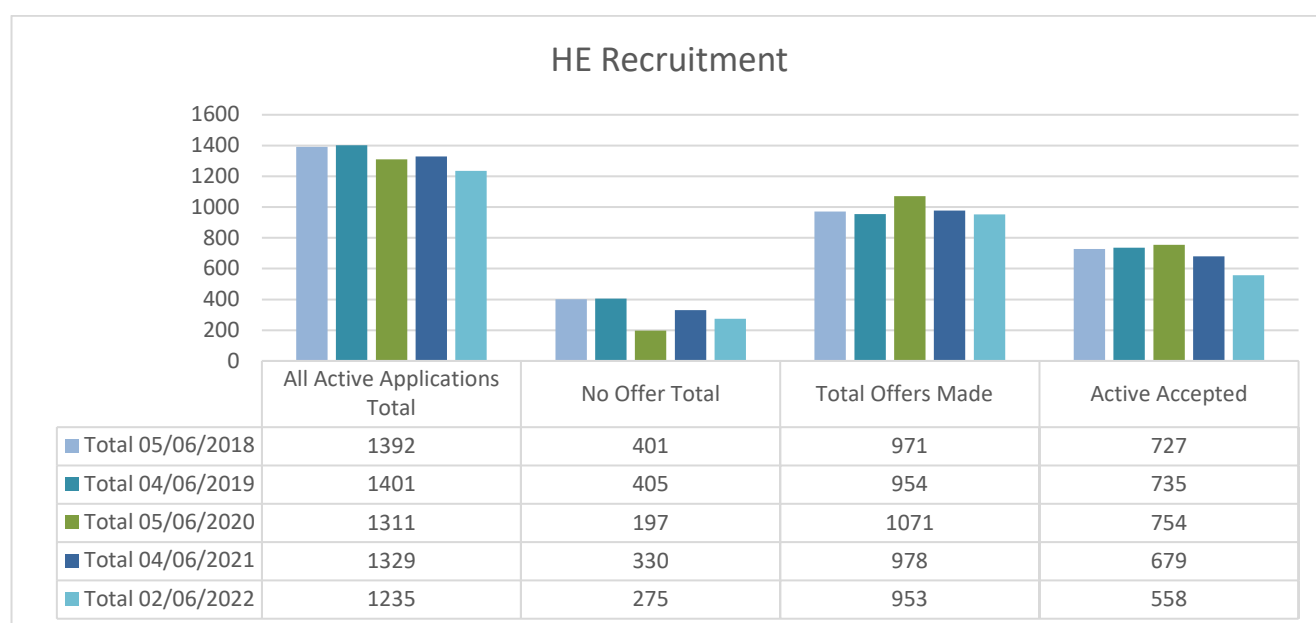
FE September 2022 Admissions as at 02/06/2022

The number of active applications for FE is greater than 2021/22, the number of offers made and accepted is also greater.



- Active applications for FE courses are up from this point last year, with applications continuing to be received.
- The total offers made also remains significantly greater due to the work undertaken by the Admissions Team to process applications quickly.
- The number of acceptances continue to rise. To date 57% of offers made have been accepted, compared to 39% on 4th June 2021.

HE September 2022 Admissions as at 02/06/2022



- Active HE applications are down from this point last year. However, as with FE, applications continue to be received.
- The percentage of offers made to HE applicants is 3% greater than this point last year, and whilst the acceptances remain lower than average over the past 5 years, they have increased from 39% to 45% from 19th May to 2nd June 2022.

Jane MacLennan
Information Systems Manager

UHI | INVERNESS

Subject/Title:	Committee & Chair Evaluation
Author: [Name and Job title]	Lisa Ross, Board Secretary
Meeting:	F&GP Committee
Meeting Date:	16 June 2022
Date Paper prepared:	10 May 2022
Brief Summary of the paper:	Annual F&GP Committee and Committee Chair Evaluation Exercises
Action requested: [Approval, recommendation, discussion, noting]	<p>The committee is requested to collectively complete the Committee self-evaluation exercise.</p> <p>The Chair will leave the room and the members will complete the committee chair evaluation exercise.</p>
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 	<p>The Code of Good Governance for Scotland's Colleges establishes standards of good governance practice for all boards and provides the essential foundations for compliance within the legislative framework. One of the five principles around which the code has been developed is effectiveness.</p> <p>Paragraph D24 states that "The board must agree a process for evaluating the effectiveness of the board chair and the committee chairs"</p>
Resource implications:	
Risk implications:	Yes/No Operational: required for the proper Governance of the College
Equality and Diversity implications:	N/A
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		
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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.)			

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F&GP Committee Evaluation (to be completed by the F&GP committee collectively).

Date:

Good Practice	Yes	No	N/A	Comments/Action
Composition, Establishment and Duties of the Committee				
Does the Committee meet regularly in accordance with the Board Standing Orders?				
Does the Committee consistently have a quorum?				
Do all Committee members attend meetings regularly?				
Does the Committee have enough members?				
Does at least one of the Committee members have a background relevant to the remit of the Committee?				
Have new Committee members received all necessary training?				
Does the Committee report regularly to the Board?				

Good Practice	Yes	No	N/A	Comments/Action
Terms of reference				
Does the Committee have written terms of reference?				
Do the terms of reference include all aspects of the Committee's role?				
Does the membership of the Committee need to be changed?				
Are the terms of reference adopted by the full Board and reviewed annually?				

Good Practice	Yes	No	N/A	Comments/Action
Compliance with the Law and Regulations				
Does the Committee have a mechanism to keep it aware of topical legal and regulatory issues?				

Good Practice	Yes	No	N/A	Comments/Action
Internal Control				
Does the Committee monitor to ensure that risk is controlled?				
Does the Committee regularly review relevant strategic plans?				
Does the Committee consider the level of detail and information it receives appropriate?				
Are appropriate internal performance measures monitored by the Committee?				
Is the Committee addressing all matters delegated to it by the Board and under its terms of reference?				

Good Practice	Yes	No	N/A	Comments/Action
Administrative arrangements				
Does the Committee have an independent secretary?				
Are Committee papers distributed in sufficient time for members to give them due consideration?				
Are Committee meetings scheduled prior to important decisions on specific matters being made?				
Is the timing of Committee meetings discussed with all involved?				

Evaluation of F&GP Committee Chair

Chair being evaluated: Donald MacKenzie

Circle to indicate
← Tendency →

Keeps members on topic and to the agenda	1 2 3 4 5 6	Tends to criticise the ideas and values of members
Summarises discussions and decisions impartially and confirms action points	1 2 3 4 5 6	Tends to force ideas on to the group
Spots likely problems early and states them in a constructive way	1 2 3 4 5 6	Makes decisions without consulting the group or despite the group's views
Suggests solutions	1 2 3 4 5 6	Leaves decisions 'hanging'
Ensures adequate time is given to the different areas of the agenda	1 2 3 4 5 6	Talks too much and gets too involved
Facilitates the expression of all views and opinions	1 2 3 4 5 6	Allows individuals to dominate discussion
Communicates information to Board members	1 2 3 4 5 6	Fails to inform Board members of important information
Supports individual Board members	1 2 3 4 5 6	Is too distant or directing

Comments

Completed by F&GP Committee

Date:.....