UHI | INVERNESS

Meeting	Finance and General Purposes Committee
Date and time	Thursday 11 June 2026 at 9.00 a.m.
Location	Microsoft Teams

Governance Officer
30 April 2026

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.

ITEMS FOR DECISION

09:00 – 09:05 **1) MINUTES**
a.) Minutes of the Finance and General Purposes Committee Meeting held on 05 March 2026
b.) Confidential Note (CN-01-032026) of the Finance and General Purposes Committee Meeting held on 05 March 2026
c.) Confidential Note (CN-02-032026) of the Finance and General Purposes Committee Meeting held on 05 March 2026
d.) Confidential Note (CN-03-032025) of the Finance and General Purposes Committee Meeting held on 05 March 2026

09:05 – 09:10 **2) OUTSTANDING ACTIONS**

09:10 – 09:25 **3) REVENUE BUDGET FOR AY 2026/27 (CONFIDENTIAL)**
Report by Director of Finance and Estates

09:25 – 09:35 **4) CAPITAL BUDGET FOR AY 2026/27**
Report by Director of Finance and Estates

09:35 – 9:50 **5) CAPITAL & REVENUE BUDGET MONITORING 2025/26 (CONFIDENTIAL)**
Report by Director of Finance and Estates

a.) Capital Budget Monitoring
b.) Revenue Budget Monitoring

09:50 – 10:00 **6) MID-YEAR FORECAST RETURN**
Report by Director of Finance and Estates

10:00 – 10:20 **7) FINANCIAL RECOVERY PLAN UPDATE (CONFIDENTIAL)**
Joint Report by Vice Principal – Curriculum, Operations and External Relations & Director of Finance and Estates

ITEMS FOR DISCUSSION

10:20 – 10:30 **8) STUDENT RECRUITMENT**
Report by Management Information Systems Manager

10:30 – 10:40 **9) KPI MATRIX**
Report by Head of Operations & Business Performance

10:40 – 10:55 **10) ETIO BENCHMARKING ANALYSIS (CONFIDENTIAL)**
Report by Head of Operations & Business Performance

FOR NOTING

10:55 – 10:55 **11) OPERATIONS AND EXTERNAL RELATIONS REPORT (CONFIDENTIAL)**
Report by Vice Principal – Curriculum, Operations and External Relations

10:55 – 10:55 **12) ESTATE CAMPUS REPORT**
Report by Estates and Campus Services Manager

10:55 – 10:55 **13) COMMITTEE & CHAIR EVALUATION**
Report by Governance Officer

10:55 – 11:00 **14) AOCB**

15) DATE AND TIME OF NEXT MEETING
F&GP Committee Meeting on 05 November 2026 at 9a.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.

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Subject/Title:	Outstanding Actions
Author: [Name and Job title]	Ludka Orlowska-Kowal Governance Officer
Meeting:	FGP Committee
Meeting Date:	11 June 2026
Date Paper prepared:	03 June 2026
Brief Executive Summary of the paper:	This paper provides the FGP Committee with an update on all outstanding actions. The status of the actions has been clearly marked, with updates provided for outstanding actions.
Action requested: [Approval, recommendation, discussion, noting]	Discussion and Noting.
Link to Strategy: Please highlight how the paper links to, or assists with:**:** □ compliance □ partnership services □ risk management □ strategic plan □ 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

Purpose of the report

To provide the FGP Committee with an update on all outstanding action.

Executive Summary

The FGP Committee oversees and monitors the progress of all actions and recommendations raised to date. The status of the actions has been clearly marked, with updates and comments provided for outstanding actions. The Governance Officer monitors the action progress and contacts all actions owners for updates on a regular basis.

Progress update:

- FGP Committee action list:
  - ✓ 2 outstanding actions

FGP Committee - action list

ITEM 02.a

Action	Reporting Year	Status	Finding	Recommendation	Recommendation Significance	Implementation Date	Responsible Officer	Comments
1	07/03/2024 2023/2024	Ongoing	**UHI Research Funding:** The Committee expressed concerns regarding the ongoing curriculum review, Research's place within the new structure and asked for clarification about the regional funded research across the UHI and its redistribution of funding.	Regional funded research and its redistribution to be looked at across UHI.	Medium	May-24	The Principal	
9	06/11/2025 2025/26	Ongoing	**Health & Safety Update:** The Chair would welcome a confirmation on the timeline in regard to the issues raised by college with GTFM about the fire doors compliance with the recently completed fire risk assessment.	Concerns re fire doors to be raised on behalf of the Chair of the FGP Committee with the GTFM Board.	Medium	March '26	Director of Finance and Estates	**Update at 05/03/2026:** GTFM have gone out to market to identify a contractor to install the required door selectors. Work will commence soon after the trial and will be completed by the end of the academic year.

ITEM 04.

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Subject/Title:	Capital Budget – 2026/2027
Author:	Niall McArthur – Director of Finance & Estates
Meeting:	Finance and General Purposes Committee
Meeting Date:	11 June 2026
Date Paper prepared:	4 June 2026
Brief Summary of the paper:	To present the capital funding budget for 2026/27 for both FE and HE capital grants.
Action requested: [Approval, recommendation, discussion, noting]	Recommend to Board for Approval

Link to Strategy: Please highlight how the paper links to, or assists with:**:** □ compliance □ partnership services □ risk management □ strategic plan □ new opportunity/change	Complying with Funding parameters Financial sustainability
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]	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)	

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Recommendation

That members of the Finance and General Purposes Committee recommend to the Board that the College's 2026/27 capital budget is approved.

Purpose of report

To present to the Finance and General Purposes Committee the capital budget for 2026/27 and ask that it recommends that the College Board approves it.

Background

The annual capital budget is prepared each year and is then presented for approval by the Board by 31 July of each year and prior to the commencement of the new financial year.

Capital Budget Allocations

The capital budget parameters are slightly different from the revenue budget. The revenue budget has a year-end of 31 July, whereas the capital budget has a year-end of 31 March and therefore the college must commit to spend the full grant by 31 March and pay the subsequent invoices by 31 July each year.

Information on the allocations is given in appendix 1 of this report. These cover FE Lifecycle Maintenance, FE Backlog Maintenance, HE Capital and SFC BIS (Research Capital Grant) and further details are noted below:

1. FE Lifecycle Maintenance - £109,802. This is in line with the 2025/26 allocation and is used to fund repairs and maintenance to college buildings.

2. FE Backlog Maintenance - £8,018. This is the same as the 2025/26 allocation and should be used to fund estates refurbishments and changes to the college estate.

3. HE Capital funding - £38,196. This grant has increased by £761 or 2% from £37,435 in 2025/26. The SFC guidance states that this grant should only be spent on estates capital items.

4. Research (SFC/BIS) capital funding - £28,617 (estimated) – this funding is research orientated for buildings or equipment. The College still awaits final confirmation of this from the Scottish Funding Council via UHI Executive Office.

Work will now be undertaken to plan and prioritise the capital spend for 2026/27.

INVERNESS COLLEGE **Appendix 1**

CAPITAL BUDGET TO 31 JULY 27

	FE Lifecycle Maintenance £	Total £	HE Capital £	FE Backlog £	Sub Total £		BIS Research £	BIS Total £	
2026/27									
	109,802	**109,802**	38,196	8,018	**46,214**	*	28,617	**28,617**	46,214
2025-26									
	109,102	**109,102**	37,435	8,018	**45,453**		28,617	**28,617**	45,453
2024-25									
	104,279	**104,279**	33,083	8,018	**41,101**		28,551	**28,551**	41,101

Note SFC BIS research grant not yet confirmed by UHI EO, estimate only.

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Subject/Title:	SFC Mid-Year Return MYR 2026
Author:	Niall McArthur, Director of Finance & Estates
Meeting:	Finance & General Purposes Committee
Meeting Date:	11 June 2026
Date Paper prepared:	4 June 2026
Brief Summary of the paper:	To present the SFC MYR for 2026 to the committee for approval.
Action requested: [Approval, recommendation, discussion, noting]	Approval

Link to Strategy: Please highlight how the paper links to, or assists with:**:** □ compliance □ partnership services □ risk management □ strategic plan □ new opportunity/change	Financial Sustainability
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]	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 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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http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Recommendation

Finance & General Purposes committee members are asked to approve the SFC MYR for 2026.

Purpose of report

To provide to committee the SFC Mid-Year return for 2026 and to highlight the key aspects of the return, both in terms of the income & expenditure statement and the balance sheet. The return was sent to UHI/ SFC by the required date of 31 March 2026.

SFC MYR March 2026

Overall, the SOCIE is currently forecasting an operational deficit of £2.330 million, compared to the original budget deficit of £1.180 million. The forecast AOP deficit is £2.058 million.

The college is forecasting that it will exceed its FE Credit target for 2025/26, with the actual number of credits at March 2026 currently being 26,339, compared to the target of 26,442, which is 0.4% below the target. In terms of the HE UGT fte number for 2025/26, the current actual at March 2026 is 1,447 fte, compared to the APC target of 1,581 fte and the budget target of 1,666 fte. The forecast for the year is 1,450 fte, which is 131 fte below the APC target and 216 fte below the budget target.

The main issues that are affecting the financial performance for the College in 2025/26 are noted below.

Income

- UHI HE grant funding - the UHI HE grant target for the year is a total of £7.409 million, with forecast being £6.595 million, a decrease of £814,000. This is due to the forecast HE numbers being approximately 200 HE FTE below the budget target.

- Research grant funding – the research grant funding is forecast to be £1.038 million for the year, £210,000 below the budget target of £1.248 million.

- Tuition fees –the tuition fees budget target is £3.131 million for the year, with the forecast currently being £3.000 million, £131,000 below the budget target.

- UHI FE grant funding - the UHI FE grant budget is forecast to be lower than the budget of £10.310 million. This is due to the new revised FE funding model, which has resulted in the forecast being £80,000 below the budget target.

- SDS income – the SDS income budget target for 2025/26 is a total £2,142,000, with the full year forecast being the same amount of £2,142,000.

- Refectory & restaurant income – the refectory and restaurant income budget target for 2025/26 is a total £634,217, with the full year forecast being £660,000, £26,000 above the budget target.

- Commercial income – there is no target for commercial income for this year, however it is recognised that commercial income will be generated, with the full year forecast being £60,000.

- Miscellaneous income – the miscellaneous income target for the year is £874,887, with the full year forecast being £950,000, £75,000 above the budget target.

Expenditure

- Staff costs - are forecast to be £68,000 over budget, with the annual staff budget now being £21.039 million. The annual staff budget includes the academic staff pay increase of 4.14%, which has been agreed and is being paid to academic staff. The professional staff cost of living increase has now been agreed, and will be paid in the January 2026 payroll, including the back-pay.
  The reason for the forecast overspend in staff costs is due to the increase in temporary staff costs which are used to cover staff illness.
  Other staff costs and travel costs are forecast to be the same as the budget for the year to 31 July 2026.

- Premises costs - the budget for premises costs for 2025/26 is £1.924 million. The current forecast is that expenditure will be in line with the budget, although close monitoring of all expenditure lines will be required, especially energy costs during the remainder of the year.

- Other Operating costs - the budget for other operating expenditure for the year is £7.741million. The current forecast is that expenditure will be in line with budget, although work is ongoing with budget holders to identify further savings during the remainder of the year.

Work is now progressing on completing a financial recovery plan, which includes plans to move back to a balanced budget over a three year period, as well as a number of other initiatives to increase income levels and reduce non-staff costs.

Student Support Funding

The Student Support funding (SSF) is forecast to be overspent in 2025/26 by approximately £180,000, compared to an underspend of £287,000 in 2024/25. There was an opportunity, as part of the SFC In-Year redistribution exercise carried out in November 2025, for UHI Inverness to request additional student support funds for 2025/26 and it requested £180,000. We have been informed that we will receive a minimum of £134,000 additional bursary funds for 2025/26 and following an updated forecast, we are estimating a full year forecast of £100,000 below the budget target of £2.197 million. Further updates will be provided over the rest of the AY.

Liquidity

The bank balance at the end of January 2026 was £5.323 million, compared to the bank balance at July 2025 of £4.755 million. The forecast bank balance at 31 July 2026 is £0.700 million, a reduction of £4.055 million compared to the previous years balance. The reduction is due to the forecast deficit position in 2025/26, repayment of SSF underspend of £300,000 in March 2026 and the Longman site sale proceeds of £750,000 included in the 2024 year-end balance.

Risk Assessment

<u>Downside Risks</u>

- The continued unfunded cost of living increases for academic and professional staff.

- The five-year public sector finance forecast which was issued by the Scottish Government, which showed flat funding for revenue grants and reduced capital for five years. Also, current SFC funding model changes for FE funding could adversely impact college funding in future years.

- Although HE FTE numbers are increasing for UHI Inverness, across the UHI partnership they are still significantly below the SFC funded target, which increases the risk of further cuts to the UHI SFC funded number and potentially reduces the funded growth which is required across UHI.

- The UHI microRam continues to add uncertainty in projections at the year-end.

- Job Evaluation was due to complete by 31 March 2023. If monies from the SG are not sufficient to cover the costs, then colleges will have to fund the additional cost themselves.

Mid-Year Return 2025-26

College	Inverness College
Contact	Niall McArthur
Telephone	07767 442235
Email:	niall.mcarthur.ic@uhi.ac.uk

DECLARATION:	The attached worksheets represent an update on the financial forecasts for the College, based on the actual financial results for the year to date and other relevant information. I consider the revised forecasts to be a reasonable assessment of the College's projected financial position at the end of this academic year in the light of the information available to me.

Signed: 

Principal

Date: 20.03.2026

Inverness College

Statement of Comprehensive income and expenditure (Consolidated)	FFR 2025-26 £000	MYR 2025-26 £000	Variance %	Variance £	Explanation for variance
INCOME					
Tuition fees and education contracts	5,273	5,143	-2.5%	-130	
Funding council/RSB grants	22,952	22,128	-3.6%	-824	
Research grants and contracts	1,246	1,038	-16.7%	-208	
Other income	1,391	1,540	10.7%	149	
Investment income	120	50	-58.3%	-70	
Total income before donations and endowments	**30,982**	**29,899**	-3.5%	-1,083	
Donations and endowments	0	0		0	
Total income	**30,982**	**29,899**	-3.5%	-1,083	
EXPENDITURE					
Staff costs	21,467	21,535	0.3%	68	
Staff costs - exceptional restructuring costs	0	0		0	
Exceptional costs - non-staff	0	0		0	
Other operating expenses	6,881	6,880	0.0%	-1	
Donation to Arms Length Foundation	0	0		0	
Depreciation	1,000	1,000	0.0%	0	
Interest and other finance costs	2,814	2,814	0.0%	0	
Total expenditure	**32,162**	**32,229**	0.2%	67	
Surplus/(deficit) before other gains and losses and share of operating surplus/deficit of joint ventures and associates	**(1,180)**	**(2,330)**	97.5%	-1,150	
Gain/(loss) on disposal of fixed assets	0	0		0	
Gain/(loss) on investments	0	0		0	
Share of operating surplus/(deficit) in joint venture(s)	0	0		0	
Share of operating surplus/(deficit) in associate(s)	0	0		0	
Surplus/(deficit) before tax	**(1,180)**	**(2,330)**	97.5%	-1,150	
Other taxation	0	0		0	
Surplus/(deficit) for the year	**(1,180)**	**(2,330)**	97.5%	-1,150	
Unrealised surplus on revaluation of land and buildings	0	0		0	
Actuarial (loss)/gain in respect of pension schemes	0	0		0	
Other comprehensive income	0	0		0	
Total comprehensive income for the year	**(1,180)**	**(2,330)**	97.5%	-1,150	

Inverness College

INCOME			FFR 2025-26 £000	MYR 2025-26 £000	Variance %	Variance £	Explanation for variance
1 Tuition fees and education contracts							
	a)	FE - UK	180	150	-16.7%	-30	
	b)	FE - EU	15	10	-33.3%	-5	
	c)	HE	2,738	2,700	-1.4%	-38	
	d)	Non-EU	210	140	-33.3%	-70	
	e)	SDS contracts	2,130	2,143	0.6%	13	
	f)	Education contracts	0	0		0	
	g)	Other	0	0		0	
Total tuition fees and education contracts			**5,273**	**5,143**	-2.5%	-130	
2 SFC / RSB Grants							
	a)	SFC / RSB FE recurrent grant (including fee waiver)	10,200	10,120	-0.8%	-80	
	b)	UHI recurrent grant - HE provision	6,938	6,294	-9.3%	-644	
	c)	FE Childcare funds	0	0		0	
	d)	Release of SFC / RSB deferred capital grants	300	300	0.0%	0	
	e)	SFC capital grant	110	110	0.0%	0	
	f)	SFC grant for NPD	4,904	4,904	0.0%	0	
	g)	Other SFC / RSB grants - FE provision	0	0		0	
	h)	Other UHI grants - HE provision	500	400	-20.0%	-100	
Total SFC / RSB Grants			**22,952**	**22,128**	-3.6%	-824	
3 Research grants and contracts							
	a)	European Commission	1,246	1,038	-16.7%	-208	
	b)	Other grants and contracts	0	0		0	
Total research grants and contracts			**1,246**	**1,038**	-16.7%	-208	
4 Other Income							
	a)	Catering and residences	634	660	4.1%	26	
	b)	Other European Income	0	0		0	
	c)	Other income generating activities	0	60		60	
	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	0		0	
	g)	Release of non-SFC government deferred capital grant	0	0		0	
	h)	Other income	757	820	8.3%	63	
Total other income			**1,391**	**1,540**	10.7%	149	
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	120	50	-58.3%	-70	
	e)	Net return on pension scheme				0	
Total investment income			120	50	-58.3%	-70	
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

			FFR 2025-26	MYR 2025-26	Variance	Variance	Explanation for variance
STAFF COSTS			£000	£000	%	£	
1	Teaching departments		11,988	12,050	0.5%	62	
2	Teaching support services		1,905	1,900	-0.3%	-5	
3	Other support services		1,185	1,190	0.4%	5	
4	Administration and central services		5,095	5,100	0.1%	5	
5	Premises		445	445	0.0%	0	
6	Catering and residences		460	460	0.0%	0	
7	Other income generating activities		0	0		0	
8	Other staff costs		389	390	0.3%	1	
9	Impact of FRS 102 pensions reported costs (less contributions paid included above)					0	
	Normal staff costs		**21,467**	**21,535**	0.3%	68	
10	Exceptional restructuring costs		0	0		0	
	Total staff costs		**21,467**	**21,535**	0.3%	68	
	Additional breakdown of staff costs						
		Salaries	15,788	16,139	2.2%	351	
		Social security costs	1,990	2,020	1.5%	30	
		Pension contributions	3,300	3,376	2.3%	76	
		Non-cash pension adjustments - net service cost				0	
		Non-cash pension adjustments - early retirement provision				0	
		Severance payments	0	0		0	
		Total staff costs	**21,078**	**21,535**	2.2%	457	
			This total n				
NON-STAFF COSTS							
1	**Exceptional costs - non-staff**		0	0		0	
2	**Other operating expenses**	a) Teaching departments	2,205	2,200	-0.2%	-5	
		b) Teaching support services	0	0		0	
		c) Other support services	85	85	0.0%	0	
		d) Administration and central services	1,526	1,530	0.3%	4	
		e) General education	0	0		0	
		f) Premises	**2,055**	**2,055**	0.0%	0	
		(i) Maintenance	720	720	0.0%	0	
		(ii) Utilities	795	795	0.0%	0	
		(iii) Other	540	540	0.0%	0	
		g) Catering and residences	480	490	2.1%	10	
		h) Other income generating activities	530	520	-1.9%	-10	
		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	0	0		0	
	Total other operating expenses		6,881	6,880	0.0%	-1	
3	**Depreciation**	a) Government funded assets	0	0		0	
		b) Non-government funded assets	0	0		0	
		c) NPD funded assets	1,000	1,000	0.0%	0	
	Total depreciation		1,000	1,000	0.0%	0	
4	**Interest**	a) On bank loans, overdrafts and other loans	0	0		0	
		b) Finance lease interest	0	0		0	
		b) Other	0	0		0	
		c) Net charge on pension scheme				0	
		d) NPD interest	2,814	2,814	0.0%	0	
	Total interest		2,814	2,814	0.0%	0	

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

Inverness College

ADJUSTED OPERATING RESULT	FFR 2025-26 £000	MYR 2025-26 £000	Variance %	Variance £	Explanation for variance
Surplus/(deficit) before other gains and losses and share of operating surplus/deficit of joint ventures and associates	**(1,180)**	**(2,330)**	97.5%	-1,150	
Add:					
Total depreciation (Government-funded, privately funded and NPD-funded assets) net of deferred capital grant release *(incorporated colleges only)*	700	700	0.0%	0	
Exceptional non-restructuring items (e.g. impairment costs)	0	0		0	
Donation to Arms-Length Foundation (incorporated colleges only)	0	0		0	
Non-cash pension adjustment - net service cost				0	
Non-cash pension adjustment - ERP				0	
Non-cash pension adjustment -net interest costs				0	
Costs of support staff and middle management job evaluation exercise not matched by revenue	389	389	0.0%	0	
Deduct:					
Non-Government capital grants (e.g. ALF capital grant)	0	0		0	
Exceptional income (if disclosed as exceptional in accounts)	0	0		0	
Revenue budget allocated to loan repayments and other capital items *(incorporated colleges only)*	817	817	0.0%	0	
NPD payments to reduce NPD balance sheet debt	0	0		0	
Adjusted operating result	**(908)**	**(2,058)**	126.7%	-1,150	

Revenue budget allocated to non-revenue expenditure *(incorporated colleges)* :				
Loan repayments	0	0		0
NPD / PFI repayments	817	817		0
Estates costs	0	0		0
Provisions pre 1 April 2014	0	0		0
	817	**817**		

Inverness College

Balance Sheet		FFR 2025-26	MYR 2025-26	Variance	Variance	Explanation for variance
		£000	£000	%	£	
1 Non-current assets	a) Intangible assets	0	0		0	
	b) Fixed assets	56,943	57,213	0.5%	270	
	c) Investments	0	0		0	
Total non-current assets		**56,943**	**57,213**	0.5%	270	
2 Current assets	a) Stock	51	51	0.0%	0	
	b) Debtors	1,199	1,199	0.0%	0	
	c) Investments	0	0		0	
	d) Cash and cash equivalents	3,300	700	-78.8%	-2,600	
	e) Other (e.g. assets for resale)	0	0		0	
Total current assets		**4,550**	**1,950**	-57.1%	-2,600	
3 Creditors: amounts falling due within one year	a) Bank loans and external borrowing	0	0		0	
	b) Bank overdrafts	0	0		0	
	c) Lennartz creditor	0	0		0	
	d) Obligations under finance leases and service concessions	0	0		0	
	e) Payments received in advance	1,094	1,094	0.0%	0	
	f) Amounts owed to Funding Council	0	0		0	
	g) Obligations under PFI/NPD	1,033	1,033	0.0%	0	
	h) Deferred capital grant	300	300	0.0%	0	
	i) Other creditors and accruals	3,275	3,275	0.0%	0	
Total creditors < 1year		**5,702**	**5,702**	0.0%	0	
Share of net assets/(liabilities) in associate		0	0		0	
NET CURRENT ASSETS/LIABILITIES		**(1,152)**	**(3,752)**	225.7%	-2,600	
TOTAL ASSETS LESS CURRENT LIABILITIES		**55,791**	**53,461**	-4.2%	-2,330	
4 Creditors: amounts falling due after more than one year	a) Local authority loans	0	0		0	
	b) Bank loans and external borrowing	0	0		0	
	c) Lennartz creditor	0	0		0	
	d) Finance leases and service concessions	0	0		0	
	e) Obligations under PFI/NPD	30,726	30,726	0.0%	0	
	f) Deferred capital grant	5,700	5,700		0	
	g) Amounts repayable to Funding Council	0	0		0	
	h) Other creditors	0	0		0	
Total creditors >1 year		**36,426**	**36,426**	0.0%		
					0	
5 Provisions	a) Pension provisions	-4,922	0	-100.0%	4,922	
	c) Other	2,787	2,787	0.0%	0	
Total provisions		**(2,135)**	**2,787**	-230.5%	4,922	
TOTAL NET ASSETS		**21,500**	**14,248**	-33.7%	-7,252	
9 Restricted Reserves	a) Endowment Reserve	0	0		0	
	b) Restricted Reserve	0	0		0	
10 Unrestricted reserves	a) Income and Expenditure Reserve	6,273	-979	-115.6%	-7,252	
	b) Revaluation reserve	15,227	15,227	0.0%	0	
11 Non-controlling interest		0	0		0	
TOTAL RESERVES		**21,500**	**14,248**	-33.7%	-7,252	

Inverness College

Cashflow	FFR 2025-26 £000	MYR 2025-26 £000	Variance %	Variance £	Explanation for variance
1 Cash flow from operating activities					
a) Surplus / (deficit) for the year	-1180	-2330	97%	-1,150	
2 Adjustment for non-cash items					
a) Depreciation	1,000	1,000	0%	0	
b) Amortisation of intangibles	0	0		0	
c) Benefit on acquisition	0	0		0	
d) Amortisation of goodwill	0	0		0	
e) Loss / (gain) on investments	0	0		0	
f) Decrease / (increase) in stock	0	0		0	
g) Decrease / (increase) in debtors	0	0		0	
h) Increase / (decrease) in creditors	0	0		0	
i) Increase / (decrease) in pension provision	0	0		0	
j) Increase / (decrease in other provisions	(3)	0	(100%)	3	
k) Receipt of donated equipment	0	0		0	
l) Share of operating surplus / (deficit) in joint venture	0	0		0	
m) Share of operating surplus / (deficit) in associate	0	0		0	
n) Other	0	0		0	
Total adjustment for non-cash items	997	1,000	0%	3	
3 Adjustment for investing or financing activities					
a) Investment income	(120)	(50)	(58%)	70	
b) Interest payable	2,814	2,814	0%	0	
c) Endowment income	0	0		0	
d) Loss / (gain) on the sale of assets	0	0		0	
e) Capital grant income	0	0		0	
Total adjustment for investing or financing activities	2,694	2,764	3%	70	
4 Net cash inflow from operating activities	**2,511**	**1,434**	(43%)	-1,077	
5 Cash flow from investing activities					
a) Proceeds from sales of fixed assets	0	0		0	
b) Proceeds from sales of intangible assets	0	0		0	
c) Capital grants receipts	0	0		0	
d) Disposal of non-current asset investments	0	0		0	
e) Withdrawal of deposits	0	0		0	
f) Investment income	120	50	(58%)	-70	
g) Payments made to acquire fixed assets	(700)	(453)	(35%)	247	
h) Payments made to acquire intangible assets	0	0		0	
i) New non-current asset investments	0	0		0	
j) New deposits	0	0		0	
Total cash flows from investing activities	(580)	(403)	(31%)	177	
6 Cash flows from financing activities					
a) Interest paid	0	0		0	
b) Interest element of finance lease and service concession	(2,814)	(2,814)	0%	0	
c) Endowment cash received	0	0		0	
d) New secured loans	0	0		0	
e) New unsecured loans	0	0		0	
f) Repayments of amounts borrowed	(817)	(817)	0%	0	
g) Capital element of finance lease and service concession payments	0	0		0	
Total cash flows from financing activities	(3,631)	(3,631)	0%	0	
7 (Decrease) / increase in cash and cash equivalents in the year	(1,700)	(2,600)	53%	-900	
8 Cash and cash equivalents at beginning of the year	5,000	3,300	(34%)	-1,700	
9 Cash and cash equivalents at the end of the year	3,300	700	(79%)	-2,600	

Inverness College

FINANCIAL SUMMARY	**FFR 2025-26** £000	**MYR 2025-26** £000
Income ratios		
Total Income	30,982	29,899
Total Funding Council Grant (excluding release of deferred capital grant) as % of Total Income	74%	74%
Total non-Funding Council Grant (including release of SFC DCG) as % of Total Income	26%	26%
Total Education Contracts and Tuition Fees as % of Total Income	17%	17%
Total Research Grants and Contracts as % of Total Income	4%	3%
Total Other Income as % of Total Income	4%	5%
Expenditure ratios		
Total Expenditure	32,162	32,229
Salaries as % of Total Expenditure	67%	67%
Other operating costs as % of Total Expenditure	21%	21%
Depreciation/amortisation as % of Total Expenditure	3%	3%
Operating position		
Operating Surplus/(deficit)	(1,180)	(2,330)
Operating Surplus/(deficit) as % of Total Income	-4%	-8%
Adjusted operating surplus/(deficit)	(908)	(2,058)
Adjusted operating surplus/(deficit) as % of Total Income	-2.9%	-6.9%
Cash Position		
Cash and Current Asset Investments	3,300	700
Overdrafts	0	0
Days Ratio of Cash to Total Expenditure	39	8
Net cash inflow/(outflow) from operating activities	2,511	1,434
Net cash inflow/(outflow) from operating activities as % of Total Income	8.1%	4.8%
Balance Sheet strength		
Unrestricted reserves	6,273	(979)
Liquidity Ratio	1.04	0.45
Unrestricted reserves as % of Total Income	20%	-3%
Total borrowing (Overdrafts, Loans, Finance Leases, PFI/NPD)	31,759	31,759
Interest cover	0.58	0.17

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Board of Management

Subject/Title:	Student Activity 2025/26 and Recruitment 2026/27
Author: [Name and Job title]	Jane Maclennan, Information Systems Manager
Meeting:	Finance and General Purposes
Meeting Date:	11th June 2026
Date Paper prepared:	2nd June 2026
Brief Summary of the paper:	To provide the committee with an update on student enrolments and withdrawals for 2025/26, and the status of current recruitment for 2026/27.
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

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 2025/26 and Recruitment 2026/27

Executive summary

The report provides an update on student enrolments and withdrawals for 2025/26, and the status of current recruitment for 2026/27. Please note the data for this report was drawn on 2nd June 2026.

The 2025/26 FE Credits target for UHI Inverness is 26,442 we have exceeded our target with actual credits as at 2nd June 2026 at 27,120.

The 2025/26 UHI Academic Partnership target for funded Scottish or EU HE undergraduate students is 1,581, Whilst we have not achieved this target following a review of the FTE calculation logic undertaken by Executive Office our FTE has increased from 1,447 in March 2026 to 1,485.

Whilst the early withdrawal rates are higher for both FE full time and HE students than the previous year, they are marginally lower for FE part-time students. FE further withdrawals are currently lower than the year end position for 2024/25, however they are higher for full time HE students. It is anticipated that there will be minimal further withdrawals given the point in the academic year.

Recruitment for 2026/27 is ongoing, currently acceptances for FE courses are higher than last year. For HE recruitment whilst the number of active applications are lower than previous years, the % of those who have accepted an offer is greater

Main body of information

Student enrolments against targets 2024/25

FE

The core credit target for 2025/26 is 26,442, we have exceeded our target with actual credits as at 2nd June 2026 at 27,120.

Credit Target			Actual Credits		% of Target	
	Original	Rebased			Original	Rebased
2021/22	30,677	32,009	01/06/2022	28,443	92.7%	88.9%
2022/23	29,882	29,620	01/06/2023	30,495	102.1%	103.0%
2023/24	26,657	26,442	30/05/2024	26,555	99.6%	100.0%
2024/25	26,442		02/06/2025	27,130	102.6%	
2025/26	26,442		02/06/2026	27,120	102.6%	

HE

The 2025/26 APC target for Undergraduate students who are fundable is 1,581 fte, The table below shows the estimated HE FTE based on current enrolments, and against targets set by APC.

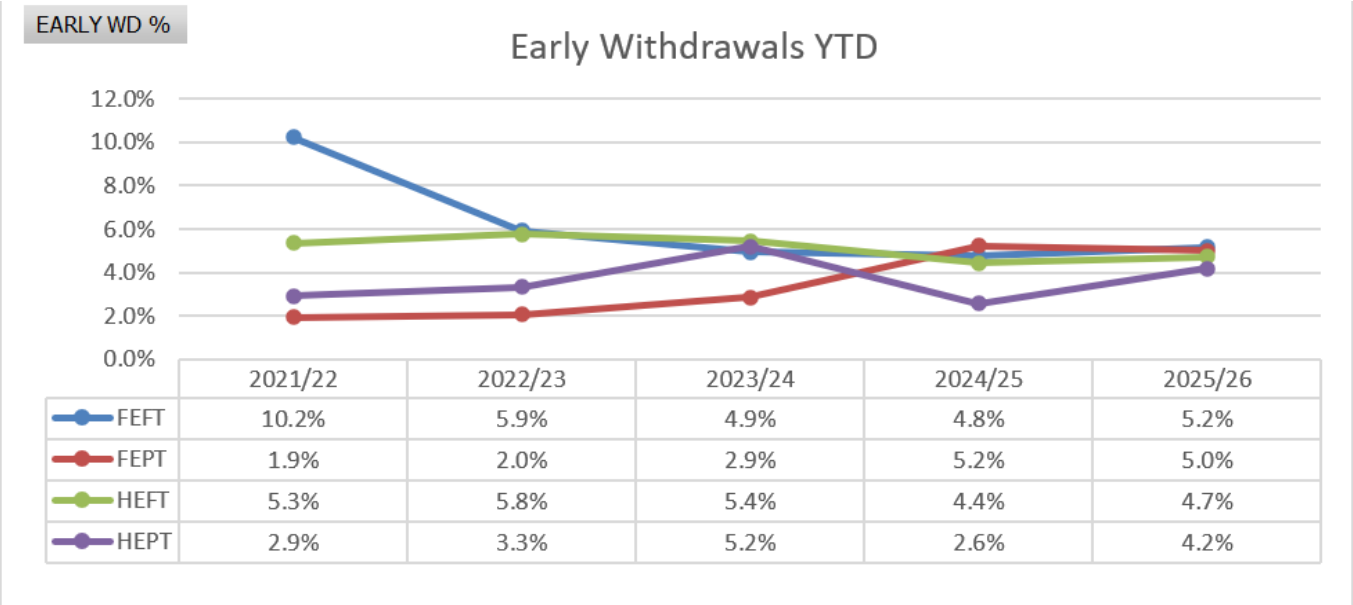
UHI Executive Office have undertaken a review of the FTE calculation logic to ensure alignment with SFC requirements and guidance, with the aim of more accurate FTE reporting, with clear definitions and guidance. As a result across all academic partners, there has been increases in FTE counts. For UHI Inverness this has resulted in an increase of approximately 38 FTE since my last report in February 2026.

APC FTE target		Estimated FTE as at this point of year		% of Target
2021/22	1,530	01/06/2022	1,373	89.7%
2022/23	1,441	01/06/2023	1,303	90.4%
2023/24	1,418	30/05/2024	1,248	88.0%
2024/25	1,319	02/06/2025	1,318	100%
2025/26	1,581	02/06/2026	1,485	93.9%

Withdrawals

Early Withdrawals

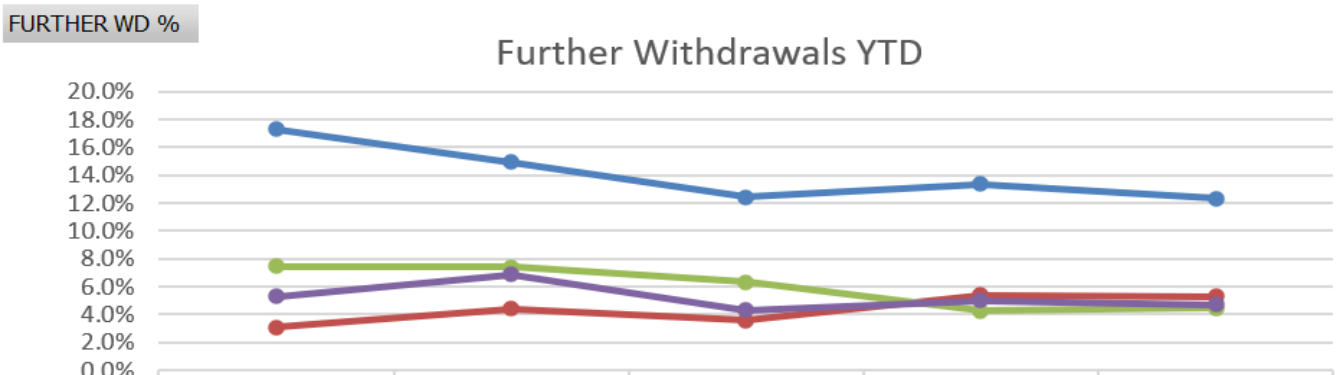
The chart below shows the end of year figures for previous years and the year to date for 2025/26. It is not expected that there will be further change to the early withdrawal rates. Whilst the early withdrawal rates are higher for both FE full time and HE students than the previous year, they are marginally lower for FE part-time students.



	2021/22	2022/23	2023/24	2024/25	2025/26
FEFT	10.2%	5.9%	4.9%	4.8%	5.2%
FEPT	1.9%	2.0%	2.9%	5.2%	5.0%
HEFT	5.3%	5.8%	5.4%	4.4%	4.7%
HEPT	2.9%	3.3%	5.2%	2.6%	4.2%

Further withdrawals

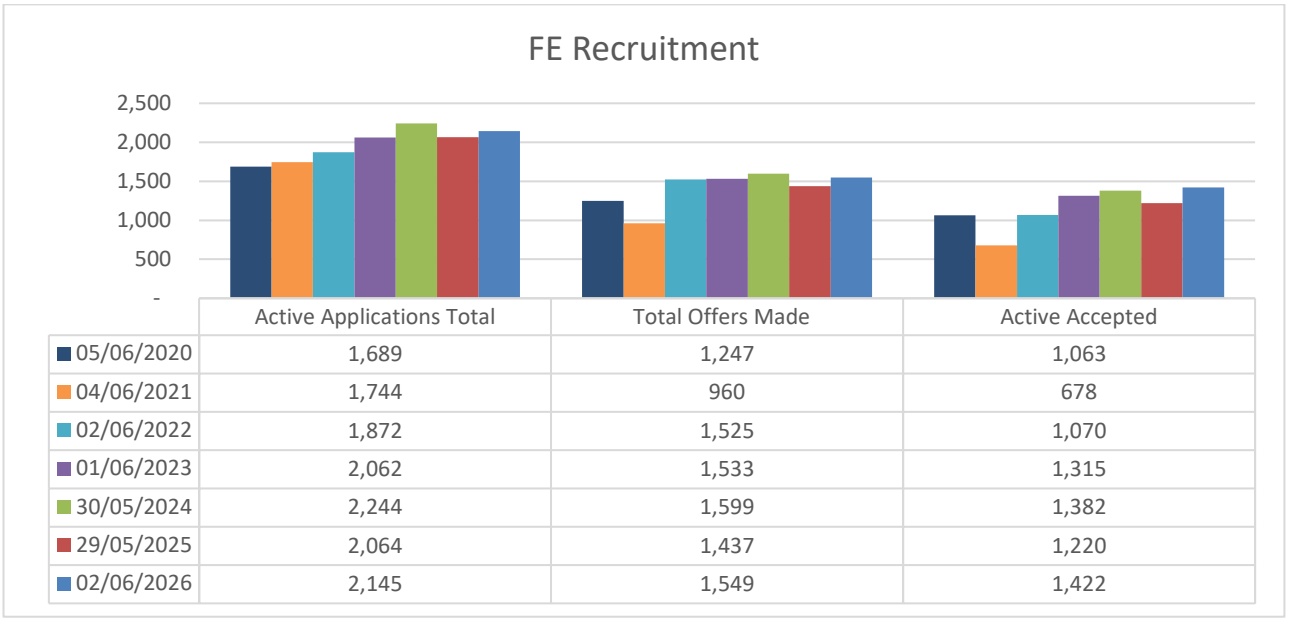
The chart below shows the Further Withdrawal end of year figures for previous years and the year to date for 2025/26. FE further withdrawals are currently lower than the year end position for 2024/25, however they are higher for full time HE students. It is anticipated that there will be minimal further withdrawals given the point in the academic year.



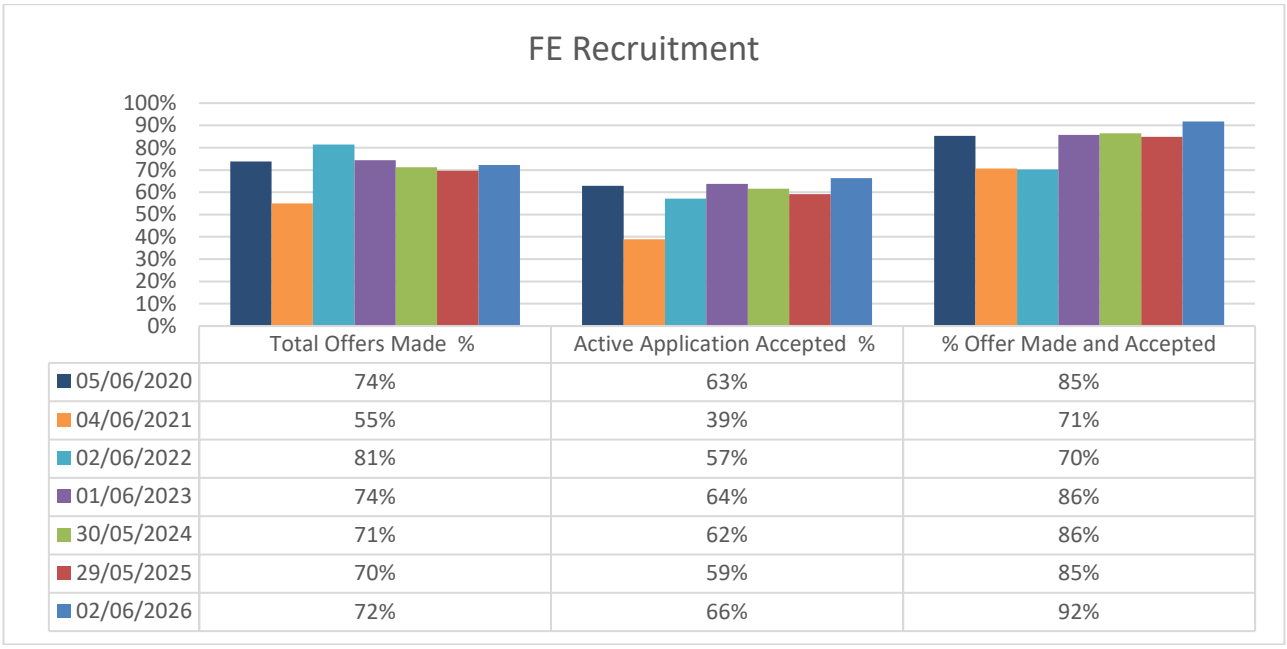
	2021/22	2022/23	2023/24	2024/25	2025/26
FEFT	17.3%	14.9%	12.4%	13.4%	12.3%
FEPT	3.1%	4.4%	3.6%	5.4%	5.3%
HEFT	7.4%	7.4%	6.3%	4.3%	4.5%
HEPT	5.3%	6.9%	4.3%	5.0%	4.7%

Recruitment 2025/26

The charts below show the active applications received to date for FE Courses, recruitment is progressing well with a high level of acceptance. In addition, at the time of writing there are 328 applicants on waiting lists.

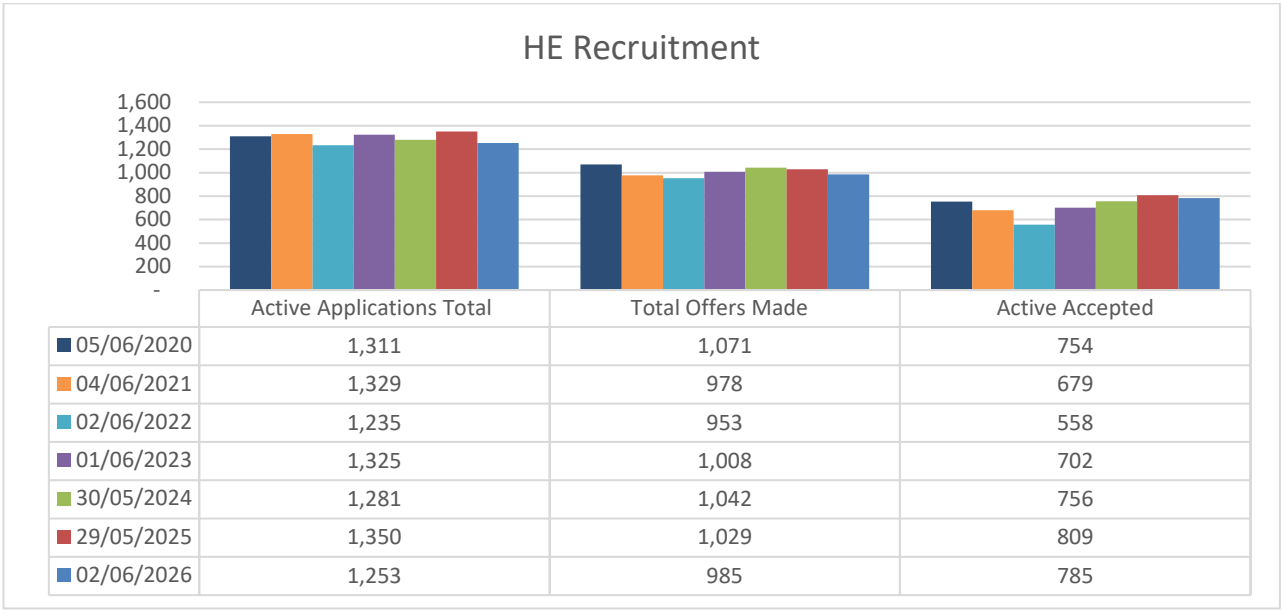


	Active Applications Total	Total Offers Made	Active Accepted
05/06/2020	1,689	1,247	1,063
04/06/2021	1,744	960	678
02/06/2022	1,872	1,525	1,070
01/06/2023	2,062	1,533	1,315
30/05/2024	2,244	1,599	1,382
29/05/2025	2,064	1,437	1,220
02/06/2026	2,145	1,549	1,422

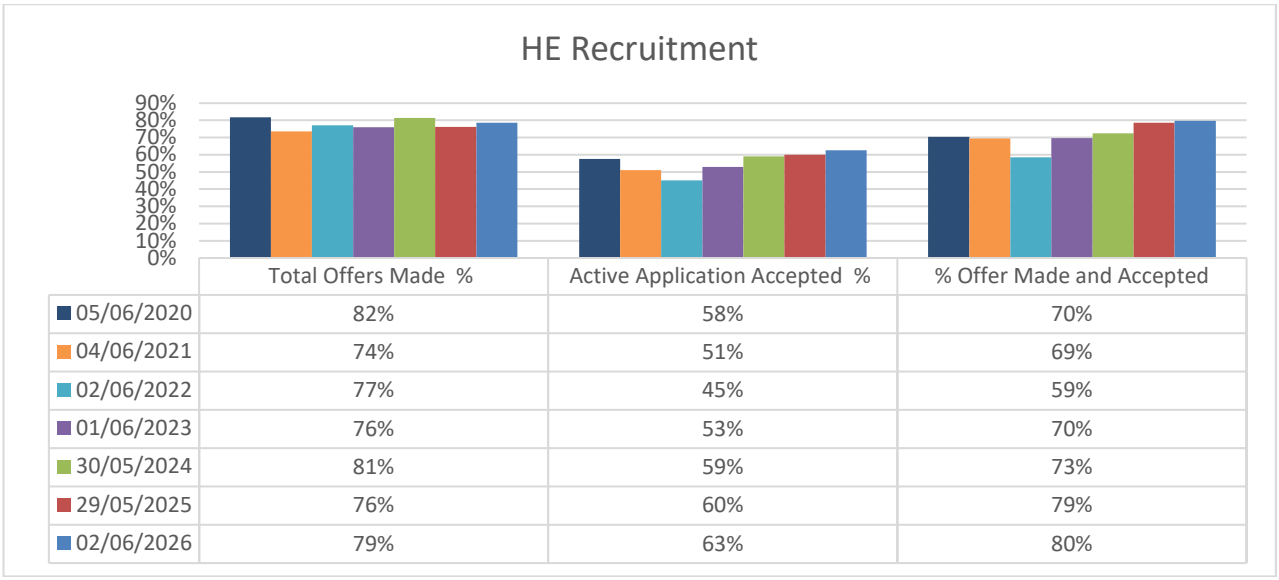


	Total Offers Made %	Active Application Accepted %	% Offer Made and Accepted
05/06/2020	74%	63%	85%
04/06/2021	55%	39%	71%
02/06/2022	81%	57%	70%
01/06/2023	74%	64%	86%
30/05/2024	71%	62%	86%
29/05/2025	70%	59%	85%
02/06/2026	72%	66%	92%

The charts below show the active applications received to date for HE Courses. Whilst the number of active applications are lower than previous years, the % of those who have accepted an offer is greater



	Active Applications Total	Total Offers Made	Active Accepted
05/06/2020	1,311	1,071	754
04/06/2021	1,329	978	679
02/06/2022	1,235	953	558
01/06/2023	1,325	1,008	702
30/05/2024	1,281	1,042	756
29/05/2025	1,350	1,029	809
02/06/2026	1,253	985	785



	Total Offers Made %	Active Application Accepted %	% Offer Made and Accepted
05/06/2020	82%	58%	70%
04/06/2021	74%	51%	69%
02/06/2022	77%	45%	59%
01/06/2023	76%	53%	70%
30/05/2024	81%	59%	73%
29/05/2025	76%	60%	79%
02/06/2026	79%	63%	80%

The tables below highlight the first-year full-time HE Applicants. Of the first year full-time applications received, 78% are for HNC courses, compared to 20% for degree level study. At the time of writing, 73% of HNC applicants have accepted their offer, compared to 66% of Degree applicants.

Applications	01/06/2023	30/05/2024	02/06/2025	02/06/2026
HNC F1	530	593	642	579
HND F1	44	19	24	17
Degree Yr 1	200	213	179	147
Total F1	774	825	845	744
All Applicants	1325	1281	1350	1253

% F1 Applications	01/06/2023	30/05/2024	02/06/2025	02/06/2026
HNC F1	68%	72%	76%	78%
HND F1	6%	2%	3%	2%
Degree Yr 1	26%	26%	21%	20%

Offers Accepted	01/06/2023	30/05/2024	02/06/2025	02/06/2026
HNC F1	324	377	419	420
HND F1	16	5	8	5
Degree Yr 1	80	102	91	97
Total F1	420	484	518	522
All Applicants	702	756	809	785

% Applications/Offers Accepted	01/06/2023	30/05/2024	02/06/2025	02/06/2026
HNC F1	HNC F1	77%	78%	73%
HND F1	HND F1	50%	56%	29%
Degree Yr 1	Degree Yr 1	44%	51%	66%
Total F1	Total F1	66%	70%	70%
All Applicants	All Applicants	70%	73%	63%

HE FTE Projections for 206/27

Analysis has been undertaken taking in to consideration the application data at this point in time over the past 5 years, and FTE achieved over the past 5 years to project FTE for 2026/27.

- **Average Ratio of FTE to Acceptance**

The projected Undergraduate FTE based on an average ratio (2.24) of acceptance to FTE is 1,561.3, which is higher than the APC target number for all undergraduate students of 1,544. However, this is based on the assumption that we will maintain the current levels of continuing students, and does not account for any RUK or International Applicants.

When considering only first year full time HE students, at this point in time the average ratio of acceptances to FTE is 1.24, which would equate to a projected FTE of 647.3, this is marginally above the Curriculum Plan target of 626 FTE.

- **Regression Analysis**

Regression analysis was undertaken based on a 95% confidence level, taking in to consideration, the number of applications, the number of offers and the number of acceptances. Acceptances was the most strongly correlated variable, using this as a base the projected FTE for all Undergraduate students is 1,463.8, and for First year full time students is 616.3 FTE.

However, whilst regression analysis indicates there seems to be a positive relationship between Acceptance and the FTE out turn, due to the limited data (5 years) and high level of uncertainty, it cannot be concluded that there is a significant relationship.

Taking external factors into consideration of the above statements the most probable outcome relates to first year full time students where the predictions are more aligned.

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Subject/Title:	KPI Matrix and Report YTD – Period 9 April 2026
Meeting and date:	FGP Committee 11 June 2026
Author:	Martin Whyte
Decision, Discussion or Noting:	Noting / Discussion
Link to Strategic Plan:	**Links to all strategic objectives**
Cost implications:	~~Yes~~ / No *(delete as applicable)* **If yes, please specify:**
Risk assessment:	~~Yes~~ / No *(delete as applicable)* **If yes, please specify:** Financial: Operational: Organisational:

Recommendation(s)

Note 2025-26 year-to-date KPI performance as at period 9, April 2026.

Main body of information

The KPI Matrix for 2025-26 accompanies the paper detailing the annual target, YTD target and actual performance along with a comparison against the same period last year. Narrative for in-scope measures is provided below. 'No change' in parenthesis following the RAG status for a measure confirms that the data has not changed since the previous KPI report.

YTD Summary

Thirty-six measures were in scope as at period 9, April 2026. Two measures that do not have an annual target are also reported; these are shaded blue.

Of the thirty-six measures:
Twenty-one are satisfactory / met (Green).
Ten are unsatisfactory / not yet met (Red),
Five are marginal / not yet met (Amber).

Comment on In-Scope Measures – YTD Period 9, April 2026.

HE Active Applications. Serial 1. 84.4% RED.

HE active applications at 1,139 are below the plan of 1,350 for this point in the year and are 141 fewer applications than the previous year. Weekly admissions meetings review HE application data, including 'no offers', 'offers', 'accepted offers', and their respective proportions. Percentage of offers that have been accepted are at a 7-year high of 75%. However, accepted offers are currently 74 fewer than last year (circa. -£410,000). Additional recruitment initiatives have been launched such as the 'Next Steps' attended stall in the atrium which is attracting interest and has added three HE applications so far. In addition, Business Solutions along with MIS colleagues have increased focus on GA applications, particularly activity to convert 'notes of interest' to named applicants.

FE Active Applications. Serial 2. 96.8%. AMBER.
FE active applications at 2,032 are 78 applications below the profiled expectation as at the end of April. Despite the lower number of applications, the number of accepted offers is 230 greater than the same point last year with 90% of offers accepted (78%).

FE Credits. Serial 3. 102.0%. GREEN.
The college has exceeded its FE Credit threshold with 26,725 FE Credits achieved against SFC threshold of 26,442. It is expected that there will be a small amount of additional credits to be added in the final weeks of the AY.

Apprenticeship Starts. Serial 4. 133.3%. GREEN.
The college achieved 313 new apprenticeship starts in the contract year (to March 2026). YTD performance is 25 greater than the same point last year. Modern apprenticeship recruitment from April – end of July 2026 relates to the new SDS contract year but the figures are reported in the current academic year KPI.

Apprentices in Learning. Serial 5. 106.2%. GREEN.
The average number of apprentices in learning is 717 against plan 675. The figure reflects increased recruitment over the past couple of years with many programmes being 4-year apprenticeships.
Note, the figure does not include apprentices studying at UHI Inverness through managing agents such as SNIPEF and SECTT which raises the average in learning to circa 1,000.

Apprenticeship Income. Serial 6. 115.5%. GREEN.
Apprenticeship Income YTD is £1,204,228 against plan of £1,043,000 and is £121,549 greater than the same point last year. This reflects the work undertaken by assessors and Business Solutions throughout the year to ensure that review claims are completed and claimed in a timely manner and the increased percentage of successful completions YTD (see serial 32).

Commercial Short Course Income. Serial 8. 195.5%. GREEN.
Short course income YTD is £123,205 against profile of £56,250. YTD short course income has exceeded the department target of £75,000. Green Skills Training funding is additional to the income reported in this measure. £65,000 Green Skills Training funding has been claimed for the academic year and will appear under 'Other Grant' funding rather than as Commercial Short Course Income.

HE Enrolments (head count). Serial 9. 100.9%. GREEN.

HE Enrolment head count was 2,119 against the annual target of 2,100 as at the end of period 9. Head count greater than target indicates that a larger proportion of HE students are undertaking part-time study than anticipated.

HE Enrolments (year one starts). Serial 10. 115.6%. GREEN. (no change)
Year one starts are 867 against planned 750. This is positive and reflects the increased recruitment. Increased year one starts provides an opportunity to retain students for two/three more years on undergraduate study and curriculum teams have been gathering 'intention to progress' information to inform expected retention data.

HE FTE (APC figures). Serial 11. 92.5%. RED.
HE FTE (APC figures) stand at 1,463 FTE against plan 1,581 FTE. Unfortunately, 118 FTE below APC target and 203 below budgeted target. Additional information concerning the impacts of the recruitment shortfall are included in the Director of Finance papers. HE Recruitment is 150 FTE greater than the same point last year.

GA Programmes – New Enrolments. Serial 13. 88.5%. RED. (no change)
There were 115 new enrolments to the GA programmes against plan 130. Last year saw 200 new GA enrolments. Overall, GA enrolments were 42 fewer than planned across all years with advanced entry to year 2 of some GAs below expectation.

Senior Phase Enrolments. Serial 14. 96.1%. AMBER. (no change)
We delivered 542 senior phase enrolments against planned 564. Last year we enrolled 574 on senior phase programmes. While below plan and last year's recruitment, the number is not a concern as FE delivery is on track and some senior phase options were curtailed. Senior phase applications received for 2026/27 study are greater than received for this year.

ESES. Serial 18. 100.0%. GREEN. (no change)
First survey of the year conducted in October returned 96% student satisfaction, 0.3 percentage points more than last year.

ESES% Response Rate. Serial 23. 105.0%. GREEN. (no change)
ESES response rate was 63% against 60% objective and 2 percentage points more than the previous year.

MA Successful Outcomes (contract year). Serial 32. 71.7%. RED.
Successful outcomes for the contract year ended March 2026 was 67.8% against plan 75%. This is an improvement of 1.4 percentage points on the same point last year. As mentioned previously, the timing of this objective does not coincide with the academic year and cycle of apprenticeship blocks. Business Solutions and curriculum monitor unit and qualification completions on an ongoing basis to ensure student progress is maintained. Successful outcomes as of the end of March was 67.8% against objective 75%.

FE Progression to Further FE Study. Serial 33. 103.8%. GREEN. (no change)
41.5% of FE students continued to further FE study in 2025-26. This exceeded the objective of 40% and was 1.9% greater than the previous year.

FE Progression to HE Study. Serial 34. 105.1%. GREEN. (no change)

36.8% of our HE students progressed from FE study. This exceeded our target of 35% and was 7.1% greater than the previous year. FE to HE progression is a key element of our student retention and HE growth plans.

Mental Health Support Appt. Serial 35. 103.0%. GREEN.
100% of requests received an appointment within 3-10 working days during the period. The counselling team continue to deliver a valuable and prompt service to our students. Note, UHI have notified us that from 2026/27 they will undertake student support activities for EO enrolled students (e.g. Nursing, Ophthalmology, Centre for History). This includes the provision of counselling services.

Learning Support Appt. Serial 36. 93.6%. RED.
Averaged across the AY, the team has delivered 90.8% of appointments within the timeframe against plan 97%. It is noted that they have achieved 100% in each of the past four months.
Note, UHI have notified us that from 2026/27 they will undertake student support activities for EO enrolled students (e.g. Nursing, Ophthalmology, Centre for History). This includes the provision of ASN and learning support services.

Sickness Levels. Serial 40. 102.3%. RED.
Sickness levels as an average YTD are 3.63% against plan 3.02% YTD which is the same as the same period last year. Absence rates for Q3 were 3.4% against 2.98% expectation. Q3 absence rate is 0.7 percentage points lower than Q3 2024/25. Head of HR and team have additional analysis.

PRD Completion – full or review. Serial 44. 108.0%. GREEN.
PRD completion rates as of Q2 (the period reported) are 27% against 25% objective. Note, the profile/target reporting has been moved by a quarter. HR report PRD completion data a full quarter behind to allow line managers time to upload PRD data to CIPHR after meetings have been completed.

Student FTE: Academic Staff Ratio. Serial 45. 111.5%. GREEN. (no change)
SSR is 22.3 as at the end of semester 1. This is better than the target however the ratio must increase to compensate for cost increases outstripping funding increases.

Number of Workplace Injuries. Serial 47. 110.5%. RED.
116 injuries YTD against planned 105. The HS&S Manager has seen an increase in reporting across all H&S matters with the more user-friendly SafePoint platform. There were 3 injuries reported in April. Note – 2-week academic holiday during the period. HS&S Manager monitors this closely.

RIDDOR Reportable Accidents & Illness. Serial 48. 200%. RED.
Six reportable incidents YTD. Two reported in March 26. One student spiked their leg with tree climbing footwear and attended hospital for stitches. Second student received minor burn from welding slag inside boot. Both departments have updated their activity RA following learning from the incidents. HS&S Manager deals with all RIDDOR cases.

% of Staff completed mandatory IHASCO Trg. Serial 49. 108.8%. GREEN.
87% of staff completed their allocated training within the period. This is 2 percentage points more than the same period last year.

Forecast Outturn Operational Surplus / (Deficit). Serial 53. 214.6%. RED.
Forecast outturn deficit circa. -£1,700,000 against budget deficit of -£792,000. Papers from the Director of Finance and Estates and other supporting papers have been provided with full details and analysis.

Room Occupancy – Frequency. Serial 59. 87.7%. RED.
Frequency of room usage is 37.2% YTD against planned 42.3%. This is 7.8 percentage points lower than the previous year.
Further analysis has been requested to identify if there are patterns emerging in certain rooms / timetable groups.

CO2 Emissions on Utilities (gross Tonnes). Serial 60. 104.7%. AMBER.
457 tonnes YTD against plan 436 tonnes. 21 tonnes more than plan and 38 tonnes more than for the same period last year.
Analysis has been requested from estates to understand the cause of variance between planned and actual.
Public body conversion factors have improved slightly which helps as does the replacement of lighting for LED bulbs.

CO2 Emissions on Waste – Tonnes. Serial 61. 76.5%. GREEN.
0.429 tonnes YTD against 0.560 tonnes planned. Emissions are 0.161 tonnes lower than the same point last year.

Estates Reactive Task Completion Rate %. Serial 62. 100.5%. GREEN
The team achieved 96.4% completion in the period against 96% expectation. Estates Supervisor monitors estates requests and completion rates.

GTFM % Reactive Task Completion Rate. Serial 63. 99.9% AMBER.
GTFM slipped below their objective delivering 95.9% against target 96%. Completion rates are a key part of the contract management discussions that take place each month.

Total % of Capital Expenditure Budget Committed. Serial 64. 100%. GREEN.
The full capital budget has been committed by 31 March.

The information is accessible to all department managers and board members via SharePoint at: IN Management Information > Documents > KPI Matrix

Performance Measures
AY: 2025-2026
Performance Measures- EMT & Board of Management

Measures - Linked to Profile and Actual sheets

AY Start	01 Aug 2025
Today	25 May 2026
Period Month	April
No.Periods YTD	9

Key:

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

Serial	Measure	Measurement Frequency	Prior Year Actual	Current Year Target	YTD TARGET	YTD ACTUAL	YTD ACTUAL v TARGET RAG	Prior YTD ACTUAL	Variance - YTD vs Prior YTD
	Measure 1: CORE FE/HE OUTPUTS								
1	HE Active applications (next AY - Measure from Dec - Jul)	Monthly	1,418	1,400.0	1,350	1,139	**84.4%**	1,280	-141
2	FE Active applications (next AY - Measure from Dec - Jul)	Monthly	2194	2,300.0	2100	2,032	96.8%	2,132	-100
3	FE Credits	Monthly	27085	26,442	26,200	26,725	**102.0%**	26,908	-183
4	Apprenticeship starts	Monthly	409	382	237	316	**133.3%**	291	25
5	Apprentices in Learning (average in year)	Monthly	705	675	675	717	**106.2%**	689	28
6	Apprenticeship Income (excluding T&A)	Monthly	£1,398,960	£1,300,000	£1,043,000	£1,204,228	**115.5%**	£1,082,679	£121,549
8	Commercial Short Course Income	Monthly	£72,508	£75,000	£56,250	£123,205	**219.0%**	£66,200	£57,005
9	HE enrolments (head count)	Monthly	2,074	2,100	2,100	2,119	**100.9%**	2,106	13
10	HE enrolments (year one starts)	Annual	637	750	750	867	**115.6%**	637	230
11	HE FTE (APC figures) (from Oct)	Monthly	1,313.0	1,581.0	1,581.0	1,463.0	**92.5%**	1,313.2	150
13	GA Programmes - New Enrolments	Monthly	191	130	130	115.0	**88.5%**	191	-76
14	Senior Phase Enrolments	Annual	574	564	564	542.0	96.1%	574	-32
	MEASURE 2: SATISFACTION MEASURES								
18	Early Satisfaction & Engagement Survey (ESES)	Annual	95.7%	96%	96.0%	96.0%	**100.0%**	95.70%	0.30%
20	Student Satisfaction & Engagement Survey (SSES)	Annual	94.7%	95%	95.0%	95.0%	**100.0%**	94.70%	0.30%
23	ESES % Response Rate	Annual	61.0%	60%	60.0%	63.0%	**105.0%**	61.0%	2.00%
24	SSES % Response Rate	Annual	53.2%	55%	55.0%	53.0%	96.4%	53.2%	-0.20%
	Measure 3: RETENTION, SUCCESS & PROGRESSION								
32	Modern Apprenticeship successful outcomes (contract year)	Monthly	63.2%	75%	75.0%	53.8%	**71.7%**	57.10%	-3.30%
33	FE progression to further FE study	Annual	39.6%	40%	40.0%	41.5%	**103.8%**	39.60%	1.90%
34	FE progression to HE - actual	Annual	29.7%	35%	35.0%	36.8%	**105.1%**	29.70%	7.10%
35	Mental Health Support appt (non-emergency) offered for within 3 - 10 worki	Monthly	98.0%	97.0%	97.0%	100%	**103.0%**	98%	1.89%
36	Learning Support appt offered for within 6 - 20 working days	Monthly	100.0%	97.0%	97.0%	91%	**93.6%**	100%	-9.22%
37	PLSP - completed and accepted by student (within 10 days of meeting)	Monthly	-	85.0%	85.0%	87.7%	**103.1%**		
	Measure 4: HR								
40	Sickness levels	Quarterly	3.63%	2.98%	3.02%	3.63%	**120.3%**	3.63%	0.00%
41	- Short Term	Quarterly	1.53%			1.45%		1.65%	-0.20%
42	- Long Term	Quarterly	2.10%			2.19%		2.45%	-0.26%
43	% Staff turnover	Quarterly	2.35%	2.45%	2.59%	2.45%	**94.6%**	2.39%	0.06%
44	PRD completion - full or review (current quarter -2)	Quarterly	44%	50%	25.0%	27%	**108.0%**	34%	-7.00%
45	Student FTE:Academic Staff Ratio	Biannual	20.2	21	20.0	22.3	**111.5%**	21.7	0.6
47	Number of workplace injuries	Monthly	115	115	105	116	**110.5%**	105	11
48	Number of RIDDOR reportable accidents and illness	Monthly	5		3	6	**200.0%**	5	1
49	% of staff completed mandatory IHASCO (H&S) Trg	Quarterly	84%	80%	80.0%	87.0%	**108.8%**	85%	2.00%
	Measure 5: FINANCE								
53	Forecast Outturn Operational Surplus/(Deficit)	Quarterly	-£842,992	-£792,000	-£792,000	-£1,700,000	**214.6%**	-£967,000	-£733,000
	Measure 6: ESTATES & CAMPUS								
59	Room Occupancy - Frequency %	Monthly	40.2%	38.0%	42.3%	37.1%	**87.7%**	45%	-7.87%
60	CO2 Emissions on Utilities (gross) Tonnes	Monthly	561	532	436	457	104.7%	419	38
61	CO2 Emissions on Waste - Tonnes	Quarterly	0.821	0.780	0.560	0.429	76.5%	0.590	-0.16
62	Estates reactive task completion rate %	Monthly	95%	96%	96%	96.4%	100.5%	94.8%	1.6%
63	GTFM % reactive task completion rate	Monthly	95%	96%	96%	95.9%	99.9%	94.4%	1.5%
64	Total % of Capital expenditure budget committed (Aug - March)	Monthly	100%	100%	100.0%	100.0%	100.0%	100%	

Finance & General Purposes

Subject/Title:	09. Estates and Campus Services Report
Author: [Name and Job title]	Martin Kerr, Estates & Campus Manager
Meeting:	Finance and General Purposes Committee
Meeting Date:	11/06/2026
Date Paper prepared:	12/05/ 2026
Brief Summary of the paper:	This paper provides updates on our carbon management plan, waste management and capital projects, together with reporting on aspects of soft FM and hard FM performance
Action requested: [Approval, recommendation, discussion, noting]	Noting
Link to Strategy: Please highlight how the paper links to, or assists with:: • 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

Campus Services Report

Soft FM and Contracts

Pristine Audit scores have been in mid-90%. However, we have seen a slight dip in performance due to student behaviour. This has been addressed at the weekly cleaning meeting and Pristine has raised that students are not clearing away their waste when leaving the social areas of the main campus.

College transport

Pool car utilisation still in the mid 90's. The use of EV chargers is on hold due to 10-fold increase in maintenance contract making it unviable.

Leasing Agreements

- Burnett road lease ended 30th of April.
- Harbour Rd. Sustainable Construction Centre, Operational. Awaiting funding to be released to progress with second phase. No change.
- Property Transactions Procedure. To be developed to approve a procedure setting out required steps for all property leases, purchases and disposals, including mandatory District Valuer (DV) valuations for related-party or material transactions. First draft issued to Niall McArther for review. Will then passed to PPRP committee.

Storm damage

We still have one unsafe tree at Balloch campus. Area is cornered off. Tree to be dropped as part of forestry staff CPD.

Hard FM, GTFM

The working relationship between GTFM and the college teams has improved.
Ross Scobie has been appointed Operations Manager.

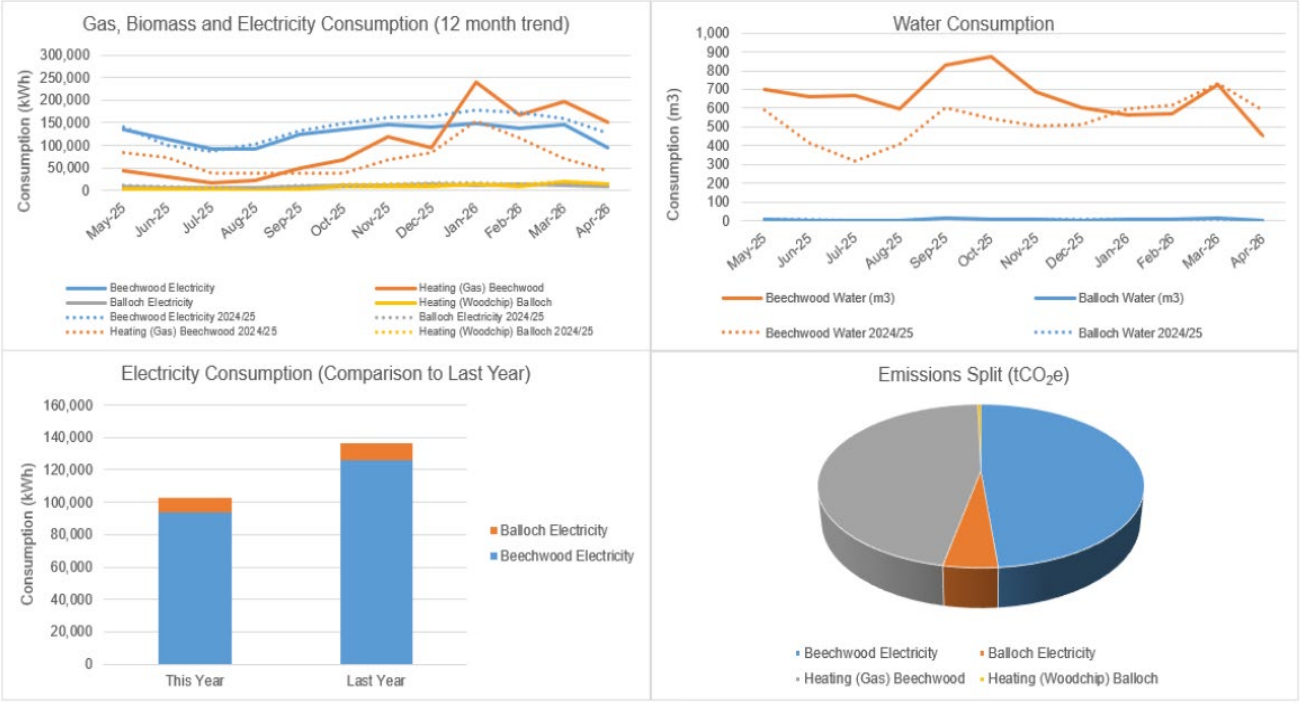
- Fire door repairs to be completed by August 2026.
- Fire sensor upgrade is planned to be completed over the summer break.
- LED lighting install. Balloch campus complete. With 1st floor main campus being progressed during summer outage.

Day to day business has improved with a good collaborative approach from IC contact officer and GTFM's FM manager.

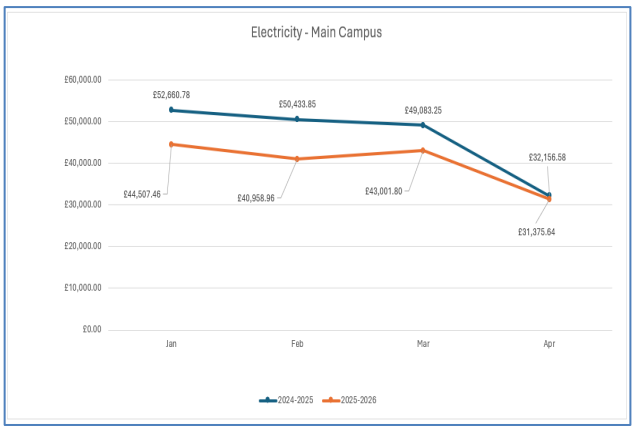
Carbon Management Plan

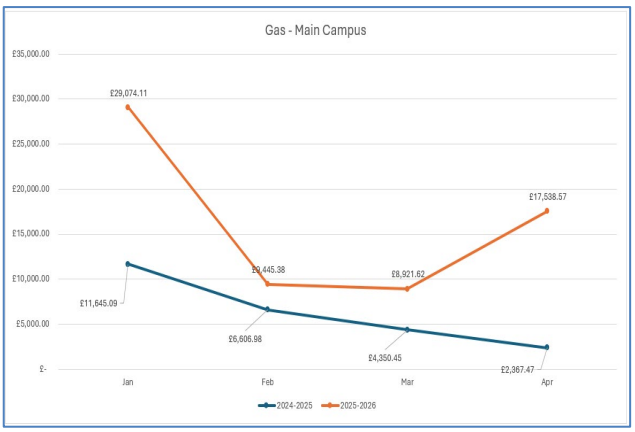
The Inverness College Carbon Management plan has been developed by the Estates team and GTFM our FM contractor. New ground source dashboard has been developed by GTFM. To go live early June.

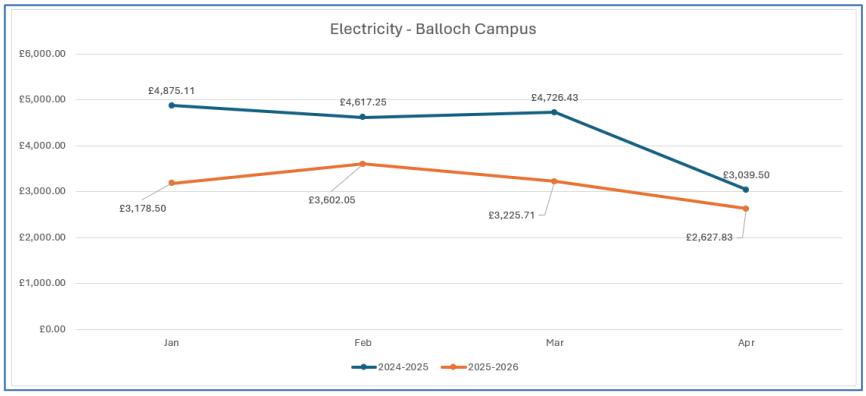
Monthly utility Report
Changes to the buildings heating settings to favour gas consumption over electrical systems has shown an improved financial position.



Finance







Waste Management
Northern recycling performing well. With 80% of our waste being recycled. The other 20% of general waste is sent for Waste to energy. Therefore, zero waste to land fill. Key focus to reduce general waste volume. Contract renewed May 2026 complete.

Capital Project and Campus Management Capital Projects Update

Green Technology

Estates have been supporting engineering on equipment upgrades and installation over the last few months.

G10 – New benches are now installed.

G9 – New guillotine install planned 25th of June.

G29 – Battery installs complete, software updates to be completed.

LRC student social space.

New furniture and ICT equipment complete.

Meeting with HISA to be undertaken 25th May to review student feedback.

UHI | INVERNESS

Subject/Title:	Committee & Chair Evaluation
Author: [Name and Job title]	Ludka Orlowska-Kowal Governance Officer
Meeting:	FGP Committee
Meeting Date:	11 June 2026
Date Paper prepared:	26 May 2026
Brief Summary of the paper:	Annual FGP Committee and Chair Evaluation Exercise
Action requested: [Approval, recommendation, discussion, noting]	The Committee is requested to individually undertake the Committee and Chair Evaluation Exercises which be made available to them via Microsoft Form Survey from beginning of July 2026.
Link to Strategy: Please highlight how the paper links to, or assists with:: • compliance • partnership services • risk management • strategic plan • new opportunity/change	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. Paragraph D24 states that "The board must agree a process for evaluating the effectiveness of the board chair and the committee chairs"
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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As previously agreed, all future evaluations will be completed individually via an online survey. Members of the FGP Committee will be provided with access to these evaluations via the confidential Microsoft Forms Survey with emails being sent w/c 29th June 2026. Members are requested to complete this process by **5.00 p.m. on Friday 21 August 2026.**

Any actions highlighted as part of these evaluations will be brought to the Board of Management and feedback on the Chair will be discussed as part of the separate Board Member Evaluation Process.