

UHI | INVERNESS

Meeting	Finance and General Purposes Committee
Date and time	Thursday 07 September 2023 at 9.00 a.m.
Location	Virtually – via Microsoft Teams

Governance Officer

31 August 2023

AGENDA

Welcome and Apologies

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

ITEMS FOR DECISION

1. **MINUTES**
 - a. Minutes of the Meeting held on 08 June 2023
 - b. Confidential Note of Meeting CN-01-062023 held on 08 June 2023
 - c. Confidential Note of Meeting CN-02-062023 held on 08 June 2023
2. **OUTSTANDING ACTIONS**
3. **BAD DEBT WRITE OFF**
Report by Joint Director of Finance and Audit.
4. **FINANCE UPDATES**
 - a. **Report by Joint Director of Finance:**
 - Revenue Budget 01 August 2023 – 31 July 2024
 - Financial Forecast Return 2022/23 to 2025/26
 - b. **FE Fee Waiver Policy**
5. **PROCUREMENT STRATEGY**
Report by Joint Director of Finance and Audit
6. **REVIEW OF SUB-STRATEGIES:**
 - a. Estates and Campus Operations Strategy
 - b. Sustainability Strategy
 - c. Marketing Strategy

ITEMS FOR DISCUSSION

7. **CAPITAL BUDGET MONITORING**
Report by Interim Finance Director
 8. **REVENUE BUDGET MONITORING**
Report by Interim Finance Director
 9. **CONFIDENTIAL DISCUSSION**
 - Impact from Funding Announcements
 - Update on Shared Finance Service
 10. **STUDENT RECRUITMENT – 23/24**
Report from Information Systems Manager
 11. **KPI MATRIX**
 - a. Review of KPI's for Academic Year 22-23
 - b. Review of Measures to be used for KPI's for Academic Year 23-24
 12. **ALF MONIES UPDATE**
Verbal Update
 13. **6 MONTHLY GDPR REPORT**
Report by Information Development Manager
 14. **HEALTH AND SAFETY UPDATE**
Report by Health, Safety and Sustainability Manager
 15. **COMMITTEE EVALUATION FEEDBACK**
Report by Governance Officer
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ITEMS FOR NOTING

16. **AOCB**
17. **DATE OF NEXT MEETING – Joint Audit & F&GP Committee Meeting (Date to be confirmed)**

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.

UHI | INVERNESS

MINUTES of the MEETING of the FINANCE AND GENERAL PURPOSES COMMITTEE held via Microsoft Teams on Thursday 08 June 2023

PRESENT: Donald MacKenzie, Russell Edwards & Rojan Kumar Subramani

CHAIR: Donald MacKenzie

ATTENDING: Joint Finance and Audit Director
Vice Principal – Operations and External Relations
Operations and Commercial Manager
Information Systems Manager
Governance Officer

OBSERVER: Jane Davidson

APOLOGIES: Chris O'Neil, Stephen Sheridan & Pauline Tuthill

The Chair welcomed everyone to the meeting and introduced Jane Davidson who will be joining the Committee, as a Co-opted Member, following Board ratification.

The Governance Officer advised the Committee that Pauline Tuthill has been elected as Professional Services Representative and will sit on this Committee.

The Governance Officer confirmed that this meeting was quorate.

There were no declarations of interests, statements of connections or transparency statements noted.

1. MINUTES FOR APPROVAL

a. Minutes of the Meeting of the Finance and General Purposes Committee held on 27 April 2023

Item 01a.

Decision: The Minutes of the Meeting of the Finance and General Purposes Committee held on 27 April 2023 were **AGREED** as a correct record and were **APPROVED**.

b. Confidential Note of Meeting CN-01-042023 of the Finance and General Purposes Committee held on 27 April 2023

Decision: The Confidential Note (CN-01-042023) of the Finance and General Purposes Committee held on 27 April 2023 was **AGREED** as a correct record and was **APPROVED**.

c. Confidential Note of Meeting CN-02-042023 of the Finance and General Purposes Committee held on 27 April 2023

Decision: The Confidential Note (CN-02-042023) of the Finance and General Purposes Committee held on 27 April 2023 was **AGREED** as a correct record and was **APPROVED**.

2. OUTSTANDING ACTIONS

- ALF Monies – the Vice Principal – Operations and External Relations advised the Committee that whilst the ALF have requested some additional information, our bids have been accepted in principle and are expected to be approved. The Vice Principal – Operations and External Relations will provide the Committee with a further update in September 2023.
- Procurement Strategy – the Joint Finance and Audit Director advised that he has received a copy of the updated procurement strategy and will review and bring this to the next meeting for comment. The Committee was advised that our financial regulations will also be updated to reflect any changes made.

3. REVENUE BUDGET FOR AY 23-24

Item 01a.

The Joint Finance and Audit Director spoke to his report, apologising to the Committee for its lateness and advised that the delay had been due to various updates that were required to be included within the budget. The committee undertook a confidential discussion (CN-01-062023) in respect of the revenue budget for the upcoming financial year.

Decision: The Committee **RECOMMENDED** the Revenue Budget for AY 23-24 to the Board of Management for final approval.

4. CAPITAL BUDGET FOR AY 23-24

The Joint Finance and Audit Director spoke to his report on the Capital Budget for the upcoming financial year advising that this budget runs from 01 April 2023 – 31 March 2024.

The Joint Finance and Audit Director provided the Committee with an explanation of the 4 main streams of capital finance and advised:

- That HE Capital funding would reduce by 77%.
- That an estimate has been provided in respect of BIS Funding as we are still awaiting confirmation of this from the SFC.

The Committee discussed the reduction in HE Capital and was advised that as the Campus is a relatively new build, we have less maintenance requirements. The Committee was advised that capital funding can only be spent on adaptations to the building. The Committee noted that we also expect to receive final monies from the ALF which will be used to make adaptations within the building.

The Committee was advised that our external contractors GTFM undertake ongoing maintenance and that any work over £5,000 is capitalised.

Decision: The Committee **RECOMMENDED** the Capital Budget for AY 23-24 to the Board of Management for final approval.

5. STUDENT FEES – AY 23-24

The Joint Finance and Audit Director spoke to his report which provided the Committee with the proposed fees for the upcoming academic year, advising that we are proposing that our fees remain the same.

The Committee discussed the limits and standardisation of fee setting across the partnership and the sector in respect of both HE, FE and commercial short course fees.

Decision: The Committee **RECOMMENDED** the Student Fees for AY 23-24 to the Board of Management for final approval.

6. CAPITAL BUDGET MONITORING

The Joint Finance and Audit Director spoke to his report which provided the Committee with an update on the Capital Budget Monitoring for the period ended 31 July 2023.

The Committee noted that we have fully utilised all grants for this year and are awaiting final invoices to be received. Following this a final report will be submitted to UHI Executive Office.

7. REVENUE BUDGET MONITORING

The Joint Finance and Audit Director spoke to his report which presented the Committee with the revenue budget monitoring and projected outturn at 30 April 2023.

The Committee was advised that the forecast shows our bank position with inflation at both 3% and 5%.

The Committee noted the following:

- We will exceed our FE Credit target but are not expected to achieve our HE Credit target.
- It is projected that our staff costs will be over budget; however it is thought that our premises costs will come in close to budget.
- We have experienced higher refectory costs, due to the re-opening of the Campus.
- We have incurred additional consultancy costs which are to be reclaimed and offset by our RSB.
- EO have identified some outstanding European and ELCC funding which is expected to be paid to partners before the end of July 2023.

The Committee thanked the Joint Audit and Finance Director for this update.

8. CONFIDENTIAL DISCUSSION – IMPACT FROM FUNDING ANNOUNCEMENTS

The committee undertook a confidential discussion (CN-02-062023) in respect of the impact from recent funding announcements.

9. SHARED FINANCE SERVICE

The Committee noted that in the absence of the Principal, an update on the Shared Finance Service would be provided at the September 2023 Committee meeting.

10. STUDENT RECRUITMENT

The Information Systems Manager joined the meeting.

Item 01a.

The Information Systems Manager provided the Committee with a verbal update noting that the Committee had already been provided with our current FE and HE recruitment numbers.

The Information Systems Manager advised that:

- We have exceeded our FE credit target for this year.
- The SFC have recently rebased the credit targets for 21/22 and 22/23 and that whilst we had previously reported that we had reached 93.2% of our target for 21/22 this will now be classed as reaching 89% of our target. However the Committee noted that as the rebase has been implemented so late, our annual accounts have already been produced and will publicly report the figure of 93.2%.
- The Committee noted that this year's rebased target is expected to be between 102%-103%.
- Work is being undertaken to determine our credit targets for 23/24.
- The Committee was provided with an update in respect of both Early and Further Withdrawals noting that:
 - FE Early Withdrawals have seen a decrease from 10.3 to 7.2
 - HE FT Early Withdrawals have seen a marginal increase which will continue to be monitored.
 - In respect of Further Withdrawals both FE and HE have seen a decline over the past two years.

The Committee welcomed this update and noted that it is hoped that we will continue to see students progressing through courses and that our HE numbers will continue to increase post Covid-19.

The Information Systems Manager left the meeting.

11. OPERATIONS AND EXTERNAL RELATIONS REPORT

The Vice Principal – Operations and External Relations spoke to her confidential report which provided the Committee with an update on Modern

Item 01a.

Apprenticeships, FWDF and Commercial Short Course Performance and Income and reiterated some of the discussions which had been undertaken earlier as part of the Confidential Note (CN-01-062023).

The Commercial Services Manager provided the Committee with an update and advised that we are continuing to track the costs associated with providing students with free meals and highlighted that in terms of income we have seen a slight increase in average spend within the Campus. The Committee noted that the budget for the upcoming Academic Year will ensure that we continue to provide these free meals to students.

The Committee was provided with an extract of our KPI matrix and noted our performance in respect of FE credits, Forecast Outturn, Apprenticeships, PPEF, survey responses, mental health support and learning support and the funding that is available in respect of this. The Committee was advised that in relation to waste recycling we have appointed a Health, Safety and Sustainability Manager who will engage both staff and students around this area.

12. COMMITTEE EVALUATION

The Governance Officer advised that a new online system for the completion of Committee and Chair Evaluations are being undertaken this year. The Committee noted that an invitation has been sent to all eligible members asking them to complete the survey. The Committee noted that any outcomes or actions from these evaluations will be brought to the Board of Management in October 2023 and feedback will be provided to the Chair as part of their annual self-evaluation process.

13. DATE OF NEXT MEETING

Thursday 07 September 2023 at 9.00 a.m.

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Item 01a.

Signed by the Chair: _____

Date: _____

Outstanding Actions from Finance and General Purposes Committee

Item	Action	Responsibility	Time Line	Actioned
18 November 2022				
Minutes – ALF Monies	<p>The Board of Management are to be presented with a report on the ALF which specifies the monies currently held within it. A Board decision on whether these should be used for current projects is to be sought. The Board to discuss and agree our long-term position in respect of the ALF.</p> <p>Bids have been submitted to the ALF and an update will be provided to the Committee in September 2023.</p>	JF&AD and VP-O&ER	Sept 2023	
AOCB – Procurement	<p>The Joint Finance and Audit Director will liaise with Procurement over the status of the strategy and will provide the Committee with an update as well as additional clarity in respect of the Procurement Policy and Procedure.</p> <p>The reviewed strategy will be brought to the Committee in September 2023 for comment.</p>	JF&AD	June 2023	
08 June 2023				
Confidential Session – Revenue Budget	The report to the Board of Management on the Revenue Budget 2023/24 will include a risk analysis and provide the best-and-worse-case scenario sensitivity range as part of it's explanation.	JF&AD	27 June 2023	
	The Governance Officer to provide the Board with a copy of the information which the Principal and EMT are using to lobby our case.	GO	27 June 2023	

UHI | INVERNESS

Finance and General Purposes Committee

Subject/Title:	Bad debt write-offs 2022-23
Author:	Niall McArthur – Interim Director Shared Finance Service
Meeting:	Finance and General Purposes Committee
Meeting Date:	07 September 23
Date Paper prepared:	29 June 23
Brief Summary of the paper:	Present details of SITS and SUN bad debts with recommendation for F&GP committee to provide retrospective approval of this write off (approval was sought in July 2023 via email)
Action requested: [Approval, recommendation, discussion, noting]	Approval

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

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

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

and

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

UHI | INVERNESS

Subject/Title:	Revenue Budget 1 August 2023 – 31 July 2024, and Financial Forecast Return 2022/23 to 2025/26
Author:	Niall McArthur, Joint Finance and Audit Director
Meeting:	Finance and General Purposes Committee
Meeting Date:	07 September 2023
Date Paper prepared:	31 August 2023
Brief Summary of the paper:	To present to committee the Revenue Budget for 2023/24 and the financial forecast return for 2023 which was sent to SFC on 30 June 2023.
Action requested: [Approval, recommendation, discussion, noting]	Recommend to Board for Approval
Link to Strategy: Please highlight how the paper links to, or assists with: <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change	Complying with Funding parameters Finance undergirds Strategic Plan
Resource implications:	Yes – monitoring of Financial Resources If yes, please specify:
Risk implications:	Yes If yes, please specify: Financial Operational

Item 04

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

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

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

Recommendation

That members of the Finance and General Purposes Committee recommend to the Board that the College's 2023/24 Revenue Income and Expenditure Budget be approved.

Purpose of report:

To present to the Finance and General Purposes Committee the Revenue Income and Expenditure Budget for the year to 31 July 2024 and ask that it recommends that the College Board approves it.

Background

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

Executive Summary

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

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

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

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

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

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

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

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

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

Appendix 1

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

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

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

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

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

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

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

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

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

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

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

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

4. Other Grant Funding – these are mainly research related and based on project income and PHDs in post. Overall, an increase of £637,000, due to additional forecast commercial income, along with additional project income across a number of activities. Detailed work has been done reviewing Other Grants and estimates are based on projects in the system.
5. Refectory Income –the budgeted income for the Refectories assumes an additional income target of £100,000 from various planned events to be held during the year.
6. SDS Income – overall, this is forecast to be £121,000 lower than the 2022/23 budget, due to the reduction in the number of places by SDS, although this has been mitigated by college actions, as the original reduction was significantly more than this.
7. Commercial Income – increase due to forecast additional income from the FWDF funding. Budget figure for 23/24 is £442,500, compared to £375,000 in 2022/23.
8. Miscellaneous Income – overall, a reduction in the forecast miscellaneous income for 2023/24, down from £542,423 to £515,480, a reduction of £26,943.
9. Unitary Charge funding is based on amounts being paid in respect of this.
10. Staff costs - detailed work has been done on pay budgets, with an effort to align with curriculum planning.

The budget is higher than the forecast income for 2022/22 mainly due to pay inflation. In the budget, we have assumed a 3% increase for both 2022/23 and 2023/24. If pay costs increase by 5% in both years, staff costs increase by an additional £716,000.

Planned savings in 2023/24, within teaching supply costs and fixed term costs, are estimated to be £400,000 at this time, which partially offsets the increase in staff costs due to the forecast cost of living increases.

Teaching Supply costs to 30 April 2023 were £244,000 for nine months and a total of £340,000 has been included in the 2023/24 budget at present, which has been discussed with the Operations Manager who leads on Curriculum Planning.

Pension Strain relates to monthly payments for staff who retired in the early 1990s.

Redundancies – no costs have been budgeted for 2023/24.
11. Premises costs – the main areas of change are in:-

Energy costs – energy budgets reduced from 2022/23 levels as budget was higher than actual costs. 2023/24 based on actuals to date in 2022/23 and latest unit prices for both electricity and gas.

Rates and water - this now includes rates costs for the vacant Longman site and also for Burnett Road.

Cleaning costs – slight reduction in 23/24 budget due to cleaning contract budget being higher than required in 2022/23.
12. Other operating costs – the main areas of change are in:-

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

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

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

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

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

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

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

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

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

Risks Upside

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

Risks Downside

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

Student Support Budget

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

Strategic

For the year ended 31 July 2024 a cash deficit of £615,000 is forecast, mainly due to lower HE teaching grant income and higher staff costs due to cost of living increases. For the three years beyond 2023/24, with flat SFC funding and potentially high cost of living increases, the college will have difficulties maintaining its financial sustainability.

Item 04

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

Other Comments

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

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

APPENDIX 1 – INVERNESS COLLEGE FFR ASSUMPTIONS**Income**

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

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

Expenditure

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

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

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

Item 04

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

Inverness College

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

Inverness College
EXPENDITURE

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

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

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

Cash budget for priorities (*incorporated colleges*):

Revenue priorities

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

Capital priorities

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

Total cash budget for priorities spend

821	496	496	496	496
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Balance Sheet		Actual 2021-22	Forecast 2022-23	Forecast 2023-24	Forecast 2024-25	Forecast 2025-26	2021-22 - 2022-23	2022-23 - 2023-24	2023-24 - 2024-25	2024-25 - 2025-26
		£000	£000	£000	£000	£000	%	%	%	%
1 Non-current assets	a) Intangible assets	0	0	0	0	0				
	b) Fixed assets	56,971	55,648	54,674	53,687	52,487	-2.3%	-1.8%	-1.8%	-2.2%
	c) Investments	0	0	0	0	0				
Total non-current assets		56,971	55,648	54,674	53,687	52,487	-2.3%	-1.8%	-1.8%	-2.2%
2 Current assets	a) Stock	53	53	53	53	53	0.0%	0.0%	0.0%	0.0%
	b) Debtors	2,496	2,496	2,496	2,496	2,496	0.0%	0.0%	0.0%	0.0%
	c) Investments	0	0	0	0	0				
	d) Cash and cash equivalents	7,496	6,955	5,908	4,808	3,808	-7.2%	-15.1%	-18.6%	-20.8%
	e) Other (e.g. assets for resale)	2,300	2,300	2,300	2,300	2,300	0.0%	0.0%	0.0%	0.0%
Total current assets		12,345	11,804	10,757	9,657	8,657	-4.4%	-8.9%	-10.2%	-10.4%
3 Creditors: amounts falling due within one year	a) Bank loans and external borrowing	0	0	0	0	0				
	b) Bank overdrafts	0	0	0	0	0				
	c) Lennartz creditor	0	0	0	0	0				
	d) Obligations under finance leases and service concessions	0	0	0	0	0				
	e) Payments received in advance	601	601	601	601	601	0.0%	0.0%	0.0%	0.0%
	f) Amounts owed to SFC	0	0	0	0	0				
	g) Obligations under PFI/NPD	898	980	1,070	1,167	1,272	9.1%	9.2%	9.1%	9.0%
	h) Deferred capital grant	296	257	257	257	257				
	i) Other creditors and accruals	4,932	4,798	4,798	4,798	4,798	-2.7%	0.0%	0.0%	0.0%
Total creditors < 1 year		6,727	6,636	6,726	6,823	6,928	-1.4%	1.4%	1.4%	1.5%
Share of net assets/(liabilities) in associate		0	0	0	0	0				
NET CURRENT ASSETS/LIABILITIES		5,618	5,168	4,031	2,834	1,729	-8.0%	-22.0%	-29.7%	-39.0%
TOTAL ASSETS LESS CURRENT LIABILITIES		62,589	60,816	58,705	56,521	54,216	-2.8%	-3.5%	-3.7%	-4.1%
4 Creditors: amounts falling due after more than one year	a) Local authority loans	0	0	0	0	0				
	b) Bank loans and external borrowing	0	0	0	0	0				
	c) Lennartz creditor	0	0	0	0	0				
	d) Finance leases and service concessions	0	0	0	0	0				
	e) Obligations under PFI/NPD	34,691	33,711	32,641	31,474	30,202	-2.8%	-3.2%	-3.6%	-4.0%
	f) Deferred capital grant	8,691	8,182	7,562	6,942	6,322				
	g) Amounts repayable to Funding Council	0	0	0	0	0				
	h) Other creditors	0	0	0	0	0				
Total creditors >1 year		43,382	41,893	40,203	38,416	36,524	-3.4%	-4.0%	-4.4%	-4.9%
5 Provisions	a) Pension provisions	3,665	3,665	3,665	3,665	3,665	0.0%	0.0%	0.0%	0.0%
	b) Other	0	0	0	0	0				
Total provisions		3,665	3,665	3,665	3,665	3,665	0.0%	0.0%	0.0%	0.0%
TOTAL NET ASSETS		15,542	15,258	14,837	14,440	14,027	-1.8%	-2.8%	-2.7%	-2.9%
9 Restricted Reserves	a) Endowment Reserve	0	0	0	0	0				
	b) Restricted Reserve	0	0	0	0	0				
10 Unrestricted reserves	a) Income and Expenditure Reserve	3,035	2,751	2,330	1,933	1,520	-9.4%	-15.3%	-17.0%	-21.4%
	b) Revaluation reserve	12,507	12,507	12,507	12,507	12,507	0.0%	0.0%	0.0%	0.0%
11 Non-controlling interest		0	0	0	0	0				
TOTAL RESERVES		15,542	15,258	14,837	14,440	14,027	-1.8%	-2.8%	-2.7%	-2.9%

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

Inverness College

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

Inverness College

Capital Expenditure Projects and Forecast Methods of Financing

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

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

Capital disposals

Disposal proceeds:

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

Gain/(loss) on disposal:

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

Inverness College
FINANCIAL SUMMARY

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

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

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

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

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

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

Subject/Title:	FE Fee Waiver Policy
Author: [Name and Job title]	Donald Taylor
Meeting:	FGP Committee
Meeting Date:	7 th September 2023
Date Paper prepared:	4 th September 2023
Brief Summary of the paper:	Updates on the Policy
Action requested: [Approval, recommendation, discussion, noting]	Approval
Link to Strategy: Please highlight how the paper links to, or assists with: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	
Resource implications:	Yes / No If yes, please specify:
Risk implications:	Yes / No If yes, please specify: Operational: Organisational:
Equality and Diversity implications:	Yes/No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	

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

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

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

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Inverness College UHI

Further Education Fee Waiver Policy

PL/CS/2022/003

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

This policy covers the 2023-24 academic year.

For all our up-to-date policies, please visit our website [UHI Inverness](https://www.uhi.ac.uk).

Accessible versions of this policy are available upon request.

Policy Summary

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

1. Policy Statement

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

2. Definitions

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

3. Purpose

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

3.3 SFC Funded Fee Waivers

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

3.4 Discretionary Fee Waivers

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

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

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

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

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

3.5 SVQs

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

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

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

4. Scope

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

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

5. Exceptions

5.1 Courses outwith the scope of this policy are:

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

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

6. Notification

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

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

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

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

7. Roles and Responsibilities

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

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

8. Legislative Framework

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

[Equality Act 2010](#)

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

9. Related Policies, Procedures, Guidelines and Other Resources

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

10. Other Conditions

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

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

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

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

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

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

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

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

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

11. Version Control and Change History

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

Finance and General Purposes Committee

Subject/Title:	Draft Procurement Strategy 2023 - 2026
Author:	Niall McArthur – Joint Finance and Audit Director
Meeting:	Finance and General Purposes Committee
Meeting Date:	7 September 2023
Date Paper prepared:	31 August 2023
Brief Summary of the paper:	To present the draft procurement strategy for the college for 2023 through to 2026.
Action requested: [Approval, recommendation, discussion, noting]	Approval

Item 05

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

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



Estates & Campus Operations Strategy

Academic Years 2021/22 – 2025/26

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[Inverness.uhi.ac.uk](https://www.inverness.uhi.ac.uk)

Academic Years 2021/22 – 2025/26

How to use this Strategy

It is intended that this strategy will provide clear direction to the Board of Management, staff and stakeholders of UHI Inverness on our strategic approaches to manager our Estate.

Staff will make use of this strategy when creating their quality enhancement Plans and setting team objectives.

Context

Our Estate is made up of 5 properties:

1. Inverness Campus: This is our main campus and is subject to a non-profit distribution (NPD) contract. The hard facilities management is provided GTFM, under the NPD contract. The campus is in excellent condition but there are opportunities to maximise the use of the space for teaching, as our hybrid working plans develop.
2. Balloch Campus, including the Scottish School of Forestry (SSF). The Balloch Campus main building, which is subject to an NPD contract and is in excellent condition, is part of a 52-acre site which contains forested areas and a range of separate buildings in varying states of repair. More recently the Balloch Campus has hosted Joinery courses, as demand has exceeded supply available at Inverness Campus, whilst student numbers in SSF have declined year-on-year.
3. Burnett Road. This building is on a five-year lease, which started in 2021 and is specifically used for Joinery delivery to meet high demand for Apprenticeships in this sector.
4. WASPS. This city centre space is part of an arts related facility, which provides a suitable environment for our art related course delivery.
5. An Lochran, Inverness Campus. This is a laboratory facility which supports research in our Centre for Biodiversity and Freshwater Conservation. Investment is required in order to maximise opportunities for research in this area.

Because of the impact that the running of our estates has upon our organisational carbon footprint, this strategy should be read alongside the Sustainability Strategy.

Strategic Objective 1:

To ensure that our Estate supports the provision of a progressive, accessible, efficient and relevant tertiary curriculum

We will achieve this by:

- Working with curriculum teams to develop costed plans to provide the facilities required to deliver their sector development plans.
- Managing approved sector development plan projects.
- Working with curriculum teams to ensure accessibility, and support room use optimisation.

Strategic objective 2:

To reduce the carbon emissions against the 2018/19 baseline by 2025/26 and to be carbon neutral by 2040 (objective taken from the sustainability strategy)

We will achieve this by:

- Developing a fully costed options appraisal for carbon, energy and water reduction across the estate.
- Further developing and implementing the Carbon Management Plan, making use of available funding opportunities, working with our Facilities Management company.
- Working with APUC colleagues to ensure that sustainability is considered in all procurement activities.
- Reviewing Highland Council climate change adaptation plans to develop approaches to prepare for the adverse impacts of climate change.
- Reviewing progress to date against our waste reduction targets and setting new targets to be monitored by the cross-college Waste Management Group
- Working with Inverness Campus Owners Association (ICOA), develop and implement a Sustainable Travel Plan to maximise opportunities for staff and students to access sustainable travel options – including actions to discourage unsustainable travel options

Strategic objective 3:

To increase biodiversity across the college estate

We will achieve this by:

- Developing a baseline for biodiversity across our estate.
- Working with our Research Centres, develop biodiversity targets for our estate and agree actions, including the further development of the ABC Garden.
- Exploring opportunities for carbon offsetting through actions to increase biodiversity.

Strategic objective 4:

To maintain an estate which provides a welcoming and accessible environment, supporting the student experience and enhancing our reputation.

We will achieve this by:

- Managing the NPD contract/contractors, including undertaking audits against key terms.
- Ensuring that the response to Helpdesk requests is prioritised to support the student experience.
- Undertaking regular reviews of our soft facilities management provision against agreed targets.
- Supporting the management of Health, Safety and Environmental (H&SE) issues, in partnership with the H&SE Manager.
- Developing systems to manage the car parks on our two main campuses.

Key Performance Indicators

Our institutional key performance indicators are set annually and monitored against profiled targets on a monthly basis. KPI reports are accessible to all staff and are reviewed regularly by relevant Board committees, as a mechanism for monitoring progress against our strategies.

KPI Measures
Room Occupancy - Utilisation %
CO2 Emissions on Utilities (gross) Tonnes
% of waste recycled
Estates reactive task completion rate %
GTFM % reactive task completion rate
Total % of Capital expenditure budget committed (Aug - March)



Environmental Sustainability Strategy

Academic Years 2021/22 – 2025/26

Academic Years 2021/22 – 2025/26

How to use this Strategy

It is intended that this strategy will provide clear information to the Board of Management, staff, students and other stakeholders of UHI Inverness on our strategic approaches to environmental sustainability.

Staff should make use of this strategy when creating or amending policies and procedures, developing their quality enhancement plans and setting team objectives.

Context

- UHI Inverness recognises that climate change is an urgent and significant challenge. The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019, requires us to contribute towards: targets to reduce carbon emissions; adapt to climate change and to act sustainably. In 2019, the Principal and Board of Management signed up to the Race to Zero, committing to achieving net zero carbon emissions by 2040.
- UHI Inverness is committed and has signed up to the Scottish University and College Sectors Supply Chain Climate and Ecological Emergency Strategy. It has published a Sustainability Strategy and Sustainable Procurement Policy which is being implemented with support from APUC and advice from EAUC.
- This strategy sets out the key strategic objectives in relation to environmental sustainability for the duration of UHI Inverness' Strategic Plan.

Strategic Objective 1: Leadership & Governance

To provide leadership and governance conducive to meeting our net zero target

We will achieve this by:

- Establishing a Sustainability Working Group
- Ensuring that Board members and leaders are offered carbon literacy training
- Ensuring that leaders at all levels in the organisation are empowered to support the setting and monitoring of targets
- Developing a Sustainability Action Plan based on agreed targets
- Ensuring that sustainability is considered in approval processes for new or revised policies and procedures

Strategic objective 2: Sustainable Procurement

To deliver best value whilst driving positive impacts on supply chain sustainability.

We will achieve this by:

- Embedding Sustainability as a key factor in all tendering activities and utilising sustainable procurement tools
- Working with Advanced Procurement for Universities and Colleges (APUC) Limited to utilise framework agreements which leverage buying power to drive sustainable procurement and reduce GHG emission levels
- Supporting the Scottish Government's Sustainable Procurement Action Plan and complying with the sustainable procurement duty as outlined in Procurement Reform (Scotland) Act 2014
- Assessing our supply chain with the help of an independent sustainability ratings agency
- Engaging with local suppliers to ensure they are making environmental improvements and exploring circular economy solutions
- Setting, monitoring and reviewing sustainability targets and objectives, exploring solutions to overcome any barriers.
- Reporting on planned activities, targets, and status to tackle the Climate & Ecological Emergency via the Now To 2030 Category Action Plan

Strategic objective 3: Estates & Campus Operations

We will achieve this by:

- Developing a fully costed options appraisal for carbon, energy and water reduction across the college estate.
- Further develop and implement the Carbon Management Plan, making use of available funding opportunities, working with our Facilities Management company to implement the action plan, as part of the Estates & Campus Operations Strategy
- Review progress to date against our waste reduction targets and setting new targets to be monitored by the cross-college Waste Management Group
- Reviewing Highland Council climate change adaptation plans to develop approaches to prepare for the adverse impacts of climate change.
- Working with our Research Centres, develop biodiversity actions for the campus, including the further development of the ABC Garden.
- Working with Inverness Campus Owners Association (ICOA), develop and implement a Sustainable Travel Plan to maximise opportunities for staff and students to access sustainable travel options – including actions to discourage unsustainable travel options
- Develop a biodiversity plan, with measurable targets, covering our estate.

Strategic objective 4: Curriculum: Teaching and Learning

Details of the objective here.

We will achieve this by:

- Utilising sustainable teaching practices, aligned to the Scottish Government's Action Plan for learning for sustainability.
- Ensuring teaching staff are trained to incorporate sustainability into their delivery of teaching and learning.
- Working with the procurement team to ensure that teaching facilities and materials are sustainably sourced.
- Seeking input from students, employers and stakeholders to promote sustainability in teaching and learning.
- [Seeking](#) project funding and equipment to promote sustainable practice.

Key Performance Indicators Key Performance Indicators

Our institutional key performance indicators are set annually and monitored against profiled targets on a monthly basis. KPI reports are accessible to all staff and are reviewed regularly by relevant Board committees, as a mechanism for monitoring progress against our strategies.

KPI Measures
Annual carbon emissions reduction
Reduction of waste into landfill

A person in a dark jacket and shorts stands on a large, dark rock, with their arms raised in a celebratory gesture. The background is a dense forest of trees with some yellowing leaves, suggesting an autumn setting. The lighting is bright, creating a high-contrast scene.

Marketing Strategy

Academic Years 2021/22 – 2025/26

UHI | INVERNESS

[Inverness.uhi.ac.uk](https://www.inverness.uhi.ac.uk)

Academic Years 2021/22 – 2025/26

How to use this Strategy

It is intended that this strategy will provide clear information to the Board of Management, staff, students and other stakeholders of UHI Inverness on our strategic approaches to marketing. Staff should make use of this strategy and supporting plans when creating or amending policies and procedures, developing their quality enhancement plans and setting team objectives.

Context

- The Marketing Strategy flows directly from key themes identified in the UHI Inverness Strategic Plan and supporting strategies.
- The strategy takes a progressive approach to building capacity for engaging colleagues in support of our student recruitment ambitions and stakeholder engagement. This includes working closely with colleagues in UHI, particularly around the delivery of higher education, international and Rest of UK recruitment to align and coordinate UHI Inverness activities within UHI strategic priorities.
- The demands of an ever-evolving workforce and emerging markets require ongoing analysis of our internal and external environment and innovative student recruitment tactics.
- The Marketing Strategy provides a framework into which annual marketing, student recruitment and communications plans and activities are aligned to support the external and internal requirements of UHI Inverness operations.

Strategic Objective 1: Data and Analytics

To utilise data driven insights to drive strategic decisions on curriculum portfolio development and analysis of admissions and enrolment trends to help support the development, implementation and monitoring of student marketing and recruitment strategies.

We will achieve this by:

- Producing sector development plans based on local, regional, national and international data, to develop new and modify existing provision based on current and future market demand.
- Undertaking annual curriculum planning reviews, supported by monthly School data presentations focussing on quality, efficiency and compliance.
- Maintaining our full economic costing (FEC) model for all courses.
- Maintaining an understanding of government policy and priorities for the sector, to inform planning activity.
- Capturing information about enquirers, pre-applicants and those who decide not apply or take up places at UHI Inverness to inform understanding of our markets and enable personalised engagement with prospects.
- Continually capturing and interpreting data to enhance understanding across the student journey, including the ratio of applications to offers, offers to acceptances and acceptances to enrolment.
- Continue to work with our key stakeholders and influencers, including SDS, DYW and teachers, to gain insight and understanding around secondary school pupils, the opportunities and challenges around progression to further study, to inform our activity.

Strategic objective 2: Student Recruitment

To devise, evaluate and oversee the implementation of effective, tailored student recruitment marketing plans and campaigns, using the most appropriate channels and methods to promote awareness, drive leads, improve conversion and achieve the agreed student recruitment plans.

We will achieve this by:

- Reviewing and continuously improving the delivery of a range of inclusive events to increase our reach, build reputation, and positively impact recruitment and conversion.
- Supporting teams achieve recruitment and widening participation targets through development and coordination of an annual student recruitment plan
- Planning alternative study routes which meet students' needs in terms of study/work balance, including continuing professional development, taster courses, and part-time provision.
- Coordinating the production of a range of inclusive text, imagery and video content to prospective students to inform the decision-making processes throughout the student journey.
- Designing an operating model that optimises the capture of enquiries and interest from prospective students and enhances our face-to-face, phone and digital interactions with them across all stages of the student journey.

Strategic objective 3: Profile and Reputation

To grow the profile, distinctiveness and reputation of UHI Inverness

We will achieve this by:

- Continuing to manage the values, visual identity, messaging and brand architecture consistently across all platforms to our potential and existing stakeholders.
- Producing branding toolkits for consistent implementation across the organisation.
- Supporting and developing the key themes set out in the UHI Inverness strategic plan: tertiary education, organisational development, research and innovation, student experience, and finance and sustainability.
- Using a multi-channel approach to articulate the student experience, amplify success, and our partnerships with communities, particularly employers, to counter any potential negativity or perception issues.
- Working in partnership with staff across UHI Inverness to create thought leadership content.
-

Strategic objective 4: Marketing Communications

To create consistent external and internal marketing communication frameworks.

We will achieve this by:

- Developing a student communication plan that delivers relevant and personalised messaging at various touch-points in the student journey, from enquiry and applicant, through to student and graduate communications.
- Focusing on user-generated content and stakeholder ‘voices’ to tell the UHI Inverness story and encourage advocacy, with a particular focus on social media.
- Creating and sharing transparent and timely communications to keep staff informed of UHI Inverness developments and foster two-way engagement and collaboration.
- Designing engaging and creative written and visual content for print and online channels to attract and inform audiences, including employers and other stakeholders; differentiate our brand and reinforce key messaging.
- Developing and delivering integrated and targeted campaigns, based on insight, data and strategic priorities
- Revising our internal communications tools to be more engaging and easier to access.

Key Performance Indicators

Our institutional key performance indicators are set annually and monitored against profiled targets on a monthly basis. KPI reports are accessible to all staff and are reviewed regularly by relevant Board committees, as a mechanism for monitoring progress against our strategies.

KPI Measures
HE Active applications (next AY - Measure from Dec - Jul)
FE Active applications (next AY - Measure from Dec - Jul)
FE Credits
HE enrolments (head count)
HE enrolments (year one starts)
HE PPF FTE (from Oct)
FE progression to further FE study
FE progression to HE - actual

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Subject/Title:	Capital Budget Monitoring 2022/23
Author:	Niall McArthur, Joint Finance and Audit Director
Meeting:	Finance and General Purposes Committee
Meeting Date:	7 September 2023
Date Paper prepared:	1 September 2023
Brief Summary of the paper:	To present the final position of the capital budget monitoring for 2022/23.
Action requested: [Approval, recommendation, discussion, noting]	Noting
Link to Strategy: Please highlight how the paper links to, or assists with: <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change	Complying with Funding parameters
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

Item 07.

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

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

Recommendation

That members note the final capital funding and spend for the period ended 31 July 2023.

Purpose of report

To advise the Committee of the final actual capital spend for the year ended 31 July 2023.

Executive Summary

Capital Funding from the SFC is made up of:

1. HE Capital
2. FE Backlog
3. BIS Funding (Research)
4. FE Lifecycle Maintenance – this can be spent on property additions/improvements; or else annual maintenance and IT equipment. It is more versatile in spend parameters than the other three sources.

2022/23

As a condition of the SFC capital grant funding, the College has to commit the capital expenditure by 31 March 2023 and to pay this by 31 July 2023.

In the attached spreadsheet are the various projects that have been previously identified within the 2022/23 capital plan and the College has utilised its full capital grants for both FE and HE capital grants for 2022/23 as follows:

1. HE Capital – funding of £159,775 – expenditure of £160,739
2. FE Backlog – funding of £8,018 – expenditure of £8,018
3. BIS Funding (research) – funding of £23,341 – expenditure of £23,341
4. BIS additional funding (research) – funding of £4,004 – expenditure of £4,004
5. FE Lifecycle Maintenance – funding of £108,164 – expenditure of £108,164

As noted at the last finance and general purposes committee, the funding for 2023/24 has been announced and the HE capital funding has been reduced significantly, with all other grants remaining much the same. A note of the various capital funding grants for 2023/24 is included as an appendix to this report.

Capital Expenditure Plan 2022-23

Academic Partner



The table below should cover all capital investment plans that involve and are funded (fully or in part) by SFC/BIS (as appropriate) capital funding allocations & FE capital grants, and should include partners own contributions. (Please add more rows as necessary)

Description of project	Link to estate strategy	How proposals meet criteria	FY22-23 ESTIMATED capital expenditure						FY22-23 ACTUAL capital expenditure							
			HE Capital Maintenance	HE BIS	HE BIS (additional)	FE Capital (Backlog Maintenance)	FE Maintenance	TOTAL	HE Capital Maintenance	HE BIS	HE BIS (additional)	FE Capital (Backlog Maintenance)	FE Maintenance	TOTAL		
			£	£	£	£	£	£	£	£	£	£	£	£		
<i>Area of expenditure: please insert as appropriate (e.g. new build, refurbishment, capital equipment, etc.)</i>																
Please provide a full and clear description of each project.			Please describe how the project links to, and is consistent with, your estate strategy.			Please describe how the project meets the funding criteria										
1	G9 Room modification to increase capacity.	Includes ventilation work for air quality	Includes ventilation work for air quality	37,496						37,496	51,180				11,403	62,583
2	Cash Office Modifications	Improve security of staff and cash	Improve security of staff and cash	6,312						6,312	7,575					7,575
3	HR Office Change 148a	Main Site Improvements	Main Site Improvements	9,600						9,600						0
4	Room 135 Cooling System	Required for H&S/Air temperature control	Required for H&S/Air temperature control	10,102						10,102						0
5	General Improvements	Joinery, electrical and plumbing work	Joinery, electrical and plumbing work	29,233						29,233	22,558					22,558
6	Carpark Management - Controlled Entrance	H&S/Reduce risk to staff and public	H&S/Reduce risk to staff and public	36,000						36,000	18,203					18,203
7	Painting Campus	Main Site Improvements	Main Site Improvements	2,097			8,018			10,115	18,118			8,018		26,136
8	Additional Fire Exit	Improvements re Fire Risk	Improvements re Fire Risk	3,980						3,980	4,776					4,776
9	Flexible Building & Storage	Site Improvements & Estate Flexibility	Site Improvements & Estate Flexibility	7,252						7,252	8,701					8,701
10	Wood chip Store security CCTV	H&S/Security Issues	H&S/Security Issues	17,702						17,702	17,703					17,703
	Main Campus CCTV	Improve security	Improve security								11,925					11,925
11	Freezer Room Conversion to eDNA Lab	Research Lab Work	Research Lab Work			23,341	4,004			27,345		23,341	4,004			27,345
12	Various Revenue Maintenance and IT equipment								108,164	108,164					96,761	96,761
<i>Area of expenditure sub-total</i>				159,775	23,341	4,004	8,018		108,164	303,302	160,739	23,341	4,004	8,018	108,164	304,266

Where appropriate, I confirm that all BIS Research Capital Investment Funding will be / has been spent on research infrastructure (delete as appropriate)

Institutional contact name (to be used for all future correspondence relating to formula capital funding):	UHI Inverness
Position in institution:	Principal
Telephone number:	
Email:	chris.oneil.ic@uhi.ac.uk
Signature (Principal or designate):	
Date:	04-Sep-23

INVERNESS COLLEGE

CAPITAL BUDGET 31 JULY 24

	FE Lifecycle Maintenance £	Total £	HE Capital £	FE Backlog £	Sub Total £	BIS Research £	BIS Total £	
2023-24	106,857	106,857	37,234	8,018	45,252	22,419	22,419	45,252
2022-23	106,857	106,857	159,775	8,018	167,793	23,341	23,341	167,793
2021-22	101,385	101,385	160,280	7,534	167,814	10,949	10,949	178,813

Subject/Title:	Revenue Budget Monitoring to 31 July 2023
Author:	Niall McArthur, Joint Finance & Audit Director
Meeting:	Finance & General Purposes Committee
Meeting Date:	7 September 2023
Date Paper prepared:	1 September 2023
Brief Summary of the paper:	To present the revenue budget monitoring and projected outturn for the year ended 31 July 2023.
Action requested: [Approval, recommendation, discussion, noting]	Noting
Link to Strategy: Please highlight how the paper links to, or assists with: <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change	Complying with Funding parameters Finance undergirds Strategic Plan
Resource implications:	Yes – monitoring of Financial Resources If yes, please specify:
Risk implications:	Yes If yes, please specify: Financial Operational

Item 08.

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

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

Recommendation

That members note the revenue budget monitoring for the 12 months ended 31 July 2023.

Purpose of report

To advise the committee of the revenue budget monitoring position for the 12 months ended 31 July 2023.

UHI | INVERNESS

Subject/Title:	Student Activity 2022/23 and Recruitment 2023/24
Author: [Name and Job title]	Jane MacLennan, Information Systems Manager
Meeting:	Finance and General Purposes
Meeting Date:	07 September 2023
Date Paper prepared:	31 August 2023
Brief Summary of the paper:	To provide the committee with the final student enrolments and withdrawals for 2022/23, and the status of current recruitment for 2023/24.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:: a) compliance <ul style="list-style-type: none"> • 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 10.

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.)			

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

Student Activity 2022/23 and Recruitment 2023/24**Executive summary**

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

The original 2022/23 FE Credits target for UHI Inverness of 29,882 was rebased to 29,620. The actual credits delivered was 30,567 which exceeds the target by 947 credits.

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

Early withdrawals decreased by 2.7% for FE full time students in comparison to 2021/22, however they increased marginally by 0.4% for HE full time students. Further withdrawals reduced for both FE full time and HE Full time students.

Enrolment for 2023/24 is ongoing for FE and HE students. The majority of FE full time students have enrolled, and is ongoing for part time students and apprentices. At the time of writing HE inductions are underway with enrolment commencing on 4th September 2023.

Main body of information**Student enrolments against targets 2022/23**

- **FE**

The core credit target for 2022/23 was 29,882 this includes both core learning of 29,511 and 371 credits to be generated from Foundation Apprentices.

SFC have rebased the Regional Strategic body credit targets for 2021/22 and 2022/23, these have been included in the table below.

Credit Target			Actual Credits		% of Target	
	Original	Rebased			Original	Rebased
2020/21	29,439		01/07/2021	23,687	80.5%	
2021/22	30,677	32,009	01/07/2022	28,653	93.4%	89.5%
2022/23	29,882	29,620	31/08/2023	30,567	102.2%	103.2%
2023/24	26,657		31/08/2023	14,430	54.1%	

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

- **HE**

The 2022/23 APC target for Undergraduate students who are fundable was 1,441 fte.

ITEM 10.

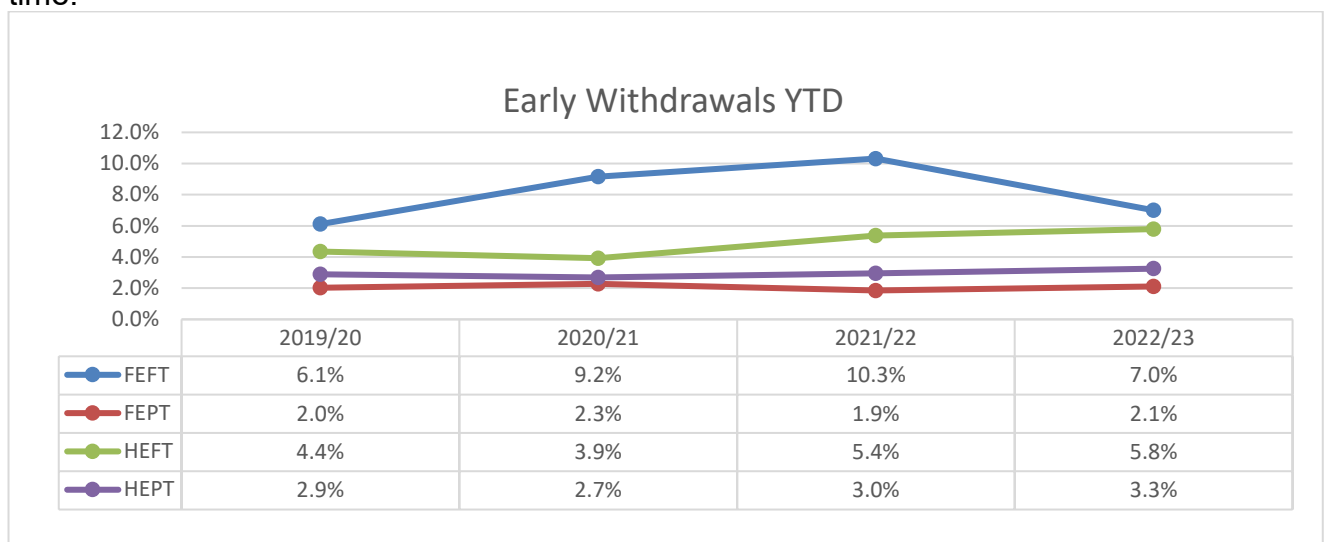
The table below shows the estimated HE FTE based on current enrolments, and against targets set by APC. The estimates are made using information from the student record system and historical values of FTE based on mode of attendance.

FTE target		Estimated FTE		% of Target
2020/21	1,491	01/07/2021	1,560	104.6%
2021/22	1,556	01/07/2022	1,370	88.0%
2022/23	1,441	31/08/2023	1,290	89.5%

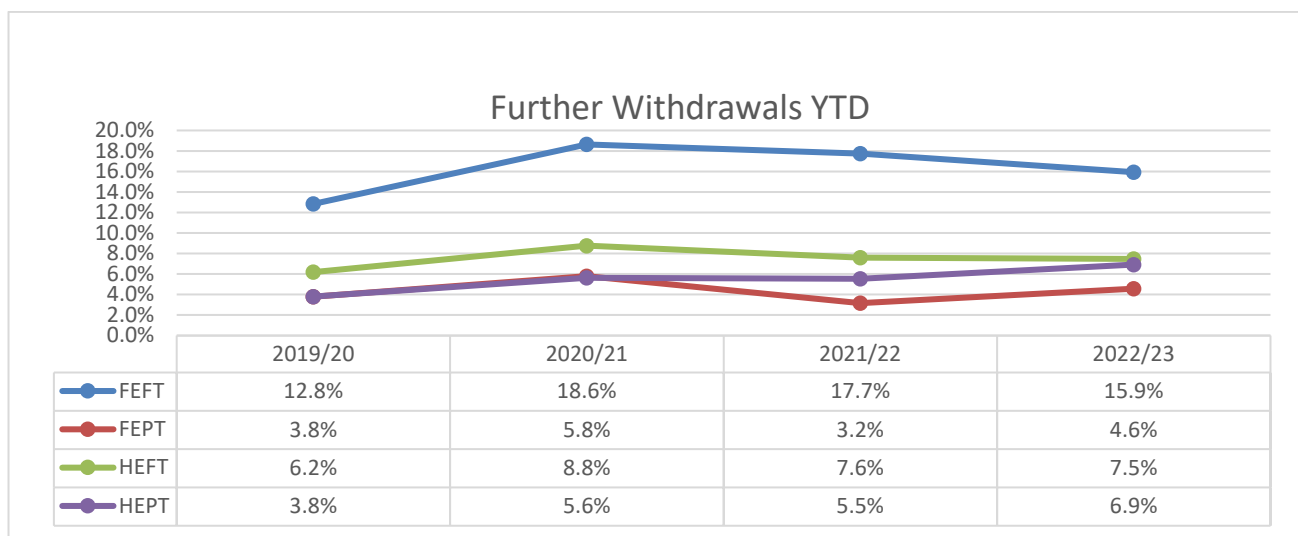
At the time of writing HE student inductions are underway, a verbal update on estimated FTE will be provided.

Withdrawal's summary

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

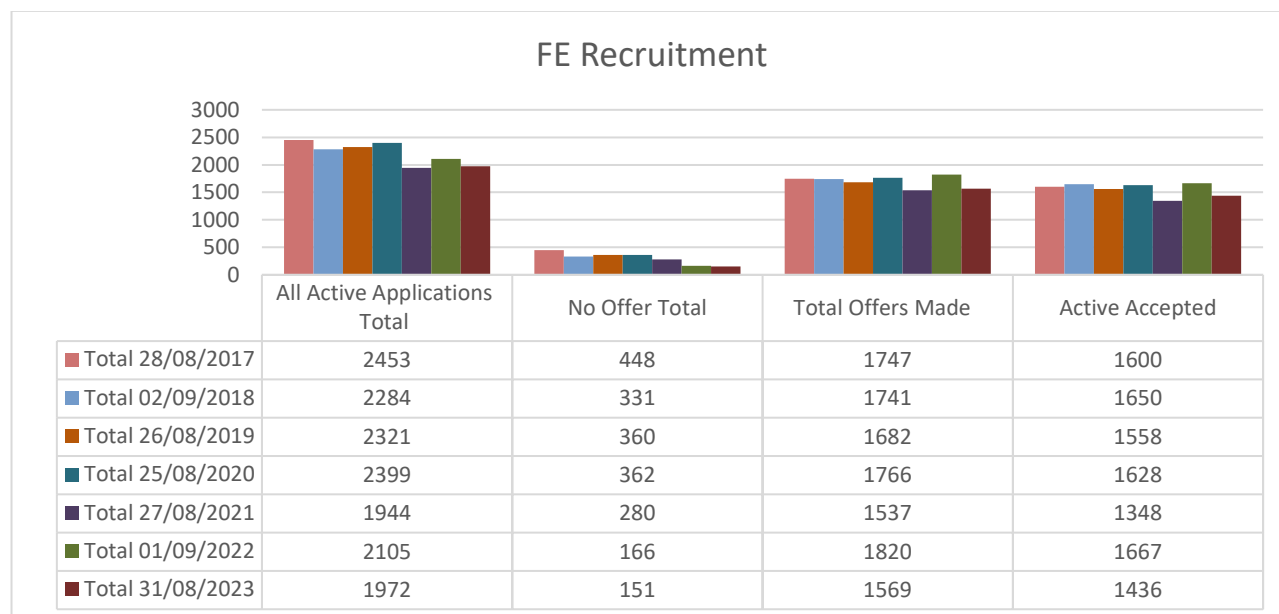


Further withdrawals declined for full time FE and HE students, however there was an increase for part time students compared to the previous year.

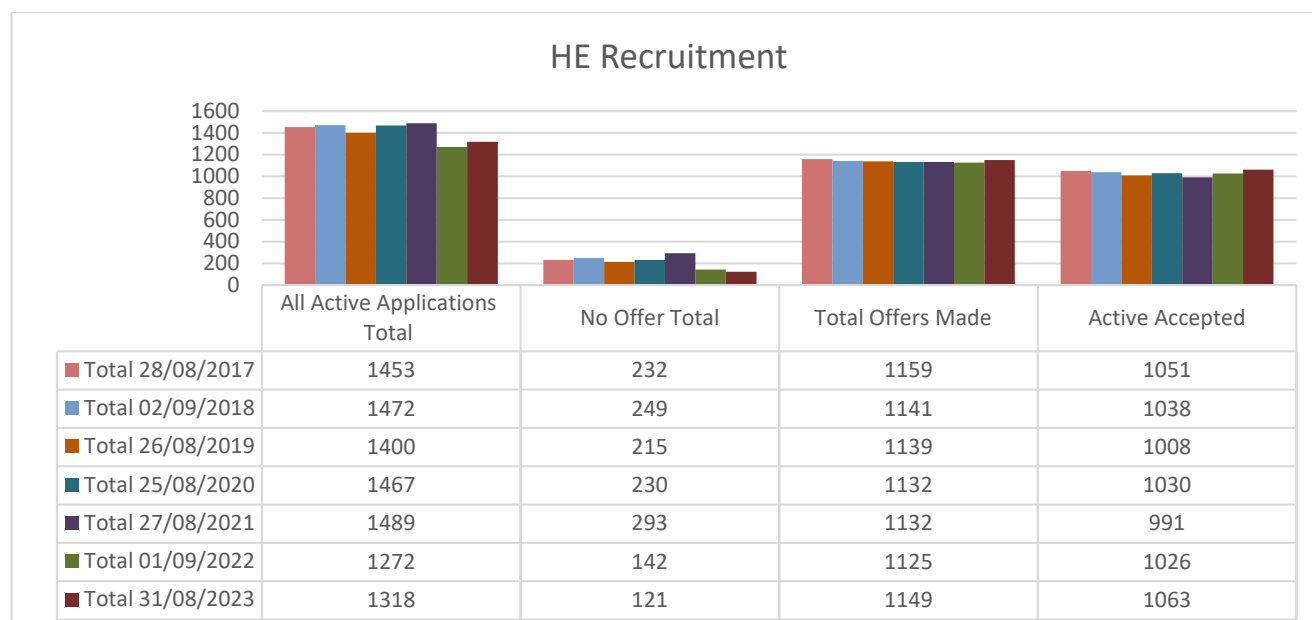


Recruitment/Enrolment 2023/24

Active Applications for FE courses are lower than last year, however this is against a reduced curriculum offering due to the 10% reduction in credit target. Of those offered a place 92% have accepted.



HE active applications are greater than last year. Acceptances are at the highest in the 7 years shown in the table below. Of the offers made 93% have accepted which is 2% greater than this time last year.



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

ITEM 10.

	01/09/2021		01/09/2022		31/08/2023	
	HEADS	CREDITS	HEADS	CREDITS	HEADS	CREDITS
FE Full Time	708	12,456	840	13,601	689	9,875
FE Part Time	625	2449	779	4,387	750	4,557
Grand Total	1,333	14,905	1,619	17,988	1,439	14,432

A verbal updated on enrolment for 2023/24 will be provided at the meeting.

Jane Maclennan
Information Systems Manager

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Finance & General Purposes Committee

Subject/Title:	Data Protection Report
Author: [Name and Job title]	Suzanne Stewart, Data Controller
Meeting:	Finance & General Purposes Committee
Meeting Date:	07 September 2023
Date Paper prepared:	25 August 2023
Brief Summary of the paper:	Report provides a general update on operational activity in relation to the UK GDPR.
Action requested: [Approval, recommendation, discussion, noting]	For noting
Link to Strategy: Please highlight how the paper links to, or assists with: <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change	The content of this paper links to legal compliance and general risk management.
Resource implications:	Yes / No If yes, please specify:
Risk implications:	Yes / No If yes, please specify: Operational: Causes of data breaches Organisational: As above
Equality and Diversity implications:	Yes/No If yes, please specify:
Student Experience Impact:	Yes/No If yes, please specify: Data breaches often impact on students if their data has been shared inappropriately.
Consultation: [staff, students, UHI & Partners, External] and provide detail	

Item 13.

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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and

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

Purpose of report

To raise awareness of current matters that have legal implications under data protection law and/or or carry a potential risk (either data security and/or information risk). Also, to demonstrate the breadth of impact of data protection legislation across the organisation.

Aberdeen University (AU)

AU recently hit the media [AU FOI and Whatsapp](#) with regard to a Freedom of Information request that uncovered messages sent between the Principal and a Senior Manager, in relation to the current academic boycott on marking student work. A briefing note from HEFESTES is appended to this report to raise awareness of what you may consider to be a “private” conversation, may not remain private, if it becomes subject to the Freedom of Information (Scotland) Act 2005.

The briefing note has been circulated to all college managers for information, with the advice to delete any current chat history with individuals that may cause embarrassment, should the chat become public information.

CCTV Update

There have been on-going issues with the management of the CCTV system since the college relocation to Inverness campus. Concerns have been raised with GTFM as part of a wider issue regarding management of contractors. Prior to the summer break, a concern was raised formally with the EMT.

There is a current matter of concern regarding the installation of an additional 2 cameras at the Scottish School of Forestry. Our ICT colleagues have been advised by the Data Controller not to provide IP addresses to the contractor so the cameras cannot be connected until the matter has been resolved.

Cameras are not always the best solution to addressing a security issue. There are privacy concerns associated with recording images of people and a full data protection impact assessment (DPIA) should be undertaken to assess any concerns (it is a legal requirement). It is possible there are other ways to improve security that will suffice, without the need for more cameras.

Article 5 of the UK GDPR outlines the principles relating to the purpose of processing personal data. Recital 39 (UK GDPR) states “ Personal data should be processed only if the purpose of the processing could not reasonably be fulfilled by other means”. In addition, Article 25 (UK GDPR) Data protection by design and by default, also applies to the situation/DPIA.

Data Sharing Agreements

At the start of the academic year, agreements are revised and renewed to ensure they accurately reflect our data sharing and data processing arrangements.

The devil is in the detail (as always) so agreements need to be read carefully and fully understood before they are signed. They often contain clauses that can create a potential financial risk for the college.

Recently, the SQA submitted their revised agreement for signature. It contained the following clause:

Item 13.

“The Recipient agrees (in addition to, and without affecting, any other rights or remedies SQA may have whether under statute, common law or otherwise) to indemnify SQA, and keep SQA indemnified, from and against all actions, claims, demands, liabilities, damages, losses, costs, charges and expenses (including all and any fines or monetary penalties levied by the Office of the Information Commissioner or any other regulator), interest, penalties and legal and other professional costs and expenses (together called "**Liabilities**") that SQA may suffer or incur in connection with, or arising (directly or indirectly) from, any breach or non-performance by the Recipient of any of its obligations under this Agreement or otherwise from use or disclosure by the Recipient of the Data save where the Liabilities arising from such use or disclosure were themselves caused by a breach by SQA of its obligations under this Agreement.”

Point to note, should an incident occur that requires intervention from the ICO, the ICO will determine who is at fault and apportion its fines accordingly (under Article 83 of the GDPR). In addition, Article 82 of the GDPR covers the right of one controller to recover costs from the other to cover their share of the compensation. The ICO has the ability to impose a monetary penalty up to £17.5M or 4% of turnover (whichever is the greater).

One would not want to knowingly agree to such a clause being acceptable.

Governance (UHI 24)

Things are moving forward with the procurement of the new HR & Payroll system. It is understood that the contract is out for tender and submissions are due to be received at the start of September.

The Project Manager has been employed by Perth College and is now in post. Work on this will commence very soon. He has been in touch with the UHI Inverness Data Controller and a meeting has been scheduled for w/c 28th August to consider the work to be undertaken.

WhatsApp and FOI

ARE WHATSAPP MESSAGES AND OTHER MESSAGE SENT VIA
'NON-CORPORATE COMMUNICATION CHANNELS' FOI-ABLE? AND
OTHER QUESTIONS ABOUT 'PRIVATE' CHANNELS AT WORK

ABOUT 'PRIVATE' CHANNELS AT WORK

JOANNA PATERSON; JAMES NOCK

HEFESTIS | dpo@hefestis.ac.uk

What's the story?

Recent coverage of comments made by the Principal of the University of Aberdeen (released under FOI) included comments made on a so-called 'private' channel, a WhatsApp group apparently used by senior managers of the university.

Although much of the news coverage¹ was about the content of the remarks (in the context of an ongoing industrial relations dispute), the inclusion of messages from a senior management WhatsApp group² is the focus for this briefing.

The news story is a reminder that official information held in 'private' channels is considered to be 'held' by the authority, and is covered by the provisions of Freedom of Information legislation.

UoA Chief George Boyne Told Colleagues He Wanted Staff To Feel 'Pain Along The Way'

Updated: Jul 6

The UCEA chair pushed for May pay deductions for UCU members participating in boycott

By Josh Pizzuto-Pomaco



Messages sent by UoA Principal George Boyne re: pay deductions for the ongoing MAB. Photo Credit: University of Aberdeen/Josh Pizzuto-Pomaco

Figure 1: News article about WhatsApp message released via FOI. You can see one of the messages is from WhatsApp (see footnote 2)

¹ Private messages show Scottish university chief wanted to inflict 'pain' on staff taking part in industrial action – [The Scotsman 5 July 2023](#)

² FOI release coverage in 'The Gaudie' – [The Gaudie July 4 2023](#)

Does it apply to FE and HE Institutions?

Yes – as ‘public authorities’ for the purposes of FOI.

Is that a problem for us?

Potentially, if staff in your organisation are using ‘private’ channels for work purposes without any safeguards in place. There are risks in terms of reputational damage if staff are discussing work matters in a space that they feel is more ‘private’ and less ‘official’ – people often use a different style in channels that they perceive to be ‘private’, and express ideas or opinions that they might not express in official or approved work channels. For clarity, if a staff member undertakes work or communications in respect of their work role then it can be considered ‘held’ for the purposes of FOI, regardless of medium. ‘Private’ channels are often called ‘non-corporate communications channels’ and the ICO says they can include “private email accounts, private message accounts and other similar media³”.

Such messages might be damaging or embarrassing to the organisation when released, especially if a staff member thought they were posting in a ‘private’ area not subject to FOI.

The organisation also risks failing in its legal requirements to be able to:

- search, retrieve and as required delete any personal data processed on these channels – an obligation under data protection law;
- undertake effective searches to fulfil FOI obligations;
- maintain proper records of its decision-making processes.

What can we do?

Review what your policy says – what is the organisation’s stated position on the use of non-official channels? Does the policy need to be updated? Does it match what you think is current practice – if so, what do you need to do about the gap? Read the ICO guidance on official information held in non-corporate communications channels⁴ – it will help you understand the kind of channels that people might be using, and how to determine if discussions taking place on them are ‘official’ or not.

If your policy allows staff to use non-official channels, you will also need to:

- Ensure your FOI team is sighted on the channels that are in use, and what the arrangements are for searching and retrieving information from them – noting that this can cause direct disruption to users of such channels as they may need to individually search their phones;
- Talk to your data protection officer about how the organisation will fulfil subject rights requests (you need to be able to search, retrieve and delete);
- Talk to your records management colleagues about how the organisation will meet records management requirements, and ways to bring discussions from non-official channels into the official record;
- Talk to IT colleagues about the potential risks of particular channels (any concerns about security; known issues around retention, deletion, searchability).
- Make sure staff understand what they can and cannot do within these other/non-official channels, including guidance and training materials – including reminding staff to communicate in a way that won’t cause a problem if made public.

HEFESTIS can provide advice and assistance on reviewing and updating your policy, procedures and guidance if required.

³ [Official information held in non-corporate communications channels | ICO](#)

⁴ [Official information held in non-corporate communications channels | ICO](#)

UHI | INVERNESS

Subject/Title:	Health and Safety Report (March to July)
Author: [Name and Job title]	Mark McKerral Health, Safety and Sustainability Manager
Meeting:	Finance and General Purposes Committee
Meeting Date:	7 th September 2023
Date Paper prepared:	23 rd August 2023
Brief Summary of the paper:	This paper provides an update on the management of our Health & Safety including key data.
Action requested: [Approval, recommendation, discussion, noting]	Discussion.
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	

Item 14

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)	Y	Other (Please give further details)	

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

Subject/Title:	Chair and Committee Evaluation Feedback
Author: [Name and Job title]	Lisa Ross Governance Officer
Meeting:	F&GP Committee
Meeting Date:	05 September 2023
Date Paper prepared:	31 August 2023
Brief Summary of the paper:	Feedback on the F&GP Chair and Committee Evaluation
Action requested: [Approval, recommendation, discussion, noting]	Discussion and Noting
Link to Strategy: Please highlight how the paper links to, or assists with:: <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change	Governance Compliance
Resource implications:	Yes / No If yes, please specify:

Item 15

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)	

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

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

Background

Following feedback received as part of last year's Committee and Chair Evaluation process, it was agreed that future evaluations would be completed individually via an online survey. Members of the F&GP Committee were provided with access to these evaluations via the confidential JISC Survey.

Chair Feedback

Only one response was received in respect of the evaluation of the F&GP Committee Chair. The completed evaluation documentation has been passed to the Chair of the Board of Management for feedback to be delivered as part of the Board Member Evaluation Process.

Committee Feedback

A copy of the feedback from the Committee is attached as Appendix 1. Two responses were received. No issues were highlighted as part of this evaluation process.

Next Steps

The feedback received will be presented to the Board of Management on 03 October 2023, as part of the yearly report on Committee Evaluations.

Evaluation of F&GP Committee

Showing 2 of 2 responses

Showing **all** responses

Showing **all** questions

Response rate: 40%

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



1.a Comments:

No responses

2 Does the Committee consistently have a quorum?



2.a Comments:

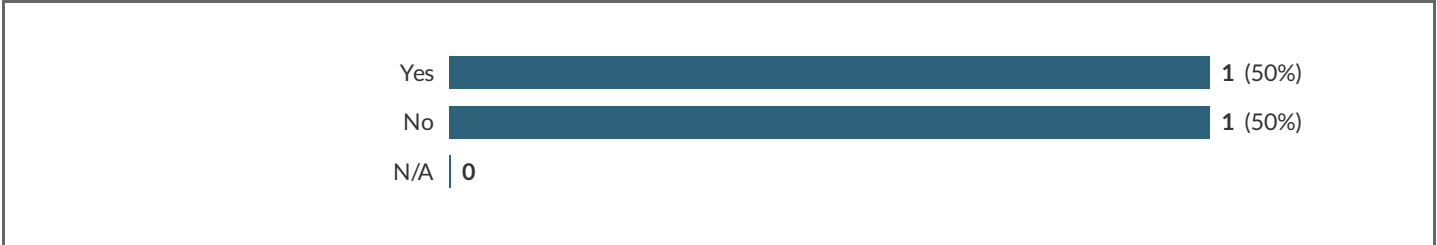
No responses

3 Do all Committee Members attend meetings regularly?



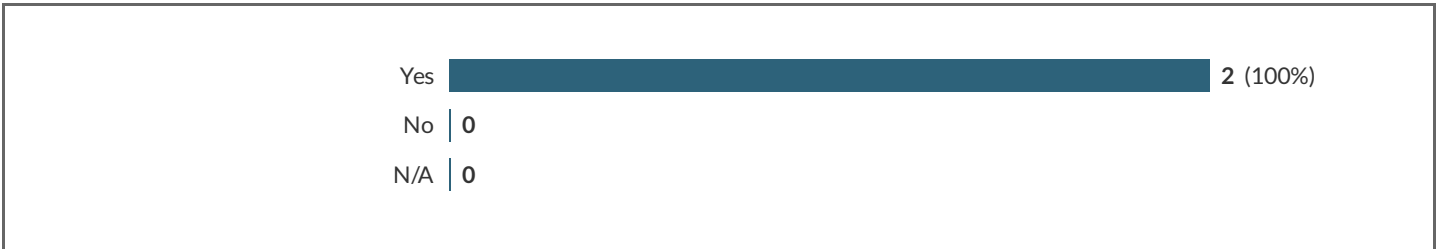
3.a Comments:
No responses

4 Does the Committee have enough members?



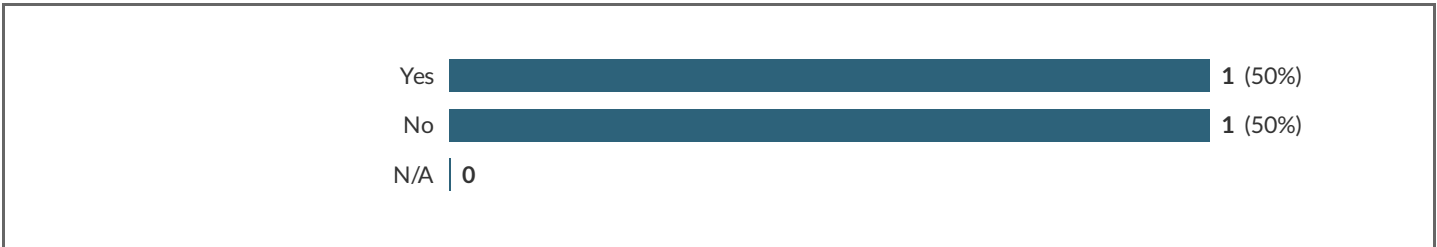
4.a Comments:
No responses

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



5.a Comments:
No responses

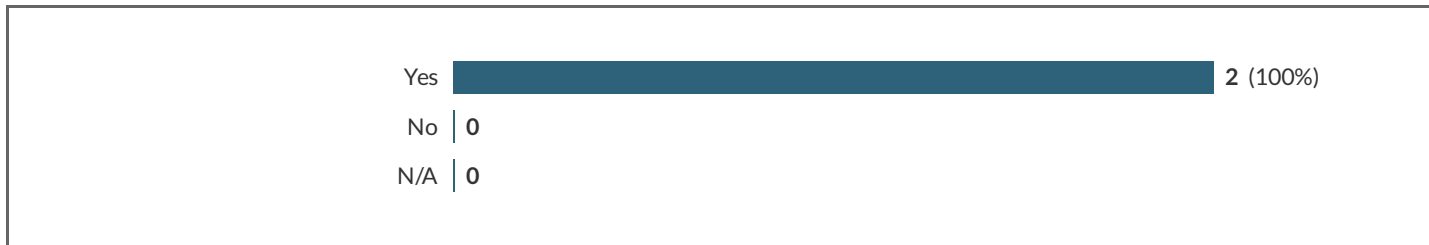
6 Have new Committee members received all necessary training?



6.a Comments:

Showing 1 response	
in progress	1061719-1061701-111693972

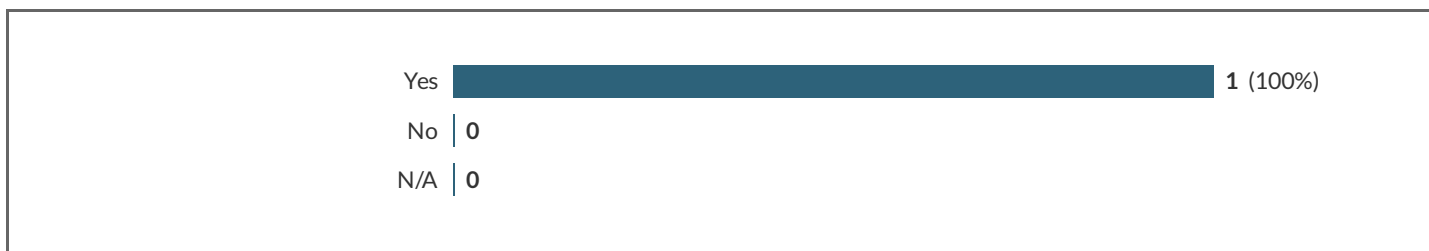
7 Does the Committee report regularly to the Board?



7.a Comments:

No responses

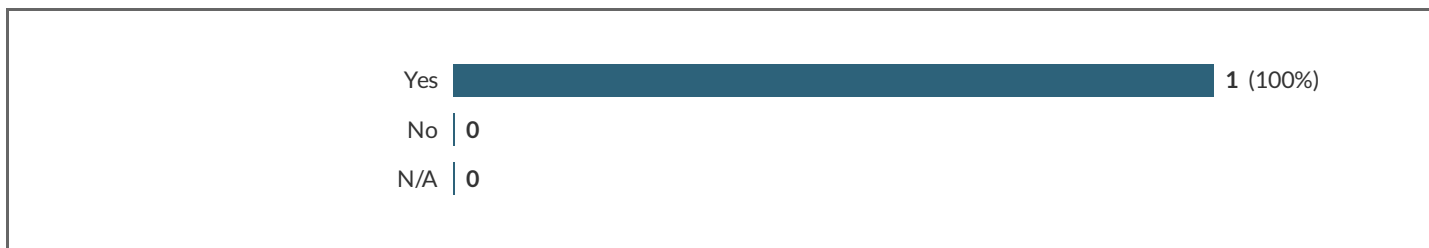
8 Does the Committee have written terms of reference?



8.a Comments:

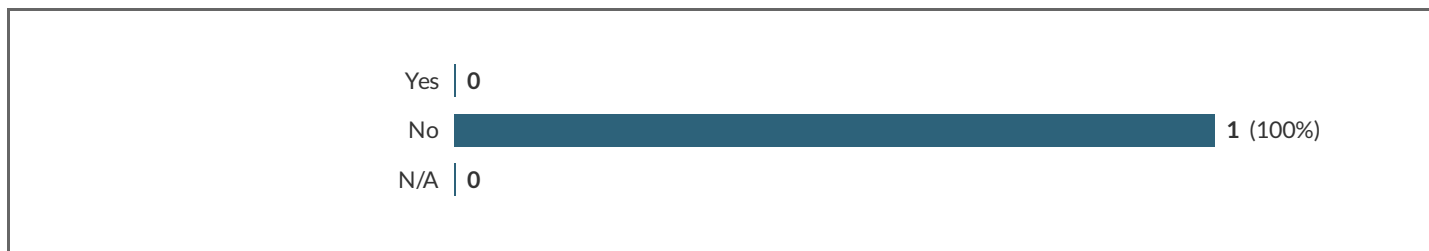
No responses

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



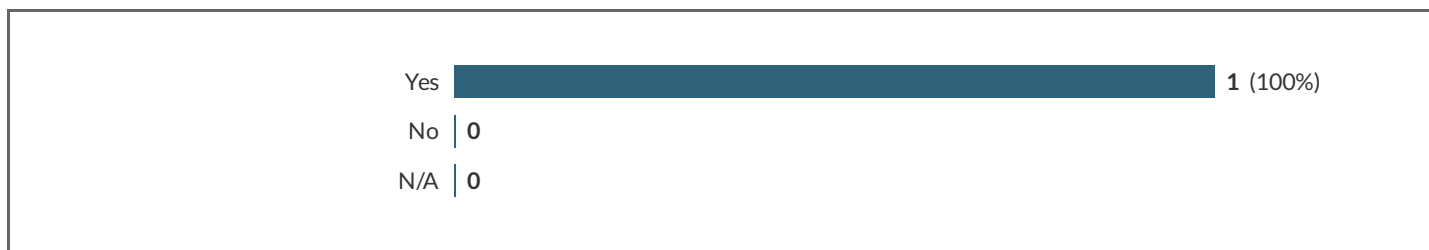
9.a Comments:
No responses

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



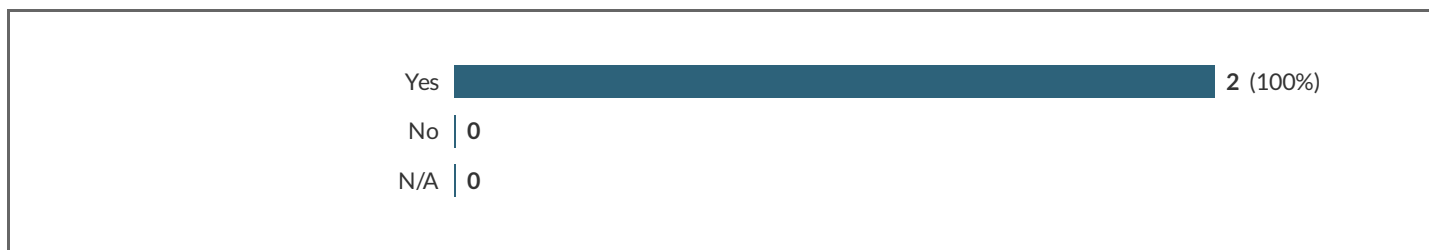
10.a Comments:
No responses

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



11.a Comments:
No responses

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



12.a Comments:
No responses

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

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

13.a Comments:

No responses

14 Does the Committee regularly review relevant strategic plans?

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

14.a Comments:

No responses

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

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

15.a Comments:

No responses

16 Are appropriate internal performance measures monitored by the Committee?

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

16.a Comments:

No responses

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

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

17.a Comments:

No responses

18 Does the Committee have an independent secretary?

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

18.a Comments:

No responses

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



19.a Comments:
No responses

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



20.a Comments:

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

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



21.a Comments:
No responses

22 Thank you for completing this evaluation.

Showing all 2 responses

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