

UHI | INVERNESS

Meeting	Finance and General Purposes Committee
Date and time	Thursday 13 June 2024 at 9.00 a.m.
Location	Virtually – via Microsoft Teams

Governance Officer

03 June 2024

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 07 March 2024
 - b. Confidential Note of Meeting CN-01-032024 held on 07 March 2024
 - c. Confidential Note of Meeting CN-02-032024 held on 07 March 2024
 - d. Confidential Note of Meeting CN-03-032024 held on 07 March 2024
2. **OUTSTANDING ACTIONS**
3. **CLEANING SERVICES AWARD RECOMMENDATION REPORT (CONFIDENTIAL)**
4. **REVENUE BUDGET FOR AY 24-25**
5. **CAPITAL BUDGET FOR AY 24-25**

ITEMS FOR DISCUSSION

6. **CAPITAL BUDGET MONITORING**
Report by Director of Finance and Estates
7. **REVENUE BUDGET MONITORING**
Report by Director of Finance and Estates

- 8. ESTATE CAMPUS REPORT**
Report by Estates and Campus Services Manager
 - 9. KPI MATRIX**
Report by Operations and Commercial Manager
 - 10. STUDENT RECRUITMENT**
Report by MIS Manager
 - 11. OPERATIONS AND EXTERNAL RELATIONS REPORT**
Report by Vice Principal – Curriculum, Operations and External Relations
 - 12. COMMITTEE EVALUATION**
Report by Governance Officer
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ITEMS FOR NOTING

- 13. AOCB**
- 14. DATE OF NEXT MEETING – 12 September 2024 at 9.00 a.m.**

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

UHI | INVERNESS**Outstanding Actions from Finance and General Purposes Committee**

Item	Action	Responsibility	Time Line	Actioned
07 September 2023				
Review of Sub-Strategies	A link to the sub strategy monitoring document is to be provided to Board Members.	VP – COER	Sept '23	Complete May '24
07 March 2024				
UHI Research funding	Regional funded research and its redistribution to be looked at across UHI.	Principal	May '24	

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Subject/Title:	Revenue Budget 2024/25
Author:	Niall McArthur – Director of Finance & Estates
Meeting:	Finance and General Purposes Committee
Meeting Date:	13 June 2024
Date Paper prepared:	6 June 2024
Brief Summary of the paper:	To present to the committee the revenue budget for 2024/25.
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 Financial sustainability
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Resource implications:	Yes – monitoring of Financial Resources If yes, please specify:		
Risk implications:	Yes If yes, please specify: Financial Operational		
Equality and Diversity implications:	N/A		
Student Experience Impact:	None		
Consultation: [staff, students, UHI & Partners, External] and provide detail	None		
Status – [Confidential/Non confidential]	Non-Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should not be included within “open” business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)		Its disclosure would constitute a breach of confident actionable in court (s36)	
Its disclosure would constitute a breach of the Data Protection Act (s38)		Other (Please give further details)	

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

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

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

Recommendation

That members of the Finance and General Purposes Committee recommend to the Board that the College's 2024/25 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 2025 and ask that it recommends that the College Board approves it.

Background

The annual revenue income and expenditure budget is 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 March 2024. This has involved staff budgets being prepared for all cost centres and sent out to budget holders for review, with further meetings taking place with the curriculum leaders to finalise staffing budgets and aligning them to the curriculum plan for 2024/25. It should also be noted that some grant figures from UHI are draft at the time of writing the report.

All budget holders were involved in the budget process, with meetings held to discuss budget figures and inputting into the budget process in relation to the cost centres they are responsible for.

The Executive Management Team were also given the opportunity to review the budget and input into key areas.

The budget operating deficit for 2024/25 is £753,499, compared with a budget deficit of £418,274 in 2023/24. The main reasons for the increase in deficit are noted below:

- An increase in staff costs of £1.328 million compared to the 2023/24 budget, due to the forecast NB increases for cost of living rises for both academic and professional staff.
- Forecast reduction in commercial income of £295,000 due to loss of the flexible workforce development funding (FWDF) from SFC.
- The increase in staff costs above is offset by:
 - The forecast increase in Scottish Funding Council (SFC) FE grants in relation to pension contribution increases- £250,000
 - The forecast increase in HE teaching grant of £313,000, due to forecast additional HE fte, mainly from graduate apprenticeships.
 - The forecast increase in tuition fees of £161,000 compared to the 2023/24 budget, due to higher HE fte forecast numbers.
 - The forecast increase in MA income of £250,000 in relation to additional MA numbers awarded by SDS.

Committee members should be aware that incorporated colleges should seek to set a balanced budget each year. 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.

Given the above forecast budget deficit for 2024/25, plans are being put in place to draft a revised financial strategy for the college. The key element within the strategy will be a plan to move the college from its current forecast budget deficit to a financially sustainable position of at least break-even, from a cashflow point of view. This will be achieved through a variety of measures, which are set out below:

- The college is currently forecasting to be above its FE target, both in 2023/24 and for 2024/25, in terms of the curriculum plan. Ongoing discussions with SFC have been taking place regarding additional FE credit funding being reallocated from the FE sector to the college. The amount of reallocation is still unclear and will not happen until 2025/26. However, a reallocation of 1,000 credits, which would be 3.5% of our overall credit total, would generate an additional £370,000 in FE teaching grant, with only a small increase in costs.
- For HE activity, although the traditional HE fte numbers are slowly increasing from the low levels seen during covid, there has been and forecast to be increases in graduate apprenticeship (GA) numbers. For 2024/25, application numbers are positive and so in addition to the current forecast numbers, the college could achieve an additional 50 HE ftes through additional GA's applications.
- Within staff costs, as noted above, there has been considerable work undertaken to review and adjust curriculum staffing to ensure it is in line with the curriculum plan for 2024/25. The college will also continue to review fixed term contracts, as well as any current vacancies and retirements, which could lead to additional savings in staff costs during the coming year.
- There continues to be work across all areas of the non-staff costs budgets to make savings, with work being carried out by procurement to increase the use of APUC frameworks.
- 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.
- There continues to be discussions around the UHI EO top slice within the UHI 2024 project and the view that it continues to be too high and is diverting FE and HE teaching grant funding which would directly benefit the student experience. Currently, the FE top slice is £0.6 million and the HE top slice is £3.2 million.
- In terms of the research activity, there is a reduction in research grants of £92,000 compared to 2023/24, however expenditure has also decreased, and overall, research are currently budgeting for a small surplus. This will be closely monitored during the year to ensure any variances are dealt with as early possible.
- It is still unknown whether SFC will clawback FE and HE grant funding for 2022/23 or 2023/24. If there is no/reduced clawback by SFC, this will potentially provide an additional increase to the overall UHI partnership income in 2024/25.

Appendix 1

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

2024/25	£9,776,277	Credit Target	26,442	Average	£370
2023/24	£9,758,006	Credit Target	26,442	Average	£370

The FE Credit target is the same as 2023/24 at 26,442 credits. The total SFC FE grant is £10.148million, which includes the additional SFC grant for pension contributions of £250,000.

The SFC Job Evaluation funding is only included in outturns towards the end of the year and there is a corresponding amount included within staff costs outturns.

Other Funding – in previous years, this has covered various grants including mental health, counselling, digital learning and sanitary products. However, there is no funding in the budget for 2024/25 for these at present.

The annual estates maintenance funding from the SFC for FE has decreased compared to 2023/24, from £106,857 to £104,279.

2. The SFC HE RAM grant for 2024/25 is noted below:

2024/25	APC 1,319 HE FTE	Budgeted	£5,291,000
2023/24	APC 1,418 HE FTE	Budgeted	£5,216,000

The College had a target of 1,321 FTE (Full Time Equivalent Student Numbers) in 2023/24 and is projected to deliver 1,270 in 2023/24. The APC target for 2024/25 has been set at 1,319 FTE, with an additional 75 graduate apprenticeship places, making an overall total of 1,394 FTE.

MicroRam data is based on 2023/24 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 (REG) and University Innovation Funding (UIF). The final funding figure for REG for 2024/25 is £130,030, a decrease of £3,405 from the 2023/24 figure of £133,435. At present, we do not have the UIF allocation for the college.

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 75 graduate apprentices. Overseas fees are based on the outturn for 2023/24. Overall, the fees budget is £3,038,450, £161,323 or 5.6% above the 2023/24 budget figure.
4. Other Grant Funding – these are mainly research related and based on project income and PhDs in post. Overall, there is a decrease of £92,164 to £1,332,090, due to a reduction in forecast research grants and commercial income. Detailed work has been carried out in reviewing other grants and estimates, based on projects in the system.
5. Refectory and training restaurant Income – the budgeted income for the refectories assumes a reduction in events income, with the total income budget being £591,000, compared to £653,700 in 2023/24.

6. SDS Income – overall, this is forecast to be £368,000 higher than the 2023/24 budget, due to the additional 104 MA places from SDS.
7. Commercial Income – the decrease in commercial income is due to there being no Flexible Workforce Development Funding (FWDR) allocated by SFC for 2024/25. The budget figure for 2024/25 is £147,500, compared to £442,500 in 2023/24, a decrease of £295,000.
8. Miscellaneous Income – overall, an increase in the forecast miscellaneous income for 2024/25, increased from £515,480 to £592,740, an increase of £77,260.
9. Unitary Charge funding is based on amounts being paid in respect of this.
10. Staff costs - detailed work has been carried out on staff cost budgets, with work being carried out to align staff costs with the curriculum planning document for 2024/25. The staff costs budget is higher than the 2023/24 staff costs budget by £1.3 million. This is due to the 3 year pay deal for both academic and professional staff of £5,000 over the 3 years from 2022/23 to 2024/25. It also includes an increase in SPPA employers pension contributions, which is partly offset by a decrease in LGPS employers contributions.
11. Premises costs – overall they have reduced by £28,000, with the main changes being:
 - Energy costs – increase in energy costs of £16,000 compared to the 2023/24. Work is continuing to review the operation of the building management system (BMS) to reduce energy consumption within the building.
 - Rates and water – non-domestic rates have decreased, due to the sale of the Longman building and following a revised application, a reduction in NDR to zero for Burnett Road.
 - Cleaning costs – forecast reduction in 24/25 budget due to cleaning contract budget being lower than estimated compared to the 2023/24 budget.
12. Other operating costs – overall, other operating costs have decrease by £231,000, mainly due to a reduction in consultancy & legal fees.

Risks Upside

- With interest rates still at historically high levels, investment income is higher than budgeted, which will continue into the second half of 2024, before decreasing due to the forecast reduction in interest rates later this year.

Risks Downside

- The HE target may be challenging, although current forecast admission data at present show an increased rate compared to previous years.
- 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 2024/25 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 reduced to £2,197,205, compared to the 2023/24 allocation of £2,588,946, a reduction of £391,741. The reduction has been applied to all colleges in Scotland, and is reflective of overall current spend levels.

Strategic

For the year ended 31 July 2025, an operating deficit of £753,000 is forecast, mainly due to the higher staff costs due to cost of living increases through NB and the removal of FWDF by Scottish Government. For the three years beyond 2024/25, with flat SFC funding and potentially high cost of living increases, the college will have difficulties maintaining its financial sustainability.

However, as noted above, the college is currently working on a revised financial strategy, with the aim to work towards making the college financially sustainable within 3 years.

Other Comments

The SFC have recently sent out the request for the College Financial Forecast return for 2024, which is due to be completed by and returned to the SFC by 30 June 24. This will be based on the 2023/24 forecast figures and the budget for 2024/25.

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YEAR ENDED 31 JULY 2025
BUDGET 24-25 INCOME AND EXPENDITURE ACCOUNT

ITEM 04.2

	Note	Revised Draft Budget 31-Jul-25 £	Budget 31-Jul-24 £	Variance £	
Income					
Scottish Funding Council FE Grants	1	10,148,000	9,885,000	263,000	FE TG same as 23/24 & credit target the same, plus £250k SFC SPPA funding
UHI	2	6,324,580	6,010,788	313,792	Based on He fte target of 1,319, plus additional 75 HE fte's, mainly GA's
Tuition Fees	3	3,038,450	2,877,127	161,323	Increase in HE fte
Other Grants - Research	4	1,332,090	1,424,254	(92,164)	Down in 24/25 compared to 23/24 by approx £92k
Refectory and Training Restaurant	5	591,000	653,700	(62,700)	Reduced due to events income reduced.
SDS	6	2,099,400	1,731,307	368,093	Includes additional 100 MA's income
Commercial	7	147,500	442,500	(295,000)	Reduction due to no FWDF in 24/25 - impact of £280k
Miscellaneous	8	592,740	515,480	77,260	Higher, based on 23/24 forecast
Unitary Charge	9	4,903,884	4,903,884	-	
		29,177,644	28,444,040	733,604	
Staff Costs	10	19,553,731	18,225,593	(1,328,138)	As per NB agreement for 22/23,23/24 & 24/25, plus addit pension contribution
Other Costs				0	
Premises	11	1,935,590	1,963,771	28,181	Saving in NDR
Other Operating Costs	12	7,741,822	7,972,950	231,128	Reduction in consultancy & legal costs
		29,231,143	28,162,314	(1,068,829)	
Cash Position		(53,499)	281,726	(335,225)	
NPD Capital		(897,592)	(897,592)	0	
Cash Position after repaying loan capital		(951,091)	(615,866)	(335,225)	
Non RDEL					
Deferred Grant Release		300,000	300,000	0	
Depreciation		(1,000,000)	(1,000,000)	0	
		(700,000)	(700,000)	0	
Operational Deficit		(753,499)	(418,274)	(335,225)	

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Subject/Title:	Capital Budget – 2024/ 2025
Author:	Niall McArthur – Director of Finance & Estates
Meeting:	Finance and General Purposes Committee
Meeting Date:	13 June 2024
Date Paper prepared:	5 June 2024
Brief Summary of the paper:	To present the capital funding budget for 2024/25 for both FE and HE capital grants.
Action requested: [Approval, recommendation, discussion, noting]	Recommend to Board for Approval

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

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

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 2024/25 capital budget is approved.

Purpose of report

To present to the Finance and General Purposes Committee the capital budget for 2024/25 and ask that it recommends that the College Board approves it.

Background

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

Executive Summary

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

Information on the allocations is given in appendix 1 of this report. These cover FE Lifecycle Maintenance, FE Backlog Maintenance; HE Capital; and SFC BIS (Research monies).

1. FE Lifecycle Maintenance - £104,279. This is reduced from the 2023/24 allocation of £106,857 This has in previous years been used to fund repairs to buildings and IT hardware costs. At present this has been included in the Revenue Budget to support Estate Maintenance and IT Hardware spend, however, SFC have now indicated that this should only be used for capital expenditure in 2024/25.
2. FE Backlog Maintenance £8,018. This is the same as the 2023/24. This should be spent on issues raised from a SFC exercise and review of college estate for the whole college sector over five years ago.
3. HE Capital funding £32,985. This grant has decreased by £4,249 or 11% from £37,234 in 2023/24. The SFC guidance states that this grant should only be spent on property capital.
4. BIS funding £22,419 – this funding is Research orientated for buildings or equipment. The College still awaits final confirmation of this from the Scottish Funding Council via UHI Executive Office.

Work will now be undertaken to plan and prioritise the capital spend.

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Appendix 1

CAPITAL BUDGET TO 31 JULY 25

	FE Lifecycle Maintenance £	Total £	HE Capital £	FE Backlog £	Sub Total £		BIS Research £	BIS Total £	
2024-25	<u>104,279</u>	<u>104,279</u>	<u>32,985</u>	8,018	<u>41,003</u>	*	<u>22,419</u>	<u>22,419</u>	41,003
2023-24	<u>106,857</u>	<u>106,857</u>	<u>37,234</u>	8,018	<u>45,252</u>		<u>22,419</u>	<u>22,419</u>	45,252
2022-23	<u>106,857</u>	<u>106,857</u>	<u>159,775</u>	8,018	<u>167,793</u>		<u>23,341</u>	<u>23,341</u>	167,793

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

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Subject/Title:	Capital Budget Monitoring 2023/24
Author:	Niall McArthur – Director of Finance & Estates
Meeting:	Finance and General Purposes Committee
Meeting Date:	13 June 2024
Date Paper prepared:	6 June 2024
Brief Summary of the paper:	To present the final position of the capital budget monitoring for 2023/24.
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		
Status – [Confidential/Non confidential]	Non-Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
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http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Recommendation

That members note the final capital funding and spend for the year ended 31 July 2024.

Purpose of report

To advise the Committee of the final actual capital spend for the year ended 31 July 2024.

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.

2023/24

As a condition of the SFC capital grant funding, the College has to commit the capital expenditure by 31 March 2024 and to pay this by 31 July 2024.

In the attached spreadsheet are the various projects that have been previously identified within the 2023/24 capital plan and the college has utilised its full capital grants for both FE and HE capital grants for 2023/24 as follows:

1. HE Capital – funding of £37,234 – expenditure of £37,558
2. FE Backlog – funding of £8,018 – expenditure of £8,213
3. BIS Funding (research) – funding of £25,927 – expenditure of £26,032
4. FE Lifecycle Maintenance – funding of £106,857 – expenditure of £106,857

CAPEX project List	2023/24	Estimate cost Excl VAT	Spend YTD	PO	Comments	EMT Meeting	Status
BIS	£25,927	£3,438	£3,438	IV26503	An Lochran - Research lab refurbishment		
		£7,738	£7,738	IV26503	An Lochran - Research lab refurbishment		
		£13,037	£13,037	IV26503	An Lochran - Research lab refurbishment		
		£1,820	£1,820	IV26503	An Lochran - Research lab refurbishment		
HE	£37,234	£36,650	£36,650	IV26451	An Lochran - Research lab refurbishment		
		£908	£908	IV26503	An Lochran - Research lab refurbishment		
FE	£8,018	£8,213	£8,213	IV28364	Interceptor tank		
	£71,179	£71,804	£71,804				

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Subject/Title:	Revenue Budget Monitoring to 30 April 2024
Author:	Niall McArthur, Director of Finance & Estates
Meeting:	Finance & General Purposes Committee
Meeting Date:	13 June 2024
Date Paper prepared:	6 June 2024
Brief Summary of the paper:	To present the revenue budget monitoring for the 9 months to 30 April 2024 and projected outturn for the year ended 31 July 2024.
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	Financial Sustainability
Resource implications:	Yes – monitoring of Financial Resources If yes, please specify:

Risk implications:	Yes If yes, please specify: Financial Operational		
Equality and Diversity implications:	N/A		
Student Experience Impact:	None		
Consultation: [staff, students, UHI & Partners, External] and provide detail	None		
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Recommendation

Finance & General Purposes committee members are asked to note the report.

Purpose of report

To provide an update on the current forecast position at April 2024, in terms of the revenue budget monitoring for the 12 months ended 31 July 2024.

Revenue Monitoring – to 31 July 2024

This report provides an update to the committee on the forecast position of the college at the 9 month stage to April 2024, for the year to 31 July 2024.

Overall, the management accounts position is currently forecasting a draft operational deficit of £0.739 million, (assuming pay inflation at 5% for 2022/23 and 3% for 2023/24), compared to the March 2024 forecast deficit of £0.812m and the original budget deficit of £418,000. The previous FGPC revenue monitoring report forecast a deficit of £1.044 million. A further breakdown of each income and expenditure line is provided in appendix 1 of the report.

The College is forecasting that it will meet the FE Credit target for 2023/24, with the actual number of credits at May 2024 currently being 26,555, compared to the target of 26,657. In terms of the HE UGT fte number for 2023/24, the current actual at May 2024 is 1,248 fte, compared to the target of 1,411 fte.

The main issues that are affecting the financial performance for the College in 2023/24 are noted below.

Income

- Research grant funding (Red risk) - is significantly below target at present and the current forecast is a reduction of £280,000 in income for the year. At present further work is being carried out on both income and expenditure forecasts to ascertain the forecast for the year.
 - Mitigating Actions: a review is currently being undertaken in the research area, which will look at both income and expenditure areas. Scenario plans will be prepared in terms of both best case and worst-case scenarios for both income and expenditure, as well as a review of staffing levels.

- UHI HE grant funding (Red risk) - is forecast to be below target for 2023/24. Work is currently being carried out to ascertain the forecast reduction in the level of HE grant for the year, but it is currently estimated at £362,000, which includes a provision for the adverse impact of the 2023/24 microram of £80,000.
 - Mitigating Actions: to maximise the January 2024 student intake for HE students. A marketing campaign will be undertaken to increase

applications for 2024/25, as well as continuing with open evenings and other events to attract additional HE students.

- Tuition fees (Amber risk) – with the HE fte being below the target set for the year as noted above, there will be a knock-on effect on the tuition fees, which is being forecast to be below target by £19,000.
 - Mitigating Actions: to maximise the January 2024 student intake for HE students. A marketing campaign will be undertaken to increase applications for 2024/25, as well as continuing with open evenings and other events to attract additional HE students.

- Refectory & restaurant income (Amber risk) – based on current income levels, forecast to be £50,000 below income target of £653,700, mainly due to event income being below target.
 - Mitigating Actions: to ensure that in terms of the refectory and restaurant, that income and expenditure continues to be monitored and offset any reduction in the events income for the year.

- Commercial income (Green risk) – based on current income levels, forecast to be £120,000 above the income target of £442,500, mainly due to additional FWDF income which was not budgeted for.

- Miscellaneous income (Green risk) – based on current income levels, forecast to be £231,000 above the income target of £515,480, mainly due to additional other income not budgeted for.

Expenditure

- Staff costs (Red risk) - are forecast to be £416,000 over budget, assuming a cost of living pay increase of 5% (£2,000/fte) for 2022/23 and 3% (£1,500/ fte) for 2023/24. This compares to a budgeted 3% increase for 2022/23, with the additional cost of the 5% increase being approximately £250,000. It also includes additional SPPA employer costs, which increased from 23% to 26% in April 2024, with the approximate cost for the 4 months to July 2024 being £100,000. It is still uncertain whether the increase will be funded by SFC, and at present, no income related to this additional cost is included in the forecast.

Other staff costs and travel costs are forecast to be the same as the budget for the year to 31 July 2024.

- Mitigating Actions: to review all vacancies and ascertain whether they should be replaced or not. Also, review any retirements and ascertain whether they should be replaced or can be replaced through further efficiency measures.

- Premises costs (Red risk) - are forecast to be £45,000 above the budget of £1.964million. This is mainly due to the forecast overspend in energy costs of £130,000, which is partly offset by an underspend in the HIE maintenance costs, non-domestic rates and the revenue costs incurred from the sale of the Longman site.
 - Mitigating Actions: to review all lines of expenditure and for the remainder of the year, reduce expenditure if possible. A review is also being carried out on energy consumption for the main campus building, with the help of GTFM.

- Other Operating costs (Green risk) - are forecast to be £500,000 below the budget of £7.973million. This is due to the forecast underspend in a number of different areas including equipment, materials and VAT, as well as the revenue costs incurred from the sale of the Longman site.
 - Mitigating Actions: to continue to review all lines of expenditure and for the remainder of the year, reduce expenditure if possible. Budget holder refresher training will also be undertaken for all budget holders, with the key focuses being on budget monitoring and on procurement. A budget review exercise has also started, with the intention of this becoming a regular event and will be on the basis of being both supportive for budget holders, especially new budget holders, but also challenge their budgets for the remainder of the year.

Given the current forecast deficit for 2023/24 and the final grants from Scottish Government on the FE and HE budget for 2024/25 showing an overall reduction in college funding, the college will begin to construct a plan to address the underlying deficit in future years, which will include a review and the revision of the college financial strategy. This will also include a 3-5 year financial forecast to bring the college from the current forecast operational deficit position in 2023/24 to a break-even position within 3 years.

An additional appendix has also been added to the monitoring report, which shows the budget monitoring variances to April 2024, and whether they are within or out with the colleges control, along with a note on each one highlighting further details of each variance.

Student Support Funding

The Student Support funding is forecast to be underspent in 2023/24 by approximately £490,000, compared to £505,000 in 2022/23.

Liquidity

The bank balance at the end of April 2024 was £9.414 million, compared to the bank balance at July 2023 of £6.774 million. The forecast bank balance at 31 July 2024 is £5.085 million, a

reduction of £1.689 million compared to the previous years balance. The reduction is due to the forecast deficit position in 2023/24, as well as the back-dated pay award for 2022/23, which has still not been paid to staff, included in the forecast 2024 year-end balance.

Risk Assessment

Upside Risks

- FWDF – additional funding has been secured in year from SDS of between £80,000 and £140,000 – adjusted forecast to assume additional £120,000.
- Module leadership funding – agreement from UHI EO to allocate an additional £114,000 in 2023/24 for module leadership activity – adjusted for in forecast.
- ALF funding – for curriculum development, amounting to £96,000 - adjusted for in forecast within other income.
- ALF funding – in relation to estates works, amounting to £30,000 - adjusted for in forecast within other income.
- Reduction in lecturing staff – 3 fte leavers/ retirements and backfill of 0.4 fte – staff saving 2.6 fte - adjusted for in forecast figures.
- SPPA – increase in employer contributions – potentially funded by SFC – not yet adjusted for additional funding in forecast until confirmed by SFC.
- Potential replacement for FWDF, from Highland council - not yet adjusted for additional funding in forecast until confirmed by Highland Council.

Downside Risks

- There are tighter funding parameters for 2023/24 and beyond, with reductions in both FE & HE funding announced for 2024/25.
- Cost of living increases for teaching and support staff forecasted to be significantly above public sector pay policy of 2%.
- Job Evaluation was due to complete by 31 March 2023. If monies from the SFC are not enough, then colleges will have to fund the financial gap themselves.
- The five-year public sector finances, which was issued last year by the Scottish Government. This showed flat funding for Revenue and reduced capital for five years.
- HE FTE no's are forecast to be below the budget target and the under-recruitment of HE no's in the wider UHI partnership is also a concern. The partnership is facing significant financial challenges without this added issue and the HE recruitment issue is adding to financial problems.

- MicroRam continues to add a degree of uncertainty in projections at the year-end.

Appendix 1

1. SFC FE Funding

The forecast figure is £9.885 million, which is in line with the budget figure. Current forecasts are that the college will exceed its credit target of 26,657 credits for 2023/24, with actual credits to the end of May 2024 being 26,555 credits.

2. UHI HE Funding

The UHI HE grant is lower than the budget due to the forecast HE fte's being below the original target, with the forecast HE grant figure being £5.648 million.

3. Tuition Fees

Overall, tuition fees income is forecast to be below the budget figure by £19,000, due to HE numbers being below the target figure for the year.

4. Other Grant Funding - Research

Forecast to be £280,000 below budgeted income, mainly due to lower-than-expected research income. To be closely monitored for the remainder of the year.

5. Refectories

As noted above, due to a decrease in the event income forecast for the year, the overall forecast is below the target of £653,700 for the year by £50,000.

6. SDS

At present, the forecast for the year is the same as the original budget figure of £1.731 million, and this will be closely monitored for the remainder of the year.

7. Commercial

Short Course and commercial income for 2023/24 is forecast to be above the original budget of £442,500 by £120,000, due to additional FWDF income forecast to be received for the year, which was not include in the original budget.

8. Miscellaneous Income

The miscellaneous income is currently forecast to be above the original budget of £515,480 by £231,000. This is due to additional ALF income related to curriculum development and for estates works. This will be closely monitored for the rest of the year.

9. NPD/ Unitary Charge Income

As previously reported, this is an area the College is reviewing. However, increasingly we are looking at income reimbursement from the SFC. The SFC also has been reviewing this in terms of Scottish Government funding and support for colleges who have NPD contracts.

10. Staff Costs

Staff costs - are forecast to be £416,000 over budget, assuming a cost of living pay increase of 5% for 2022/23 and 3% for 2023/24. This compares to a budgeted 3% increase for 2022/23, with the additional cost of the 5% increase being approximately £250,000. It also includes an overspend relating to SPPA employer costs, which increased from 23% to 26% in April 2024, with the approximate cost for the 4 months to July 2024 being £100,000. It is still uncertain whether the increase will be funded by SFC, and at present, no income related to this additional cost is included in the forecast.

Other staff costs and travel costs are forecast to be the same as the budget for the year to 31 July 2024.

11. Premises Costs

Premises costs - are forecast to be £45,000 above budget of £1.964million. This is mainly due to the forecast overspend in energy costs of £130,000, which is partly offset by an underspend in the HIE maintenance costs and the revenue costs incurred from the sale of the Longman site.

12. Other Operating Costs

Other Operating costs - are forecast to be £500,000 below the budget of £7.973million. This is due to the forecast underspend in a number of different areas including equipment, materials and VAT, as well as the revenue costs incurred from the sale of the Longman site.

INVERNESS COLLEGE

PERIOD ENDED 30-Apr-24

INCOME AND EXPENDITURE ACCOUNT

	Note	Actual 30-Apr-24 £	Budget 31-Jul-24 £	Estimated Outturn 30-Apr-24 £	Variance from Budget £	Risk
Income						
Scottish Funding Council FE Grants	1	7,025,117	9,885,000	9,885,000	0	G
UHI	2	4,544,239	6,010,788	5,648,616	(362,172)	R
Tuition Fees	3	2,808,672	2,877,127	2,858,097	(19,030)	A
Other Grants - Research	4	986,847	1,424,254	1,144,254	(280,000)	R
Refectory and Training Restaurant	5	534,972	653,700	603,700	(50,000)	A
SDS	6	1,061,078	1,731,307	1,731,307	0	A
Commercial	7	425,230	442,500	562,500	120,000	G
Miscellaneous	8	671,217	515,480	746,911	231,431	G
Unitary Charge	9	3,792,852	4,903,884	4,903,884	0	
		21,850,224	28,444,040	28,084,269	(359,771)	
Staff Costs						
Teaching	10	7,118,874	9,959,814	10,096,938	(137,124)	
Teaching Support		1,118,439	1,621,652	1,585,752	35,900	
Premises		291,461	254,504	388,633	(134,129)	
Administration and Support		3,127,695	3,993,986	4,183,950	(189,964)	
Hospitality		253,666	419,237	365,804	53,433	
Research		798,159	1,141,232	1,148,684	(7,452)	
Business Development		299,966	404,419	441,326	(36,907)	
Provision		39,255	60,000	60,000	0	
		13,047,516	17,854,844	18,271,088	(416,244)	R
Job Evaluation				0	0	
		13,047,516	17,854,844	18,271,088	(416,244)	
Other Staff Costs		(1,024,855)	370,749	370,749	0	A
		12,022,661	18,225,593	18,641,837	(416,244)	
Other Costs						
Premises	11	4,613,076	1,963,771	2,008,771	(45,000)	R
Other Costs	12	3,508,419	7,972,950	7,472,950	500,000	G
		8,121,496	9,936,721	9,481,721	455,000	
		20,144,157	28,162,314	28,123,558	38,756	
Cash Position		1,706,067	281,726	(39,289)	(321,016)	
NPD Capital		(701,261)	(897,592)	(897,592)	0	
Cash Position after repaying loan capital		1,004,806	(615,866)	(936,881)	(321,016)	
Non RDEL						
Deferred Grant Release		0	300,000	300,000	0	
Depreciation		0	1,000,000	1,000,000	0	
		0	(700,000)	(700,000)	0	
		1,706,067	(418,274)	(739,289)	(321,016)	

INVERNESS COLLEGE

30-Apr-24

BALANCE SHEET

AS AT:	30-Apr-24	30-Apr-24	Draft FS 31-Jul-23
		£	£
FIXED ASSETS			
Tangible Assets		56,176,700	56,176,702
Leased Assets		54,000	54,000
		<u>56,230,700</u>	<u>56,230,702</u>
CURRENT ASSETS			
Stock		47,794	47,794
Debtors		2,141,499	2,802,350
Assets Held for Sale		0	2,300,000
Cash at Bank and in Hand		9,413,894	6,774,702
		<u>11,603,187</u>	<u>11,924,845</u>
CREDITORS			
Amounts falling due within One Year		(4,354,286)	(7,181,559)
NET CURRENT ASSETS		<u>7,248,900</u>	<u>4,743,286</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>63,479,601</u>	<u>60,973,988</u>
CREDITORS			
Amounts falling due after more than One Year		(43,995,220)	(42,320,238)
PROVISION FOR LIABILITIES AND CHARGES			
Defined Benefit Obligations		0	6,425,000
Enhanced Pensions		(1,662,224)	(1,770,142)
NET ASSETS INCLUDING PENSION LIABILITY		<u>17,822,157</u>	<u>23,308,608</u>
RESERVES			
Revaluation Reserve		12,506,641	12,506,641
Income and Expenditure Account including Pension Liability		5,315,516	10,801,966
Total Reserves		<u>17,822,157</u>	<u>23,308,607</u>

(1)

INVERNESS COLLEGE
 PERIOD ENDED 30-Apr-24
 INCOME AND EXPENDITURE ACCOUNT

	Note	Actual 30-Apr-24 £	Budget 31-Jul-24 £	Estimated Outturn 30-Apr-24 £	Variance from Budget £	Within College Control £	Outwith College Control £	Note
Income								
Scottish Funding Council FE Grants	1	7,025,117	9,885,000	9,885,000	0	0	0	1
UHI	2	4,544,239	6,010,788	5,648,616	(362,172)	(362,172)	(362,172)	2
Tuition Fees	3	2,808,672	2,877,127	2,858,097	(19,030)	(19,030)	(19,030)	3
Other Grants - Research	4	986,847	1,424,254	1,144,254	(280,000)	(280,000)	-	4
Refectory and Training Restaurant	5	534,972	653,700	603,700	(50,000)	(50,000)	-	5
SDS	6	1,061,078	1,731,307	1,731,307	0	0	-	6
Commercial	7	425,230	442,500	562,500	120,000	120,000	-	7
Miscellaneous	8	671,217	515,480	746,911	231,431	231,431	-	8
Unitary Charge	9	3,792,852	4,903,884	4,903,884	0	-	-	9
		<u>21,850,224</u>	<u>28,444,040</u>	<u>28,084,269</u>	<u>(359,771)</u>			
Staff Costs	10	12,022,661	18,225,593	18,641,837	(416,244)		(416,244)	10
Other Costs								
Premises	11	4,613,076	1,963,771	2,008,771	(45,000)	(45,000)	(45,000)	11
Other Costs	12	3,508,419	7,972,950	7,472,950	500,000	500,000	500,000	12
		<u>8,121,496</u>	<u>9,936,721</u>	<u>9,481,721</u>	<u>455,000</u>			
		<u>20,144,157</u>	<u>28,162,314</u>	<u>28,123,558</u>	<u>38,756</u>			
Cash Position		1,706,067	281,726	(39,289)	(321,016)			
NPD Capital		(701,261)	(897,592)	(897,592)	0			
Cash Position after repaying loan capital		<u>1,004,806</u>	<u>(615,866)</u>	<u>(936,881)</u>	<u>(321,016)</u>			
Non RDEL								
Deferred Grant Release		0	300,000	300,000	0			
Depreciation		0	1,000,000	1,000,000	0			
		<u>0</u>	<u>(700,000)</u>	<u>(700,000)</u>	<u>0</u>			
Operational Deficit		<u>1,706,067</u>	<u>(418,274)</u>	<u>(739,289)</u>	<u>(321,016)</u>			

Notes

- 1 Scottish Funding Council FE Grants - level of FE student activity within our control, value of grant outwith our control.
- 2 UHI HE grants - level of HE student activity within our control, value of grant outwith our control
- 3 Tuition Fees - level of student activity within our control, amount of FE & HE full-time fees outwith our control, set by SFC
- 4 Other Grants - Research - within our control
- 5 Refectory and Training Restaurant - within our control
- 6 SDS - number of places on contracts outwith our control, but recruiting to the contracts awarded within our control.
- 7 Commercial - within our control
- 8 Miscellaneous income - within our control
- 9 Unitary Charge - outwith our control, set by SFC
- 10 Staff costs - number of staff in the college within our control, NB cost of ling increases and employer pension contributions outwith our control.
- 11 Premises - energy prises outwith our control, although working to reduce energy use at all college sites
- 12 Other operating costs - mix of costs both within and outwith our control.

Finance & General Purposes

Subject/Title:	13. Estates and Campus Services Report
Author: [Name and Job title]	Martin Kerr, Estates & Campus Manager
Meeting:	Finance and General Purposes Committee
Meeting Date:	13 th June 2024
Date Paper prepared:	29 th May 2024
Brief Summary of the paper:	This paper provides updates on our carbon management plan, waste management and capital projects, together with reporting on aspects of soft FM and hard FM performance
Action requested: [Approval, recommendation, discussion, noting]	Noting
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	
Resource implications:	Yes / No If yes, please specify:
Risk implications:	Yes / No If yes, please specify: Operational: Organisational:
Equality and Diversity implications:	Yes/No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	
Status – [Confidential/Non confidential]	Non confidential
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes
*If a paper should not be included within “open” business, please highlight below the reason.	

Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)		Its disclosure would constitute a breach of confidence actionable in court (S36)	
Its disclosure would constitute a breach of the Data Protection Act (S38)		Other (please give further details)	
For how long must the paper be withheld? (express either as the time which needs to pass or a condition which needs to be met.)			

Further guidance on application of the exclusions from Freedom of Information legislation is available via <http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp> and http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Campus Services Report

Key developments:

Campus Occupancy and observations

Sector Development Plan room change plan are starting this summer.

G1 being developed into new Engineering Technology Centre. - New PC suite, 2 flexible clean workshops, new PLC facility.

201 being developed into new Creative Centre – Reflooring of room, new room dividing wall and sink area.

Research are moving to 242a and b.

G38 and 39 are being converted to dirty workshops. With dividing wall.

215 is becoming a PC suite.

The Exam room is moving to 110.

Quite room relocation to 155.

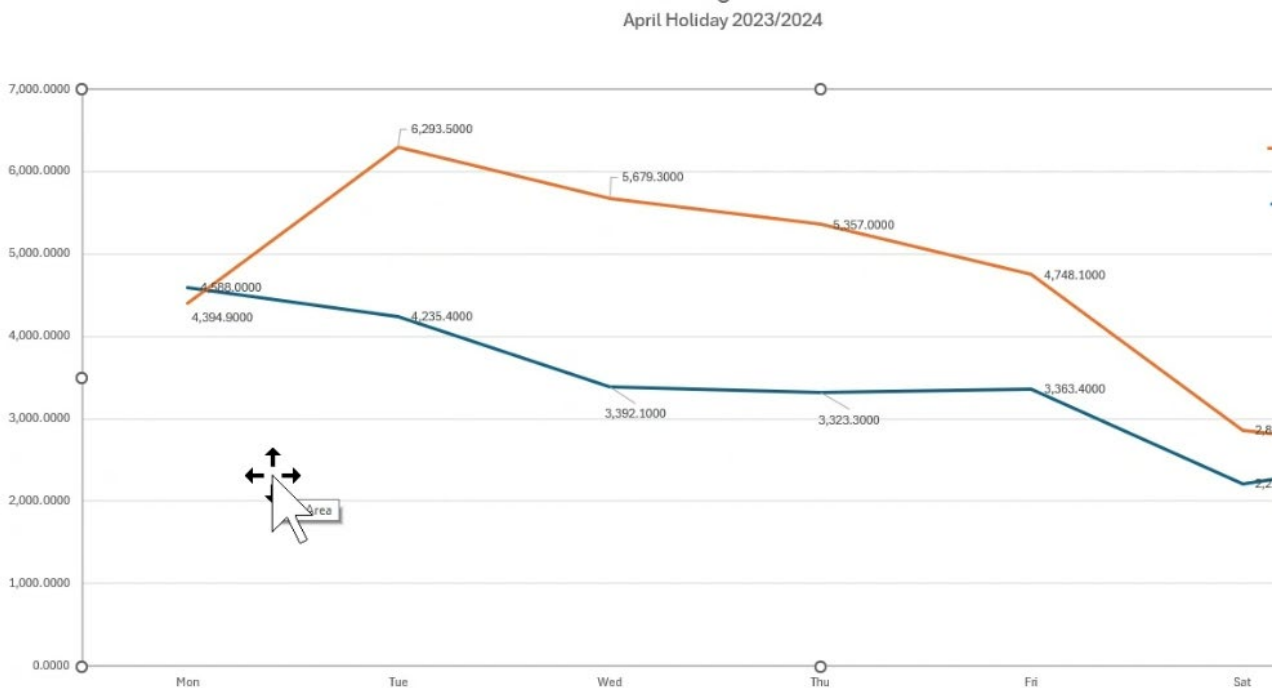
And HISA are moving up to 214.

Estates are supporting a number of estate and academic development projects, Sector development plan, Sustainable construction centre, Green skills and equipment installations.

Carbon Management Plan

The Inverness College Carbon Management plan has been developed by the Estates team and GTFM our FM contractor. The group has been undertaking low to no cost options to reduce gas and electricity consumption. We have developed a 8 point action

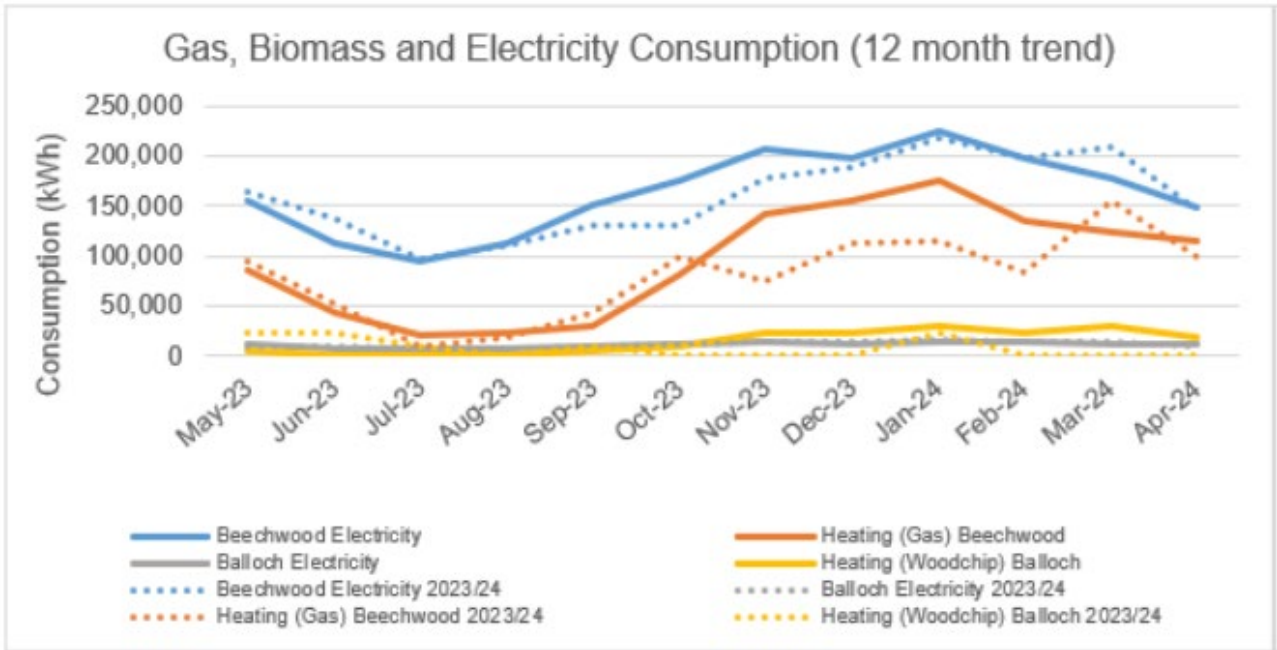
plan to reduce our energy consumption. Trials were undertaken to reduce utility consumption over the easter break. 35% reduction was achieved over this period. IC are still awaiting final costings from GTFM on Solar panels. LED lighting is now being introduced vier our lifecycle provision with GTFM at no additional cost to college, All external lights have been converted with the second floor being progressed over the summer break.



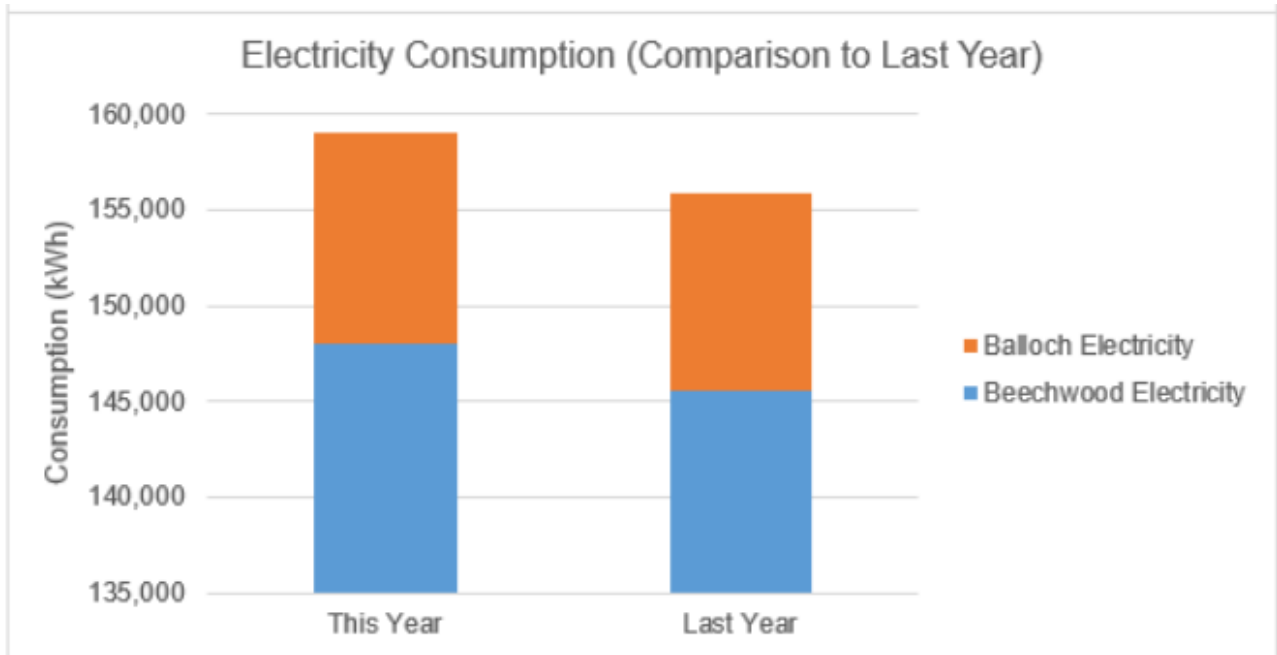
In the meantime, IC has undertaken a fortnightly Campus Energy meeting to review benefits form campus heating and ventilation systems control adjustment.

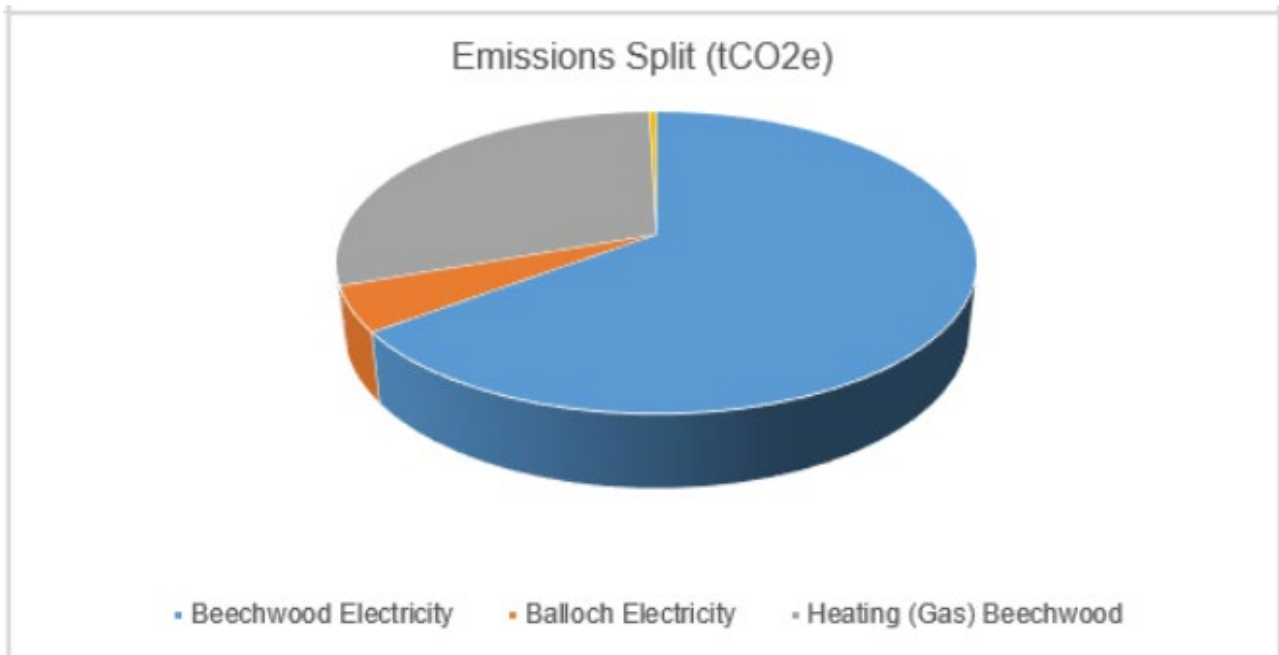
- Electrical base line study to determine high load areas.
- Building management schedule changes, operating times and set point adjustments.

GTFM produces a monthly utility report for scrutiny at the IC GTFM Monthly Operations Meeting chaired by the Estates Manager.



Energy consumption are reducing due to time of year and adjustments made to BMS schedules.





APUC have secured new utility contracts for 2024-26. change in unit cost are -
Electrical – 11.3% increase.
Gas – 5.2% increase.

Waste Management

Northern recycling continues to provide excellent support to IC. They have undertaken a major investment in the Alness facility to allow general waste to be compacted for “Waste To Fuel” rather than land fill. Trials have been ongoing Nov to January to ensure our general waste is compatible. This means that no IC waste is sent to landfill going forward. They have been successful in securing a 2 year extension to current contract.

Soft FM Contracts

The estates and Percurrent team have launched a number of high value contract reviews. The main being campus cleaning contract and waste management contract reviews. Both of these contracts have run well over the last 3 to 5 years with high standard of quality of work as well as a number of cost savings and sustainability directives implemented. All lesson learned and improvements will be incorporated into the new contract scopes.

Capital Project and Campus Management Capital Projects Update**2023/4 Projects****ABC Garden/ Healthy Campus**

Working group looking to agree specification of outside classroom. Highland Council has confirmed planning permission will be required.

Sector Development Plan Project.

Design outlined above.

Final design project costings being presented by GTFM on 11th June.

Estimated cost £660,000.

Soft FM Update.**Pool Car provision**

First of minibuses lease buses. Arrived early May unfortunately we have had maintenance issues. Both Pool cars are Hybrid. On 2-year leases. New automated booking system now in place.

Leasing Agreements

WASPS securing a 5-year lease agreement on hold.

An-lochan lease extension also being pursued. Awaiting full T&C from UHI.

Burnett road lease is secured until May 2025. Repair work to internal walls have been undertaken due to safety concerns.

Water Risk Assessment

Guidance document still in drafted form awaiting approval SFT.

Contract Management - Hard FM, GTFM

GTFM have made good improvements in speeding up the ACN process, by engaging new contracting firms. We have now access to BMS system access. CCTV reliability still being reviewed, new contract company has been secured by GTFM.

GTFM supporting Carbon management plan.

Contract Management – Soft FM

College 3-year cleaning contract tendering has just been completed. Changes to contract scope has yielded financial savings. Contract to be approved by board before details can be issued.

Subject/Title:	KPI Report
Meeting and date:	F&GP Committee, 13 th June 24
Author:	Martin Whyte, Operations and Commercial Manager
Decision, Discussion or Noting:	Noting / Discussion
Link to Strategic Plan:	Links to all strategic objectives
Cost implications:	Yes / No (<i>delete as applicable</i>) If yes, please specify:
Risk assessment:	Yes / No (<i>delete as applicable</i>) If yes, please specify: Financial: Operational: Organisational:

Recommendation(s)

Note the performance measures year to date as at period 9 April 24.

Measures are updated as at the end of the month therefore at the time of preparation (30th May) period 10 has not completed.

Main body of information

The KPI RAG report for period 9, April 24 accompanies the paper and presents performance for each measure against the target profiled for the period.

Thirty-six measures are in scope year to date.

Twenty-four measures are satisfactory (Green), eleven unsatisfactory (Red), one marginal (Amber), while two measures (GA and Senior Phase enrolments) are being benchmarked this year and have no target.

In-scope measures will be commented on if there is a change to RAG status or a material change in actual/target since the last report to the Board with data as of period 6.

Comments on specific performance measures

HE Active Applications. Serial 1. RAG AMBER 96.5%. HE active applications have increased by 38 since the end of period 8. MIS Manager report will reflect the up-to-date position.

FE Active Applications. Serial 2. RAG GREEN 104.9%. FE applications have increased by 146 since the end of period 8. MIS Manager report will reflect the up-to-date position.

FE Credits. Serial 3. RAG GREEN 103.7%. We have achieved our SFC Credits threshold. The MIS Manager report will reflect the up-to-date position.

Apprenticeship starts (contract year). Serial 4. RAG RED 94.4%. One new start recorded in April. New SDS contract year has commenced, and 2024-25 contract performance measures will come into play.

Apprenticeship Income (excluding T&A). Serial 6. RAG RED 88.2%. £136k added in April 24 from claims submitted, however as noted previously, SDS contract funding had 'run out' before the end of the contract and income claims were to be held back. New contract year in place, therefore income will resume as reviews and qualifications are achieved.

HE PPF FTE. Serial 11. RAG RED 88%. 1,248 FTE against target 1,418. Small increase in FTE in April as short term HE course(s) were loaded. Not expecting a material change in these numbers. More recent data is available from the MIS Manager's report.

Research Income Less Expenditure. Serial 12. RAG RED 69.2%. The actual net position as at the end of April is within the year end objective of maximum £150k deficit, however it is known that approximately 75% of income received for a contract will be deferred to subsequent financial years.

Modern Apprenticeship successful outcomes. Serial 32. 67.3% performance for period 4. YTD position is 67.8% which is 104% of the benchmark. Positive outcomes continue.

Sickness Levels. Serial 40. RAG RED 117.4%. 3.17% is an improvement on the previous quarter (3.4%) but still higher than desired. Head of HR report will provide further details.

PRD Completion – full or review. Serial 44. RAG RED 73.8%. 37% completion against 50% objective YTD. HR and EMT have reminded managers of importance of completing PRDs in a timely manner and uploading records to CIPHR. Head of HR will provide a detailed report in their paper to HR committee.

% of Staff Completed Mandatory IHASCO Trg. Serial 49. RAG GREEN 100.8%. Measure has been achieved for the first time this YTD. Percentage is 80.7%, so improvement is still possible. However, good to see progress.

CO2 Emissions on Utilities. Serial 60. RAG RED 116.3%. 74 tonnes over expectation YTD which is an improvement of 12 tonnes (was 86 tonnes) against the previous period. HS&S and Estates will continue to work with GTFM and colleagues to reduce output. HS&S Manager has confirmed that as the measure relates to tCO₂e on utilities, the data covers all of Scope 2 emissions and the majority of our Scope 1 emissions.

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

Performance Measures

AY: 2023-2024

Performance Measures- EMT & Board of Management

Measures - Linked to Profile and Actual sheets

AY Start	01 Aug 2023
Today	30 May 2024
Period Month	April
No.Periods YTD	9

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

Measure		Measurement Frequency	2022/23 Actual	2023/24 Target	YTD Profile	YTD ACTUAL	YTD ACTUAL v PROFILE RAG
1	HE Active applications (next AY - Measure from Dec - Jul)	Monthly	1334	1,500.0	1,400	1,351	96.5%
2	FE Active applications (next AY - Measure from Dec - Jul)	Monthly	2049	2,300.0	2000	2,097	104.9%
3	FE Credits	Monthly	30569	26,657	25,500	26,450	103.7%
4	Apprenticeship starts (contract year)	Monthly	385	280	250	236	94.4%
5	Apprentices in Learning (average in year)	Monthly	651	650	650	669	103.0%
6	Apprenticeship Income (excluding T&A)	Monthly	£1,248,012	£1,348,050	£1,024,670	£903,989	88.2%
7	FWDF Income	2 monthly	£294,495	£150,000	£150,000	£317,153	211.4%
8	Commercial Short Course Income	Monthly	£137,191	£129,996	£97,497	£114,164	117.1%
9	HE enrolments (head count)	Monthly	1,986	1,986	1,986	1,997	100.6%
10	HE enrolments (year one starts)	Annual	523	670	670	697	104.0%
11	HE PPF FTE (from Oct)	Monthly	1,251.8	1,418.0	1,418.0	1,248.0	88.0%
12	Research - Income less expenditure	Biannual	£-195,223	£-150,000	£-150,000	£-103,725	-69.2%
13	GA Programmes - New Enrolments (confirm monitoring period) (23/24 benchmark yr)	Monthly				92.0	
14	Senior Phase Enrolments (23/24 benchmark yr)	Annual				667.0	
18	Early Satisfaction & Engagement Survey (ESES)	Annual	95.3%	96%	96.0%	96.0%	100.0%
23	ESES % Response Rate	Annual		55%	55.0%	63.3%	115.1%
32	Modern Apprenticeship successful outcomes (contract year)	Monthly	61.0%	65%	65.0%	66.4%	102.1%
33	FE progression to further FE study	Annual	33.8%	35%	35.0%	37.1%	106.0%
34	FE progression to HE - actual	Annual	10.0%	35%	35.0%	30.0%	85.7%
35	Mental Health Support appt (non-emergency) offered for within 3 - 10 working days	Monthly	83.0%	91.7%	91.7%	99%	108.4%
36	Learning Support appt offered for within 6 - 20 working days	Monthly	77.0%	91.7%	91.7%	96%	104.2%
40	Sickness levels	Quarterly	2.80%	2.52%	2.70%	3.17%	117.4%
41	- Short Term	Quarterly				1.62%	
42	- Long Term	Quarterly				1.54%	
43	% Staff turnover	Quarterly	2.37%	3.35%	3.47%	2.55%	73.4%
44	PRD completion - full or review	Quarterly	84%	100%	50%	37%	73.8%
45	Student FTE:Academic Staff Ratio	Annual	22.8	24	24.0	21.7	90.4%
46	Lecturer utilisation % (% of deployable hours)	Annual	85.1%	80.0%	80.0%	79.8%	99.8%
47	Number of workplace injuries	Monthly	26	26	20	134	670.00%
48	Number of RIDDOR reportable accidents and illness	Monthly	1			3	
49	% of staff completed mandatory IHASCO (H&S) Trg	Quarterly	86%	80%	80.0%	80.7%	100.8%
52	Adjusted current ratio	Quarterly		1.7	1.7	2.8	164.7%
55	Cash days in hand	Quarterly		62.0	62.0	88.1	142.1%
58	Analysis of aged debtors > 90 days	Quarterly		50.0%	50.0%	8.1%	16.2%
59	Room Occupancy - Frequency %	Monthly	19.0%	35.0%	34.9%	37.8%	108.4%
60	CO2 Emissions on Utilities (gross) Tonnes	Monthly	553	553	452	526	116.3%
61	% waste sent to landfill	Quarterly	70.0%	15%	15.0%	11.6%	77.0%
62	Estates reactive task completion rate %	Monthly	96%	95%	95%	94.1%	99.1%
63	GTFM % reactive task completion rate	Monthly	93%	92%	92%	93.9%	102.0%
64	Total % of Capital expenditure budget committed (Aug - March)	Monthly	100%	100%	100%	100.0%	100.0%

Subject/Title:	Student Activity 2023/24 and Recruitment 2024/25
Author: [Name and Job title]	Jane MacLennan, Information Systems Manager
Meeting:	Finance and General Purposes
Meeting Date:	13 June 2024
Date Paper prepared:	31 May 2024
Brief Summary of the paper:	To provide the committee with an update on student activity for 2023/24, advise of the targets set, and the status of current recruitment for 2024/25.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:: a) compliance • partnership services • risk management • strategic plan • new opportunity/change	This paper links to the strategic plan, particularly in relation to the student experience and the curriculum.
Resource implications:	Yes
Risk implications:	Yes – quality of the student experience
Equality and Diversity implications:	Yes – equity of the student experience
Consultation: [staff, students, UHI & Partners, External] and provide detail	n/a

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

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

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

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

Student Activity 2022/23 and Recruitment 2023/24

Executive summary

The report provides a summary of the student enrolments and withdrawals for 2023/24, and the status of current recruitment for 2024/25.

The 2023/24 FE Credits target for UHI Inverness is 26,657, we have currently achieved 99.6% of the original target and 100% of the rebased target.

The UHI Academic Partnership target for HE fundable undergraduate students for 2023/24 is 1,412, we have achieved 88% of target.

Recruitment for 2024/25 is ongoing for FE and HE students. At the time of writing both FE and HE acceptances are greater than previous years.

Main body of information

Student enrolments against targets 2023/24

- **FE**

The core credit target for 2023/24 is 26,657 we have currently achieved 99.6% of the original target and 100% of the rebased target.

Credit Target	Actual Credits		% of Target			
	Original	Rebased	Original	Rebased		
2020/21	29,439		01/06/2021	23,687	80.5%	
2021/22	30,677	32,009	01/06/2022	28,443	92.7%	88.9%
2022/23	29,882	29,620	01/06/2023	30,495	102.1%	103.0%
2023/24	26,657	26,442	30/05/2024	26,555	99.6%	100.0%

- **HE**

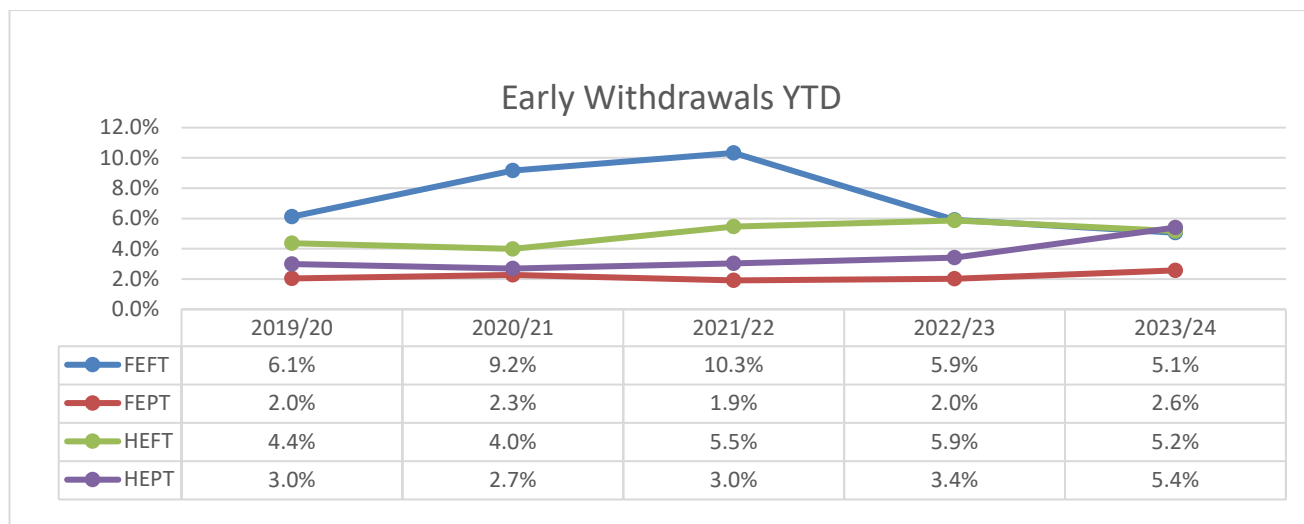
The 2023/24 APC target for Undergraduate students who are fundable is 1,418fte including Graduate Apprentices.

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.

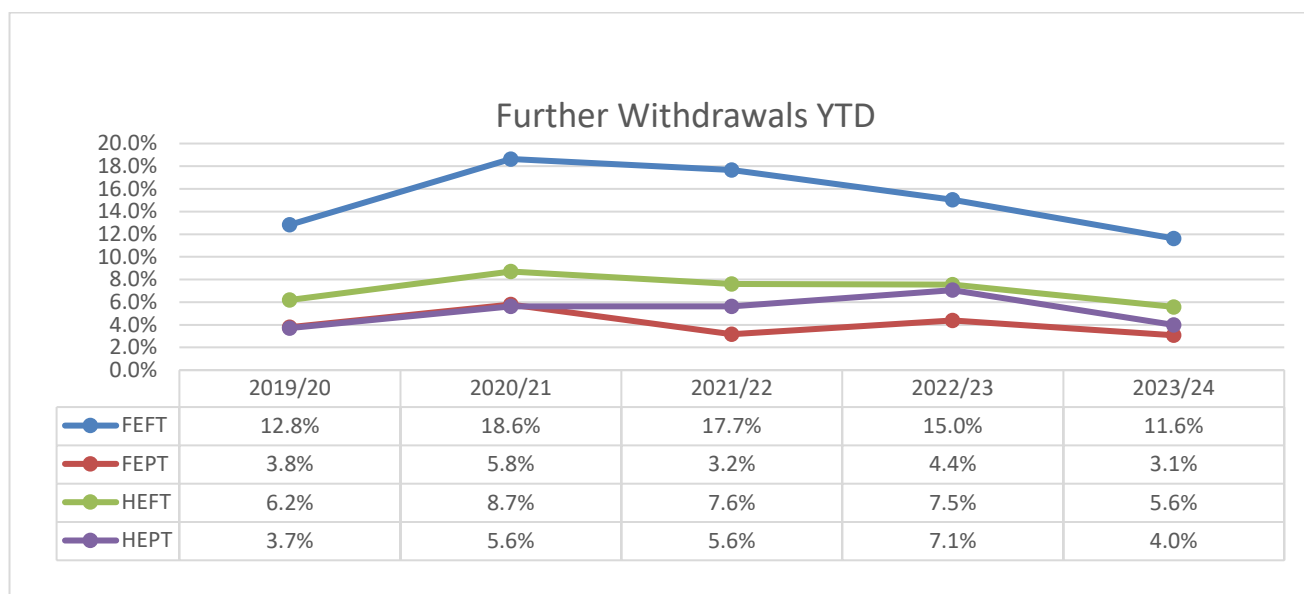
APC FTE Target Fundable Students	Estimated FTE	% of Target		
2020/21	1,491	01/06/2021	1,560	104.6%
2021/22	1,556	01/06/2022	1,373	88.2%
2022/23	1,441	01/06/2023	1,303	90.4%
2023/24	1,321	30/05/2024	1,248	94.5%
2023/24 revised	1,418	30/05/2024	1,248	88.0%

Withdrawal's summary

Early withdrawals have decreased for full time students, however there is a rise in the number of part time students withdrawing.



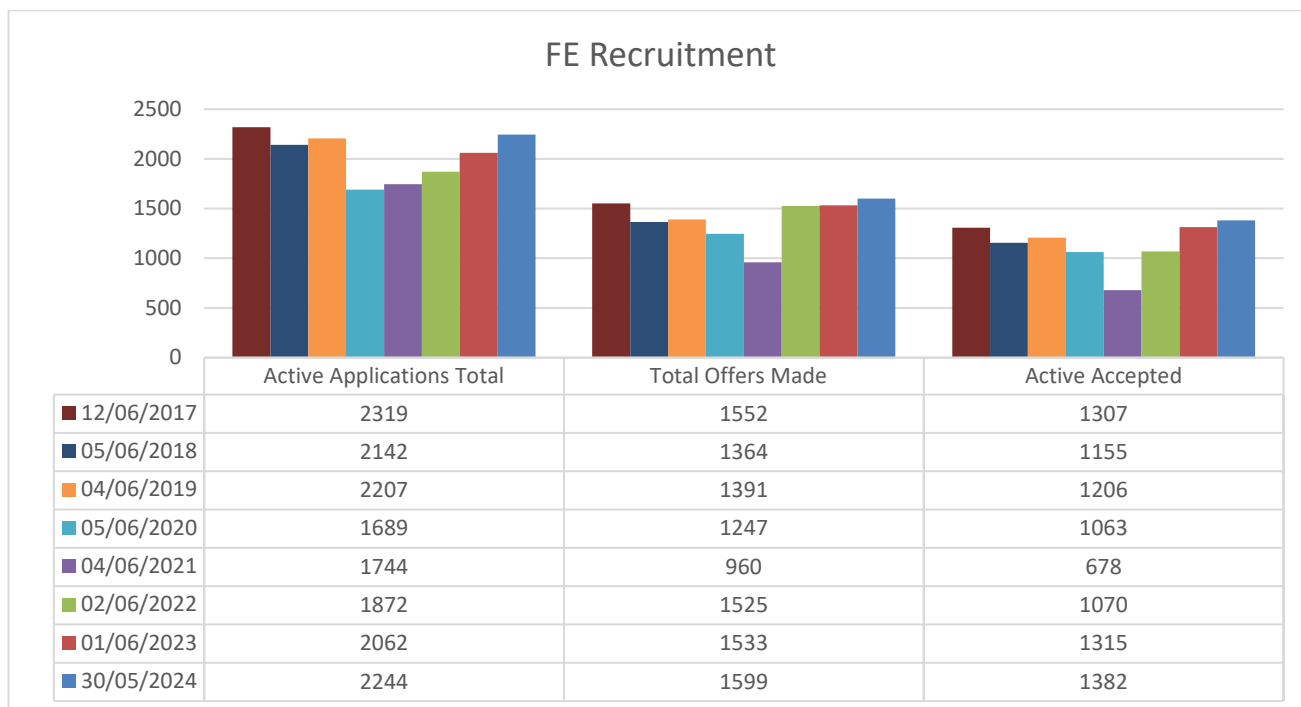
The chart below shows the Further Withdrawal end of year figures for previous years and the year to date for 2023/24.



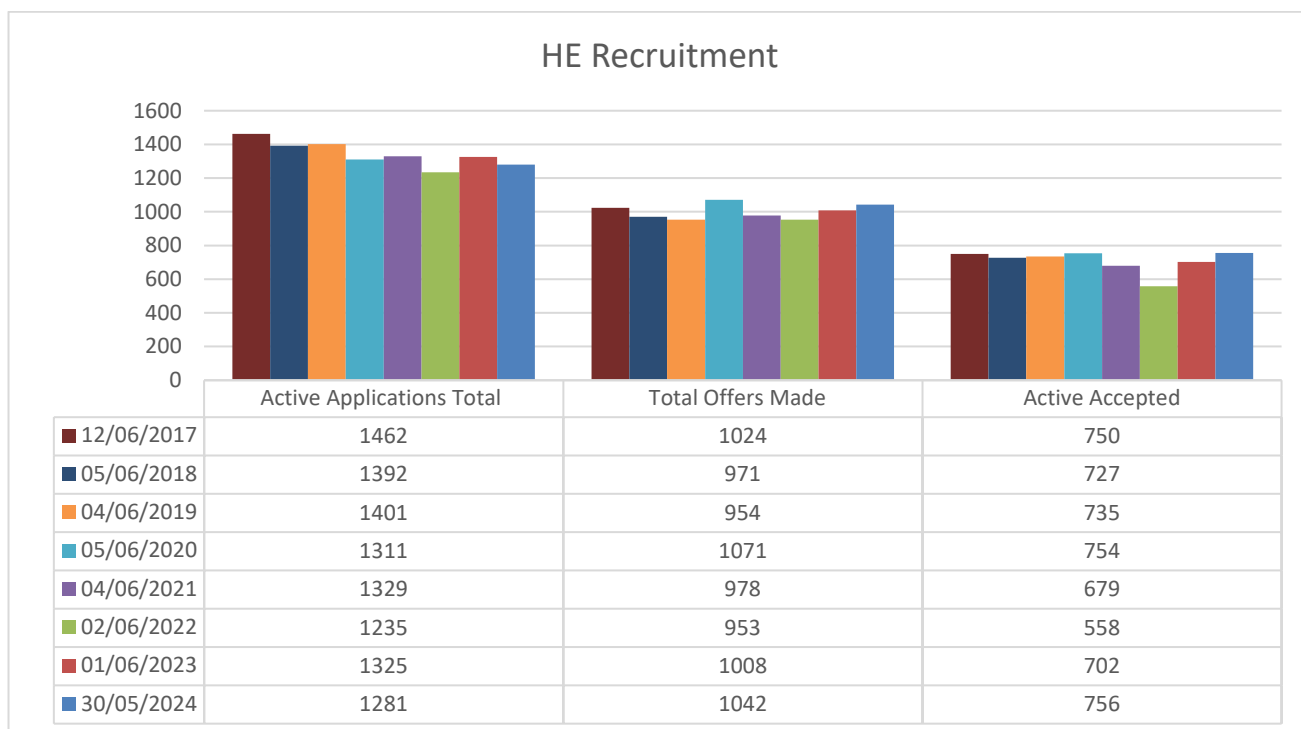
Currently, our overall withdrawal rate for FE FT is 16.7%, at the same point last year the position was 20.8%. The end position for 2022/23 was 20.9%, i.e. a growth of 0.1% from June to July. As such we are well within our target of 18% for full time FE. The overall withdrawal rate for HE FT is 10.8%, at the same point last year the position was 10.7%.

Recruitment 2024/25

Active Applications for FE courses are currently greater than the previous 7 years, with acceptances at the highest over the years shown below.



HE active applications are currently below the same point last year, however are the highest over the 8 years shown below.



Jane MacLennan

Item 11.

Subject/Title:	Operations & External Relations Report
Author: [Name and Job title]	Georgina Parker Vice Principal – Curriculum, Operations & External Relations with input from Business Solutions Manager and Commercial Manager
Meeting:	Finance and General Purposes Committee
Meeting Date:	12 June 2024
Date Paper prepared:	3 June 2024
Brief Summary of thepaper:	<p>An extract of the KPI framework relating to OER performance to date is provided.</p> <p>Our MA contract for 2024/25 has increased by 121 starts compared to 2023/24.</p> <p>Graduate apprenticeships continue to show growth.</p> <p>FWDF funding drawdown in its final year, 2023/25 was maximised.</p> <p>Commercial Services is forecast to outturn a deficit of £70,000 against a budget deficit of £124,000.</p>
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:

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Student Experience Impact:	Yes/No If yes, please specify:		
Consultation: [staff, students, UHI & Partners, External] and provide detail			
Status – [Confidential/Non confidential]			
Freedom of Information Can this paper be included in “open” business* [Yes/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)		Other (Please give further details)	

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

1. Operation & External Relations KPIs

Figure 1 below shows the KPI report to 31 May 2024 for Operations and External Relations, with the exception of HR measures which are reported to the HR committee.

Performance Measures	AY Start	01 Aug 2023	Key:	B = Not yet in scope
AY: 2023-2024	Today	31 May 2024		R = Not Achieved
Performance Measures- EMT & Board of Management	Period Month	April		A = Partially Achieved
Measures - Linked to Profile and Actual sheets	No.Periods YTD	9		G = Achieved

Measure	Measurement Frequency	2022/23 Actual	2023/24 Target	YTD Profile	YTD ACTUAL	YTD ACTUAL v PROFILE RAG
Measure 1: CORE FE/HE OUTPUTS						
1 HE Active applications (next AY - Measure from Dec - Jul)	Monthly	1334	1,500.0	1,400	1,351	96.5%
2 FE Active applications (next AY - Measure from Dec - Jul)	Monthly	2049	2,300.0	2000	2,097	104.9%
3 FE Credits	Monthly	30569	26,657	25,500	26,450	103.7%
4 Apprenticeship starts (contract year)	Monthly	385	280	250	246	98.4%
5 Apprentices in Learning (average in year)	Monthly	651	650	650	667	102.6%
6 Apprenticeship Income (excluding T&A)	Monthly	£1,248,012	£1,348,050	£1,024,670	£1,029,663	100.5%
7 FWDF Income	2 monthly	£294,495	£150,000	£150,000	£317,153	211.4%
8 Commercial Short Course Income	Monthly	£137,191	£129,996	£97,497	£114,164	117.1%
9 HE enrolments (head count)	Monthly	1,986	1,986	1,986	1,997	100.6%
10 HE enrolments (year one starts)	Annual	523	670	670	697	104.0%
11 HE PPF FTE (from Oct)	Monthly	1,251.8	1,418.0	1,418.0	1,248.0	88.0%
13 GA Programmes - New Enrolments (confirm monitoring period) (23/24 benchmark yr)	Monthly				92.0	
14 Senior Phase Enrolments (23/24 benchmark yr)	Annual				667.0	
Measure 3: RETENTION, SUCCESS & PROGRESSION						
32 Modern Apprenticeship successful outcomes (contract year)	Monthly	61.0%	65%	65.0%	64.6%	99.4%
Measure 5: FINANCE						
52 Adjusted current ratio	Quarterly		1.7	1.7	2.8	164.7%
55 Cash days in hand	Quarterly		62.0	62.0	88.1	142.1%
58 Analysis of aged debtors > 90 days	Quarterly		50.0%	50.0%	8.1%	16.2%
Measure 6: ESTATES & CAMPUS						
59 Room Occupancy - Frequency %	Monthly	19.0%	35.0%	34.9%	37.8%	108.4%
60 CO2 Emissions on Utilities (gross) Tonnes	Monthly	553	553	452	526	116.3%
61 % waste sent to landfill	Quarterly	70.0%	15%	15.0%	11.6%	77.0%
62 Estates reactive task completion rate %	Monthly	96%	95%	95%	94.1%	99.1%
63 GTFM % reactive task completion rate	Monthly	93%	92%	92%	93.9%	102.0%
64 Total % of Capital expenditure budget committed (Aug - March)	Monthly	100%	100%	100%	100.0%	100.0%

2. Modern Apprenticeships

There are currently 669 Modern Apprentices in learning on our own contract, with 236 new starts this year. Modern Apprenticeship Income (ex. travel and accommodation) is slightly ahead of profile at April 2024, £1.029M against a profile of £1.024M and we expect to meet the full year budget.

The contract application for 2024/25 was submitted to SDS in December 2023.

For UHI Inverness, 374 starts were awarded, which is 121 more than in 2023/24. However, the timing profile of the starts awarded by SDS bore no relation to our employer driven profile, which could potentially result in some starts being clawed back in August. The team is doing everything it can to accelerate starts but this relies upon employers bringing recruitment forward.

3. Graduate Apprenticeships

The growth in Graduate Apprenticeships presented in the March report is set to continue for 2024/25 and we are targeting 100 new starts. These are important as they count as core HE students, providing us with an opportunity to increase our HE income target for 2024/25. Recruitment is ongoing and full details will be provided at the next F&GP.

4. Other Business Solutions Income

FWDF final claim: **£317,153 against a profile target of £150K**

Commercial course income £97K against a profile of £112K, however plumbing and electrical courses have been removed from the schedule for the remainder of the academic year due to staffing issues in the curriculum areas. We will be going out to procurement for associated trainers in these disciplines.

An additional £85,970 income has been generated through top up contributions from employers. This includes as FE/HE fees in the budget.

SECTT and SNIPPEF contracts are performing to expectations. National negotiations to address level of funding retained by managing agents are ongoing, under ministerial supervision.

Congratulations to the Business Solutions Team on their continued success in growing both the MA and GA provision, together with the addition income from FWDF.

5. Commercial Services

Financial Performance YTD – As at 31 May 24

Sale of food (Net) revenue has exceeded the annual budget with £476,107 received against annual budget of £438,700. Weekly revenue will tail off significantly in June and July with the reducing number of students and lower occupancy.

A further ~£25,000 of net food sales are forecast until the end of July 24.

Food sales have helped compensate for lower 'Events income' which is expected to end the year at approximately £23,000 (budget £100,000). Note, events hospitality is captured under food sales, and will be approximately £15,000 for FY23/24.

Gross profit percentage (GP %), - (calculated as food sales revenue less food supplies / food sales revenue) stands at 53.8% - target 50%. The department expects to remain over 50% GP for the year, although staff conference will have an impact on that.

Staff costs are approximately £64,000 inside the year-to-date budget and will remain within budget when the pay award is applied. The department has successfully recruited a chef to fill the vacancy that has existed since October 2022.

Total non-staff expenditure is approximately £40,000 higher than budget, the significant majority of the increase relates to Food Supplies which have risen in light of the increased food sales, and replacing three fridges which all became too costly to repair in year.

Overall, total expenditure is £24,000 less than budget year to date which coupled with total revenue year to date being £70,000 greater, the actual deficit YTD is £8,000 against budget of £103,000.

The deficit at the end of the year will increase from the current position due to lower revenue in June and July while staff costs of ~£30.550 each month will be applied. The deficit is anticipated to be in the region of £70,000 (£124,000 deficit budget).

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For AY 24-25 it is proposed that there is a 2% price increase applied to non-confectionery/retail products. The increase remains below the annual CPI figure, last reported as 2.3% (May 24).

Commercial services budgets for 2024-25 have been set but are to be finalised.

Student Support – Free Breakfast and Lunch

Year-to-date the college has provided approximately 48,700 free breakfasts and lunch, split roughly as 26,000 breakfast positions and 22,000 lunch portions.

The direct costs of this service are approximately £40,000 not including impact on revenue.

Internal Hospitality

Internal hospitality is monitored monthly. Total internal hospitality year-to-date amounts to £4,850 which is slightly higher than the same period last year. Staff conference is to be added to this total, which is usually in the region of £2,000.

Student Satisfaction

The department achieved a very commendable 94.4% satisfaction score in April's SSES. In addition, the quality of catering was the most responded to optional question in the survey with 1,493 responses. With the extra staff member in the kitchen, it is intended that initiatives such as theme days etc. will be reintroduced to the menu plan to help stimulate satisfaction and revenue.

Waste & sustainability

Waste and sustainability remain a priority for the department with volume waste monitored and recorded as an equivalent cost per transaction.

Performance remains good in this area with average costs at ~3.2p per transaction, well within industry parameters. Compostable products continue to increase in price; this is an area of expenditure that will be watched. Other sustainability initiatives will be explored in support of departmental and college sustainability objectives.

Item 11.

2023-24 BUDGET V ACTUAL				
	01/08/2023			
	31/05/2024		GP%	53.8%
	COST CENTRE			
	CONSOLIDATED BUDGET 23-24			
	ANNUAL BUDGET	YTD BUDGET	YTD ACTUAL	YTD VARIANCE
ACCOUNT				
Sale of Food (NET)	438,700	365,383	476,107	110,724
Shop Sales	110,000	91,616	111,348	19,732
Events Income	100,000	83,288	22,300	-60,988
Vending Commission	1,000	833	2,148	1,315
TOTAL REVENUE	649,700	541,120	611,903	70,783
Staff Salary & On-Costs	419,237	349,173	285,070	64,103
Staff Travel	0	0		0
Staff Otime	0	0		0
STAFF COSTS TOTAL	419,237	349,173	285,070	64,103
Cleaning Materials	3,600	2,998	4,083	-1,085
Equipment Purchase	700	583	4,217	-3,634
Equipment Repair	7,000	5,830	735	5,095
Food Supplies	268,720	223,811	271,379	-47,568
Bar Supplies	0	0	0	0
Health & Safety	400		0	
Uniforms	1,000	833	590	243
Disposable/Single Use Supplies	26,000	21,655	23,653	-1,998
Promotional Goods	0	0	1,499	-1,499
Fees & Subs	0	0	6	-6
Stationery	150	125	261	-136
VAT Non-Recoverable	45,110	37,571	22,839	14,732
Equipment Rental	1,867	1,555	5,647	-4,092
NON-STAFF COSTS TOTAL	354,547	294,961	334,909	-39,948
TOTAL EXPENDITURE	773,784	644,134	619,979	24,155
SURPLUS / DEFICIT	-124,084	-103,014	-8,076	94,938

Fig.1 - Department P&L Period 10 YTD 23-24 – Data extracted from Finance Budget monitoring.

6. Estates & Campus Services

A business case is being prepared to support a request to the SFC to retain the balance of the proceeds of the sale of the Longman Campus, approx. £800K, to invest in a new construction centre Inverness Campus.

An extensive summer works programme is underway, with the final funds from our ALF being invested in our new STEAM centre.

A new cleaning services contract has been successfully procured, resulting in a saving of approximately £46K per annum. Thanks go to Martin Kerr and the team for their work on this.

UHI | INVERNESS

Subject/Title:	Committee & Chair Evaluation
Author: [Name and Job title]	Ludka Orłowska-Kowal Governance Officer
Meeting:	F&GP Committee
Meeting Date:	13 June 2024
Date Paper prepared:	30 May 2024
Brief Summary of the paper:	Annual F&GP Committee and Chair Evaluation Exercise
Action requested: [Approval, recommendation, discussion, noting]	The Committee is requested to individually undertake the Committee and Chair Evaluation Exercises which be made available to them via JISC Survey from beginning of July 2024.
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	<p>The Code of Good Governance for Scotland's Colleges establishes standards of good governance practice for all boards and provides the essential foundations for compliance within the legislative framework. One of the five principles around which the code has been developed is effectiveness.</p> <p>Paragraph D24 states that "The board must agree a process for evaluating the effectiveness of the board chair and the committee chairs"</p>
Resource implications:	
Risk implications:	Yes/No Operational: required for the proper Governance of the College
Equality and Diversity implications:	N/A
Consultation: [staff, students, UHI & Partners, External] and provide detail	

Status – [Confidential/Non confidential]	Non-Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
*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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As previously agreed, all future evaluations will be completed individually via an online survey. Members of the F&GP Committee will be provided with access to these evaluations via the confidential JISC Survey with emails being sent beginning of July 2024 due to JISC undergoing an upgrade process. Members are requested to complete this process by **5.00 p.m. on Friday 30 August 2024.**

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