

MEETING OF ARGYLL COLLEGE BOARD OF GOVERNORS

Friday, 13th Sept 2019 1pm to 4pm

Lunch available from 12.30 VC Code 54943

A G E N D A

To be held in CERC, Lochgilphead

'For information' items will be taken as read, unless a governor wishes to raise a specific issue arising from these papers.

| ITEM | SUBJECT | STATUS | |
|--------|--|-------------------------------|---|
| | Welcome and apologies | | |
| 19.3.1 | Declarations of Interest | | |
| 19.3.2 | Minutes of previous meeting: 7 th June 2019 | To approve | Attached |
| 19.3.3 | Matters arising (not covered elsewhere in agenda) i) Update on Helensburgh ii) Update on sale of Riverside premises iii) Update on Nursery iv) Update on Oban | To note To note To note | Oral report Oral report Oral report |
| 19.3.4 | Chair's Report: Overview of activity and key issues | To note | Oral report |
| | RESOURCES | | |
| 19.3.5 | Draft Finance & General Purposes Committee minute of 30 August 2019 | To approve | Attached |
| 19.3.6 | Management accounts for year to 31 July 2019 | To note | Attached |
| 19.3.7 | Draft External Audit Plan for 2018/19 | To approve | Attached |
| 19.3.8 | Draft SFC Financial Forecast Review | To approve | Attached |
| 19.3.9 | Health And Safety (standing item) : H&S issues | For information | Oral report |

| | STRATEGY AND PERFORMANCE | | |
|---------|--|-------------------|-------------|
| 19.3.10 | Principal's Report for period ended 31 August 2019 | For consideration | Tabled |
| 19.3.11 | Minutes of Learning, Teaching & Engagement committee held on 30 August 2019 | To approve | Attached |
| 19.3.12 | FE KPIs 2018/19 | To note | Oral report |
| 19.3.13 | 2018-19 Final HE FTEs and FE Credit count | To note | Attached |
| 19.3.14 | Update on student recruitment | To note | Oral report |
| 19.3.15 | Update on learning, teaching and enhancement items in last quarter: a) HMLe visit b) Pilot of regional essential skills policy c) HISA awards | To note | Attached |
| 19.3.16 | Policies approved: - UHI Promoting a Positive Learning Environment Policy | To note | Attached |
| | PEOPLE | | |
| 19.3.17 | Draft minutes of HR&R committee meeting of 30 August 2019 | To note | Attached |
| 19.3.18 | Summary of Recruitment and HR in last quarter | To note | Attached |
| 19.3.19 | Amendment to policy: - Revised recruitment policy and associated procedures | To note | Attached |
| | BOARD GOVERNANCE AND DEVELOPMENT | | |
| 19.3.20 | Board recruitment sub-group | To discuss | Oral report |
| 19.3.21 | Programme Board paper | To discuss | Attached |
| 19.3.22 | Any other business | | |
| | Date of next meeting – 13 th December 2019 at 1pm | | |

Held on Friday 7 June 2019 at 1 pm

at Glenshellach Business Park, Oban and by VC

Apologies: Lesley McInnes (LMcI), Elaine Munro (EM)

In attendance: Ailsa Close (AEC), Vicky Daveney (VD)(Board Secretary)

| No | Minute | Who | Action | Date |
|--------|--|--|--|------|
| 19.2.1 | Welcome and apologies for absence. The Chair welcomed all governors to the meeting. Apologies from Lesley McInnes. | | | |
| 19.2.2 | Declarations of interest & to determine any items as confidential. No declarations of interest. | | | |
| 19.2.3 | Minutes of the last meeting. These were approved by the board and signed by the Chair as an accurate record of the meeting. | | | |
| 19.2.4 | Matters arising. (i) Update on Helensburgh - No funding has been received from UHI to date. MJ and AEC are awaiting a response from the council. MJ has received confirmation that the decision will go to committee. The expected outcome is to continue on a peppercorn lease before moving to commercial terms. UHI will be approached to release allocated funds. (ii) NRPA update – MJ confirmed that Argyll College continues to shadow and that SFC wish this to change. MJ is continuing to speak to SFC and partners across UHI. Issues around Promoted Posts were discussed further by board. (iii) Risk Register – It was agreed that the new version is easier to update and better for reporting. It also facilitates comparison with other partners. | MJ/AEC MJ | Liaise council Liaise SFC | |
| 19.2.5 | Chair's report. The chair provided a report on his recent activity. <ul style="list-style-type: none"> Structured telephone interview with Gary Coutts to allow UHI Court to confirm their Governance arrangements were satisfactory. Attended a Partnership Assembly meeting on 26th April in Inverness. | | | |

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|---------|--|--------------------------|--|--|
| | <ul style="list-style-type: none"> • Attended from Perth by VC Programme Board on 31st May. • Attended 3 Governance and Accountability Working Group (GAWG) meetings by VC on 27th March, 22nd April and 5th June. • Chaired meeting of Oban as a University Town on 17th April. • Attended by VC a VAT seminar considering UHI's VAT arrangements. • Attended a College's Scotland BREXIT Summit in Edinburgh considering the impact on FE and HE funding, addressed by a Swiss academic leader. • In the course of these events informally met with the CEO of College's Scotland and Chair of the SFC. • Attended a strategic dialogue meeting with the SFC in Dunoon, supported by JC. | | | |
| | RESOURCES | | | |
| 19.2.6 | Draft Finance and General Purposes Committee Minute of 24 May 2019 Minute Noted | | | |
| 19.2.7 | Management accounts for period to end of April 2019 Noted | | | |
| 19.2.8 | Draft Audit Committee Minute of 24 May 2019 Minute Noted | | | |
| 19.2.9 | <p>Property Update</p> <p>Oban – MJ wishes to move all staff back to the Centre building from WHHA. This would necessitate a temporary building in the short term, with a view to extending the main building. Further investigation underway.</p> <p>Islay – AEC reported that money has been allocated to knocking through from college to school. A project manager is in place, they need to source contractors with a view to completing works over the summer holiday.</p> <p>Nursery – MJ is still in discussions with third parties.</p> | MJ MJ | | |
| 19.2.10 | <p>Health & Safety: H&S issues</p> <p>MJ reported on a recent incident in which a student was injured. All H&S procedures and documentation were in place and being adhered to at the time of the incident. The college's H&S consultants have been involved in the reporting.</p> | | | |
| 19.2.11 | <p>Draft Budget</p> <p>AEC amended draft budget following F&GP. The Board however discussed the fragility of the budget in the context of potential variation in income.</p> <p>AEC confirmed that the recruitment budget has been increased and there were potential teaching cost savings through efficiencies.</p> | | | |

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| | The Draft Budget was approved. | | | |
| | STRATEGY AND PERFORMANCE | | | |
| 19.2.12 | Principal's report for period ended 31 May 2019 MJ updated the board on recent activity. <ul style="list-style-type: none"> The Strategic Dialogue meeting, which takes place every 3 years with SFC, was held in Dunoon. The unsuitability of the some of the College's built environment was at the forefront of discussions. Attended the UHI Partnership Council monthly meetings and update provided. Met with SFC & HMIE - positive discussions about the College, there are 2 years before the evaluative report is due. Oban as a University Town – MJ updated on marine training developments. Ongoing dialogue with the Royal Navy and Jodie Friels regarding focus group for HMNB Clyde students. Mount Stuart link – they are looking at developing the estate and visitor centre to partner with Argyll College for horticulture and arboriculture. Funding has been provided from UHI to develop the curriculum and a member of staff has been recruited for a year to take it forward. The board discussed whether a visit in the future would be useful and welcomed. | MJ | | |
| 19.2.13 | Draft Learning, Teaching and Engagement Committee Minute 24 May 2019 Minute noted | | | |
| 19.2.14 | Update on How Good is our College Evaluative Report and Enhancement Plan Noted | | | |
| 19.2.15 | SFC Student Satisfaction and Engagement Survey (SSES) AMC stated that the rates of satisfaction are very high. Noted | | | |
| 19.2.16 | Early and further withdrawal for full time FE courses to date 2018/19 GM was concerned about students withdrawing for reasons that may require more support at a national level, eg funding, and asked where this information is reported to. MJ confirmed data is reported. JC suggested that this information may also be of strategic interest, eg the built environment, and may be useful in discussions with other bodies. Noted | | | |
| 19.2.17 | Update on progress towards targets 2018/19 The college has exceeded its credit target for the year, although HE was down slightly. Noted | | | |
| 19.2.18 | Academic Calendar 2019/20 Noted | | | |
| | PEOPLE | | | |

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|---|---|--------------------------------------|--|--|
| 19.2.19 | Draft HR& Committee Minute 24 May 2019 Minute noted | | | |
| 19.2.20 | Summary of recruitment and HR in last quarter Noted | | | |
| BOARD GOVERNANCE AND DEVELOPMENT | | | | |
| 19.2.21 | Board Recruitment <p>The Board supported a paper outlining the sector norm of eight years for membership. Four members of the Board fell into that category (AMC, JC, KJ, LMcl)</p> <ul style="list-style-type: none"> • AMC confirmed that he is to resign from the board in December 2019 with the proviso that a replacement has been found. • JC confirmed that he would resign but would, if necessary, stay in place to provide some continuity. • KJ confirmed he would also resign. • AMC will speak with Lmcl • AC confirmed she is happy to continue with her programme board role on completing her period as Staff Representative Director in December 2019. <p>AMC suggested a sub-committee be formed to focus on board recruitment – to include MJ, AC, JF, VD(BS). Suggested actions are to investigate use of websites and social media. Investigate where the gaps are/will be in the skill set of the board, whilst keeping in mind gender balance and geography. SM reminded the Board of their responsibility to help recruit.</p> <p>MJ to speak to recruitment agencies regarding costs.</p> <p>Thanks were expressed for the work of Stella Leitch who has recently resigned from the Board.</p> | AMC MJ/AC/ JF/VD MJ | | |
| 19.2.22 | Board of Governors Code of Conduct <p>Board members have re-familiarised themselves with the Code of Conduct.</p> | | | |
| 19.2.23 | Programme Board <p>AMC reported on Crichton Lang's draft note to all board members summarising what the Programme Board is aiming to do. When AMC receives the final version he will circulate to the board for comments. The board went on to discuss this in more detail.</p> | | | |
| 19.2.24 | Any other business <p>i) Policy of discretions LGPS ii) Long Term Sickness Policy – amendments iii) Attendance Policy and Procedure – amendments iv) UHI Essential Skills Policy</p> <p>Noted</p> | | | |

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|---------|--|----|--|--|
| | JC commented that the public profile of Argyll College had been very good of late and asked that this be passed on to marketing. | MJ | | |
| 19.2.25 | Date of next meeting. 13 September 2019 at 1pm in Lochgilphead | | | |
| | <p>.....</p> <p>Signed by Chair of meeting</p> | | | |

UNAPPROVED
CIRCULATED

**Minutes of the
Finance & General Purpose committee
held at 2.30pm on Friday 30th August 2019
at the Lorne Street, Lochgilphead campus**

Present: John Colston (JC), Chair, Andrew Campbell (AC), Scott Matheson (SM) by VC, Jim Findlay (JF) by VC.
Apologies: Martin Jones (MJ)
In Attendance: Elaine Munro (EM), Ailsa Close (AEC), Vicky Daveney (VD) (Board Secretary)

| No | Item | Action |
|--------|---|--------------------------|
| 19.3.1 | Welcome – JC welcomed all committee members to the meeting. | |
| 19.3.2 | Apologies & declarations of interest. Apologies were received from Martin Jones. No declarations of interest. | |
| 19.3.3 | Minutes of previous meetings. Minute of F&GP meeting on 24 th May 2019 19.2.5 to be amended and re-circulated when approved by JC. | |
| 19.3.4 | <p>Matters arising.</p> <p>(a) Properties update Oban – Seeking to move all staff back to college building from WHHA, costs were supplied by a company for the hire of a temporary office building but they are very high. Now considering cost of purchasing a temporary office building and will bring costs back to the November meeting. JF suggested asking council who may have space in building in town centre, AEC to follow up but preferred option is to have all staff in the same building ACTION: Paper for November meeting.</p> <p>Islay – AEC reported that it is proving difficult to get reasonable quotes from tradespeople to carry out the scheduled work. The surveyor is to get a third quote. It is unlikely the work will be completed before Christmas.</p> <p>(b) Update on funding for Helensburgh The council paper on extending the lease on the Kirkmichael Centre is being presented to relevant Council committee on 19th September, then passed to the full Council. ACTION: AEC to continue to liaise with UHI over draw down of funding from UHI, and to forward council letter to UHI.</p> <p>(c) Update on sale of Riverside premises AEC trying to get a response from lawyers and from Fiona Larg regarding the Discharge of the property from Millennium Commission. SM asked if still receiving rent for property, AEC confirmed rent is being received.</p> | <p>MJ/AEC</p> <p>AEC</p> |

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| | <p>(d) Update on Nursery MJ has asked Christie & Co to provide valuation of the nursery. . There are ongoing discussions with 3 interested parties. The seconded manager is due to leave at end October. JC has asked that interim arrangements are addressed in a timely manner for situation following end of secondment.</p> | |
| 19.3.5 | <p>Management Accounts to 30th April 2019 Still some confusion over National Bargaining. AEC confirmed that figures do not show SIF Helensburgh income but do include the projected Riverside sale loss.</p> <p>AEC to look at travel and subsistence but stated that ferry and accommodation costs are high. The increase in the electric vehicle fleet has resulted in less fuel and mileage costs. There are now charge points at the majority of the centres.</p> <p>JF queried increase in PPE costs, AEC confirmed it was analysed differently this year and moved from learning resources to PPE.</p> <p>SM expressed thanks to the team, in particular procurement for the management of learning resources.</p> <p>Committee approved accounts for submission to the Board.</p> | |
| 19.3.6 | <p>SFC Financial Forecast Review</p> <p>AEC confirmed that colleges in general are looking at contingency plans as a result of National Bargaining. These include redundancy and new roles. SFC Financial Forecast Review return is due half way through September, AEC will have ready for board approval.</p> | AEC |
| 19.3.7 | <p>AOCB No other business.</p> | |
| 19.3.8 | <p>Date of next meeting – Friday 29th November 2019 joint with Audit Committee. Location TBC.</p> | |
| | <p>Signed by</p> <p>..... Chair of Finance & General Purpose Committee</p> <p style="text-align: right;">Date</p> | |

Management accounts to 31 Jul 2019

The accounts at the year end are showing a surplus of £53k. There are still adjustments to be made for accruals and also the Nursery income needs to be reconciled prior to audit of the figures, so this will not be the final figure, but we are reasonably confident that a surplus will be realised (before any adjustment for the pension fund liability). The surplus is predominantly due to staff costs being £150k lower than budget, much of this is because the Pension could not be offered to teaching staff until December which was later in the year than we anticipated, and also because increases for support staff were not as high as anticipated and this also had a knock effect on oncosts as well as gross support salaries.

In terms of income, we have received £26k more in the year than we budgeted. It should be noted that this does not include any accrual for This does not include any accrual for income from the UHI SIF for Helensburgh.

National Bargaining sums to be provided to the College have been a source of confusion throughout UHI, so from a starting point where we appeared to be getting £991k, we have actually received in the year £1079k. I remain slightly nervous about this figure, but it has been received in our bank account.

The detailed income and expenditure sheet shows the variance during the year between actual and budgeted figures and gives some indication for most of the figures where the difference has come about.

The sale of the Riverside building in Lochgilphead appears to be nearing completion, it had been held up because our lawyer required confirmation of the discharge of security over the building which the Millennium Commission had and this had to go be sought through UHI. Have spoken to auditor and we will discuss whether this can go through this year's accounts or will be taken into next year's figures.

Ailsa E Close
28/08/2019

Argyll College UHI Ltd

| | Actual | Budget | Variance | |
|---|------------------|------------------|-----------------|--|
| 31/07/2019 | 2018/19 | | | |
| INCOME | | | | |
| SFEFC SUMs Income | 2,800,239 | 2,582,378 | (217,861) | |
| SFEFC SUM's Income - ESOL | 3,000 | 15,000 | 12,000 | |
| UHI Income - RAM | 573,936 | 633,235 | 59,299 | Lower nos than predicted |
| UHI Income - PGDE | 61,527 | 56,435 | (5,092) | |
| UHI Income - Other | 127,854 | 102,700 | (25,154) | Shared services income higher |
| SAAS Income | 276,378 | 309,000 | 32,622 | Lower HE nos |
| ILA Income | 10,581 | 11,000 | 419 | |
| DYW income/other govt | 171,593 | 136,140 | (35,453) | DYW £157k, Modern Apps £16k |
| Bursary Income/Student support | 73,701 | 45,000 | (28,701) | Addnl income in line with Student support mgt |
| Other PPE reimbursement/CITB/Fdn Appren | 67,338 | 50,000 | (17,338) | Fdn Apps £57k, PPE £10k |
| Maintenance/Capital Grant income | 169,692 | 253,000 | 83,308 | £193k backlog maint, £31k capital HE, £77k FE. £131k capitalised |
| ESF | 0 | 0 | 0 | Still to be agreed |
| Bank Interest Received | 7,051 | 1,000 | (6,051) | Amount in higher interest account remained at £900k all year |
| FE Student Fees | 79,933 | 100,000 | 20,067 | Over budgeted |
| HE Student Fees - Taught | 33,728 | 20,000 | (13,728) | Under budgeted |
| Commercial Training Activity | 41,456 | 30,000 | (11,456) | More targeted and planned courses, reputation improving |
| Commercial Training Activity - CSCS Income | 6,331 | 8,000 | 1,669 | Only going to offer this in 1 centre next year |
| Nursery Income - Fees | 204,227 | 220,000 | 15,773 | Reconciliation still to be done on Nursery fees |
| Property Lease Income | 6,708 | 0 | (6,708) | Thought building would have been sold but hasn't |
| Room/Facility Hire - With Own Insurance | 2,307 | 7,000 | 4,693 | Not much space to rent out |
| Room/Facility Hire - Without Own Insurance | 2,490 | 100 | (2,390) | Underbudgeted |
| Vending Machine Income | 2,236 | 7,000 | 4,764 | Machines are now just provided and run by externals |
| Hairdressing Income - General | 11,073 | 9,100 | (1,973) | |
| Hairdressing Income - Retail | 0 | 500 | 500 | |
| Hairdressing Income - Other | 0 | 0 | 0 | |
| Catering Income | 12,563 | 10,500 | (2,063) | |
| Feed-In Tariff | 6,241 | 4,000 | (2,241) | |
| Other income | 48,543 | 0 | (48,543) | Greenfleet funding for 9 new cars in year |
| National Bargaining Grant funding | 826,372 | 991,000 | 164,628 | May have clawback on this figure |
| Income from Staff | 634 | 300 | (334) | |
| Graduation Income | 885 | 400 | (485) | |
| Branded clothing income | 810 | 500 | (310) | |
| | 5,629,427 | 5,602,788 | (26,139) | |
| LESS: EXPENDITURE | | | | |
| MicroRam | 132,983 | 137,711 | (4,728) | Reasonably accurate |
| Staffing Costs - Salaries | 1,383,138 | 1,424,969 | (41,831) | Lower than budgeted NB salary increase in year |
| Staffing Costs - Employer's NI | 113,742 | 128,247 | (14,505) | |
| Staffing Costs - Employer's Pension | 171,328 | 307,793 | (136,465) | Lower uptake on pension than budgeted |
| Staffing Costs - Maternity Pay | (13,487) | 1,000 | (14,487) | |
| Staffing Costs - Sick Pay | 0 | 10,000 | (10,000) | This figure needs analysed further from gross salary total |
| Staffing Costs - Travel and Subsistence | 24,008 | 20,000 | 4,008 | Very high accommodation costs in the year - outwith control |
| Staffing Costs - Training | 4,401 | 6,000 | (1,599) | |
| Staffing Costs - Disclosure | 1,012 | 1,000 | 12 | |
| Staffing Costs - Recruitment | 3,428 | 5,000 | (1,572) | |
| Staffing Costs - Other | 25,329 | 15,263 | 10,066 | App levy of £15k; staff termination, shared marketing with WHC |
| Teaching Staff Costs - Salaries | 1,801,967 | 1,627,684 | 174,283 | National Bargaining implications |
| Teaching Staff Costs - Employer's NI | 126,275 | 135,781 | (9,506) | |
| Teaching Staff Costs - Employer's Pension | 198,685 | 292,553 | (93,868) | Pension offered later in year than anticipated |
| Teaching Staff Costs - Maternity Pay | 0 | 1,000 | (1,000) | |
| Teaching Staff Costs - Sick Pay | 0 | 10,000 | (10,000) | This figure needs analysed further from gross salary total |
| Teaching Staff Costs - Travel and Subsistence | 17,003 | 12,000 | 5,003 | Ferry travel and accommodation higher than expected |
| Teaching Staff Costs - Training Other | 7,760 | 12,000 | (4,240) | |
| Teaching Staff Costs - Disclosure | 1,281 | 1,300 | (19) | |
| Teaching Staff Costs - Recruitment | 0 | 3,000 | (3,000) | |
| Teaching Staff Costs - Other | 37,800 | 5,000 | 32,800 | Subcontracted tutors, mostly Maritime |
| Payments to Subcontractors | 158,930 | 50,000 | 108,930 | DYW contractor, Nursery manager secondment, NHC registry support |
| Learning Resources/Matls | 50,411 | 80,000 | (29,589) | Reduction from previous year due to better procurement control |
| Student PPE/Kit | 21,576 | 15,000 | 6,576 | Considerable amount of non reclaimable PPE/kits in year |
| Payments to Awarding Bodies - SQA | 63,210 | 54,000 | 9,210 | Underbudgeted |
| Payments to Awarding Bodies - CITB | 10,280 | 5,000 | 5,280 | Charged us for 2 years for each centre for CITB testing |
| Payments to Awarding Bodies - ECDL costs | 9,969 | 2,000 | 7,969 | Underbudgeted |
| Payments to Awarding Bodies - Activ Training | 2,269 | 3,500 | (1,231) | |
| Marketing and Promotion | 42,982 | 50,000 | (7,018) | |
| Health and Safety Costs | 28,720 | 25,000 | 3,720 | |

| | | | | |
|--|----------------|----------------|----------------|---|
| Non Chargeable Catering Costs | 2,588 | 5,000 | (2,412) | |
| Property Costs - General maintenance | 94,902 | 253,000 | (158,098) | Capitalised much of the expenditure originally budgeted |
| Property Costs - Lease Costs | 72,838 | 72,000 | 838 | |
| Property Costs - Venue Costs | 5,457 | 10,000 | (4,543) | Kept controlled |
| Property Costs - Rates and Water Charges | 20,441 | 17,000 | 3,441 | Helensburgh bill for water pipe damaged |
| Property Costs - Utilities | 105,429 | 80,000 | 25,429 | Underbudgeted, the actual figure is reasonable and similar to last year |
| Property Costs - Cleaning | 26,637 | 26,000 | 637 | |
| Property Costs - Other Property Costs | 2,908 | 4,000 | (1,092) | |
| Insurance | 35,370 | 31,000 | 4,370 | More electric vehicles, maritime activities |
| ICT Maintenance and Support | 146,836 | 117,000 | 29,836 | Shared services costs higher in year than budgeted |
| Equipment repairs | 1,346 | 5,000 | (3,654) | |
| Equipment Lease Costs | 40,811 | 40,000 | 811 | |
| Company Vehicle Costs - Fuel | 5,983 | 8,000 | (2,017) | Electric vehicles reducing fuel costs |
| Company Vehicle Costs - Repairs and Maint | 5,250 | 3,000 | 2,250 | Old diesel cars high costs, lots of windscreen damage in year |
| Company Vehicle Costs - Road Tax | 355 | 300 | 55 | |
| Company Vehicle Costs - Other | 62,785 | 40,000 | 22,785 | More electric vehicles leased in year |
| Supplies and Copying | 13,473 | 21,650 | (8,177) | New printer contract making a difference |
| Postage | 6,808 | 12,000 | (5,192) | More digital, less snail mail |
| Telecoms | 18,156 | 22,000 | (3,844) | |
| Other expenses | 2,242 | 4,000 | (1,758) | |
| Donations | 482 | 0 | 482 | |
| Subscriptions | 27,974 | 27,000 | 974 | |
| Professional Fees - Audit and Accountancy | 11,019 | 13,000 | (1,981) | Still to incur Internal audit fees |
| Professional Fees - Legal | 8,307 | 12,000 | (3,693) | |
| Professional Fees - Other | 7,995 | 5,000 | 2,995 | |
| Payments To/On Behalf of Students - Travel | 19,231 | 5,000 | 14,231 | Higher Bursary income received in year to cover |
| Payments To/On Behalf of Students - Hardsh | 2,348 | 10,000 | (7,652) | |
| Payments To/On Behalf of Students - Sanita | 1,001 | 5,500 | (4,499) | |
| Payments To/On Behalf of Students - Gradu | 4,668 | 5,000 | (332) | |
| Payments To/On Behalf of Students - Other | 392 | 3,500 | (3,108) | |
| Governance Costs - Travel & Subsistence | 1,443 | 1,500 | (57) | |
| Governance Costs - Other | 397 | 100 | 297 | |
| Bank Charges | 842 | 250 | 592 | Card machines |
| Loan Interest - BoS Fixed Rate | 2,000 | 2,000 | 0 | |
| Bad debts | 0 | 1,500 | (1,500) | |
| Vending Machine Costs | 4,746 | 12,000 | (7,254) | As per vending income |
| Hairdressing Supplies - General | 9,842 | 8,500 | 1,342 | Higher income from hairdressing to cover |
| Hairdressing Supplies - Retail | 0 | 600 | (600) | |
| Hairdressing Costs - Other | 124 | 400 | (276) | |
| Food Purchases | 24,548 | 20,000 | 4,548 | Nursery |
| | 5,222,974 | 5,345,602 | (122,628) | |
| | | | | |
| Operating surplus | 406,453 | 257,186 | 149,267 | |
| | | | | |
| Non Capital Fixed Assets | 28,403 | 40,000 | (11,597) | Some laptops purchased at year end, may be accrued still |
| | | | | |
| Loss on sale of asset (building) | 136,442 | | 136,442 | |
| | | | | |
| Depreciation | 189,094 | 185,000 | 4,094 | |
| | | | | |
| Net surplus/(deficit) for the year | 52,514 | 32,186 | 20,328 | |
| | | | | |

Argyll College UHI Ltd
Statement of Financial Activities
For the year ended 31 Jul 2019
(including an Income & Expenditure Account)

| | Notes | Unrestricted funds £ | Restricted funds £ | Total funds £ | 2018 £ |
|--|-------|----------------------------|--------------------------|------------------|------------------|
| Incoming resources | | | | | |
| Incoming resources from voluntary funds | | | | | |
| Voluntary income | | 4,269,905 | 42,459 | 4,312,364 | 3,128,642 |
| Activities for generating funds | | 229,041 | 0 | 229,041 | 23,546 |
| Investment income | | 7,051 | 0 | 7,051 | 1,308 |
| Incoming resources from charitable activities | | 946,293 | 0 | 946,293 | 980,445 |
| Other incoming resources | | 1,695 | 0 | 1,695 | 295 |
| Total incoming resources | | 5,453,985 | 42,459 | 5,496,444 | 4,134,235 |
| Resources expended | | | | | |
| Costs of Generating Funds | | | | | |
| Costs of generating voluntary income | | 4,746 | 0 | 4,746 | 3,592 |
| Fundraising trading; costs of goods sold and other costs | | 0 | 0 | 0 | 0 |
| Investment management costs | | 0 | 0 | 0 | 0 |
| Charitable activities | | 5,082,515 | 177,702 | 5,260,217 | 4,435,780 |
| Governance costs | | 42,525 | 0 | 42,525 | 32,517 |
| Other resources expended | | 136,442 | 0 | 136,442 | 0 |
| Total resources expended | | 5,266,228 | 177,702 | 5,443,930 | 4,471,889 |
| Net incoming /(outgoing) resources before transfers | | 187,757 | (135,243) | 52,514 | (337,654) |
| Transfers | | 0 | 0 | 0 | 0 |
| Transfers between funds | | 0 | 0 | 0 | 0 |
| Net incoming resources before other recognised gains and losses | | 187,757 | (135,243) | 52,514 | (337,654) |
| Other recognised gains and losses | | | | | |
| Gains on revaluation of fixed assets for charity's own use | | 0 | 0 | 0 | 0 |
| Actuarial Gains / losses on pension scheme | | 0 | 0 | 0 | 54,000 |
| Net movement in funds | | 187,757 | (135,243) | 52,514 | (283,654) |
| Reconciliation of Funds | | | | | |
| Balance at 1 August 2018 | | 1,759,645 | 3,189,977 | 4,949,622 | 3,724,750 |
| Balance at 31 Jul 2019 | | 1,947,402 | 3,054,734 | 5,002,136 | 3,441,096 |

Argyll College UHI Ltd
Balance Sheet
As at 31 Jul 2019

| | 31/07/2019 | 2018 |
|--------------------------------|-------------------------|-------------------------|
| Tangible fixed assets | 3,823,399 | 4,013,423 |
| Debtors | | |
| Trade debtors | 23,781 | 53,538 |
| Prepayments | 0 | 8,357 |
| Other debtors | 148,167 | 189,591 |
| Deferred tax asset | 0 | 0 |
| | <u>171,948</u> | <u>251,487</u> |
| Cash at bank | 1,675,392 | 1,116,166 |
| | <u>1,847,340</u> | <u>1,367,653</u> |
| Creditors <1yr | | |
| Trade Creditors | 77,558 | 119,697 |
| Bank Loans | 14,360 | 19,240 |
| Accruals | 416,247 | 166,998 |
| Deferred Income | 36,101 | 36,101 |
| Tax & Social Security creditor | 67,017 | 61,950 |
| Other creditors | 57,319 | 26,159 |
| | <u>668,603</u> | <u>430,145</u> |
| Net current assets | 1,178,737 | 937,507 |
| Creditors >1yr | | |
| Bank Loans | 0 | 17,403 |
| Net Assets | <u><u>5,002,136</u></u> | <u><u>4,933,527</u></u> |
| Reserves | | |
| Unrestricted funds | 1,947,402 | 1,743,550 |
| Restricted funds | 3,054,734 | 3,189,977 |
| | <u><u>5,002,136</u></u> | <u><u>4,933,527</u></u> |

Argyll College UHI Ltd
 Restricted Fund movements
 For the year ended 31 Jul 2019

| | Balance at 1 August 2018 £ | Incoming resources £ | Resources expended £ | Transfers £ | Balance at 31 Jul 2019 £ |
|----------------------------|-------------------------------------|----------------------------|----------------------------|----------------|--------------------------------|
| Capital Reserve | 3,126,057 | 131,265 | 112,970 | 0 | 3,144,352 |
| Beam Suntory | 8,374 | 0 | 0 | 0 | 8,374 |
| Princes Trust | 10,000 | 0 | 0 | 0 | 10,000 |
| SFC - Transitional Funding | | | | | |
| Scottish Govt Greenfleet | 29,917 | 42,459 | 62,785 | 0 | 9,591 |
| DYW | 0 | 0 | 0 | | 0 |
| Foundation Scotland | 2,000 | 0 | 0 | 0 | 2,000 |
| Muir of Laurieston Trust | 13,629 | 0 | 1,947 | 0 | 11,682 |
| | <u>3,189,977</u> | <u>173,724</u> | <u>177,702</u> | <u>0</u> | <u>3,185,999</u> |

Argyll College UHI Limited

Audit Plan For The Year Ended 31 July 2019

July 2019

Now, for tomorrow

 **mha**
HENDERSON LOGGIE



Contents

| | | |
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| 1. | Introduction | 1 |
| 2. | Key areas of audit focus | 3 |
| 3. | Our service delivery | 6 |

Appendix I – Additional information on the nature, scope
an extent of our audit work



1. Introduction

This document has been prepared to provide management and the Board with information regarding:

- the planned audit approach
- methods of communication throughout the audit assignment

This report is provided on the basis that it is for the information of management and the Board / Audit Committee of Argyll College UHI Limited ('the College') only and that it will not be quoted from or referred to, in whole or in part, for any other purpose without our prior written consent.

Should there be any aspect of this plan which the directors would wish to discuss further please contact Jamie Davidson.

Nature and scope of the assignment

We will undertake a statutory audit for the College in line with the terms of our appointment as detailed in the engagement letter dated **30 August 2019**. Our engagement letter incorporates the requirements of the Companies Act 2006, and Accounting for Further and Higher Education: Statement of Recommended Practice applicable to all further and higher education institutions in the United Kingdom preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) ('the SORP').

As per the previous year you have asked for our involvement in the preparation of statutory financial statements. This involvement relates to the conversion of your trial balance into statutory format with all adjustments being agreed with you. Any journals which result from our audit work will be agreed with you and processed through the trial balance under your authority.

Auditing standards

In conducting the audit of your financial statements, we are required to follow auditing standards issued by the Financial Reporting Council. These standards, known as International Standards on Auditing (ISAs), will apply to this audit.

Risk based approach

The ISAs place substantial focus on risk assessment. We are required to thoroughly assess the risks that there are material misstatements (whether due to errors or omissions) within the financial statements. We then design and carry out tests that respond to those specific risks.

To properly assess the risks on your audit, we need to:

- thoroughly understand the background to your business and sector (including the major issues that you face);
- record the processes – such as income, purchases and payroll – that lie at the heart of your business; and
- review the draft financial statements information for unexpected results or movements since last year.

Risk based approach (continued)

Our risk assessment may mean we focus on certain aspects of your business or financial statements to a much greater extent than other areas. We promise to communicate our plans in good time so that you can provide the information we will need without undue cost or delay.

The ISAs result in an audit that is both risk-based and rigorous. Audits are intended to give confidence and assurance to users of your financial statements. We will ensure our work is efficient, targets the right areas and provides you with a robust audit opinion.

Additional information on the nature, scope and extent of our audit work can be found in the Appendix to this report.

Communication

The ISAs place emphasis on communication between you and us. In particular:

- We are required to discuss aspects of the business with 'those charged with governance'. During the audit we will deal mainly with Ailsa Close, Finance Director. Jamie Davidson, the Audit Principal, and / or Steve McNaught (Manager) will meet with College management and the Audit Committee as set out in the overall timetable in section 3.
- We will communicate our findings on the audit to you in a timely manner. These findings include errors or omissions in the financial statements as well as qualitative matters such as weaknesses in your accounting and control systems for which we can suggest improvements.
- We will ask you for a letter making certain representations to us. We will send you a draft copy of this letter towards the end of the audit and would ask you to provide us with a final copy on your letterhead.



2. Key areas of audit focus

Audit approach and specific areas of audit attention

We adopt a risk-based approach to audit assignments. As part of our audit, we will identify the key issues and risks facing the College and review the internal control strengths and weaknesses. The areas identified will be tested in detail and we will look to obtain sufficient evidence to allow us to take assurance that there are reasonable controls in place to mitigate the key risks.

Through initial discussions with the Finance Director, and review of College documents, we have extended our knowledge of your business and changes during the year and understand the following to be a summary of significant events during the year:

- The College achieved assigned status with the University of the Highlands and Islands (UHI) in December 2018;
- The funding position continues to be challenging but manageable;
- The budgeted surplus for 2018/19 is approximately £32,000 and the latest outturn to the year end (as per the management accounts for the year ended 31 July 2019) shows a surplus of approximately £52,000.
- On the income side, the main variances relate to: the College received capital funding of approximately £193,000 from the SFC in respect of very high priority backlog maintenance requirements. The level of funding received was consistent with the approximate costs for the College identified in the SFC commissioned sector wide estates condition report published in 2017; a reduction of approximately £91,000 in teaching income due to lower than expected higher education students against target; and national pay bargaining funding has been reduced by £56,000 from the original budget due to revisions in cost forecasts.
- On the expenditure side, the main variances relate to: an increase of £174,000 in teaching costs, mainly due to national bargaining and uptake on the teachers' superannuation scheme; a decrease of £158,000 in property maintenance costs as a result of XXX; and includes a loss on sale of £136,000 relating to the Lochgilphead Centre which is in the process of being sold. Salary and pension costs represent the main cost pressure for the College.
- All teaching staff were eligible to join the Scottish Teachers Superannuation Scheme from September 2018. Consideration will need to be given to the accounting treatment of any back dated pension contributions pre-31 July 2019 if the decision is taken for teaching staff to join the Scottish Teachers' Superannuation Scheme;
- A national bargaining salary final harmonisation increase was applied from 1 April 2019 although the College has not fully signed-up to national bargaining at the present time. A key risk identified by the College is the lack of clarity regarding the Scottish Funding Council's (SFC) funding policy beyond harmonisation. If funding is not fully consolidated, this gives rise to a potentially business critical risk in the medium to longer term (3-5 years);
- The College's continued commitment to shadow the national bargaining deal for teaching staff which has resulted in an additional £150,000 of staff costs that was not fully funded by the SFC and not fully budgeted for in 2018/19. Grant funding of approximately £200,000 has either been received or is due to be received from the SFC towards the cost of national bargaining;
- The College has experienced operational challenges with regards the College Nursery due to changes in management and unsuccessful implementation of a new software system to improve management information. A replacement system was subsequently installed in June 2019; and

Audit approach and specific areas of audit attention (continued)

- The College has experienced a loss of key senior staff at points during the year either due to long term sickness absence or resignations. A new Principal was appointed in November 2018.
- The College has continued to actively market for sale the Lochgilphead Centre throughout the year and remained unsold at the year end.

Based on our risk assessment, we have identified the following key areas of audit focus this year:

| Key audit area | Our approach |
|--|--|
| Management override of controls | There is a presumed risk within ISAs that, in any entity, there is a risk that management has the ability to process transactions or make adjustments to the accounting records outwith the course of normal business transactions that could lead to a material misstatement in the financial statements. Our audit work will be planned and undertaken to review any significant unusual transactions and ensure that they appear reasonable in the context of our knowledge of the College including consideration of the effectiveness of management's controls designed to address the risk of fraud and focussing our audit procedures on manual journals that could be used by management to manipulate the true and fair position of the College's financial statements. |
| Income recognition | <p>The ISAs also state that there is a presumed risk of fraud in income recognition that could lead to accounting policies being adopted, or transactions recorded in such a way, that could lead to a material misstatement in revenue recognition. We will review all significant income streams and transactions and, through a combination of analytical review, compliance testing of key controls and detailed substantive testing, obtain comfort that these transactions appear reasonable based on our knowledge of the College.</p> <p>We will: review and test all relevant income and expenditure policies against the relevant accounting standards and Statement of Recommended Practice (SORP); review, test and discuss with management any accounting estimates on income and expenditure recognition for evidence of bias; develop a testing strategy to test material income and expenditure streams; and review and test income and expenditure cut-off around the year-end. This will include consideration of whether the College has recognised funding provided for specific purposes appropriately including cut-off in relation to funding received via UHI. Our approach in this regard will be to review all significant ring-fenced funds and check whether terms and conditions have been met before recognising income.</p> |
| Going concern | <p>Company law requires the directors to prepare the financial statements on a going concern basis unless it is inappropriate to presume that the company will continue in business. The process undertaken by the directors should be proportionate in nature and depth depending upon the size, level of financial risk and complexity of the company and its operations and the financial statements should include balanced, proportionate and clear disclosures about going concern. Further details can be found on the Financial Reporting Council's website by following the link below: www.frc.org.uk</p> <p>As auditors, we are required to consider the process undertaken; the evidence available and the conclusion reached by the directors and consider the implications of this for our audit report.</p> |

Audit approach and specific areas of audit attention (continued)

Our audit approach includes a combination of analytical review, substantive testing of balances and transactions and compliance testing of controls. We have designed tests that we believe will provide us with sufficient, appropriate audit evidence to form an opinion as to whether the financial statements show a true and fair view of the results for the year and the position at the year end. We will assess the evidence as we receive it and reconsider our approach as necessary. Should we find any major problems with the planned approach, we will report back to you and discuss alternative methods of gathering evidence to support the assertions in the financial statements.

Assessment of risk of fraud and error

During the planning process, audit fieldwork and review stages, we will work with the Board, College management and staff to ensure that any potential fraud within the business is considered and addressed as necessary. We will require confirmation from the Board that, to the best of their knowledge, no such instances have occurred during the year.

3. Our service delivery

Audit Team

We realise that ensuring the accessibility of our audit team is important to you. We are delighted to be able to provide this and the table below outlines contact details and responsibilities of each of the key team members.

| Team member | Role and responsibilities | Contact details |
|---|--|---|
| Jamie Davidson Engagement Partner | The audit team is headed by Jamie Davidson as engagement partner. Jamie is responsible for the overall delivery of our services to the College and liaison with the Board. | Tel: 0131 226 0200 Email address: Jamie.Davidson@hlca.co.uk |
| Steve McNaught Manager | Steve is responsible for overall management of the audit of the financial statements. | Tel: 01382 594768 Email address: snm@hlca.co.uk |
| Jack Howell Lead Auditor | Jack will be the main point of contact when the audit team are on site undertaking audit work. | Tel: 01382 200055 Email address: Jack.Howell@hlca.co.uk |

Independence and ethics

Independence enables true objectivity. The audit team will uphold the highest standards of professional ethics and will guard their position on independence.

Revised Ethical Standard 2016, as issued by the Financial Reporting Council, requires us to ensure that you are appropriately informed of all significant matters that might bear upon our objectivity and independence.

We have procedures in place to ensure that MHA Henderson Loggie, its partners and professional staff follow and comply with both the Financial Reporting Council's Ethical Standards and the Code of Ethics issued by The Institute of Chartered Accountants of Scotland in January 2014.

We have reviewed all other non-audit services provided to you that might, in the absence of appropriate safeguards, affect our independence as auditor. This comprises preparation of statutory financial statements for the College. We have concluded that appropriate safeguards are in place to reduce this risk, such as independent engagement teams. We confirm that, in our professional judgement, MHA Henderson Loggie is independent within the meaning of regulatory and professional requirements and that the objectivity of Jamie Davidson, the Audit Principal, and audit staff is not impaired.

Timetable & reporting

| DATE | KEY MILESTONE |
|------------|--|
| 04/09/2019 | Issue Audit Plan to College management |
| 13/09/2019 | Presentation of Audit Plan to Audit Committee |
| 14/10/2019 | Audit fieldwork |
| 17/10/2019 | Audit findings meeting with management |
| 15/11/2019 | Issue draft audit highlights memorandum to College management |
| 29/11/2019 | Consideration of financial statements, letter of representation and audit highlights memorandum by the Audit Committee |
| 13/12/2019 | Approval of financial statements, letter of representation and audit highlights memorandum by the Board |

Fees


The proposed fee for the audit in accordance with our tender document dated January 2015 is £4,850 (exclusive of VAT).

As per the previous year, you have requested additional work in this period which will involve the following:

- Preparation of statutory financial statements in the new format in accordance with applicable Accounting Standards and the Statement of Recommended Practice, applicable to all further and higher education institutions in the United Kingdom preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (the SORP); and
- Restatement of comparative figures.

As a result of the additional work required for 2018/19, we propose that an additional fee of £2,040 (additional four days at £510 per day) be included giving a proposed total fee of £6,890 (exclusive of VAT).

Any additional work required will be quoted for and charged separately.



Appendix I – Additional information on the nature, scope and extent of our audit work

Materiality

The assessment of materiality is a matter of professional judgement. A matter is material, individually or in conjunction with other matters, if its omission or mis-statement would reasonably influence the decisions of a user of the financial statements.

Materiality will be considered having regard to the overall financial statement level, the individual asset balance, the type of transaction and the disclosures. Whether adjustments are material to the true and fair view can only be judged in the particular circumstances of the items and their impact on the financial statements to which they relate.

We will draw to management's attention actual errors that we discover during the course of our work. Where such errors would have an impact upon the numbers reported in the statutory financial statements, but are not significant in terms of our audit, we will ask management if they wish to adjust the financial statements. We will not, however, bring to your attention matters that we consider to be insignificant. For these purposes, we propose that this would mean items of less than £3,400.

Accounting estimates

The ISAs place emphasis on our responsibility to consider accounting estimates reflected in your financial statements. Examples of these are provisions for bad debts, provisions for obsolete stock, valuation of assets such as intellectual property and properties, and the decision whether or not to recognise provisions for liabilities in respect of legal claims against the College.

We will particularly focus on those estimates which involve 'high estimation uncertainty'. For example, the judgment about whether a legal claim will lead to a probable or possible liability could mean a material expense is either included or omitted from the financial statements. In these cases, we will seek reasonable evidence that the judgments behind these decisions are true and fair.

Practically, this will mean that we will:

- spend time understanding the background behind any such estimates, and the basis on which figures are calculated;
- review the outcome of estimates made in previous years, to determine how accurate these assessments have been in the past;
- look for evidence of bias in the calculations which could distort the true picture in the financial statements; and
- derive our own estimate of the likely values to attribute to these estimates (this may be a range of values) to compare to those reflected in the financial statements. On occasions this may mean agreeing with you to obtain expert opinions (such as the use of a specialist valuer).

Related parties

The ISAs also focus on transactions with related parties.

In brief, a *related party* is a person or organisation which either controls or significantly influences the decisions and operations of your business, or vice versa. This would include the Board, as well as people (such as close family members) and organisations connected with them. We will discuss the definition with you and ensure that you are able to identify all such related parties.

The ISAs focus attention on the fact that transactions with related parties are sometimes unusual in nature, may not occur at arm's length, and could significantly distort the 'true and fair view' of the financial statements. Therefore, it is vital that we understand who the related parties are and the way in which they transact with the College or influence its decisions.

Use of experts / internal audit

ISA 620 deals with the auditor's responsibilities relating to the work of an individual or organisation in a field of expertise other than accounting or auditing, when that work is used to assist the auditor in obtaining sufficient appropriate audit evidence.

The objectives of the auditor are:

- (a) To determine whether to use the work of an auditor's expert; and
- (b) If using the work of an auditor's expert, to determine whether that work is adequate for the auditor's purposes.

The College accounts for its participation in the local government pension scheme (Strathclyde Pension Fund) as a defined benefit scheme and we will: evaluate whether the scheme actuary has the necessary competence, capabilities and objectivity for the purposes of our audit work; obtain a sufficient understanding of the field of expertise of the scheme actuary; and evaluate the adequacy of their work for our purposes.

ISA 610 deals with the external auditor's responsibilities if using the work of internal auditors.

The objectives of the external auditor, where the entity has an internal audit function and the external auditor expects to use the work of the function to modify the nature or timing, or reduce the extent, of audit procedures to be performed directly by the external auditor, or to use internal auditors to provide direct assistance, are:

- (a) To determine whether the work of the internal audit function or direct assistance from internal auditors can be used, and if so, in which areas and to what extent;

and having made that determination:

- (b) If using the work of the internal audit function, to determine whether that work is adequate for purposes of the audit; and
- (c) If using internal auditors to provide direct assistance, to appropriately direct, supervise and review their work.

Auditing standards directs us to maintain effective co-ordination with internal audit and place the maximum possible reliance on their work. We make an initial review of the framework for the provision of internal audit services during our planning stage with a view to assessing the quality of the service provided to establish if we can place reliance on their work.

The College has had internal auditors in place during the year ended 31 July 2019. We have reviewed the internal audit plan for 2018/19 and obtained copies of the internal audit reports finalised in the year. The impact of any internal audit findings will be considered throughout our external audit. We will also maintain an ongoing contact with your internal auditor throughout our appointment.

Aberdeen

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MHA Henderson Loggie is a trading name of Henderson Loggie LLP, which is a limited liability partnership registered in Scotland with registered number SO301630 and is a member of MHA, an independent member of Baker Tilly International Ltd, the members of which are separate and independent legal entities

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 **mha**
HENDERSON LOGGIE

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Financial Forecast Return 2019

College/Region

Contact

Telephone

Email:

| | |
|---------------------|---|
| DECLARATION: | The attached worksheets represent the financial forecasts for the College/Region. They reflect a financial statement of our academic and physical plans from 2018-19 to 2023-24. Adequate explanations have been provided where requested on the return. The worksheets and their underpinning assumptions have been reviewed and approved by the Board of Management in accordance with their agreed practices. In preparing this financial forecast the College/Region has fully considered the financial implications of all aspects of its strategy and has properly reflected these in the forecast. |
|---------------------|---|

Signed:

Principal/Chief Executive Officer

Date:

Please use the boxes below to provide a commentary on material risks to income and expenditure as identified in the Risk Register. Where possible these risks should be quantified.

Please add further lines as required

Please use the boxes below to describe the actions planned by the College to address/mitigate the identified risks.

| Pension assumptions | 2018/19 | Up to 31/08/2019 | Thereafter | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|-----------------------|---------|------------------|------------|-------------|-------------|-------------|-------------|--------------------------------|
| STSS | | 17.20% | 23% | 382 | 411 | 419 | 428 | 436 All increase funded by SFC |
| SPF | | 21.60% | 23.60% | 296 | 282 | 314 | 321 | 327 No increase funded by SFC |
| | | | | 678 | 693 | 734 | 749 | 764 |
| Er's NI | | 8% | | 227 | 232 | 237 | 241 | 246 |
| Pay rises - Teaching | | | | | 1.02 | 1.02 | 1.02 | 1.02 |
| Pay rises - Support | | | | 1.06 | 1.02 | 1.02 | 1.02 | 1.02 |
| Salary costs teaching | 1802 | | | 1660 | 1788 | 1824 | 1860 | 1898 |
| Salary costs support | 1383 | | | 1371 | 1306 | 1332 | 1359 | 1386 |
| | | | | 3031 | 3094 | 3156 | 3219 | 3284 |

| Pension Assumptions | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 |
|---|---------|---------|---------|---------|---------|--|--------------------------------------|--|--------------------------------------|--------------------------------------|
| Employer Contributions | £000 | £000 | £000 | £000 | £000 | Details of Methodology and Valuation | Details of Methodology and Valuation | Details of Methodology and Valuation | Details of Methodology and Valuation | Details of Methodology and Valuation |
| STSS | 401 | 431 | 439 | 448 | 457 | Uptake for full year at 17.2% to 1/9/19, thereafter 23% (prev yr only from Dec 2018) | Full year at 23% | Full year at 23% | Full year at 23% | Full year at 23% |
| SPF | 299 | 285 | 318 | 324 | 330 | Pension rate at 21.6% for second year | Pension rate at 21.6% for third year | Assume increase in rate by 1.4% following Pension Valuation to 23% | Full year at 23% | Full year at 23% |
| Other pension schemes - please state which scheme | | | | | | | | | | |
| Other pension schemes - please state which scheme | | | | | | | | | | |
| Total | 700.00 | 716.00 | 757.00 | 772.00 | 787.00 | | | | | |

| | Actual 2017-18 | Forecast 2018-19 | Forecast 2019-20 | Forecast 2020-21 | Forecast 2021-22 | Forecast 2022-23 | Forecast 2023-24 | 2017-18 - 2018-19 | 2018-19 - 2019-20 | 2019-20 - 2020-21 | 2020-21 - 2021-22 | 2021-22 - 2022-23 | 2022-23 - 2023-24 | Explanation for variance |
|--|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | % | % | % | % | % | % | |
| Statement of Comprehensive income and expenditure (Consolidated) | | | | | | | | | | | | | | |
| INCOME | | | | | | | | | | | | | | |
| Tuition fees and education contracts | 0 | 4,317 | 4,261 | 4,261 | 4,206 | 4,143 | 4,143 | | -1.3% | 0.0% | -1.3% | -1.5% | 0.0% | Per Table from SFC |
| Funding council/RSB grants | 0 | 826 | 818 | 810 | 801 | 793 | 786 | | -1.0% | -1.0% | -1.0% | -1.0% | -1.0% | Assumed reduction in but continuation of NB funding |
| Research grants and contracts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Revenue grants from Arms Length Foundation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Capital grants from Arms Length Foundation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Other non-government capital grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Deferred capital grant release (SFC/RSB and non-SFC Government) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Other income | 0 | 346 | 356 | 367 | 378 | 389 | 401 | | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | Increases in commercial activity |
| Investment income | 0 | 7 | 6 | 5 | 4 | 3 | 2 | | -14.3% | -16.7% | -20.0% | -25.0% | -33.3% | Small amounts of bank interest reducing with cash balances |
| Total income before donations and endowments | 0 | 5,496 | 5,441 | 5,443 | 5,389 | 5,328 | 5,331 | | -1.0% | 0.0% | -1.0% | -1.1% | 0.1% | |
| Donations and endowments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Total income | 0 | 5,496 | 5,441 | 5,443 | 5,389 | 5,328 | 5,331 | | -1.0% | 0.0% | -1.0% | -1.1% | 0.1% | |
| EXPENDITURE | | | | | | | | | | | | | | |
| Staff costs | 0 | 3,795 | 3,936 | 4,019 | 4,127 | 4,209 | 4,294 | | 3.7% | 2.1% | 2.7% | 2.0% | 2.0% | Per staff costs and pension assumptions |
| Staff costs - exceptional restructuring costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Exceptional costs - non-staff | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Other operating expenses | 0 | 1,322 | 1,282 | 1,270 | 1,257 | 1,244 | 1,232 | | -3.0% | -1.0% | -1.0% | -1.0% | -1.0% | Control and redn in costs year on year |
| Donation to Arms Length Foundation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Depreciation | 0 | 189 | 189 | 189 | 229 | 269 | 269 | | 0.0% | 0.0% | 21.2% | 17.5% | 0.0% | |
| Interest and other finance costs | 0 | 2 | 1 | 0 | 0 | 0 | 0 | | -50.0% | -100.0% | | | | Loan paid off in 2019/20 |
| Total expenditure | 0 | 5,308 | 5,408 | 5,478 | 5,613 | 5,722 | 5,795 | | 1.9% | 1.3% | 2.5% | 1.9% | 1.3% | |
| Surplus/(deficit) before other gains and losses and share of operating surplus/deficit of joint ventures and associates | 0 | 188 | 33 | (35) | (224) | (394) | (464) | | -82.6% | -206.8% | 541.2% | 76.1% | 17.7% | |
| Gain/(loss) on disposal of fixed assets | 0 | (136) | 0 | 0 | 0 | 0 | 0 | | -100.0% | | | | | |
| Gain/(loss) on investments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Share of operating surplus/(deficit) in joint venture(s) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Share of operating surplus/(deficit) in associate(s) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Surplus/(deficit) before tax | 0 | 52 | 33 | (35) | (224) | (394) | (464) | | -37.2% | -206.8% | 541.2% | 76.1% | 17.7% | |
| Other taxation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Surplus/(deficit) for the year | 0 | 52 | 33 | (35) | (224) | (394) | (464) | | -37.2% | -206.8% | 541.2% | 76.1% | 17.7% | |
| Unrealised surplus on revaluation of land and buildings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Actuarial (loss)/gain in respect of pension schemes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Other comprehensive income | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Total comprehensive income for the year | 0 | 52 | 33 | (35) | (224) | (394) | (464) | | -37.2% | -206.8% | 541.2% | 76.1% | 17.7% | |

Argyll College UHI Ltd

| ADJUSTED OPERATING RESULT | Actual 2017-18 £000 | Forecast 2018-19 £000 | Forecast 2019-20 £000 | Forecast 2020-21 £000 | Forecast 2021-22 £000 | Forecast 2022-23 £000 | Forecast 2023-24 £000 | 2017-18 - 2018-19 % | 2018-19 - 2019-20 % | 2019-20 - 2020-21 % | 2020-21- 2021- 22 % | 2021-22 - 2022-23 % | 2022-23 - 2023-24 % | Explanation for variance |
|--|---------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|--------------------------|
| Surplus/(deficit) before other gains and losses and share of operating surplus/deficit of joint ventures and associates | 0 | 188 | 33 | (35) | (224) | (394) | (464) | | | | | | | |
| Add: | | | | | | | | | | | | | | |
| Total depreciation (Government-funded, privately funded and NPD-funded assets) net of deferred capital grant release (<i>incorporated colleges only</i>) | 0 | 189 | 189 | 189 | 229 | 269 | 269 | | 0.0% | 0.0% | 21.2% | 17.5% | 0.0% | |
| Exceptional non-restructuring items (e.g. impairment costs) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Donation to Arms-Length Foundation (incorporated colleges only) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Non-cash pension adjustment - net service cost | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Non-cash pension adjustment - ERP | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Non-cash pension adjustment -net interest costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Deduct: | | | | | | | | | | | | | | |
| Non-Government capital grants (e.g. ALF capital grant) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Exceptional income (if disclosed as exceptional in accounts) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| CBP allocated to loan repayments and other capital items (<i>incorporated colleges only</i>) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| NPD payments to reduce NPD balance sheet debt | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Adjusted operating result | 0 | 377 | 222 | 154 | 5 | (125) | (195) | -41.2% | -30.5% | -96.5% | -2439.8% | 55.9% | | |
| Cash budget for priorities (<i>incorporated colleges</i>) : | | | | | | | | | | | | | | |
| Revenue priorities | | | | | | | | | | | | | | |
| Student support funding | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| 2015-16 pay award | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Voluntary severance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Estates costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Other - please describe | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Total impact on operating position | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Capital priorities | | | | | | | | | | | | | | |
| Loan repayments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| NPD / PFI repayments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Estates costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Provisions pre 1 April 2014 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Total capital | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Total cash budget for priorities spend | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |

| | Actual 2017-18 £000 | Forecast 2018-19 £000 | Forecast 2019-20 £000 | Forecast 2020-21 £000 | Forecast 2021-22 £000 | Forecast 2022-23 £000 | Forecast 2023-24 £000 | 2017-18 - 2018-19 % | 2018-19 - 2019-20 % | 2019-20 - 2020-21 % | 2020-21 - 2021-22 % | 2021-22 - 2022-23 % | 2022-23 - 2023-24 % | Explanation |
|------------------------------|---------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---|
| Staff costs | | | | | | | | | | | | | | |
| Salaries | 0 | 3,185 | 3,031 | 3,094 | 3,156 | 3,219 | 3,284 | -4.8% | 2.1% | 2.0% | 2.0% | 2.0% | 2.0% | Reduction in nursery staff costs |
| Social Security costs | 0 | 240 | 227 | 232 | 237 | 241 | 246 | -5.4% | 2.2% | 2.2% | 1.7% | 2.1% | 2.1% | Reduction in nursery staff costs |
| Other pension costs | 0 | 370 | 678 | 693 | 734 | 749 | 764 | 83.2% | 2.2% | 5.9% | 2.0% | 2.0% | 2.0% | 2018/19 STTS only available from Dec 2018. Increase in contrbns from 1/9/19, and as |
| FRS 102 pensions adjustments | 0 | | | | | | | | | | | | | |
| Total | 0 | 3,795 | 3,936 | 4,019 | 4,127 | 4,209 | 4,294 | 3.7% | 2.1% | 2.7% | 2.0% | 2.0% | 2.0% | |

| Balance Sheet | | Actual 2017-18 | Forecast 2018-19 | Forecast 2019-20 | Forecast 2020-21 | Forecast 2021-22 | Forecast 2022-23 | Forecast 2023-24 | 2017-18 - 2018-19 | 2018-19 - 2019-20 | 2019-20 - 2020-21 | 2020-21 - 2021-22 | 2021-22 - 2022-23 | 2022-23 - 2023-24 | Explanation for variance |
|---|---|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--------------------------|
| | | £000 | £000 | £000 | £000 | £000 | £000 | £000 | % | % | % | % | % | % | |
| 1 Non-current assets | a) Intangible assets | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -100.0% | | | | | | |
| | b) Fixed assets | 0 | 3,823 | 3,664 | 3,505 | 5,306 | 7,067 | 6,828 | | -4.2% | -4.3% | 51.4% | 33.2% | -3.4% | |
| | c) Investments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Total non-current assets | | 0 | 3,823 | 3,664 | 3,505 | 5,306 | 7,067 | 6,828 | | -4.2% | -4.3% | 51.4% | 33.2% | -3.4% | |
| 2 Current assets | a) Stock | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| | b) Debtors | 0 | 172 | 150 | 130 | 110 | 110 | 110 | -12.8% | -13.3% | -15.4% | 0.0% | 0.0% | | |
| | c) Investments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| | d) Cash and cash equivalents | 0 | 1,675 | 1,201 | 1,136 | 882 | 438 | 0 | -28.3% | -5.4% | -22.4% | -50.3% | -100.0% | | |
| | e) Other (e.g. assets for resale) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Total current assets | | 0 | 1,847 | 1,351 | 1,266 | 992 | 548 | 110 | -26.9% | -6.3% | -21.6% | -44.8% | -79.9% | | |
| 3 Creditors: amounts falling due within one year | a) Bank loans and external borrowing | 0 | 14 | 0 | 0 | 0 | 0 | 0 | -100.0% | | | | | | |
| | b) Bank overdrafts | 0 | 0 | 0 | 0 | 0 | 0 | 55 | | | | | | | |
| | c) Lennartz creditor | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| | d) Obligations under finance leases and service concessions | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| | e) Payments received in advance | 0 | 36 | 0 | 0 | 0 | 0 | 0 | -100.0% | | | | | | |
| | f) Amounts owed to Funding Council | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| | g) Obligations under PFI/NPD | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| | h) Deferred capital grant | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| | i) Other creditors and accruals | 0 | 619 | 170 | 150 | 130 | 110 | 110 | -72.5% | -11.8% | -13.3% | -15.4% | 0.0% | | |
| Total creditors < 1year | | 0 | 669 | 170 | 150 | 130 | 110 | 165 | -74.6% | -11.8% | -13.3% | -15.4% | 50.0% | | |
| Share of net assets/(liabilities) in associate | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| NET CURRENT ASSETS/LIABILITIES | | 0 | 1,178 | 1,181 | 1,116 | 862 | 438 | (55) | 0.3% | -5.5% | -22.8% | -49.2% | -112.6% | | |
| TOTAL ASSETS LESS CURRENT LIABILITIES | | 0 | 5,001 | 4,845 | 4,621 | 6,168 | 7,505 | 6,773 | -3.1% | -4.6% | 33.5% | 21.7% | -9.8% | | |
| 4 Creditors: amounts falling due after more than one year | a) Local authority loans | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| | b) Bank loans and external borrowing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| | c) Lennartz creditor | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| | d) Finance leases and service concessions | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| | e) Obligations under PFI/NPD | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| | f) Deferred capital grant | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| | g) Amounts repayable to Funding Council | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| | h) Other creditors | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Total creditors >1 year | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| 5 Provisions | a) Pension provisions | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| | b) Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Total provisions | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| TOTAL NET ASSETS | | 0 | 5,001 | 4,845 | 4,621 | 6,168 | 7,505 | 6,773 | -3.1% | -4.6% | 33.5% | 21.7% | -9.8% | | |
| 9 Restricted Reserves | a) Endowment Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| | b) Restricted Reserve | 0 | 3,054 | 2,865 | 2,676 | 4,447 | 6,178 | 5,909 | -6.2% | -6.6% | 66.2% | 38.9% | -4.4% | | |
| 10 Unrestricted reserves | a) Income and Expenditure Reserve | 0 | 1,947 | 1,980 | 1,945 | 1,721 | 1,327 | 864 | 1.7% | -1.8% | -11.5% | -22.9% | -34.9% | | |
| | b) Revaluation reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| 11 Non-controlling interest | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| TOTAL RESERVES | | 0 | 5,001 | 4,845 | 4,621 | 6,168 | 7,505 | 6,773 | -3.1% | -4.6% | 33.5% | 21.7% | -9.8% | | |

| Cashflow | Actual 2017-18 £000 | Forecast 2018-19 £000 | Forecast 2019-20 £000 | Forecast 2020-21 £000 | Forecast 2021-22 £000 | Forecast 2022-23 £000 | Forecast 2023-24 £000 | 2017-18 - 2018-19 % | 2018-19 - 2019-20 % | 2019-20 - 2020-21 % | 2020-21-2021 22 % | 2021-22 - 2022-23 % | 2022-23 - 2023-24 % | Explanation for variance |
|---|---------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|---------------------------|---------------------------|---------------------------|-------------------------|---------------------------|---------------------------|--------------------------|
| 1 Cash flow from operating activities | | | | | | | | | | | | | | |
| a) Surplus / (deficit) for the year | 0 | 52 | 37,659 | -34,882 | -223,663 | -393,852 | -463,661 | (100%) | | | | | | |
| 2 Adjustment for non-cash items | | | | | | | | | | | | | | |
| a) Depreciation | 0 | 189 | 189 | 189 | 229 | 269 | 269 | (100%) | 0% | 0% | 21% | 17% | 0% | |
| b) Amortisation of intangibles | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| c) Benefit on acquisition | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| d) Amortisation of goodwill | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| e) Loss / (gain) on investments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| f) Decrease / (increase) in stock | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| g) Decrease / (increase) in debtors | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| h) Increase / (decrease) in creditors | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| i) Increase / (decrease) in pension provision | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| j) Increase / (decrease) in other provisions | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| k) Receipt of donated equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| l) Share of operating surplus / (deficit) in joint venture | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| m) Share of operating surplus / (deficit) in associate | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| n) Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Total adjustment for non-cash items | 0 | 189 | 189 | 189 | 229 | 269 | 269 | | 0% | 0% | 21% | 17% | 0% | |
| 3 Adjustment for investing or financing activities | | | | | | | | | | | | | | |
| a) Investment income | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| b) Interest payable | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| c) Endowment income | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| d) Loss / (gain) on the sale of assets | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| e) Capital grant income | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Total adjustment for investing or financing activities | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| 4 Net cash inflow from operating activities | 0 | 241 | 222 | 154 | 5 | (125) | (195) | (8%) | (30%) | (97%) | (2440%) | 56% | | |
| 5 Cash flow from investing activities | | | | | | | | | | | | | | |
| a) Proceeds from sales of fixed assets | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| b) Proceeds from sales of intangible assets | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| c) Capital grants receipts | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| d) Disposal of non-current asset investments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| e) Withdrawal of deposits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| f) Investment income | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| g) Payments made to acquire fixed assets | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| h) Payments made to acquire intangible assets | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| i) New non-current asset investments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| j) New deposits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Total cash flows from investing activities | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| 6 Cash flows from financing activities | | | | | | | | | | | | | | |
| a) Interest paid | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| b) Interest element of finance lease and service concession | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| c) Endowment cash received | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| d) New secured loans | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| e) New unsecured loans | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| f) Repayments of amounts borrowed | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| g) Capital element of finance lease and service concession payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| Total cash flows from financing activities | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | |
| 7 (Decrease) / Increase in cash and cash equivalents in the year | 0 | 241 | 222 | 154 | 5 | (125) | (195) | (8%) | (30%) | (97%) | (2440%) | 56% | | |
| 8 Cash and cash equivalents at beginning of the year | 0 | 0 | 1,675 | 1,201 | 1,136 | 882 | 438 | | (28%) | (28%) | (5%) | (22%) | (50%) | |
| 9 Cash and cash equivalents at the end of the year | 0 | 1,675 | 1,201 | 1,136 | 882 | 438 | 0 | | | | | | | |

Argyll College UHI Ltd

Capital Expenditure Projects and Forecast Methods of Financing

| | Actual 2017-18 £000 | Forecast 2018-19 £000 | Forecast 2019-20 £000 | Forecast 2020-21 £000 | Forecast 2021-22 £000 | Forecast 2022-23 £000 | Forecast 2023-24 £000 | 2017-18 - 2018-19 % | 2018-19 - 2019-20 % | 2019-20 - 2020-21 % | 2020-21- 2021-22 % | 2021-22 - 2022-23 % | 2022-23 - 2023-24 % |
|---|---------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|---------------------------|---------------------------|---------------------------|--------------------------|---------------------------|---------------------------|
| Expenditure: | | | | | | | | | | | | | |
| Land & Buildings | 0 | 0 | 0 | 0 | 2000 | 2000 | 0 | | | | | 0.0% | -100.0% |
| Equipment & Others | 0 | 0 | 30 | 30 | 30 | 30 | 30 | | | 0.0% | 0.0% | 0.0% | 0.0% |
| | 0 | 0 | 30 | 30 | 2,030 | 2,030 | 30 | | | 0.0% | 6666.7% | 0.0% | -98.5% |
| Financed by: | | | | | | | | | | | | | |
| Cash reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | |
| Arms Length Foundation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | |
| Leasing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | |
| SFC/RSB grant | 0 | 0 | 30 | 30 | 30 | 30 | 30 | | | 0.0% | 0.0% | 0.0% | 0.0% |
| Re-investment of proceeds from disposal of assets * | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | |
| Non-SFC/RSB grants | 0 | 0 | 0 | 0 | 2000 | 2000 | 0 | | | | | 0.0% | -100.0% |
| PFI/NPD | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | |
| Other - please specify if material | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | |
| | 0 | 0 | 30 | 30 | 2,030 | 2,030 | 30 | | | 0.0% | 6666.7% | 0.0% | -98.5% |

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

Capital disposals

Disposal proceeds:

| | Actual 2017-18 £000 | Forecast 2018-19 £000 | Forecast 2019-20 £000 | Forecast 2020-21 £000 | Forecast 2021-22 £000 | Forecast 2022-23 £000 | Forecast 2023-24 £000 |
|-------------------|---------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Asset description | | 89 | | | | | |
| Asset description | | | | | | | |
| Asset description | | | | | | | |
| Asset description | | | | | | | |
| | 0 | 89 | 0 | 0 | 0 | 0 | 0 |

Gain/(loss) on disposal:

| | Actual 2017-18 £000 | Forecast 2018-19 £000 | Forecast 2019-20 £000 | Forecast 2020-21 £000 | Forecast 2021-22 £000 | Forecast 2022-23 £000 | Forecast 2023-24 £000 |
|-------------------|---------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Asset description | | -136 | | | | | |
| Asset description | | | | | | | |
| Asset description | | | | | | | |
| Asset description | | | | | | | |
| | 0 | -136 | 0 | 0 | 0 | 0 | 0 |

Argyll College UHI Ltd

ALF Funding

[illegible]

Note:

For most foundations, the most recent accounts available are for periods ending in 2018. Colleges' forecast movements will not include governance costs, donations from third parties, payments to third parties or investment income.

| | Actual 2017-18 £000 | Forecast 2018-19 £000 | Forecast 2019-20 £000 | Forecast 2020-21 £000 | Forecast 2021-22 £000 | Forecast 2022-23 £000 | Forecast 2023-24 £000 |
|---|------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Grant from Arms Length Foundation - capital: | | | | | | | |
| Description | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Description | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Description | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Description | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Description | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Description | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Grant from Arms Length Foundation - revenue

| | | | | | | | |
|-------------|---|---|---|---|---|---|---|
| Description | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Description | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Description | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Description | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Description | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Description | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Argyll College UHI Ltd
FINANCIAL SUMMARY

| Actual 2017-18 | Forecast 2018-19 | Forecast 2019-20 | Forecast 2020-21 | Forecast 2021-22 | Forecast 2022-23 | Forecast 2023-24 |
|----------------|------------------|------------------|------------------|------------------|------------------|------------------|
| £000 | £000 | £000 | £000 | £000 | £000 | £000 |

| Income ratios | | | | | | | |
|--|---------|-------|-------|-------|-------|-------|-------|
| Total Income | 0 | 5,496 | 5,441 | 5,443 | 5,389 | 5,328 | 5,331 |
| Total Funding Council Grant (excluding release of deferred capital grant) as % of Total Income | #DIV/0! | 15% | 15% | 15% | 15% | 15% | 15% |
| Total non-Funding Council Grant (including release of SFC DCG) as % of Total Income | #DIV/0! | 85% | 85% | 85% | 85% | 85% | 85% |
| Total Education Contracts and Tuition Fees as % of Total Income | #DIV/0! | 79% | 78% | 78% | 78% | 78% | 78% |
| Total Research Grants and Contracts as % of Total Income | #DIV/0! | 0% | 0% | 0% | 0% | 0% | 0% |
| Total Other Income as % of Total Income | #DIV/0! | 6% | 7% | 7% | 7% | 7% | 8% |

| Expenditure ratios | | | | | | | |
|---|---------|-------|-------|-------|-------|-------|-------|
| Total Expenditure | 0 | 5,308 | 5,408 | 5,478 | 5,613 | 5,722 | 5,795 |
| Salaries as % of Total Expenditure | #DIV/0! | 71% | 73% | 73% | 74% | 74% | 74% |
| Other operating costs as % of Total Expenditure | #DIV/0! | 25% | 24% | 23% | 22% | 22% | 21% |
| Depreciation/amortisation as % of Total Expenditure | #DIV/0! | 4% | 3% | 3% | 4% | 5% | 5% |

| Operating position | | | | | | | |
|---|---------|------|------|------|------|-------|-------|
| Operating Surplus/(deficit) | 0 | 188 | 33 | -35 | -224 | -394 | -464 |
| Operating Surplus/(deficit) as % of Total Income | #DIV/0! | 3% | 1% | -1% | -4% | -7% | -9% |
| Adjusted operating surplus/(deficit) | 0 | 377 | 222 | 154 | 5 | -125 | -195 |
| Adjusted operating surplus/(deficit) as % of Total Income | #DIV/0! | 6.9% | 4.1% | 2.8% | 0.1% | -2.3% | -3.7% |

| Cash Position | | | | | | | |
|---|---------|-------|-------|-------|-----|-----|----|
| Cash and Current Asset Investments | 0 | 1,675 | 1,201 | 1,136 | 882 | 438 | 0 |
| Overdrafts | 0 | 0 | 0 | 0 | 0 | 0 | 55 |
| Days Ratio of Cash to Total Expenditure | #DIV/0! | 119 | 84 | 78 | 60 | 29 | -4 |

| Balance Sheet strength | | | | | | | |
|--|---------|-------|-------|---------|---------|---------|---------|
| Unrestricted reserves | 0 | 1,947 | 1,980 | 1,945 | 1,721 | 1,327 | 864 |
| Current Ratio | #DIV/0! | 2.76 | 7.95 | 8.44 | 7.63 | 4.98 | 0.67 |
| Unrestricted reserves as % of Total Income | #DIV/0! | 35% | 36% | 36% | 32% | 25% | 16% |
| Total borrowing (Overdrafts, Loans, Finance Leases, PFI/NPD) | 0 | 14 | 0 | 0 | 0 | 0 | 55 |
| Interest cover | #DIV/0! | 95.00 | 33.66 | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! |



University of the
Highlands and Islands
Argyll College

Oilthigh na Gàidhealtachd
agus nan Eilean
Colaiste Earra-Ghàidheil

UNAPPROVED
CIRCULATED

Minutes – Inquorate Meeting of Learning, Teaching & Engagement Committee

held at 10.30 am on Friday 30th August 2019 at Lorne Street, Lochgilphead

Present: Andrew Campbell, Chair (AC); Amber Crowley (AmC)
Apologies: Martin Jones (MJ); Danjana Ninkovich (Hisa Depute)
In Attendance: Elaine Munro (EM); Ailsa Close (AEC); Vicky Daveney (VD)(Secretary)

| | Item | Action |
|--------|--|--------|
| 19.3.1 | Welcome & apologies for absence. Apologies from Martin Jones and Danjana Ninkovitch. | |
| 19.3.2 | Declarations of interest & any items deemed to be confidential. There were no declarations of interest. | |
| 19.3.3 | Minute of previous meeting held on 24th May 2019. The minutes of the meeting were approved as an accurate record of the meeting and were signed by Andrew Campbell. ACTION: These will be taken to the Board for noting | VD |
| 19.3.4 | Matters arising: Schools Link KPIs EM stated that the investigation is ongoing into the Schools Link KPIs and the high withdrawal rates. Discussions with schools on how to improve withdrawal rates. ACTION: EM to continue investigation and report back to a future LTE meeting. | EM |
| 19.3.5 | FE KPIs 2018/19 EM reported that KPIs are still being collated and will be brought to the board. Within full time FE courses there is a higher than normal partial success, resulting in a lower than expected success KPI. Detailed discussions are on-going with course teams to identify the reasons for high partial success. | EM |
| 19.3.6 | 2018-19 Final HE FTEs and FE Credit Count EM confirmed that the FE credit count has been exceeded by 824 credits. These remain unfunded despite the college contributing significantly to the overall regional target. With the high number of part time hourly paid teaching staff employed by the college the majority of these credits will have incurred additional teaching costs. It is unclear at this stage whether the credit target for the college will be increased for 2019/20. HE FTEs – the target of 200 FTEs agreed at the early statistic return (ESR) in December 2018 has been achieved. Noted. | |
| 19.3.7 | Update on Student Recruitment EM stated that the increase in the teaching hourly rate has resulted in increased student numbers required to ensure courses are financially viable. Timetabling is attempting to schedule units that are taught in more than one course together, wherever possible. However with the complexity of a multi site operation this is a complex task. | |
| 19.3.8 | Update on Learning, Teaching and Enhancement items in last quarter | |

| | | |
|---------|---|-------|
| | <p>a) HMle visit: EM stated that there will be progress visits over 2 days in early December. This will include the college's HMle, an additional HMle, associate assessors and HMle student team members.</p> <p>b) Pilot of regional essential skills policy: The policy was approved at the May meeting for piloting in 2019/20 in Hairdressing, Beauty and Horticulture (full-time courses). Core skills will be taught discretely in hair and beauty and will be mapped to vocational modules in horticulture.</p> <p>c) HISA Awards (students nominating staff): 2 winners in staff awards. 20% of the overall staff nominations that were highly commended were from Argyll College. In total 28 college staff were nominated for these awards.</p> | |
| 19.3.9 | <p>Policies for Approval</p> <p>- UHI Promoting a Positive Learning Environment</p> <p>Approved by committee.</p> | EM |
| 19.3.10 | <p>AOCB</p> <p>Recruitment of Board Members</p> <p>ACTION: AC to confirm dates to VD to arrange sub-group meeting to discuss recruitment.</p> <p>Ratification of Minutes: The Board is recommended to ratify the decisions made in principal at the inquorate meeting held on Friday 30th August 2019.</p> | AC/VD |
| 19.3.11 | <p>Date of next Learning, Teaching & Engagement Committee.</p> <p>The next meeting will be held on 29th November 2019. Location TBC.</p> | |
| | <p>Signed by</p> <p>..... Date</p> <p>Chair of Learning, Teaching & Engagement Committee</p> | |

To: Learning, Teaching and Engagement committee

Date: 30 August 2019

Status: To Note

Subject: 2018-19 Final HE FTEs and FE Credit Count

FE 2018/19

The FE credit target for 2018/19 was 6682, consisting of 6582 core credits and 100 ESIF funded credits. Our final total FE credit count is 7,250 – 568 credits in excess of our target. These 568 targets are unfunded. We will also have incurred additional teaching costs for the delivery of the majority of them. From January onwards the prediction was that the region as a whole would not achieve the overall regional credit target and all partners were encouraged to deliver as many credits as they could for the benefit of the entire region, which we did. We have consistently achieved, and in most years exceeded, our credit count – in the last two years by over 500 credits in each year, with little recognition within the region of the need to increase our target.

The overall region credit position is shown below:

| Academic partner | Core credit target | ESIF credit target | Total credit target | Final position | Over/under achievement |
|------------------|--------------------|--------------------|---------------------|----------------|------------------------|
| Argyll | 6,582 | 100 | 6,682 | 7,250 | 568 |
| Inverness | 28,915 | 296 | 29,211 | 29,310 | 99 |
| Lewis | 5,348 | 0 | 5,348 | 5,021 | -327 |
| Moray | 18,807 | 0 | 18,807 | 19,009 | 202 |
| NHC | 12,335 | 155 | 12,490 | 12,500 | 10 |
| Orkney | 3,603 | 145 | 3,748 | 4,091 | 343 |
| Perth | 23,655 | 1,200 | 24,855 | 24,269 | -586 |
| Shetland | 4,309 | 61 | 4,370 | 4,581 | 211 |
| WHC | 6,828 | 243 | 7,071 | 7,155 | 84 |
| REgional | 110,382 | 2,200 | 112,582 | 113,184 | 602 |

The Argyll College four year trend is the following:

| Year | Core credit target | ESIF target | Total credit target | Final credit count | Over/under achievement |
|---------|--------------------|-------------|---------------------|--------------------|------------------------|
| 2018/19 | 6582 | 100 | 6682 | 7250 | 568 |
| 2017/18 | 6617 | 0 | 6617 | 7149 | 532 |
| 2016/17 | 6617 | 0 | 6617 | 6702 | 85 |
| 2015/16 | 6617 | 0 | 6617 | 6706 | 89 |

The UHI region four year trend showing the % of Argyll contribution to the regional credit target is:

| Regional core credit target | Regional ESIF credit target | Total regional credit target | Final regional count | Over / Under achievement | Argyll - % contribution to regional count |
|-----------------------------|-----------------------------|------------------------------|----------------------|--------------------------|---|
| 110382 | 2200 | 112582 | 113184 | 602 | 6.41% |
| 110968 | 2200 | 113168 | 114843 | 1675 | 6.23% |
| 110968 | 4400 | 115368 | 116735 | 1367 | 5.74% |
| 110968 | 3490 | 114458 | 116778 | 2320 | 5.74% |

HE 2018/19

Predicted FTEs made in November 2017 were 220 FTE, the revised prediction made at ESR in December 2018 was 199 FTE and the final count is 200.1 FTE

The table below compares FTEs and student headcount for the last 4 academic years:

| | | Headcount | | |
|---------|-------|-----------|-----------|-----------|
| | FTEs | Total | Full time | part time |
| 2018/19 | 200.1 | 280 | 170 | 110 |
| 2017/18 | 221.6 | 290 | 195 | 84 |
| 2016/17 | 180.5 | 226 | 165 | 61 |
| 2015/16 | 165.5 | 212 | 146 | 66 |

To: Learning, Teaching and Engagement committee

Date: 30 August 2019

Status: To Note

Subject: Update on learning, teaching and enhancement items in last quarter

a) HMle/Education Scotland progress visit

As part of the on-going quality enhancement of colleges in Scotland, Education Scotland plan to undertake two day progress visits to each college during the coming year. There is little information at this stage on the key areas the visit will focus on apart from the dates, which are 2nd and 3rd December. Our own HMle, Peter Connelly, will be joined by another HMle, several associate assessors and a student team member. The visit will be based in one of our larger centres, probably Oban, with VC to other centres. There will be dialogue and discussion with teaching and non teaching staff as well as workshops with students. We welcome this visit and view it as part of the on-going support and guidance provided by Education Scotland.

b) Pilot of regional essential skills policy

One of the policies developed as part of the regional single policy work is an Essential Skills policy, which was discussed and approved at the last sub committee meeting in May, where we agreed to pilot the implementation of the policy during the 2019/20 academic year. The pilot is within full time FE courses in Hairdressing, Beauty and Horticulture and will be piloted in the following ways:

- For hairdressing and beauty, there will be discrete core skills classes. These will be delivered face to face in each learning centre.
- For horticulture the 3 core skills will be mapped to the vocational units.

c) HISA awards 2019

Each year students across the UHI partnership, studying FE and HE courses, get the chance to nominate staff in various categories for the 7 HISA awards. Every year the college does very well in these awards and this year is no exception, with the following staff winning awards:

Liz McFarlane – winner of the Best Assessment Feedback award

Rachel Hathaway – winner of the Most Engaging VC lecturer

11 staff were also highly commended in the awards – in fact we had 20% of all the highly commended nominees. In total 28 college staff were nominated for awards, many in more than one category.

In addition to the overall UHI HISA awards, this year HISA ran local Argyll Awards, with the following staff winning awards:

Most Inspiring Lecturer – John Brett

Most Engaging Video Conference Tutor – Kerry McGeachy

Best Assessment Feedback – Liz McFarlane

Best Personal Academic Tutor – Liz McFarlane

Best Support Staff – Kath Polley



Promoting a Positive Learning Environment Policy

POL

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|--|----------------------------------|
| Lead Officer (Post): | Click or tap here to enter text. |
| Responsible Office/ Department: | Click or tap here to enter text. |
| Responsible Committee: | Click or tap here to enter text. |
| Review Officer (Post): | Click or tap here to enter text. |
| Date policy approved: | Click or tap to enter a date. |
| Date policy last reviewed and updated: | n/a |
| Date policy due for review: | January 2019 |
| Date of Equality Impact Assessment: | 06/02/2019 |
| Date of Privacy Impact Assessment: | n/a |

Accessible versions of this policy are available upon request. Please contact the Governance and Policy Officer on 01463 279000.

Policy Summary

| | |
|-------------------------------|--|
| Overview | The policy aims to promote a positive learning environment. This is set within the context of the broader framework of policies and related procedures. |
| Purpose | The policy seeks to promote, encourage and recognise a positive learning environment, and engender a culture of equality, diversity and openness. We expect conduct that helps to create a positive and safe learning environment that reinforces our culture. This policy fits into a broader framework of policies related to culture, conduct and discipline. |
| Scope | This policy applies to all current and prospective students regardless of level or mode of study, and applies to all areas of student engagement in their learning environment and/or which may affect other students and staff, including online activities. |
| Consultation | The policy has been developed by a group of practitioners from across the Academic Partners in the University of the Highlands and Islands to ensure that best practice is reflected in the policy and accompanying procedures. |
| Implementation and Monitoring | Academic Partners are responsible for ensuring that the policy and procedures are followed in their own organisation. |
| Risk Implications | This policy will reduce risk for Academic Partners by ensuring that best practice from across the partnership is being shared and followed. |
| Link with Strategy | This policy supports the University's commitment to provide a safe and supportive learning and working environment for all, aligned with the Strategic Theme of "Our Students", responding to the diversity of our student population. |
| Impact Assessment | Equality Impact Assessment: Completed 06/02/2019 – no further action required. |
| | Privacy Impact Assessment: n/a |

1. Policy Statement

- 1.1 **University/Academic Partner Name** aims to promote a positive learning environment. This is set within the context of the broader framework of policies and related procedures.
- 1.2 In developing this aim, **University/Academic Partner Name** recognises that the appropriateness, development and acceptability of certain conduct may be different depending on the background and maturity of the learner(s) involved, and that individuality and context will be recognised.
- 1.3 This policy sets out how we seek to promote and maintain a positive learning environment, with reference to the Student Code of Conduct, and procedures in the event of breach of the Code. The relevant Procedures explains the process that will be followed (see Appendix 1 – Disciplinary Framework).
- 1.4 This policy applies to the University of the Highlands and Islands and all Academic Partners.

2. Definitions

- 2.1 **Behavioural misconduct:** Students are expected to conduct themselves in a professional and courteous manner, both on and off campus, in a manner which demonstrates respect for **University/Academic Partner Name**, its staff, fellow students and property, and for other members of the local community in general. Behavioural misconduct is a breach of this expected standard.
- 2.2 **Student Code of Conduct:** This is a document that is made available to and is applicable to all students that states **University/Academic Partner Name**'s expectations for student conduct. It gives examples of misconduct offences and the types of disciplinary action likely to occur.
- 2.3 **Academic misconduct/malpractice:** A generic term to describe any type of cheating or dishonest conduct in relation to a formal academic exercise. It may be deliberate or unintentional and may take different forms, including, but not limited to: plagiarism, cheating, collusion, falsification or fabrication of data, personation and bribery.
- 2.4 **Academic maladministration:** Any activity or practice which arises due to ignorance of Awarding Body requirements, or carelessness or neglect in applying the requirements. This results in non-compliance with an Awarding Body's requirements.
- 2.5 **Disciplinary Framework Decision Tree:** Located in Appendix 2, this is a document used to establish which Policy and Procedures should be used in order to set out a transparent process for students and staff.
- 2.6 **Exclusion from campus:** the removal of the student's access to all sites constituting the **University/Academic Partner Name** campus for a specified period of time in response to a disciplinary incident. In some circumstances this exclusion may extend to all University and Academic Partner campuses. The student may continue to study remotely throughout this period.
- 2.7 **Exclusion from studies:** the removal from the student's course of study in response to a disciplinary incident, resulting in the loss of registered student status and loss of access to all facilities.

In some circumstances this exclusion may apply to the University and all Academic Partners for a period of time deemed appropriate by the disciplinary process. In some cases this may result in any future applications from the student being rejected.

- 2.8 **Suspension of Studies:** A Suspension of Studies is not a disciplinary measure. When a student chooses to take a period of time out from their studies because of a change in their personal circumstances, with the intention to return at a later date.

3. Purpose

- 3.1. **University/Academic Partner Name** seeks to promote, encourage and recognise a positive learning environment, and engender a culture of equality, diversity and openness.
- 3.2. We expect conduct that helps to create a positive and safe learning environment that reinforces our culture. Examples of unacceptable conduct can be found in the Student Code of Conduct.
- 3.3 This policy fits into a broader framework of policies related to culture, conduct and discipline. Please refer to Appendix 1 – Disciplinary Framework for further details.
- 3.4 All breaches of the Student Code of Conduct will be investigated in accordance with our disciplinary procedures. Any such instance which may also constitute a criminal offence will be reported to the police and may lead to separate criminal proceedings.
- 3.5 All disciplinary matters will be dealt with in strict confidence and all personal data will be dealt with following legislative guidelines.

4 Scope

- 4.1 This policy applies to all current and prospective students regardless of level or mode of study.
- 4.2 This policy applies to all areas of student engagement in their learning environment and/or which may affect other students and staff, including online activities.
- 4.3 This policy applies to students in accommodation managed by **University/Academic Partner Name**, but may be brought into effect where a student residing in privately managed accommodation conducts themselves in a manner which brings **University/Academic Partner Name** into disrepute.
- 4.4 **School Link Programmes:** School Link pupils fall within the scope of the Promoting a Positive Learning Environment Policy when they are studying on University/Academic Partner campuses and are expected to observe the Student Code of Conduct.
- 4.5 Fitness to Practice and Fitness to Study are not explicitly within the scope of this Policy but are linked processes and as such are signposted within the Student Disciplinary Procedure and the Student Code of Conduct.

5 Exceptions

- 5.1 Students who are subject to disciplinary investigations related to official Highlands and Islands Student Association business are subject to the HISA Disciplinary Procedures.

6 Notification

- 6.1 All staff members will be notified of changes to the Policy and Disciplinary Procedures through the normal channels.
- 6.2 Staff responsible for overseeing the process should have a detailed knowledge of the Policy and Disciplinary Procedures.
- 6.3 Students will be made aware of the Policy, Student Code of Conduct and Disciplinary Procedures within four weeks of commencing their course.
- 6.4 The Policy and Disciplinary Procedures will be publicly available on the Academic Partner's website.
- 6.5 The Disciplinary Framework Decision Tree will be updated to reflect any changes in the Framework.

7 Roles and Responsibilities

- 7.1 **Academic Partner Boards of Management** are responsible for approving the policy and ensuring that it is followed. **Boards of Management** are also responsible for ensuring the strategic effectiveness of the policy.
- 7.2 **Principals / Senior Management Teams** are responsible for operational compliance with the policy. **Principals / Senior Management Teams** are also responsible for ensuring the operational effectiveness of the policy and making provision for training for all staff.
- 7.3 Line managers are responsible for ensuring staff participate in training and follow the policy and procedures in their day-to-day role.
- 7.4 All staff are responsible for familiarising themselves with the policy and procedures.

8 Legislative Framework

Data Protection:

- [Data Protection Act 2018](#)
- [General Data Protection Regulation \(GDPR\) 2018](#)

General:

- [Equalities Act 2010](#)

Protection of Vulnerable People:

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Staff should also note the detailed list of policies specific to Safeguarding listed in that policy.

9 Related Policies, Procedures, Guidelines and Other Resources

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10 Version Control and Change History

| Version | Date | Approved by | Amendment(s) | Author |
|---------|------|-------------|--------------|--------|
| 0 | | | | |
| 1 | | | | |
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Promoting a Positive Learning Environment Policy

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| Lead Officer (Post): | Click or tap here to enter text. |
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University of the
Highlands and Islands
Argyll College

Oilthigh na Gàidhealtachd
agus nan Eilean
Colaiste Earra-Ghàidheil

DRAFT

**Minute of the Argyll College Management Board
Human Resources & Remuneration Committee
held at 1.30pm on Friday 30th August 2019
at Lorne Street, Lochgilphead Centre**

Present: Ken Jones (Chair); Andrew Campbell (AMC)

Apologies: Jennifer Swanson (JS); Martin Jones (MJ)

In Attendance: Elaine Munro (EM); Ailsa Close (AEC); Vicky Daveney (VD)(Board Secretary)

| No | Item | Action |
|--------|--|--------|
| 19.3.1 | Welcome & apologies for absence. Apologies from Jennifer Swanson and Martin Jones. | |
| 19.3.2 | Declaration of interest & to identify if any items deemed to be confidential. No declarations of interest. The summary of recruitment paper was deemed to be confidential. | |
| 19.3.3 | Minute of meeting held on 24th May 2019. The minutes were approved as an accurate record of the meeting and will be signed by the Chair. ACTION: These will be taken to the Board for noting. | |
| 19.3.4 | Matters arising <ul style="list-style-type: none"> - Attendance Policy: EM confirmed that 4.4.1.2 should read "4 Separate occasions" - Recruitment: Ongoing, sub-group meeting to be arranged by AC and VD. | AC/VD |
| 19.3.5 | Summary of Recruitment and HR in last quarter (previously circulated) The report was noted. <ul style="list-style-type: none"> • EM confirmed that pattern for recruitment and leavers is similar to previous years, for both teaching and non-teaching staff. | |
| 19.3.6 | Amendments to Policies (previously circulated) Revised Recruitment Policy – EM confirmed the policy has been amended to provide more clarity in procedure and process. KJ recommended that 4.1 Definitions is removed as it is not required. ACTION: Policy to be checked to see if 4.1 relates to anything elsewhere in the policy. | EM |
| 19.3.7 | AOCB none | |
| 19.3.8 | Date of next meeting – The next meeting will be held on Friday 29 th November 2019. Location TBC. | |
| 19.3.9 | Signed by Date Chair of Human Resources & Remuneration Committee | |



University of the
Highlands and Islands
Argyll College

Oilthigh na Gàidhealtachd
agus nan Eilean
Colaiste Earra-Ghàidheil

RECRUITMENT, SELECTION AND RETENTION POLICY.

| | |
|-------------------------------------|-----------------------------|
| Policy Number: | RSR 1 |
| Revision Number: | |
| Date of Issue: | December 2016 |
| Status: | Approved |
| Date of Approval: | December 2016 |
| Responsibility for Policy: | Depute Principal |
| Responsibility for Implementation: | HR Officer |
| Responsibility for Review: | HR Officer |
| Date of Last Review: | |
| Date of Last Revision: | |
| Date of Next Review: | December 2020 |
| Date of equality impact assessment: | 19 th April 2017 |

1. 3

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1. Policy Statement

- 1.1. Argyll College UHI aims to provide a professional and consistent approach to its recruitment and selection of employees, which aims to be open, transparent and provide equal opportunities to all.

2. Purpose

- 2.1. This policy aims to provide a professional and consistent approach to recruitment and selection.
- 2.2. All vacancies will be advertised on the college website and any other approved recruitment website or newspaper.
- 2.3. All college vacancies must be approved at a meeting of the Senior Management Team or by the Executive Team.
- 2.4 At the point of approval the decision on who will shortlist and interview for the post will be made. There will be at least two members of staff involved in the shortlisting and interview process, one of which will usually be the line manager of the post.
- 2.5 Once a college vacancy has been approved for recruitment, HR will lead the recruitment process.

3. Scope

- 3.1. This policy applies to all internal and external applicants.

4. Definitions

- 4.1. Line Manager: the manager who the employee directly reports to or HR department if absent.

5. Job Description and Person Specification

- 5.1. The Job description is a key document in the recruitment process and must be finalised prior to taking any further steps in the process.
- 5.2. Alongside the job description is the person specification, which outlines the essential and desirable criteria including qualifications, experience, knowledge, skills and expertise required to perform the job. The person specification must be finalised during the early part of the recruitment process.
- 5.3. The detail set out in the person specification will provide the criteria against which a candidate can be assessed during the shortlisting of applicants for interview.

6. Advertising the vacancy

6.1. Internal vacancy only:

- HR email all staff informing them of the internal vacancy
- The job description and person specification for the post are attached to the email
- The application form is attached to the email
- The email outlines the application process, including the closing date for applications

6.2. External and internal vacancies:

- HR upload the advert, job description and person specification onto the college website and social media platforms in line with marketing helpdesk system
- Adverts will also be placed on various recruitment websites as agreed during the approval of the recruitment.

7. Equal opportunities

- 7.1. At all stages of the recruitment and selection policy and procedure, Argyll College UHI will apply its equality and diversity policy
- 7.2. Shortlisting, interviewing and selection will always be carried out with regard to current legislation and does not discriminate against individuals.
- 7.3. Any candidate with a disability will not be excluded unless it is clear that the candidate is unable to perform a duty that is intrinsic to the role, having taken into account reasonable adjustments.
- 7.4. Reasonable adjustments to the recruitment process will be made to ensure that no applicant is disadvantaged because of a disability.

8. Shortlisting

- 8.1. All applications will be treated confidentially and circulated only to those staff directly involved in the recruitment and selection process.
- 8.2. Shortlisting decisions will be based upon the person specification.
- 8.3. Staff involved in the recruitment process must disclose if they are related to a prospective candidate or are a personal friend.
- 8.4 HR will provide staff who are shortlisting with a shortlist template that should be returned within agreed timeframes.

Invite to Interview

- 9.1 On completion of shortlisting, HR will notify unsuccessful applicants that they have not been invited to interview, using a standard letter/email

9.2 The lead interviewer will notify HR of the date for interview and the timings of each interview.

9.3 HR will send 'invite to interview' letters to the interviewees

9.4 HR will notify by email the relevant centre staff of interviewee names and timing of interview, book appropriate rooms for interview and ensure all interviewers and centre staff are aware of their duties during the interview process.

9.4.1 Centre staff will collect the Right to Work in the UK forms from interviewees along with any ID evidence required.

9.4.2 Centre staff will photocopy all tertiary qualification certificates given by interviewees on the date of the interview

9.4.3 Evidence for 9.4.1 and 9.4.2 will be given to the lead interview, in a sealed envelope, at the end of all interviews.

9.4.4 The lead interviewer will collate all interview documentation and return it to HR after the interviews are completed.

9. Interviews

9.1. All questions will be relevant, job related and within the scope of current legislation. The lead interviewer should email HR the interview questions prior to the interview.

9.2. All candidates will be asked the same questions and scored using an interview scoring template provided by HR.

9.3. Additional methods of selection may be useful in assessing a candidate for a post. For example, a practical exercise assessing whether candidates have the required skill sets for the job. These will be agreed with HR during the early stages of recruitment to ensure everything can be in place and interviewees are aware this will form part of their interview.

9.4. The line manager for the post being interviewed will normally be part of the selection panel.

9.5. The lead interviewer will collate all interview documentation and pass to the HR department to be retained for the time period detailed in Argyll College UHI's Data Protection and Retention Policy.

9.6. On no account should any job offer be made during or at the end of an interview.

10. Offer of employment

10.1. All offers of employment will be subject to:

- Successful membership of Disclosure Scotland Protecting Vulnerable Group Scheme (PVG).
- At least two satisfactory references.
- Proof of eligibility to work in the UK
- Proof of qualifications

11. Notification of Outcome

11.1. Argyll College UHI commits to informing all applicants of the outcome of their application and interview within a reasonable timescale.

11.2. The college will also provide honest and accurate feedback to applicants on request.

11.3 The lead interviewer will make a verbal offer of employment to the successful applicant after all interviews have been completed and a decision reached by the interview panel.

11.4 A formal letter of offer will be issued by HR, following confirmation by the lead interviewer that the verbal offer has been accepted.

11.5 A contract of employment will be issued by HR once the conditions within 10.1 have been fulfilled.

11.6 HR will normally notify all unsuccessful interviewees by email.

11.7 HR will notify college staff of all new staff recruited to the college or where existing staff have been successfully recruited to additional roles within the college.

12. Evening / temporary appointments

12.1. Where business needs require temporary appointments to be made i.e. for maternity cover, sick leave cover or to tutor short courses, the principles for the recruitment process are the same as above.

13 Retention of Documentation (Data Protection Act 1998)

- 13.1. In line with legislative requirements and Argyll College UHI's Data Protection and Retention Policy, recruitment documentation will be held securely by the HR department for one year from completion of application process, after which time it will be destroyed.

10. Legislation

- 14.1. Equality Act 2010.
14.2. Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.
14.3. Data Protection Act 1998.
14.4. General Data Protection Regulation