

Charity number: SC024193  
Company number: SC153921

West Highland College UHI  
(A company limited by guarantee)

Directors' report and financial statements

for the year ended 31 July 2021

**West Highland College UHI**  
**(A company limited by guarantee)**

**Contents**

	<b>Page</b>
Legal and administrative information	1 – 2
Strategic report	3 – 7
Corporate Governance Statement	8– 14
Statement of the Board of Management's Responsibilities	15 – 16
Auditors' report to the directors	17 – 19
Statement of Comprehensive Income	20
Balance Sheet	21
Cash flow statement	22
Notes to the financial statements	23 - 37

**West Highland College UHI  
(A company limited by guarantee)**

**Legal and administrative information**

**Charity number** SC024193  
**Company registration number** SC153921

**Registered office** West Highland College UHI  
Carmichael Way  
Fort William  
Inverness-shire  
PH33 6FF

<b>Directors</b>	Derek Lewis - Chair	Appointed 27 March 2020
	Lydia Rohmer	Appointed 28 February 2012
	Duncan Ferguson	Appointed 1 July 2014
	Robert Kelly	Appointed 5 October 2016
	Lisa McAndrew	Appointed 28 March 2018
	Nigel Patterson	Appointed 27 June 2018
	Deryck Nutley	Retired 27 May 2021
	Dorothy Lynn	Retired 27 September 2020
	Alan Sears	Appointed 18 December 2018
	Emma Lawson	Appointed 18 December 2018
	Charles McCrinmon	Appointed 27 March 2019
	Neil Hope	Appointed 24 June 2020
	Ciaran Gibson	Appointed 1 July 2020

**Secretary** Paula Lister Appointed 31 October 2019

**Chief Executive** Lydia Rohmer

**West Highland College UHI**  
**(A company limited by guarantee)**

**Legal and administrative information**

**External Auditors**

Armstrong Watson Audit Limited  
Accountants, Business & Financial Advisers  
1st Floor  
24 Blythswood Square  
Glasgow  
G2 4BG

**Internal Auditors**

Henderson Loggie Chartered Accountants  
Registered Auditors  
Ground Floor  
11-15 Thistle Street  
Edinburgh  
EH2 1DF

**Solicitors**

McIntyre & Company  
38 High Street  
Fort William  
PH33 6AT

**West Highland College UHI  
(A company limited by guarantee)**

**Report of the directors (incorporating the Strategic Report)  
for the year ended 31 July 2021**

**OPERATING AND FINANCIAL REVIEW**

The Board of Management of West Highland College UHI present their report and the audited financial statements for the year ended 31 July 2021.

**Legal Status**

The College is constituted as a company and is governed by a memorandum and articles of association. It is recognised by the Inland Revenue as a charity for tax purposes. The Scottish Charity number is SC024193. Following implementation of the Post-16 Scotland Education Act 2013, the College is now an 'assigned college' to the University of the Highlands and Islands (UHI) as the Regional Strategic Body (RSB) for further and higher education in the Highlands and Islands region. UHI assumed formal RSB status on 1 April 2015, and is now the fundable body for the region, distributing further and higher education funds to its assigned colleges.

**Scope of the Financial Statements**

The financial statements cover all activities of West Highland College UHI, including the Statement of Comprehensive Income for the year ended 31<sup>st</sup> July 2021.

**Our Vision and Mission**

The Board of Management's strategic plan operates from 2016-2021 and is currently under review. The Board annually reviews the strategic context of the College, and regularly reviews the risk register.

**Vision**

Our ambition is to be the education provider of choice in the West Highlands of Scotland, delivering excellence in learning, training and support for all students, businesses, and rural communities.

**Mission**

West Highland College UHI will act as a positive force for change in the development and prospects of this region, its people, and its communities.

**Values**

In the delivery of our mission, we will be:

<b>Inclusive</b>	Respect individual values and proactively promote equality and diversity.
<b>Individualised</b>	Recognise and take account of personal need, aspiration, skill and ability.
<b>Innovative</b>	Continually improve the way we design and deliver our programmes; develop best practice through creative approaches to learning and teaching and effective use of technology.
<b>Intercultural</b>	Embrace and celebrate diversity through integration and interaction. Recognise all forms of difference and actively engage and learn from each other.
<b>Inspirational</b>	Lead by example in growing ambition and realising potential for all.

**West Highland College UHI**  
**(A company limited by guarantee)**

**Report of the directors (incorporating the Strategic Report)**  
**for the year ended 31 July 2021**

**Strategic Report for the year ended 31<sup>st</sup> July 2021**

Achievements & Performance

During 2020/21 our Further Education (FE) activity was 7075 credits (7078 in 19/20), compared to a target of 6,952 Scottish Funding Council (SFC) funded credits. The success KPI for full-time FE courses is 65% compared to 70% in 19/20 and for part-time FE courses is 86% compared to 89% in 19/20. FE activity target for 21/22 is comprised of 7,136 which is inclusive of 184 credits for 20/21 deferrals.

Higher Education (HE) activity for 20/21 was 257.27 FTE (230.4 in 19/20), compared to a target of 277. In addition to this there were 13 FTE RUK students and 1 FTE International student. HE activity targets for 21/22 is 265.77 FTE Scottish funded students, 20 FTE RUK students and 3 International students.

During the year, staff from the College have continued to be involved in national initiatives. The Director of Academic Affairs featured in a the Developing the Young Workforce #NoWrongPath Campaign. The College Principal was a co-convenor for the National Articulation Forum report which sets out a series of recommendations for colleges and universities to create more opportunities for students to progress seamlessly between a Higher National qualification into a university degree. A lecturer from the Supported Learning Programme helped produce an article on how students were thriving as a result of new online methods of learning for the CDN's Reach Magazine and was then invited to speak at an online conference. She has since been shortlisted for the CDN Learning and Teaching Colleague of the Year Award. In addition, the Director of Academic Affairs and Head of Student Services also gave a presentation on the colleges approach to engaging with learners in remote and geographically dispersed areas to another CDN virtual event.

In May 2021, West Highland College, North Highland College and Inverness College, were named winners of the 'Outstanding Use of Technology in Delivering Remote Teaching and Learning' Award at the TES FE Awards. The awards celebrate outstanding individuals, teams and institutions in the further education sector across the UK. The winning 'Virtual School' programme provides secondary school pupils from S4 to S6 across 29 schools in the Highland Council region access to a range of courses regardless of their location. This has also been shortlisted for the CDN Digital Learning Award and The Herald Digital Transformation Award.

The college was involved in creating the Lochaber Snorkel Trail along with Scottish Wildlife Trust, which features six sites on the region's coast and identifies sites for both beginner and advanced snorkellers. The trail began as a final year project for one of the college's Marine and Coastal Tourism students. The project, which also had support from the Centre for Tourism Research (CRTR), has resulted in this new trail around Lochaber, the training and qualification of 12 UHI students as British Sub Aqua Club (BSAC) Snorkel Instructors and also Dolphin Snorkeller training for primary school children in the area.

During the year construction students had an opportunity to gain an understanding of sustainable and alternative building materials through workshops developed in collaboration with Climavore. The students were actively involved in making roofing materials out of seaweed, floor tiles out of crushed shells and a concrete alternative from hemp to better understand how these materials could be used as part of a circular construction economy locally.

The college were delighted to have been invited to work on a pilot Ranger Placement Scheme with NatureScot (formerly Scottish Natural Heritage), as a progression for students completing the NQ Countryside Skills with Ranger Training course based at the College's Fort William campus. The pilot scheme has been created under the NatureScot Programme for Youth Employment and initially sees two Trainee Seasonal Ranger posts at National Nature Reserves (NNR) across the North and South Highlands.

With COVID restrictions continuing throughout the academic year, staff and students continued to provide a range of virtual and online events. Students from School of Adventure Studies created online sessions – known as "Adventure Talks" – where once a month a student, alumnus, or staff member gives a short talk/slideshow about an adventure they've been part of. These range from micro-adventures during lockdown to ambitious international expeditions, each reflecting on the idea of adventure in a different way. The college launched its first ever digital Prospectus for 2021/2022, continued holding 'Virtual Open Days' and once again held an online exhibition showcasing the work of Creative Arts students.

This year marked the 10th anniversary of West Highland College and to celebrate the college launched its Future Forest project. Each of the 10 learning centres are welcoming new growth in the form of 500 trees. These trees represent the roots which the college hopes students have set down and the grounding given to them to flourish further afield. The project represents their growth and reach into the future as well as giving benefit to all in our communities. The college hopes to add to this project year on year and give back to our planet.

**West Highland College UHI**  
**(A company limited by guarantee)**

**Report of the directors (incorporating the Strategic Report)**  
**for the year ended 31 July 2021**

Financial Results

The surplus on continuing operations, after depreciation charges, for the financial year ended 31 July 2021 was £187,100 (2020 £307,039). Income increased to £6,476k (2020 £6,249k) due to increased grant funding to mitigate sources of income lost due to COVID restrictions and continued increases in funded research. Expenditure increased to £6,285k (2020 £5,942k) due to increased costs associated with staff. Other operating costs decreased in the financial year as a result of the continued COVID restrictions. The surplus position reflects continued prudent control over spending and the additional financial support provided to mitigate loss of other income sources.

The College ended the 2021 financial year with an accumulated General Reserve surplus of £1,937,124, an increase of £187,100 on the reserves of £1,750,024 brought forward from 2020. The financial year 2021/22 brings continued disruption of college activities due to the pandemic and therefore a strong reserves position means the College is in a better place to undertake changes that will inevitably be required, investment priorities and deal with future uncertainties and financial pressures.

As a fully funded body the College is required to prepare its financial statements under the historical cost convention and in accordance with the Statement of Recommended Practice Accounting for Further and Higher Education (2019) and in accordance with Financial Reporting Standards FRS 102 and the Companies Act 2006.

The table below shows the Adjusted Operating Position which is intended to reflect the underlying operating performance after allowing for material one-off or distorting items required by the SORP or other items out with the control of the College.

	<b>2020-21</b>	<b>2019-20</b>
	<b>£'000</b>	<b>£'000</b>
<b>Surplus/(deficit) before other gains and losses</b>	187	307
<b>Add back:</b>		
- Depreciation (net of deferred capital grant release) on both government funded and privately funded assets (Note X)	0	0
- Exceptional non-restructuring costs - impairment	0	0
- Pension Adjustment – Net service cost	0	0
- Pension adjustment – Net interest cost	0	0
- Pensions adjustment – Early retirement provision	0	0
<b>Deduct:</b>		
- Non-government capital grants (Note X)	0	0
- Exceptional income – insurance claim	0	0
<b>Adjusted operating surplus/(deficit)</b>	187	307

Taxation Status

The Company is a charitable company within the meaning of Section 467 of the Corporation Tax Act 2010. Accordingly, the Company is potentially exempt from taxation in respect of income or capital gains received to the extent that such income or gains are applied for charitable purposes only. The College receives no similar exemption in respect of Value Added Tax.

Treasury Policies and Objectives

The College has a Treasury Management Policy and procedures setting out the College position on cash management, investment, and borrowings.

Cash Flows

The College had a net cash inflow of £517,890 in the year to 31st July 2021 compared with a net cash inflow of £291,368 in the prior year.

Liquidity

The College had cash balances of £1,390,548 at the year end, compared with net cash balances of £872,659 at the end of 2020.

Creditor Payment Policy

The College aims to pay its suppliers at the end of the month following invoice date unless the invoice is contested. The College's average creditor payment period has increased from 6 days in 2020 to 12 days at the end of July 2021. Trade Creditors were £201,859 at 31st July 2021 compared with £95,115 at 31st July 2020. The College did not pay any interest during the year under the Late Payment of Commercial Debts (Interest) Act 1998.

## West Highland College UHI (A company limited by guarantee)

### Report of the directors (incorporating the Strategic Report) for the year ended 31 July 2021

#### Future Developments

The college is involved in a strategic project that seeks to bring together Lews Castle College UHI, North Highland College UHI and West Highland College UHI to form a new college within the University of the Highlands and Islands partnership by January 2023. In order to progress with the plan, a Merger Partnership Board has been formed to achieve the vision and aims of all three colleges and to steer the process. The Board consists of the Principals and Board Chairs of the three organisations, together with staff and student representatives from the three college boards and members of the Highlands and Islands Students' Association. The board will develop a proposal which would inform the final decision of each of the college boards involved.

The Estates Strategy will be refreshed and approved by the board in 2021. There remain 3 key projects that will continue to move through different stages in the coming year.

*Centre for Science, Technology, Health & Engineering in Fort William* - a full business case has been submitted for consideration to SFC and discussions on funding have continued throughout the year. The outbreak of the pandemic has undoubtedly delayed progress, but the college remains committed to exploring every opportunity to secure funding with the support of the local business community.

*Mallaig Learning Centre* - as part of the Mallaig Harbour Masterplan we have identified a site to develop a new centre in Mallaig. This will improve student experience and provide increased space to facilitate growth in the area. We have planning permission for the centre and continue to explore all avenues for funding with Crown Estates Scotland.

*Broadford Learning Centre* – growing popularity of our Rural and Outdoor provision at the Broadford centre coupled with the requirements for social distancing have meant that additional space is required both in terms of facilities and storage. Work has started to purchase adjacent land to the current centre and design work for additional toilet and shower facilities and extensions to the current storage facility are complete. Despite delays in groundworks commencing, it is expected that this work will start in December 2021.

A budget has been approved by the board for 21/22, which shows break even position. As part of planning for 21/22 and beyond, we are focused on providing upskilling and retraining as a result of the economic environment related to the pandemic. This also includes continuing to develop our strategy for the STEM related curriculum.

#### Principle Risks & uncertainties

The board have assessed that the following continue to constitute key risks to the college

- Any reduction in Government funding being insufficient to cover the impacts of national pay bargaining and provision of a wide-ranging curriculum to support the West Highlands. Any reduction in funding level could make the colleges current operations unsustainable.
- Reduction in income generating activities due to the extended effects of the pandemic.
- Failure to secure sufficient capital funding to provide necessary facilities for planned curriculum growth.
- Failure to meet planned student recruitment targets.
- Failure to secure reliable ICT infrastructure which supports the delivery and growth of our online course delivery.

#### Trade Unions

The College did not have any employees who were Trade Union officials during the year and therefore there is no further information to disclose under the Trade Union (Facility Time Publication Requirements) Regulations 2017. The College does not currently formally recognise or negotiate with trade unions. In order to engage with staff the College operate a Staff Information and Consultation committee with elected staff representation.

#### Statement as to disclosure of information to auditors

The board members who held office at the date of approval of this report confirm that:

There is no relevant audit information of which the Charitable Company's Auditors are unaware; and the directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

#### Equal Opportunities Statement

West Highland College UHI is committed to promoting equality and positive relations and valuing diversity. A comprehensive approach is intended to meet the needs of individuals, to enable engagement with an accessible curriculum in an inclusive learning environment and workplace.

The College is committed to identifying and eliminating unfair and unlawful discrimination across all protected characteristics reflected in the Equality Act. These include age, disability, sex, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief and sexual orientation. Where barriers to learning or employment are identified for an individual the College will deploy resources to provide additional support and access to appropriate opportunities wherever possible.

West Highland College UHI is committed to equality of opportunity and believes education is a right for all. We are committed to ensuring that there will be no discrimination on the grounds of ethnic origin, religion, sex, age or disability. The



**West Highland College UHI  
(A company limited by guarantee)**

**Report of the directors (incorporating the Strategic Report)  
for the year ended 31 July 2021**

College believes that there is a duty for everyone associated with the College and all its activities to play their part in ensuring equality of opportunity. Positive steps will be taken to ensure that no forms of discrimination occur. The College has a contract for services with an external Occupational Health Service and Employee Assistance Organisation to further support the College to maximise staff retention.

In line with the College's commitment to equal pay, the College operates a job evaluation scheme, and has completed a gender pay gap analysis in 2019/20. Since June 2015, when the College's Board resolved to become a living wage provider, the College has aligned its minimum wage annually with the living wage as determined by the UK Living Wage Foundation. The College has renewed its Investor in People accreditation in September 2021 achieving the gold standard. The College now joins the top 16% of organisations across the UK who have achieved this standard given only to organisations who can demonstrate excellence in commitment to supporting and developing its people, creating sustainable success and continuous improvement.

The College's policies in relation to Equalities and Diversity are published on the College's intranet and on the College website. The College has reviewed its provisions in light of the Equality Act and has refreshed and published an Equality Outcomes Progress report for 2017-2021.

Approved by order of the members of the Board on 14<sup>th</sup> December 2021 and signed on its behalf by:

**Derek Lewis  
Director and Chair**

**Lydia Rohmer  
Principal & Chief Executive**

**West Highland College UHI**  
**(A company limited by guarantee)**

**Corporate Governance Statement**  
**Year ended 31 July 2021**

**CORPORATE GOVERNANCE STATEMENT**

The College is committed to exhibiting best practice in all aspects of corporate governance. This summary describes the manner in which the College has applied the main principles set out in the Code of Good Governance for Scotland's Colleges (August 2016). Its purpose is to help the reader of the financial statements understand how the principles have been applied.

In the opinion of the Board of Management, the College complies with all the principles of the 2016 Code of Good Governance for Scottish Colleges.

The Board is well informed of the national bargaining process and is broadly supportive of its aims. The Board formally reviewed its previous position in June 2019 and on balance decided that the College would sign up to the NRPA subject to being able to meet the necessary requirements. Work has continued in pursuance of meeting the support staff pension requirement throughout 2020/21.

**The Board of Management**

The members who served on the Board of Management during the year and up to the date of *signing* the accounts were as follows:

		DATE OF APPOINTMENT	MAXIMUM TERM OF OFFICE	DATE OF RETIREMENT	STATUS OF APPOINTMENT	COMMITTEE MEMBERSHIP (AT SOME POINT IN THE YEAR)
Lewis	Derek	27.3.20	8 years		Independent member, Chair	Finance & General Purposes; Convenor of Search & Nominations; Convenor of Estates Project Group; Performance Review & Remuneration
Ferguson	Duncan	1.7.14	8 years		Senior Independent member	Audit; Search & Nominations; Convenor of Performance Review & Remunerations
Kelly	Robert	5.10.16	8 years		Independent member, Health & Safety champion	Audit; Health & Safety Champion
McAndrew	Lisa	28.3.18	8 years		Independent member	Finance & General Purposes; Estates Project Group
Nutley	Deryck	4.8.18	8 years	Retired 27 May 2021	Independent member	Audit; Search & Nominations
Patterson	Nigel	27.6.18	4 years		Support staff	Audit;

**West Highland College UHI**  
**(A company limited by guarantee)**

**Corporate Governance Statement**  
**Year ended 31 July 2021**

					member	Performance Review & Remuneration; Estates Project Group
Rohmer	Lydia	28.2.12	Term in office		Principal and Chief Executive	Finance & General Purposes; Estates Project Group
Lynn	Dorothy	18.12.18	8 years	Retired 27 September 2020	Independent member	Convenor of Finance & General purposes; Estates Project Group; Performance Review & Remuneration
Sears	Alan	18.12.18	8 years		Independent member	Convenor of Audit to Sept 2020; Performance Review & Remuneration
Lawson	Emma	18.12.18	8 years		Independent member	Audit to Nov 2020; Performance Review & Remuneration; Search & Nominations; Convenor of Finance & General purposes from Nov 2020
McCrimmon	Charles	27.3.19	4 years		Teaching staff member	Finance & General Purposes; Search & Nominations
Hope	Neil	24.6.20	8 years		Independent member, Vice Chair	Convenor of Audit from Nov 2020; Finance & General Purposes to Nov 2020
Gibson	Ciaran	01.07.20	3 years		Student member	Finance & General Purposes; Search & Nominations; Performance Review & Remuneration

**West Highland College UHI**  
**(A company limited by guarantee)**

**Corporate Governance Statement**  
**Year ended 31 July 2021**

**Attendance at meetings**

Attendance at meetings of the Board of Management of West Highland College UHI in 2020-21

**Board meetings**

Date of Meeting	Number of independent members present	Number of executive members present*	Whether quorate
24 September 2020	7	2	yes
15 Dec 2020	7	4	yes
30 Mar 2021	6	4	yes
27 May 2021	5	3	yes
24 Jun 2021	5	4	yes

**Audit Committee meetings**

Date of Meeting	Number of independent members present	Number of executive members present	Whether quorate
9 Sept 2020	4	0	yes
24 Nov 2020	3	1	yes
9 Mar 2021	4	1	yes
7 Jun 2021	2	1	yes

**Finance & General Purposes Committee meetings**

Date of Meeting	Number of independent members present	Number of executive members present	Whether quorate
8 Sept 2020	3	3	yes
24 Nov 2020	3	3	yes
16 March 2020	Cancelled		
8 June 2021	2	3	yes

**Search & Nominations**

Date of Meeting	Number of independent members present	Number of executive members present	Whether quorate
3 March 2020	2	2	yes

**Performance Review & Remuneration**

Date of Meeting	Number of independent members present	Number of executive members present	Whether quorate
Deferred to September 2021			

\*In this context, executive members are the Principal, the student representative member and the two staff representative members.

## **West Highland College UHI**

**(A company limited by guarantee)**

### **Corporate Governance Statement**

**Year ended 31 July 2021**

#### **Board of Management Responsibilities**

It is the Board of Management's responsibility to bring independent judgement to bear on issues of strategy, performance, resources, and standards of conduct. The Board of Management complies with the internal control guidance published by the Financial Reporting Council (September 2014) and has adopted the Code of Good Governance for Scotland's Colleges (August 2016).

The Board of Management is provided with regular and timely information on the overall financial performance of the College together with other information such as performance against funding targets, proposed capital expenditure, quality matters and personnel-related matters such as health and safety and environmental issues. The Board of Management meets at least four times a year; in 2020-21 it held five meetings.

The Board conducts its business through a number of committees. Each committee has formally constituted terms of reference. These committees include Finance and General Purposes Committee and its sub-committee, the Estates Project Group; Audit Committee; and Search and Nominations Committee.

In addition, the Board of Management holds development planning days and training sessions during the course of the year for the purposes of training, self-evaluation, and development. The Board is supported by an independent Secretary.

The Secretary to the Board maintains a register of financial and personal interests of the Board members. The Register is available for inspection at the West Highland College UHI - Fort William, Carmichael Way, Fort William PH33 6FF, or on the College website.

All Board members are able to take independent professional advice in furtherance of their duties at the College's expense and have access to an independent Secretary, who is responsible to the Board for ensuring that all applicable procedures and regulations are complied with. The appointment, evaluation and removal of the Secretary are matters for the Board as a whole.

Formal agendas, papers and reports are supplied to Board members in a timely manner, prior to meetings. Briefings are also provided on an ad hoc basis.

The Board of Management has a strong and independent non-executive element, and no individual or group dominates its decision-making process. The Board of Management considers that each of its non-executive members is independent of management and free from any business or other relationship which could materially interfere with the exercise of independent judgment.

Board members are required to self-evaluate collectively as a Board and individually as Board members annually. The self-evaluation process includes consideration of the collective effectiveness of the Board of Management and its committees, and individual reflection on their adherence to the Seven Principles of Public Life, as well as the Code of Good Governance for Scotland's Colleges. In addition, the Board has evaluated the performance of its external auditors. During the year, the Board were subject to an externally facilitated review. Recommendations from the review will be worked on going forward.

There is a clear division of responsibility in that the roles of the Chairman and Principal are separate.

#### **Appointments to the Board of Management**

Any new appointments to the Board of Management are a matter for the consideration of the Board of Management as a whole. The Board of Management has a Search and Nominations Committee, consisting of at least three non-executive members of the Board of Management, which is responsible for the selection and nomination of any new member for the Board of Management's consideration. The Board of Management ensures that a process is in place to provide appropriate induction training to new Board of Management members and new Board members are expected to undertake induction training. The public procedures for appointing new Board members are available from the Secretary to the Board of Management. At every second AGM, the longest serving independent Members of the Board of Management vacate office as directors and, subject to a process approved by the Board, may be reappointed up to a maximum term of office of eight years.

#### **Performance Review and Remuneration Committee**

The Performance Review & Remuneration Committee comprises at least four non-executive members of the Board of Management, plus one of the staff members and the student member of the Board of Management. The committee is

## **West Highland College UHI**

**(A company limited by guarantee)**

### **Corporate Governance Statement**

**Year ended 31 July 2021**

responsible for making recommendations to the Board on the remuneration and benefits of the Principal and other senior staff as appropriate.

#### **Search and Nominations Committee**

Membership of this Committee comprises the Chair of the Board, the staff representative member, the student representative member and at least three further members of the Board, not including the Principal.

#### **Audit Committee**

The Audit Committee comprises three non-executive members and the support staff member of the Board of Management. It excludes the Principal and Chair from membership, but they will attend for agenda items at invitation of the Committee. The Committee operates in accordance with written terms of reference approved by the Board of Management.

The Audit Committee normally meets four times a year and provides a forum for reporting by the College's external and internal auditors, who have access to the Committee for independent discussion, without the presence of College executive staff.

The Audit Committee advises the College on the appointment of the internal auditors and the auditors' remuneration. The Audit Committee establishes the College's risk tolerance and monitors risk and risk mitigation.

The College's Internal Auditors monitor the systems of internal control, risk management controls and governance processes in accordance with an agreed plan of input and report their findings to management and the Audit Committee. Management is responsible for the implementation of agreed audit recommendations and internal audit undertakes periodic follow-up reviews to the Audit Committee to ensure such recommendations have been implemented.

The Audit Committee considers detailed reports together with recommendations for the improvement of the College's systems of internal control and management's responses and implementation plans. It also receives and considers reports from the Scottish Funding Council and Audit Scotland as they affect the College's business and monitors adherence to the regulatory requirements.

#### **Finance and General Purposes Committee**

The Finance and General Purposes Committee comprises not less than five members of the Board of Management, including the Principal, the teaching staff member and student member of the Board. The Committee operates in accordance with written terms of reference approved by the Board of Management. The Finance and General Purposes Committee meets a minimum of four times a year and, among other matters, recommends to the Board of Management the College's annual revenue and capital budgets and monitors performance in relation to approved budgets. It monitors the College's financial and business perspectives. It reviews all key financial decisions, recommends the annual budget, considers the annual accounts, and recommends for approval, oversees the system of financial control and delegated authority. It also considers any other matters relevant to the financial duties of the Board. The Committee considers all staff and employment matters as well as estates development. The latter is considered in detail by a sub-committee, the Estates Project Board.

#### **Corporate Strategy**

The Board of Management is responsible for the overall strategic development of the College and is the guardian of its vision and values. Strategic development takes place in variety of ways, with a session at least once a year reviewing the College's strategic context. In order to develop the strategic plan, the Board meets with the Executive Leadership Team and College stakeholders (Staff and student representatives) in a one-day event. The current Strategic Plan covers the period 2016-2021 and is underpinned by annual operational plans. Progress against the agreed strategic priorities in the plan is monitored by the appropriate Board committees on a regular basis. The Board reviews the key performance indicators for the College on an annual basis.

## **West Highland College UHI**

**(A company limited by guarantee)**

### **Corporate Governance Statement**

**Year ended 31 July 2021**

#### **Risk Management and Internal Control**

##### **Scope of Responsibility**

The Board of Management is ultimately responsible for the College's system of internal control and for reviewing its effectiveness. However, such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives and can provide only reasonable and not absolute assurance against material misstatement or loss.

The Board of Management has delegated the day-to-day responsibility to the Principal, as Accounting Officer, for maintaining a sound system of internal control that supports the achievement of the College's policies, aims and objectives, whilst safeguarding the public funds and assets for which the Principal is personally responsible, in accordance with the responsibilities assigned to the post-holder in the Financial Memorandum between West Highland College UHI and the Regional Strategic Body, UHI. The Principal is also responsible for reporting to the Board of Management any material weaknesses or breakdowns in internal control.

##### **The Purpose of the System of Internal Control**

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of College policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in West Highland College UHI for the year ended 31 July 2021 and up to the date of approval of the annual report and accounts.

##### **Capacity to Handle Risk**

The Board of Management has reviewed the key risks to which the College is exposed together with the operating, financial and compliance controls that have been implemented to mitigate these risks. The Board of Management is of the view that there is a formal ongoing process for identifying, evaluating and managing the College's significant risks that has been in place for the period ending 31 July 2021 and up to the date of approval of the annual report and accounts. The process is regularly reviewed by the Board of Management.

##### **The Risk and Control Framework**

The system of internal control is based on a framework of regular management information, administrative procedures including the segregation of duties, and a system of delegation and accountability. In particular, it includes:

- Comprehensive budgeting systems with an annual budget, which is reviewed and agreed by the Board of Management.
- Regular reviews by the Board of Management of periodic and annual reports which indicate financial performance against targets.
- Setting targets to measure financial and other performance.
- Clearly defined capital investment control guidelines and the adoption of formal project management disciplines, where appropriate.

West Highland College UHI appoints an internal audit service, which operates in accordance with the requirements of the Scottish Funding Council's mandatory requirements. The work of the internal audit service is informed by an analysis of the risks to which the College is exposed, and internal audit plans are based on this analysis. The analysis of risks and the internal audit plans are endorsed by the Board of Management on the recommendation of the Audit Committee. The Internal Auditors provide the Board of Management with a report on internal audit activity within the College. These reports include the Internal Auditor's independent opinion on the adequacy and effectiveness of the College's system of risk management, controls, and governance processes.

**West Highland College UHI**  
**(A company limited by guarantee)**

**Corporate Governance Statement**  
**Year ended 31 July 2021**

**Review of Effectiveness**

As Accounting Officer, the Principal has responsibility for reviewing the effectiveness of the system of internal control. The Principal's review of the effectiveness of the system of internal control is informed by:

- The work of internal auditors.
- The work of executive managers within the College who have the responsibility for the development and maintenance of the internal control framework.
- The comments made by the College's external auditors in their management letters and other reports.

The Board of Management has been advised on the implications of the review of the effectiveness of internal control by the Audit Committee, which oversees the work of the Internal Auditors.

The internal audit service concentrates on areas of key activities determined by a risk analysis and in accordance with the annual internal audit plan amended and approved by the Audit Committee. The Internal Auditors have direct access to the Chair of the Audit Committee and issue an annual report with an opinion of the adequacy, reliability, and effectiveness of the College's internal control system.

The Executive Leadership Team receives reports setting out key performance and risk indicators and considers possible control issues brought to their attention by early warning mechanisms, which are embedded within the departments. The Executive Leadership Team and the Audit Committee also receive regular reports from internal audit, which include recommendations for improvement. The Audit Committee's role in this area is confined to a high-level review of the arrangements for internal control. The Audit Committee considers risk at each committee meeting and receives updates from management in relation to all significant risks.

In October 2019, the Board held a training day on its risk management responsibilities, the day was led by the Head of MHA Henderson Loggie's Public Sector and Internal Audit team. It focused on Board members' role with regard to risk management, how to prioritise risk and an examination of what assurances it receives regarding the management of risk within the College. As part of the event, members also reviewed the risk appetite statement.

The Board of Management receives reports thereon from the Audit Committee, the emphasis being on obtaining the relevant degree of assurance and not merely reporting by exception.

**Going Concern**

In preparing these financial statements, the Board of Directors have given careful consideration to current and anticipated future solvency requirements of the College and its ability to continue as a going concern for the foreseeable future. The directors have prepared the financial statements on a going concern basis, notwithstanding the COVID-19 virus. The directors have prepared cash flow forecasts for a period beyond 12 months from the date of approval of these financial statements which indicate that, taking account of reasonably possible downturns (i.e. reducing commercial income), the College will have sufficient funds, through its operating cash flows, cash reserves and if required funding in advance from funding Partners to meet its liabilities as they fall due for that period.

**Approved by order of the members of the Board of Management on 14th December 2021 and signed on its behalf by:**

**Derek Lewis**  
**Director and Chair**

**Lydia Rohmer**  
**Principal & Chief Executive**



## **West Highland College UHI**

**(A company limited by guarantee)**

### **Statement of the Board of Management's Responsibilities**

**Year ended 31 July 2021**

The Board, through its Principal, is required to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the College and the result for that year.

The Board of Management is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the College and enable it to ensure that the financial statements comply with the Companies Acts, the Statement of Recommended Practice on Accounting for Further and Higher Education and other relevant accounting standards. In addition, within the terms and conditions of a Financial Memorandum agreed between UHI and the College's Board of Management, the College is required to prepare financial statements for each financial year which give a true and fair view of the College's state of affairs and of the surplus or deficit and cash flows for that year.

The financial statements are prepared in accordance with the Accounts Direction issued by the Scottish Funding Council, which brings together the provisions of the Financial Memorandum with other formal disclosures that the Scottish Funding Council require the Board of Management to make in the financial statements and related notes.

In preparing the financial statements, the Board of Management is required to:

- Select suitable accounting policies and then apply them consistently.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare financial statements on the going concern basis unless it is inappropriate to assume that the College will continue in operation. The Board of Management is satisfied that it has adequate resources to continue in operation for the foreseeable future and for this reason the going concern basis continues to be adopted in the preparation of the financial statements.

The Board of Management has taken reasonable steps to:

- Ensure that funds from the Scottish Funding Council and UHI are used only for the purposes for which they have been given and in accordance with the Financial Memorandum with UHI and any other conditions which Scottish Funding Council or UHI may from time to time prescribe;
- Ensure that there are appropriate financial and management controls in place to safeguard public funds and funds from other sources.
- Safeguard the assets of the College and prevent and detect fraud.
- Secure the economical, efficient, and effective management of the College's resources and expenditure.

The key elements of the College's system of internal financial control, which is designed to discharge the responsibilities set out above, include the following:

- Clear definitions of the responsibilities of, and the authority designated to, heads of academic and administrative departments.
- A comprehensive medium and short-term planning process, supplemented by detailed annual income, expenditure, capital and cashflow budgets.
- Regular reviews of key performance indicators and business risks and quarterly reviews of financial results involving variance reporting and updates of forecast outturns.
- Clearly defined and formalised requirements for the approval and control of expenditure, with investment decisions involving capital or revenue expenditure being subject to formal detailed appraisal and review according to approval levels set by the Board of Management.
- Comprehensive Financial Regulations, detailing financial controls and procedures, approved by the Audit Committee and the Finance and General Purposes Committee.

**West Highland College UHI**  
**(A company limited by guarantee)**

**Statement of the Board of Management's Responsibilities**  
**Year ended 31 July 2021**

- Professional internal audit team whose annual programme is approved by the Audit Committee and endorsed by the Board of Management and whose head provides the Board of Management with a report on internal audit activity within the College and an opinion on the adequacy and effectiveness of the College's system of internal control, including internal financial control system.

Any system of internal financial control can, however, only provide reasonable, but not absolute, assurance against material misstatement or loss.

Approved by order of the members of the Board of Management on 14<sup>th</sup> December 2021 and signed on its behalf by:

**Derek Lewis**  
**Director and Chair**

**Neil Hope**  
**Director and Vice Chair**

## **West Highland College UHI (A company limited by guarantee)**

### **Independent auditor's report to the trustees and members of West Highland College UHI**

#### **Opinion**

We have audited the financial statements of West Highland College UHI (the charitable company') for the year ended 31 July 2021, which comprise the Statement of Comprehensive Income, the Balance Sheet, the Statement of Cash Flows, the Statement of Changes in Reserves the Analysis of Net Debt and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice), the Statement of Recommended Practice - Accounting for further and higher education 2019 and the Accounts Direction for Scotland's Colleges 2020 - 2021.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 July 2021 and of the Colleges' surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

#### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the director's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

#### **Other information**

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Directors are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### **Opinion on other matters prescribed by the Companies Act 2006 and Charities Accounts (Scotland) Regulations 2006 (as amended)**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Operating and Financial Review have been prepared in accordance with applicable legal requirements.

## **West Highland College UHI (A company limited by guarantee)**

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Operating and Financial Review.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 or the Scottish Funding Council Accounts Direction requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.
- the Statement of Corporate Governance and Internal Control does not comply with Scottish Funding Council requirements.

### **Responsibilities of directors**

As explained more fully in the Director's Responsibilities Statement set out on page 15, the directors (who are also the trustees of the charitable company for the purposes of charitable law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditors' responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' Report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and knowledge of the charitable company to identify or recognise non-compliance with applicable laws and regulations.

We identified relevant laws and regulations from our general commercial and sector experience and through discussions with directors and other management to assess the policies and procedures in operation with regards to compliance with laws and regulations.

We obtained an understanding of the legal and regulatory framework that the charitable company operates in and identified the key laws and regulations that:

- Have a direct effect on the determination of material amounts and disclosures in the financial statements. These included compliance with FRS 102, the Statement of Recommended Practice: Accounting for Further and Higher education 2019, the Scottish Funding Council Accounts Direction, the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and relevant UK tax legislation.
- Do not have a direct effect on the financial statements but compliance with which may be fundamental to the charitable company's continued ability to operate or to avoid a material penalty.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation; and
- Enquiring of management and reviewing board minutes and other correspondence throughout the year to identify actual and potential litigation and claims.

## **West Highland College UHI (A company limited by guarantee)**

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected, and alleged fraud; and
- Using analytical procedures to identify any unusual or unexpected relationships,

We assessed the level of fraud risk and concluded that the areas most susceptible to fraud were revenue recognition and management override of internal controls.

To address the risk of fraud through incorrect revenue recognition, we:

- Performed substantive procedures across material revenue streams to ensure these amounts were recognised appropriately and
- Performed substantive tests of detail over revenue recognised at the year end.

To address the risk of fraud through management override of controls, we:

- Tested journal entries recorded on the charitable company's finance system to identify unusual transactions that may indicate override of controls.
- Reviewed key judgements and estimates for any evidence of management bias.

Due to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, as with any audit, there remains a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing fraud or non-compliance with laws and regulations and cannot be expected to detect all fraud and non-compliance with laws and regulations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' Report.

### **Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charity's directors, as a body, in accordance with Section 44 (1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended) Our audit work has been undertaken so that we might state to the charitable company's members and directors those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members, as a body, and the charitable companies directors as a body, for our audit work, for this report, or for the opinions we have formed.

Martin Johnston CA (Senior Statutory Auditor)  
for and on behalf of  
**Armstrong Watson Audit Limited**  
Chartered Accountants  
Glasgow  
Date:

**West Highland College UHI**  
**(A company limited by guarantee)**

**Statement of Comprehensive Income**  
**For the year ended 31<sup>st</sup> July 2021**

		<b>2021</b>	<b>2020</b>
		<b>£</b>	<b>£</b>
	Notes		
<b>Income</b>			
SFC grants	2	4,298,693	4,220,472
UHI Grant		706,650	590,126
Tuition fees and education contracts	4	757,073	825,187
Other operating income	3	187,862	180,667
Research contract and grants		297,176	156,115
Release of deferred capital grant	19	228,577	270,815
Investment income		22	5,243
<b>Total income</b>		<u>6,476,052</u>	<u>6,248,624</u>
<b>Expenditure</b>			
Staff costs	7	4,850,263	4,493,442
Other operating expenses	5	1,137,709	1,168,348
Interest payable and other charges		12,837	21,693
Depreciation		284,690	258,102
<b>Total expenditure</b>		<u>6,285,498</u>	<u>5,941,585</u>
Loss on Disposal of Fixed Assets		3,454	-
<b>Surplus on continuing operations before and after tax</b>		<u>187,100</u>	<u>307,039</u>
<b>Surplus for the year retained within general reserves</b>		<u>187,100</u>	<u>307,039</u>

The statement of financial activities includes all gains and losses in the year and therefore a separate statement of changes in reserves has not been prepared.

All the above amounts relate to continuing activities. There were no acquisitions or discontinued operations during the current or preceding year. All the income and expenditure arising in the year is unrestricted.

The notes on pages 23 to 37 form an integral part of these financial statements

**West Highland College UHI**  
**(A company limited by guarantee)**

**Balance Sheet**

As at 31<sup>st</sup> July 2021

	Notes	2021		2020	
		£	£	£	£
<b>Non-current Assets</b>					
Tangible fixed assets	11		6,519,011		6,522,571
<b>Current assets</b>					
Stocks	12	889		2,225	
Debtors	13	504,926		322,203	
Cash at bank and in hand		1,390,548		872,659	
		<u>1,896,362</u>		<u>1,197,088</u>	
<b>Creditors: amounts falling due within one year</b>	14	<u>(1,756,939)</u>		<u>(1,233,128)</u>	
<b>Net current assets/(liabilities)</b>			<u>139,424</u>		<u>(36,040)</u>
<b>Total assets less current liabilities</b>			6,658,435		6,486,531
<b>Creditors: amounts falling due after more than one year</b>	15		(307,694)		(385,987)
<b>Accruals and deferred income</b>	16		<u>(4,413,619)</u>		<u>(4,350,521)</u>
<b>Net assets</b>			<u><u>1,937,124</u></u>		<u><u>1,750,024</u></u>
<b>Reserves</b>					
General Reserve - unrestricted			<u>1,937,124</u>		<u>1,750,024</u>
<b>Total reserves</b>			<u><u>1,937,124</u></u>		<u><u>1,750,024</u></u>

The financial statements are prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to medium-sized companies.

The financial statements were approved by the board on 14<sup>th</sup> December 2021 and signed on its behalf by

**Derek Lewis**  
**Director and Chair**

**Neil Hope**  
**Director and Vice Chair**

The notes on pages 23 to 37 form an integral part of these financial statements

**West Highland College UHI**  
**(A company limited by guarantee)**

**Cash flow statement**

For the year ended 31<sup>st</sup> July 2021

	Notes	2021		2020	
		£	£	£	£
<b>Cash from operating activities</b>	<b>20</b>		892,699		428,456
<b>Cash flows from investing activities</b>					
Investment income		22		5,243	
Interest payable		(12,837)		(21,693)	
Purchase of tangible assets		(284,583)		(46,424)	
Cash used in investing activities			<u>(297,397)</u>		<u>(62,874)</u>
<b>Cash flows from financing activities</b>					
Loan repayments			<u>(77,410)</u>		<u>(74,214)</u>
<b>Increase/(decrease) in cash and cash equivalents in the year</b>			517,890		291,368
Cash and cash equivalents at the beginning of the year			872,659		581,291
Total cash and cash equivalents at the end of the year			<u><u>1,390,548</u></u>		<u><u>872,659</u></u>

**Analysis of Debt for year ended 31 July 2021**

	At 1 August		At 31 July
	2020	Cashflows	2021
	£	£	£
Cash in bank and in hand	872,659	517,890	1,390,548
Debt due after 1 year	(385,987)	78,293	(307,694)
Debt due within 1 year	(76,481)	(883)	(77,364)
	<u>410,191</u>	<u>595,300</u>	<u>1,005,490</u>

The notes on pages 23 to 37 form an integral part of these financial statements



**West Highland College UHI**  
**(A company limited by guarantee)**

**Notes to the financial statements for**  
**the year ended 31 July 2021**

**1. General Information and Accounting policies**

The College is constituted as a company and is governed by a memorandum and articles of association. It is recognised by the Inland Revenue as a charity for tax purposes. The Scottish Charity number is SC024193. Following implementation of the Post-16 Scotland Education Act 2013, the College is now an 'assigned college' to the University of the Highlands and Islands (UHI) as the Regional Strategic Body (RSB) for further and higher education in the Highlands and Islands region. UHI assumed formal RSB status on 1 April 2015, and is now the fundable body for the region, distributing further and higher education funds to its assigned colleges. The College is registered at Carmichael Way, Fort William, Inverness-shire, PH33 6FF

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and the preceding year.

**1.1. Basis of accounting**

The financial statements are prepared under the historical cost convention and in accordance with the Statement of Recommended Practice 'Accounting for Further and Higher Education (2019)' and in accordance with Financial Reporting Standards FRS 102 and the Companies Act 2006.

The financial statements are presented in pounds sterling (£GBP) which is the College's functional currency. All amounts have been rounded to the nearest pound (£).

**1.2. Recognition of income**

Income from tuition fees is recognised in the period for which it is received. Income from grants, contracts and other services rendered is recognised in the Statement of Comprehensive Income in proportion to the extent of completion of the contract or service concerned. All income from short term deposits is credited to the Statement of Comprehensive Income in the period in which it is earned.

The main annual recurrent allocation from the Scottish Funding Council, which is intended to meet recurrent costs, is credited direct to the Statement of Comprehensive Income during the period in which it is receivable. Non-recurrent grants from the Funding Council or other Government bodies received in respect of the acquisition or construction of fixed assets are treated as deferred capital grants and amortised in line with the depreciation over the life of the assets.

Grants (including research grants) from non-government sources are recognised in income when the College is entitled to the income and performance related conditions have been met. Income received in advance of performance related conditions being met is recognised as deferred income within creditors on the balance sheet and released to income as the conditions are met.

Government grants received in respect of capital additions are credited to deferred capital grants in the balance sheet and amortised to the Statement of Comprehensive Income over the lives of the assets concerned.

**1.3. Recognition of expenditure**

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered and is reported as part of the expenditure to which it relates.

**1.4. Financial Instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**West Highland College UHI**  
**(A company limited by guarantee)**

**Notes to the financial statements for**  
**the year ended 31 July 2021**

**1.5. Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Land	Nil
Tenant's improvements	Over life of lease
Buildings	2% straight line
Plant and machinery	20% straight line
Fixtures, fittings and equipment	10% straight line
IT Equipment	33.3% straight line
Assets under construction	Nil

The Directors consider the above valuation method to not be materially different from depreciated replacement cost.

**Land and buildings**

Where land and buildings are acquired with the aid of specific grants, they are capitalised and depreciated as above. The related Government grants are credited to a deferred capital grant account and released to the Statement of Comprehensive Income over the estimated life of the building on a basis consistent with the depreciation policy.

Assets under construction are accounted for at cost, based on the value of architects' certificates and other direct costs incurred to 31st July 2021. They are not depreciated until they are brought into use.

**Equipment**

The College has a policy of not capitalising assets with a value of less than £1,000. The College will capitalise expenditure of less than £1,000, if, in the Board of Management's opinion it contributes towards the creation of an asset with a value greater than £1,000.

All other equipment is capitalised and depreciated in line with the depreciation policy.

Where items of equipment are acquired with the aid of specific grants, they are capitalised and depreciated as above. The related Government grants are credited to a deferred capital grant account and released to the Statement of Comprehensive Income over the estimated life of the asset on a basis consistent with the depreciation policy.

**Impairment of assets**

Any reduction in the recoverable amount of the fixed assets arising from impairment reviews are recognised in the Statement of Comprehensive Income.

**Maintenance of premises**

The costs of maintenance are charged to the Statement of Comprehensive Income in the period in which they are incurred.

**1.6. Stock**

Stock is valued at the lower of cost and net realisable value on a first in first out basis.

**West Highland College UHI**  
**(A company limited by guarantee)**

**Notes to the financial statements for**  
**the year ended 31 July 2021**

**1.7. Defined benefit and defined contribution pension schemes**

The College operates both defined benefit and defined contribution pension schemes, the policies for each are as follows: -

The defined benefit scheme is operated by the Scottish Teachers Superannuation Scheme. The College became a member of this scheme in September 2008. The contributions made by the College to this scheme are charged to the Statement of Comprehensive Income in the period in which they are incurred. The scheme is an unfunded statutory public service pension scheme with benefits underwritten by the UK Government. The scheme is financed by payments from employers and from those current employees who are members of the scheme and paying contributions at progressively higher marginal rates based on pensionable pay, as specified in the regulations. The rate of employer contributions is set with reference to a funding valuation undertaken by the scheme actuary. The last four-yearly valuation was undertaken as at 31 March 2016. This valuation informed an increase in the employer contribution rate from 17.2% to 23.0% of pensionable pay from September 2019 and an anticipated yield of 9.4% employee's contributions.

It is accepted that the scheme can be treated for accounting purposes as a defined contribution scheme in circumstances where the college is unable to identify its share of the underlying assets and liabilities of the scheme. The employer contribution rate for the period from 1 April 2020 is 23% of pensionable pay. The employee rate applied is variable and is anticipated to provide a yield of 9.4% of pensionable pay. While a valuation was carried out as at 31 March 2016, it is not possible to say what deficit or surplus may affect future contributions. Work on the valuation was suspended by the UK Government pending the decision from the Court of Appeal (McCloud (Judiciary scheme)/Sargeant (Firefighters' Scheme) cases) that held that the transitional protections provided as part of the 2015 reforms was unlawfully discriminated on the grounds of age. Following consultation and an announcement in February 2021 on proposals to remedy the discrimination, the UK Government confirmed that the cost control element of the 2016 valuations could be completed. The UK Government has also asked the Government Actuary to review whether, and to what extent, the cost control mechanism is meeting its original objectives. The 2020 actuarial valuations will take the report's findings into account. The interim report is complete (restricted) and is currently being finalised with a consultation. Alongside these announcements, the UK Government confirmed that current employer contribution rates would stay in force until 1 April 2024.

In the case of the defined contribution pension scheme, the pension cost charges in the financial statements represent the contribution payable by the College during the period. The scheme is operated by the National Employment Savings Trust (NEST). It is a defined contribution workplace pension scheme. It was set up to facilitate automatic enrolment.

**1.8. Agency arrangements**

The College acts as an agent in the collection and payment of certain student support funds. These funds are excluded from the College Statement of Comprehensive Income, and movements have been disclosed in the notes to the accounts. Where the College has more discretion in the manner in which specific funds are disbursed, and these funds do not meet the definition of agency funds, the income and expenditure relating to those funds are shown in the College Statement of Comprehensive Income.

**2. Scottish Funding Council Grants**

		2021	2020
	Note	£	£
Scottish Funding Council Recurrent Grant		4,166,067	4,151,731
Release of deferred capital grant	19	132,626	68,741
		<u>4,298,693</u>	<u>4,220,472</u>

**West Highland College UHI**  
**(A company limited by guarantee)**

**Notes to financial statements**  
**for the year ended 31 July 2021**

**3. Other operating income**

	<b>2021</b>	<b>2020</b>
	<b>Total</b>	<b>Total</b>
	<b>£</b>	<b>£</b>
Other Income	104,223	57,242
Rental Income	55,962	58,388
Facilities Hire	6,105	10,309
Service Charges	21,572	4,614
Kitchen & Catering	0	50,113
	<u>187,862</u>	<u>180,667</u>

**Bursary Income**

In accordance with the Statement of Recommended Practice: Accounting for Further and Higher Education (2019) and Scottish Funding Council guidance the bursary income and expenditure has been removed from the Statement of Comprehensive Income. A summary of the transactions is shown below.

	<b>2020-21</b>	<b>2020-21</b>	<b>2020-21</b>	<b>2020-21</b>	<b>2019-20</b>
	<b>FE Bursary</b>	<b>EMAs</b>	<b>Other</b>	<b>Total</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Balance b/fwd	-	-	-	-	-
Allocation received in year	103,543	-	-	103,543	43,381
Expenditure	(103,543)	-	-	(103,543)	(43,381)
Repaid to funding council as clawback	-	-	-	-	-
College contribution to funds	-	-	-	-	-
<b>Balance c/fwd</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Repayable to the funding council as clawback	-	-	-	-	-
<b>Retained by college for students</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**West Highland College UHI**  
**(A company limited by guarantee)**

**Notes to financial statements**  
**for the year ended 31 July 2021**

**4. Tuition Fees, Education & Employability Contracts**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Further Education - student fees (UK)	28,548	42,953
Skills Development Scotland	-	160,394
Higher Education - student fees	497,942	403,717
Education & employability contracts	23,798	48,790
Other contracts & commercial fees	206,784	169,333
<b>Total</b>	<u><u>757,073</u></u>	<u><u>825,187</u></u>

**5. Other Operating Costs**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Academic Departments	181,050	321,494
Commercial & Employability Division	11,690	12,182
Central Administration & Academic Services	550,792	476,601
Premises costs	124,908	149,584
Planned maintenance	113,716	102,166
Other employee related costs	-	-
Research costs	147,015	55,051
Commercial activities - Kitchen	1,606	34,315
Bad Debts	6,932	16,956
<b>Total</b>	<u><u>1,137,709</u></u>	<u><u>1,168,348</u></u>

**West Highland College UHI**  
**(A company limited by guarantee)**

**Notes to financial statements**  
**for the year ended 31 July 2021**

**6. Net surplus for the year**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Net surplus is stated after charging:		
Depreciation and other amounts written off tangible fixed assets	284,690	258,102
Auditors' remuneration	24,315	12,027
and after crediting:		
Profit on disposal of land	-	-
<b>Analysis of auditors' remuneration</b>		
External audit - audit fees	7,950	8,277
External Auditor - non-audit fees	-	-
Internal audit	16,365	3,750
Total audit fees	24,315	12,027

**7. Employees**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Staff Costs	3,969,192	3,689,552
Social Security Costs	375,919	345,308
Pension Costs	489,015	437,720
Other Costs & Training	16,139	20,863
	<u>4,850,263</u>	<u>4,493,442</u>

Analysed as:

Administration and central services	688,593	561,749
Premises	137,456	125,850
Research grants, contracts & commercial activity	291,864	278,684
Academic Teaching Depts	2,591,849	2,498,507
Academic Teaching Services	1,074,197	960,735
Catering Staff	66,304	67,917
	<u>4,850,263</u>	<u>4,493,442</u>

**West Highland College UHI**  
**(A company limited by guarantee)**

**Notes to financial statements**  
**for the year ended 31 July 2021**

**7. Employees (Cont.)**

**Salary Bands - Staff receiving remuneration over £60,000**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
£60,000 - £69,999	2	0
£70,000 - £79,999	0	1
£80,000 - £89,999	1	1
<b>Total employees</b>	<b><u>3</u></b>	<b><u>2</u></b>

**Number of Employees**

The average monthly numbers of employees (excluding the directors) during the year, was as follows:

	<b>2021</b>	<b>2020</b>
	<b>Number</b>	<b>Number</b>
Administration and central services	24.75	26.25
Premises	4.75	7.25
Research grants, contracts & commercial activity	12.25	10.75
Academic Teaching depts	95.00	95.75
Academic teaching services	49.75	43.25
Catering staff	4.00	4.25
	<b><u>190.50</u></b>	<b><u>187.50</u></b>
Full time equivalent	<b><u>112.30</u></b>	<b><u>117.00</u></b>

**Directors' Emoluments**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Remuneration	165,194	160,637
Pension	30,067	28,378
Recovery of expenses	0	4,411
	<b><u>195,261</u></b>	<b><u>193,425</u></b>

The Chair of the Board is entitled to a £200 honorarium. It should be noted that all other directors are not remunerated for their board role, however if they undertake work within the college they may be remunerated.

**West Highland College UHI**  
**(A company limited by guarantee)**

**Notes to financial statements**  
**for the year ended 31 July 2021**

**7. Employees (Cont.)**

**Principal remuneration disclosure**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Gross Wages	85,652	84,534
Employers National Insurance	10,572	10,468
Employers pension contributions	19,646	18,627
	<u>115,870</u>	<u>113,628</u>

In April 2017, the Principal was seconded on a part-time basis to the role of Vice Principal – Tertiary for the University of the Highlands & Islands. This 0.5FTE role is funded by UHI and attracts a higher salary than the role with West Highland College UHI. In 2021 the salary paid to the Principal increased in line with the pay increase given to all support staff.

**Key Management Team remuneration disclosure**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Gross Wages	268,396	196,077
Employers National Insurance	31,942	23,360
Employers pension contributions	37,920	23,730
	<u>338,259</u>	<u>243,166</u>

The key management team costs represent 4FTE in 2021 (2020: 3FTE).



**West Highland College UHI**  
**(A company limited by guarantee)**

**Notes to financial statements**  
**for the year ended 31 July 2021**

**8. Interest payable and similar charges**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Loan & Overdraft Interest	9,654	
Bank Interest & Charges	3,182	
Interest Payable	<u>12,837</u>	<u>21,693</u>

**9. Pension costs**

The College operates both defined benefit and defined contribution pension schemes. The schemes and their assets are held by independent managers. The pension charge in the financial statements represents contributions due from the College.

The defined contribution workplace pension scheme is managed by the National Employment Savings Trust (NEST). The College joined the scheme in May 2014 and was set up to facilitate automatic enrolment as part of the Government's workplace pension's reform. The contributions made by the College amounted to £55,242 (2020: £50,040). Currently the College contributes 3% of the salaries of all eligible employees who have elected to join the scheme.

The College is a member of the Scottish Teachers Superannuation Scheme (STSS) for all Lecturing staff. The contributions made by the College amounted to £433,772 (2020: £387,680).

The STSS scheme is an unfunded multi-employer defined benefit scheme. Accounting treatment under FRS 102 allows West Highland College UHI to account for the pension plan as a defined contribution scheme.

While a valuation was carried out as at 31 March 2016, it is not possible to say what deficit or surplus may affect future contributions. Work on the valuation was suspended by the UK Government pending the decision from the Court of Appeal (McCloud (Judiciary scheme)/Sargeant (Firefighters' Scheme) cases) that held that the transitional protections provided as part of the 2015 reforms was unlawfully discriminated on the grounds of age. Following consultation and an announcement in February 2021 on proposals to remedy the discrimination, the UK Government confirmed that the cost control element of the 2016 valuations could be completed. The UK Government has also asked the Government Actuary to review whether, and to what extent, the cost control mechanism is meeting its original objectives. The 2020 actuarial valuations will take the report's findings into account. The interim report is complete (restricted) and is currently being finalised with a consultation. Alongside these announcements, the UK Government confirmed that current employer contribution rates would stay in force until 1 April 2024.

West Highland College UHI is unable to identify separately its share of the scheme's underlying assets and liabilities. However, as the scheme is unfunded there can be no surplus or shortfall. Pension contribution rates will be set by the scheme's actuary at a level to meet the costs of the pensions as they accrue. West Highland College UHI has no liability for other employer's obligations to the multi-employer scheme.

**10. Taxation**

The Charity's activities fall within the exemptions afforded by the provisions of the Corporation Taxes Act 2010. Accordingly, the College is potentially exempt from taxation in respect of income or capital gains to the extent that such income or gains are applied for charitable purposes only. With regard to VAT the College is exempt from levying VAT on most of the services it supplies to students. It is therefore only able to recover a limited proportion of the input VAT it suffers on goods and services purchased.

**West Highland College UHI**  
**(A company limited by guarantee)**

**Notes to financial statements**  
**for the year ended 31 July 2021**

**11. Tangible Fixed Assets**

	Land	Buildings	Tenants Improvements	Plant and Machinery	Fixtures, Fittings and Equipment	Assets Under Construction	IT Equipment	TOTAL
	£	£	£	£	£	£	£	£
<b>COST</b>								
At 1st August 2020	264,348	6,901,559	40,596	1,092,833	582,032	1,035,169	472,408	10,388,944
Additions	-	9,044	54,928	140,342	27,879	2,400	49,990	284,583
Disposals			(13,260)	(11,787)				(25,047)
At 31st July 2021	264,348	6,910,603	82,264	1,221,388	609,911	1,037,569	522,398	10,648,480
<b>DEPRECIATION</b>								
At 1st August 2020	-	1,877,883	32,371	1,042,673	494,685	-	418,759	3,866,372
Charge	-	138,417	21,914	51,240	31,683	-	41,435	284,689
Disposal			(9,806)	(11,787)		-		(21,593)
At 31st July 2021	-	2,016,300	44,480	1,082,126	526,369	-	460,194	4,129,469
<b>NBV</b>								
At 31st July 2021	264,348	4,894,303	37,784	139,261	83,542	1,037,569	62,204	6,519,011
At 31st July 2020	264,348	5,023,676	8,225	50,160	87,345	1,035,169	53,649	6,522,571

**West Highland College UHI**  
**(A company limited by guarantee)**

**Notes to financial statements**  
**for the year ended 31 July 2021**

**12. Stocks**

	<b>2021</b>	<b>2020</b>
	£	£
Raw materials	<u>889</u>	<u>2,225</u>

**13. Debtors**

	<b>2021</b>	<b>2020</b>
	£	£
Trade Debtors	85,499	41,610
Other Debtors	367,436	246,907
Prepayments	51,991	33,686
	<u>504,926</u>	<u>322,203</u>

**14. Creditors: amounts falling due within one year**

	<b>2021</b>	<b>2020</b>
	£	£
Bank Loan	77,364	76,481
Trade Creditors	201,859	95,115
Other Taxes and Social Security	86,723	110,365
Other Creditors	84,751	69,346
Accruals and deferred income	1,306,241	881,820
	<u>1,756,939</u>	<u>1,233,128</u>

The Bank of Scotland holds a Bond and Floating charge over the whole assets of the company and Standard Security over the property.

**West Highland College UHI**  
**(A company limited by guarantee)**

**Notes to financial statements**  
**for the year ended 31 July 2021**

**15. Creditors: amounts falling due after one year**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Amounts Repayable 2-5 years	£281,276	£305,925
Amounts Repayable >5 years	£26,418	£80,062
 Bank Loan	 <u>307,694</u>	 <u>385,987</u>

The loans towards the construction cost of the extension and the loan drawn to finance the kitchen refurbishment are secured by a standard security over the property and a bond and floating charge over the whole of the Company's assets. The loans are payable in instalments and interest rates are 1.75% over base for the extension and 2.65% over base for the kitchen refurbishment.

**16. Accruals and deferred income > 1 year**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Grants received</b>		
at 1st August 2020	(4,632,678)	(4,690,985)
Received in year	<u>(504,361)</u>	<u>(281,249)</u>
	(5,137,039)	(4,972,234)
 Released in year	 <u>361,203</u>	 <u>339,556</u>
<b>Total deferred grants as at 31 July 2021</b>	<b><u>(4,775,836)</u></b>	<b><u>(4,632,678)</u></b>
 Grants under 1 year	 <u>(362,217)</u>	 <u>(282,157)</u>
<b>Deferred grants greater than 1 year</b>	<b><u>(4,413,619)</u></b>	<b><u>(4,350,521)</u></b>

**West Highland College UHI**  
**(A company limited by guarantee)**

**Notes to financial statements**  
**for the year ended 31 July 2021**

**17. Operating Leases**  
**Lessee**

	<b>Buildings</b>		<b>Other</b>		<b>Total</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
<b>Less than one year</b>	82,006	29,831	22,770	34,352	104,776	64,183
<b>2-5 Years</b>	64,440	19,416	12,884	12,094	77,324	31,510
<b>Over 5 Years</b>						
	<u>146,446</u>	<u>49,247</u>	<u>35,653</u>	<u>46,446</u>	<u>182,100</u>	<u>95,693</u>

**Lessor**

					<b>Total</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
<b>Less than one year</b>	30,255	30,141	-	-	30,255	30,141
<b>2-5 Years</b>	28,510	-	-	-	28,510	-
<b>Over 5 Years</b>						
	<u>58,765</u>	<u>30,141</u>	<u>-</u>	<u>-</u>	<u>58,765</u>	<u>30,141</u>

**18. Capital Commitments**

At 31 July 2021 the College had capital commitments as follows:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Replacement Passenger Lift Fort William	18,586	-
	<u>18,586</u>	<u>-</u>

**West Highland College UHI**  
**(A company limited by guarantee)**

**Notes to financial statements**  
**for the year ended 31 July 2021**

**19. Deferred Capital Grants**

	SFC £	Other £	Total £
<b>At July 2020</b>	2,115,435	2,517,243	4,632,678
<b>Grants received in year</b>			
Buildings	85,541	6,617	92,158
Equipment	99,687	299,130	398,817
Revenue	0	13,386	13,386
	<u>185,228</u>	<u>319,133</u>	<u>504,361</u>
<b>Release to Statement of Comprehensive Income</b>			
Buildings	50,382	191,486	241,868
Equipment	82,244	23,705	105,949
Revenue	0	13,386	13,386
	<u>132,626</u>	<u>228,577</u>	<u>361,203</u>
<b>Balance at 31 July 2021</b>	<u>2,168,037</u>	<u>2,607,799</u>	<u>4,775,836</u>

**20. Reconciliation of net movement in funds to net cash flow from operating activities**

	2021 £	2020 £
Surplus for the year	187,100	307,039
Add back depreciation	284,690	258,102
Add back loss on disposal of fixed assets	3,454	0
Deduct interest income shown in investing activities	(22)	(5,243)
Add interest payable	12,837	21,693
Decrease/(increase) in stock	1,336	(74)
Decrease/(increase) in debtors	(182,723)	(129,727)
Increase/(decrease) in creditors - excluding grants	442,869	34,974
Increase/(decrease) in deferred income	143,158	(58,307)
Net cash from Operating Activities	<u>892,699</u>	<u>428,456</u>

**West Highland College UHI**  
**(A company limited by guarantee)**

**Notes to financial statements**  
**for the year ended 31 July 2021**

**21. Related party transactions**

Due to the nature of the College's operations and the composition of its Board of Directors it is possible that transactions will take place within the College in which a director of the College may have an interest. Systems are in place to record directors' interests in transactions with the College and any such transactions are carried out at arm's length in accordance with normal project and procurement procedures.

Where the College had transactions during the year or worked in partnership with the following organisations in which members of the Board of Management hold official positions, the total values are noted below.

<b>Organisation</b>	<b>Member</b>	<b>Income 2020/21 £</b>	<b>Expenditure 2020/21 £</b>	<b>Balance due from at 31 July 2021 £</b>	<b>Balance due to at 31 July 2021 £</b>
The Nevis Partnership	Lydia Rohmer	-	6,014	-	-
Colleges Scotland	Lydia Rohmer		250		

The following directors are employees of West Highland College UHI and are remunerated for their roles within the College and not for their work as directors. The total paid to directors is disclosed in note 7

Lydia Rohmer  
Nigel Patterson  
Charles Mccrimmon

Directors may recover expenses in connection with their role and these are disclosed in note 7.

**22. Company limited by guarantee**

West Highland College UHI is a company limited by guarantee and accordingly does not have a share capital.

Every member of the Company undertakes to contribute such amount as may be required not exceeding £1 to the assets of the Charitable Company in the event of it being wound up while he or she is a member, or within one year after he or she ceases to be a member.