

Meeting	Finance and General Purposes Committee
Date and time	Thursday 23 <sup>rd</sup> April 2020 at 9.00 am
Location	Via Microsoft Teams (Calendar Link)

Board Secretary  
20 April 2020

## **AGENDA**

### **Welcome and Apologies**

### **Declarations of Interest**

#### **ITEMS FOR DECISION**

- 1. MINUTES**  
Minutes of Meeting of the Finance and General Purposes Committee held on 5 December 2019
- 2. OUTSTANDING ACTIONS**  
Action List

#### **ITEMS FOR DISCUSSION**

- 3. FINANCIAL RECOVERY PLAN - CONFIDENTIAL**  
Financial Recovery Plan & Report
- 4. UPDATE FROM BOARD AWAY DAY - Finance Strategy - CONFIDENTIAL**  
Verbal Update by the Principal
- 5. BUSINESS DEVELOPMENT REPORT - CONFIDENTIAL**  
Report by Director of Business Development – March 2020 - with verbal update in relation to Covid implications.
- 6. FINANCE**
  - Financial Forecast Return Report
  - Mid Year Return Report
  - Monitoring Report to January 2020 with a Verbal Update on March 2020 from the Interim Director of Finance
  - Proposed Fees for 2020-21 (CONFIDENTIAL)
- 7. CAPITAL MONITORING REPORT**

- 8 UPDATE ON APPLICATIONS TO THE SCOTTISH COLLEGE FOUNDATION - CONFIDENTIAL
- 9 SPORTS PITCH - CONFIDENTIAL
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**ITEMS FOR NOTING**

- 10 **GTFM REPORT – *CONFIDENTIAL***  
Confidential Report by Director of Organisational Development
- 11 **DEBT WRITE OFF REPORT**
- 12 **LEDGER PROJECT UPDATE REPORT**
- 13 **ICT REPORT –**  
Verbal Update from Depute Principal – Planning and Student Experience
- 14 **ESTATES AND CAMPUS SERVICES REPORT**  
Report by Estates and Campus Services Manager with Verbal Update from Director of Organisational Development
- 15 **AOCB**
- 16 **DATE OF NEXT MEETING**  
Thursday 11 June 2020 at 9.00 am.

**MINUTES of the MEETING of the FINANCE AND GENERAL PURPOSES COMMITTEE held in the Board Room, Inverness Campus on Thursday 5 December 2019.**

**PRESENT:** Andy Gray, Kelly Mackenzie, Chris O'Neil, Gavin Ross, Tom Speirs, Hazel Allen

**CHAIR:** Gavin Ross

**APOLOGIES:** Neil Stewart

**ATTENDING:** Depute Principal Planning & Student Experience  
Depute Principal Academic Development  
Director of Finance  
Interim Director of Finance  
Director of Organisational Development  
Director of External Relations  
Board Secretary (cover – Aimee Cormack)

*It was noted by the Chair that Carron McDiarmid and Brian Henderson are no longer on the Finance and General Purposes Committee.*

**1. MINUTES**

The Minutes of the meeting of the Finance and General Purposes Committee held on 26 September 2019 were **ACCEPTED** as a correct record and it was **RECOMMENDED** that they be approved and signed by the Chair.

**2. OUTSTANDING ACTIONS**

Two items dated 7 December 2017 on the Outstanding Actions list were discussed. The Director of Finance advised that both items were affected by the ongoing resourcing issues, however both would be looked at moving forward with the confirmation of additional team resourcing. She confirmed that the action relating to debt write off falls under the wider debt control coming forward from the Finance team.

Finance regulations action has gone through scrutiny panel, some additional clarification required. ACTION will come to next Finance & General Purposes meeting in March 2020, proposal to adopt a 3-year cycle going forward.

Research centre annual report was noted as an ACTION for March.

The Director of External Relations advised the Committee that the CITB action had been included in the revised 5-year forecast at September 2019 F&GP meeting. The Chair requested this be built into wider a Finance project plan, Chris O'Neil advised it was being taken on as part of a management away day.

The Committee considered the other actions and **AGREED** which had been completed and could be removed, and those which were still outstanding and would remain on the list.

### 3. **POLICIES**

The Director of Finance spoke to her report and explained that the previous SFC fee waiver policy applied, a partnership-wide policy builds on this and clarifies what is reasonable regarding discretionary. No significant changes.

The Committee **AGREED** to recommend to the Board of Management for approval.

### 4. **FUNDING APPLICATION TO THE FOUNDATION**

The Director of Finance spoke to her report and provided information regarding the ALF application for an artificial sports pitch on Campus. Initial application at design stage alluded that a further application for capital would follow. Director of Finance will add the confirmed Highland Council funding information to this application. The Depute Principal Planning & Student Experience provided a further funding update regarding this project to the Committee.

The Director of Finance confirmed there were three bids going forward, advising that two of these bids were agreed at previous F&GP meetings however ALF trustees haven't met since.

The Committee expressed concern at the future of ALF and the potential constraints in strategic movement if ALF is no longer available. Remaining limited funds should be used as seed capital for growth not continual sustainability of equipment replenishment. Financial planning and prioritisation are key. Chris O'Neil noted that the partnership council may afford a more coherent capital investment scheme.

The Committee noted to identify the risks regarding ALF funds and requested this be added to the risk register.

The Committee **AGREED** to recommend that the Board approve the submission of the application to the Scottish Colleges Foundation.

### 5. **BUSINESS DEVELOPMENT UPDATE (CONFIDENTIAL)**

The Director of External Relations spoke to her report. A short update regarding KTP Associates was provided, with Chris O'Neil providing further information. A presentation will follow at the next Board of Management meeting. The Director of External Relations provided context surrounding concerns with MA Hospitality figures and explained that more robust processes during enrolment were being implemented to address this.

Following a query relating to CREATE, the Director of External Relations advised the Committee that this function will shortly move into Research and come under the Director for Research & Innovation.

The Chair of the Committee noted the good news contained within the report.

### 6. **FINANCE MONITORING REPORT – OCTOBER 2019**

The Director of Finance provided a verbal update and extended an apology for the delayed papers. She advised that the figures would be reported and sent out within the days to follow.

The Director of Finance confirmed this item was for discussion only, no committee decision required.

**7. CAPITAL MONITORING REPORT – OCTOBER 2019**

The Director of Finance spoke to her report and recalled reduction in capital funding for this year. Following a query regarding the claiming of VAT on Research grant spends, the Director of Finance advised that VAT regulations had changed on Research in recent years and she assured the Committee that there was regular contact with the College's VAT advisor.

The Director of Organisational Development advised the Committee that the Estates & Campus Services manager was looking at capital spends which can be completed and invoiced by end March 2020. It was stated that any funds which cannot be spent should be offered to the other academic partners. The Director of Organisational Development gave further information to the committee on these plans and the Authority Change Notice (ACN) procedure through the NPD contract.

The Director of Finance briefly discussed key points relating to the Longman Demolition project. The Chair extended thanks to the wider IC team for a successful project.

**8. FINANCE SYSTEM STATUS UPDATE (CONFIDENTIAL)**

The Director of Finance provided a verbal update and explained that the planned system upgrade is going ahead. A confidential update was then given to the Committee.

*The following items were included in the Agenda for noting only and therefore no discussion took place at the meeting.*

**9. GTFM REPORT (CONFIDENTIAL)**

The Director of Organisational Development spoke to her report, noting the inclusion of a monthly report from GTFM with an ongoing action to produce an annual report. She advised that a settlement agreement on deductions from the new build is nearing completion and a Helpdesk Protocol has been agreed and implemented, assisting greatly with deductions being agreed. The Director of Organisational Development provided background information on priorities and deductions for context. The Chair noted the comprehensive report and the amount of work involved in procuring this and, more widely, the control of the FM contract. The Director of Organisational Development confirmed she would feed this back to the wider team.

**10. ESTATES AND CAMPUS SERVICES REPORT**

A report by the Estates and Campus Services Manager was provided to the Committee by the Director of Organisational Development with an update on developments over the last quarter in relation to campus matters.

**11. AOCB**

The Committee extended thanks to the Director of Finance for her service to the committee, the Director of Finance thanked the committee for their support.

A formal welcome was extended to the Interim Director of Finance.

**12. DATE OF NEXT MEETING**

Thursday 5 March 2020 at 9.00 a.m.

**Signed by the Chair:** \_\_\_\_\_

**Date:** \_\_\_\_\_

## Outstanding Actions from Finance and General Purposes Committee

<b>7 December 2017</b>				
<b>Item</b>	<b>Action</b>	<b>Responsibility</b>	<b>Time Line</b>	<b>Actioned</b>
Finance Monitoring Report	Further develop budget phasing	Director of Finance	Aug 2019 for Sept 2019 meeting **	
Debt Write off	A more proactive approach would be taken to debt recovery and on understanding the reasons for the level of debt, especially Nursery fees.	Director of Finance	July 2019 for Sept 2019 meeting **	
<b>6 December 2018</b>				
Financial regulations	amended wording in sections 78.1 – fixed asset register and 80 Stocks and stores, to reflect a capital asset replacement plan be included in the next revision	D of F	Annual review 2019 – Dec 2019 meeting	
<b>6 June 2019</b>				
CITB	Amended table within appendix 1 be circulated to members	D of ER	By mid June	

\*\* This date may have to be adjusted as a result of resource pressures within the Finance team

**Finance & General Purposes Committee**

<b>Subject/Title:</b>	Pay Savings – Financial Recovery
<b>Presenter:</b> [Name and Job title]	Chris O'Neil, Principal
<b>Author:</b>	Principal and the SMT
<b>Meeting:</b>	Finance and General Purposes Committee
<b>Meeting Date:</b>	23 April 2020
<b>Date Paper prepared:</b>	20 April 20120
<b>Brief Summary of the paper:</b>	To provide the Committee with pay savings to support delivery of the Financial Recovery Plan
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Consideration and discussion
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	This report includes measures to support the Institution in adherence to the financial obligations.
<b>Resource implications:</b>	Yes <b>If yes, please specify:</b> Additional funding non-recurring required to facilitate delivery of the savings.
<b>Risk implications:</b>	Yes <b>If yes, please specify:</b>  Operational: to support the Institution in the delivery of its financial obligations.  Organisational: budgetary and cash consequences with ramifications for reputational risk if recurrent savings are not agreed to return the Institution to financial balance.  Risk assessment will be completed by each of the relevant directors for their respective area of saving.

<p><b>Equality and Diversity implications:</b></p>	<p>Yes</p> <p><b>If yes, please specify:</b></p> <p>An equality impact assessment will be required for the section of this plan that relates to the ELCC</p>
<p><b>Consultation:</b> [staff, students, UHI &amp; Partners, External] and provide detail</p>	<p>Yes</p> <p><b>If yes, please specify:</b></p> <p>Consultation will be required with UHI, as the Regional Strategic Body, Trade Union representatives and relevant staff.</p>

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

Further guidance on application of the exclusions from Freedom of Information legislation is available via <http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp> and [http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

## Board of Management

<b>Subject/Title:</b>	Business Development Update
<b>Author:</b>	Georgina Parker, Director of External Relations
<b>Meeting:</b>	Finance & General Purposes Committee
<b>Meeting Date:</b>	23 April 2020
<b>Date Paper prepared:</b>	11 March 2020
<b>Brief Summary of the paper:</b>	<ul style="list-style-type: none"> <li>• The number of Modern Apprenticeships is 561.</li> <li>• Year-end budget forecast income for our MA contract is £900K against a budget of £749K (which also included income from sub-contracts of £240K).</li> <li>• Our FWDF funding allocation of £409K for 2019/20 has been increased to £416K. Applications to the value of £412K have been approved to date.</li> <li>• Short course income to February 2020 is estimated at approximately £153K however there have been no accurate budget reports to date.</li> <li>• An update on Create activity is provided. The investment budget of £120K is forecast to outturn at a reduced investment of £50K.</li> <li>• An update on commercial food services and events shows that turnover is similar to last year and a small contribution to overhead is forecast, broadly in line with the budget.</li> <li>• Recruitment is underway for the second ICUHI KTP associate in association with Tilhill (BSW Group).</li> <li>• A summary of bids and KT/Innovation related projects is provided.</li> </ul>
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	That the committee notes the year-to-date performance in relation to the External Relations Directorate.
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	Compliance: <ul style="list-style-type: none"> <li>• SDS audit</li> <li>• ESF audit</li> <li>• SFC audit</li> </ul> New opportunity: <ul style="list-style-type: none"> <li>• Target Reserve FWDF funding 2019/20</li> <li>• Further growth in Modern Apprenticeship contract</li> <li>• AMCF funding</li> <li>• Additional bid opportunities</li> </ul> Risk Management: <ul style="list-style-type: none"> <li>• Apprenticeship funding from SDS post-Brexit</li> <li>• Discontinuation of Apprenticeship Levy</li> </ul>
<b>Resource implications:</b>	Yes / No If yes, please specify:

<b>Risk implications:</b>	<b>Yes / No</b> <b>If yes, please specify:</b> Operational: <ul style="list-style-type: none"> <li>• Failure to resource FWDF funded courses</li> </ul> Organisational: <ul style="list-style-type: none"> <li>• Reputational risk associated with CITB administration</li> </ul> Financial: <ul style="list-style-type: none"> <li>• Failure to claim all CITB funding</li> </ul>		
<b>Equality and Diversity implications:</b>	<b>Yes/No</b> <b>If yes, please specify:</b>		
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	n/a		
<b>Status</b> – [Confidential/Non confidential]	Commercially confidential		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should <b>not</b> be included within “open” business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)		Its disclosure would constitute a breach of confidence actionable in court (S36)	
Its disclosure would constitute a breach of the Data Protection Act (S38)		Other (please give further details)	
For how long must the paper be withheld? (express either as the time which needs to pass or a condition which needs to be met.)			

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## Finance & General Purposes Committee

<b>Subject/Title:</b>	Finance Monitoring Report – January 2020 & Mid-Year Review Submission
<b>Author:</b> [Name and Job title]	Helen Simpson, Interim Director of Finance Graham Nisbet, Interim Project Accountant
<b>Meeting:</b>	Finance and General Purposes Committee
<b>Meeting Date:</b>	23 April 2020
<b>Date Paper prepared:</b>	21 April 2020
<b>Brief Summary of the paper:</b>	To inform the Committee of the financial position for the period to 31 January 2020 and the Mid-Year Review submission. A verbal update on the March 2020 position will also be provided to the Committee.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Discussion
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	Yes  Compliance, risk management, strategic plan and demonstrates the requirement for change through a rest of the financial strategy, financial recovery plan and increased risks including COVID-19.
<b>Resource implications:</b>	Yes: whether the College has sufficient resources to meet commitments
<b>Risk implications:</b>	Yes <b>If yes, please specify:</b> Operational: cashflow Organisational: surplus/(deficit), ability to meet customer demand and stakeholder requirements
<b>Equality and Diversity implications:</b>	No <b>If yes, please specify:</b>
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	N/A

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

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## Financial Monitoring for 2019/20 for the period to 31 January 2020

### 1.0 Executive summary

The committee is asked to consider and discuss this report. It is important to note that at the time the January financial position was produced and submitted to the Regional Strategic body this was prior to the COVID-19 crisis. The financial monitoring attachments for the 6 months to January 2019 are attached.

### 2.0 Background information

Regular reporting to committee is an essential element of financial governance, and reports were not produced for the Committee during the first semester. This situation has been addressed with budget reports issued to managers in January, review of the financial position during January, a revised forecast and financial recovery plan produced. The financial recovery plan, pay savings are being considered by this Committee as a separate agenda item. The Financial Recovery Plan is also being considered by the Board at its meeting on the 30 April 2020.

### 3.0 Income and Expenditure Monitoring

The results of the financial monitoring exercise for the 6 months to January 2020 are summarised in the table below:

<b>YEAR TO DATE</b>	<b>Actual 2020 £000</b>	<b>Budget 2020 £000</b>	<b>Variance Surplus/ (Deficit) £000</b>
Income	16,153	14,823	1,330
Expenditure	16,299	15,254	(1,045)
Net Operational Surplus (Deficit)	(146)	(431)	285
<b>YEAR END</b>			
Income	29,371	29,643	(272)
Expenditure	31,689	30,579	(1,110)
Net Operational Surplus (Deficit)	(2,318)	(936)	(1,382)

The forecast year-end position and shows a forecast deficit of £ (2,318)k compared with the budget level of £(936)k an adverse variance of £(1,382)k. Note that these figures include the budget amounts for both depreciation and deferred grant. Excluding deferred income and depreciation the forecast year end deficit position is £(1,382)k. The monitoring results are shown in the attached Appendices.

#### 4.0 Income

The current forecast for FE activity is that the Institution will meet its credit target, although it remains challenging to do so and this activity is being monitored closely.

For HE activity the forecast shortfall is 63 FTE's and is based on an average use of resource of £3k; on this basis the allocation is estimated to be reduced by £189k and has been included in the forecast. It is possible that there will be a further reduction in the FTE's and we will keep the forecast under review.

The financial impact of the micro-ram is difficult to estimate as there is little information on performance across the partners. The forecast includes a reduction based on the advice of UHI and amounts to £650k for the year and is £319K higher than the estimated reduction included in the annual budget.

For the rest of the UK and International students there is no expectation of increased activity in this area based on the position to January 2020.

The budget for the year for SFC unitary charge funding is £4,811k and at January 2019, expenditure is showing a shortfall of £60k.

The Institution requested an additional £400k of student support funding and this has been confirmed.

The budget for the year for tuition fees is £3,428K and as at January 2019, there is a positive variance of £1,023k against the budget to date. This is because the majority of HE tuition fees have already been invoiced. It is advised that for next financial year that budgets are profiled to reflect the timing of anticipated funding streams and expenditure commitments. The forecast position for July 2020 is an adverse variance compared to budget of £470k.

SDS Training Contracts and FWDF are both in surplus with a significant surplus for SDS contracts forecast for the year end of £381K. This position is being closely monitored and is important in partially off-setting income shortfalls against other areas of activity.

Other income for the 6 months to January 2020 is a shortfall of £126k with a similar level of shortfall for the year end of £115k, this includes the ELCC which has been subject to detailed review.

#### 5.0 Expenditure

Actual expenditure on staffing costs for the 6 months to January 2020 is above budget by £445k. The level of overspend is of concern and it is clear that the measures were not implemented to reduce staff costs in accordance with the agreed annualised saving of £700k.

Property costs for the 6 months to January 2020 shows a budget deficit of £37k actions are being taken to reduce costs for the remaining months of the year.

The unitary charge position shows a positive variance of £34k against budget year to date.

Transport costs for the 6 months to 31 January 2019 are £16k overspent, a new procedure and management arrangements are being considered to tighten expenditure controls as soon as possible.

Supplies and services has a negative variance of £202k for the 6 months to January 2020. There are a number of movements within this area and it should be noted that the annualised savings of £183k was applied as a top-sliced reduction to budgets without supporting plans.

### **6.0 Cash Flow**

The opening cash balance for the year was £3,294.2k. The position as at 31 January 2020 is an actual cash balance of £2,483.9k a reduction in cash of £810.4k.

### **7.0 Creditor Payments**

For the month of January 2020, 63% of creditor invoices were paid within 30 days. A chart setting out the monthly results over the past 5 months is appended. Measures have been put in place to improve performance against this target.

### **8.0 Debtors Summary**

Analysis of debtor's information shows that for January 2020, the total invoiced debt for the College is £607K. This breaks down as £220K business debt and £387k of student debt. Credit control and debt recovery measures were not in place during the first semester and it is clear from the audited annual accounts for 2018/19 that the level of debtors had increase significantly compared to previous years. These issue have adversely impacted on cash flow and measures have been put in place improve the cash position as quickly as possible.

### **9.0 Recommendation**

The Committee are requested to consider and discuss this report.

Inverness College

Income and Expenditure Report

Year Month	Year Month	Report Para.	YTD			Year End			
			Revised Actual	Budget V2	Variance	Revised Forecast	Budget V2	Revised Variance	
<b>Income</b>									
		Funding Council Grants	5	9,458	9,791	(333)	14,413	14,687	(274)
		Unitary Charge	6	3,183	3,207	(24)	4,751	4,811	(60)
		Student Support Funds	7	2,031	1,577	454	2,801	2,365	436
		Tuition Fees	8	2,906	2,285	621	2,906	3,428	(522)
		SDS Training Contracts	9	1,022	731	291	1,512	1,096	416
		FWDF	9	402	267	135	402	400	2
		Other Income	10	1,537	1,474	63	2,306	2,256	50
				<b>20,539</b>	<b>19,332</b>	<b>1,207</b>	<b>29,091</b>	<b>29,043</b>	<b>48</b>
<b>Expenditure</b>									
		Staff	11	11,643	11,021	(622)	17,528	16,553	(975)
		Other Staff	11	148	161	13	297	241	(56)
		Property	12	794	799	5	1,247	1,203	(44)
		Unitary Charge	13	2,809	2,855	46	4,227	4,282	55
		Transport	14	82	65	(17)	149	98	(51)
		Supplies and Services	15	3,100	2,903	(197)	4,138	4,300	162
		Student Support Funds		2,142	1,577	(565)	2,801	2,365	(436)
				<b>20,718</b>	<b>19,381</b>	<b>(1,337)</b>	<b>30,387</b>	<b>29,042</b>	<b>(1,345)</b>
<b>Net Operational Surplus / (Deficit) before Depreciation and Deferred Grant</b>				<b>(179)</b>	<b>(49)</b>	<b>(130)</b>	<b>(1,296)</b>	<b>1</b>	<b>(1,297)</b>
		Deferred Grant		400	0	400	600	0	600
		Depreciation		1,024	0	(1,024)	1,536	0	(1,536)
<b>Net Operational Surplus / (Deficit) after Depreciation and Deferred Grant</b>				<b>(803)</b>	<b>(49)</b>	<b>1,294</b>	<b>(2,232)</b>	<b>1</b>	<b>839</b>

# Inverness College

## Income and Expenditure Report

Year 2019/20

Month March

Report Para.	<u>YTD</u>						<u>Year End</u>	<u>2019-20</u>	<u>Variance</u>
	<u>Mar</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>Forecast</u>	<u>Budget</u>		
	<u>£'000</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
<b>Income</b>									
Funding Council Grants	5	9,458	1,239	1,239	1,239	1,238	14,413	14,687	(274)
Unitary Charge	6	3,183	392	392	392	392	4,751	4,811	(60)
Student Support Funds	7	2,031	192	193	192	193	2,801	2,365	436
Tuition Fees	8	2,906	0	0	0	0	2,906	3,428	(522)
SDS Training Contracts	9	1,022	122	122	123	123	1,512	1,096	416
FWDF	9	402	0	0	0	0	402	400	2
Other Income	10	1,537	193	193	193	190	2,306	2,256	50
		<b>20,539</b>	<b>2,138</b>	<b>2,139</b>	<b>2,139</b>	<b>2,136</b>	<b>29,091</b>	<b>29,043</b>	<b>48</b>
<b>Expenditure</b>									
Staff	11	11,643	1,535	1,450	1,450	1,450	17,528	16,492	(1,036)
Other Staff	11	148	37	37	37	38	297	303	6
Property	12	794	114	113	113	113	1,247	1,203	(44)
Unitary Charge	13	2,809	350	350	350	368	4,227	4,282	55
Transport	14	82	17	17	17	16	149	98	(51)
Supplies and Services	15	3,100	260	260	260	258	4,138	4,300	162
Student Support Funds		2,142	165	165	165	164	2,801	2,365	(436)
		<b>20,718</b>	<b>2,478</b>	<b>2,392</b>	<b>2,392</b>	<b>2,407</b>	<b>30,387</b>	<b>29,043</b>	<b>(1,344)</b>
<b>Net Operational Surplus / (Deficit) before Depreciation and Deferred Grant</b>									
		(179)	(340)	(253)	(253)	(271)	(1,296)	(0)	(1,296)
Deferred Grant		400	50	50	50	50	600	600	0
Depreciation		1,024	128	128	128	128	1,536	1,536	0
<b>Net Operational Surplus / (Deficit) after Depreciation and Deferred Grant</b>									
		(803)	(418)	(331)	(331)	(349)	(2,232)	(936)	(1,296)

**Inverness College**

**Cash Flow Analysis**

**Year 2019/20**

**Month March**

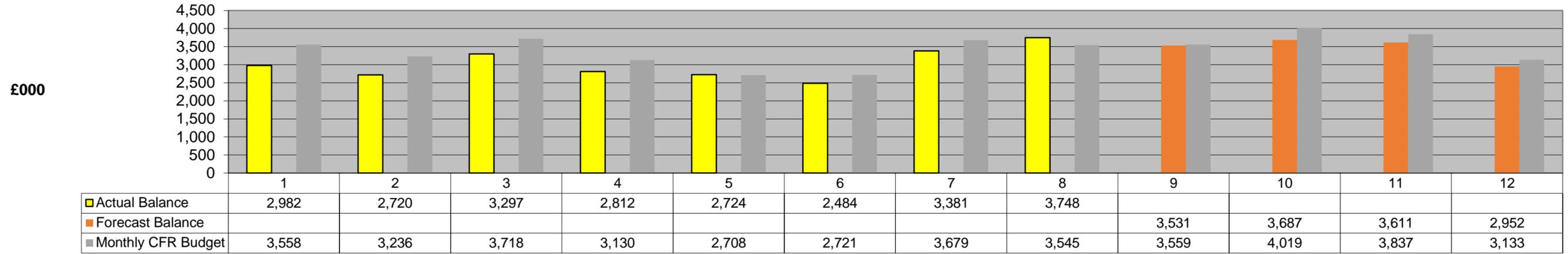
	YTD			Year End		
	Actual	Budget	Variance	Forecast	Budget	Variance
<b>Income</b>						
SFC Funding	9,974,462	7,082,712	2,891,750	14,910,102	14,165,423	744,679
UHI HE Funding	2,965,876	2,127,370	838,506	4,247,057	4,254,740	(7,683)
Student Support Funds	1,831,780	1,182,517	649,264	2,702,112	2,365,033	337,079.00
Other Revenue Income	6,079,489	3,478,005	2,601,484	7,504,489	6,956,011	548,478
Other Capital Income	4,299	91,679	- 87,380	4,299	183,357	- 179,058.00
Foundation Revenue Income	-	-	-	110,000	0	110,000.00
Foundation Capital Income	768,384	268,867	499,517	768,384	537,733	230,651
EMA Funding	74,010	45,173	28,838	98,420	90,345	8,075
	<u>21,698,299</u>	<u>14,276,321</u>	<u>7,421,979</u>	<u>30,344,862</u>	<u>28,552,641</u>	<u>1,792,222</u>
<b>Expenditure</b>						
Salaries Total	11,444,498	8,433,241	3,011,256	17,329,900	16,866,482	(463,417)
Other operating expenditure	3,903,714	2,913,338	990,376	5,053,714	5,826,676	772,962
NPD unitary charges	3,365,946	2,563,074	802,872	5,067,465	5,126,148	58,683
EMA Student Maintenance	68,940	48,270	20,670	93,755	96,540	2,785
Student Support	1,880,488	1,213,696	666,792	2,557,108	2,427,391	(129,717)
SFC Capital - Demolition	565,130	0	565,130	565,130	0	(565,130)
SFC Capital - Land	-	44,714	(44,714)	0	89,428	89,428
SFC Capital - buildings	-	2,150	(2,150)	0	4,299	4,299.00
SFC Capital - fixtures and fittings	-	0	-	0	0	-
SFC Capital - ICT	-	0	-	0	0	-
Other capital expenditure	16,172	91,679	(75,507)	20,471	183,357	162,886
Surrender of proceeds	-	0	-	0	0	-
	<u>21,244,887</u>	<u>15,310,161</u>	<u>5,934,726</u>	<u>30,687,542</u>	<u>30,620,321</u>	<u>(67,221)</u>
<b>Net Income (Expenditure)</b>	<u>453,412</u>	<u>(1,033,840)</u>	<u>1,487,252</u>	<u>(342,680)</u>	<u>(2,067,680)</u>	<u>1,725,001</u>
<b>Opening Bank Balance</b>	3,294,230	3,294,230	-	3,294,230	3,294,230	-
<b>Closing Bank Balance</b>	<u>3,747,643</u>	<u>2,260,390</u>	<u>1,487,252</u>	<u>2,951,551</u>	<u>1,226,550</u>	<u>1,725,001</u>

Cashflow

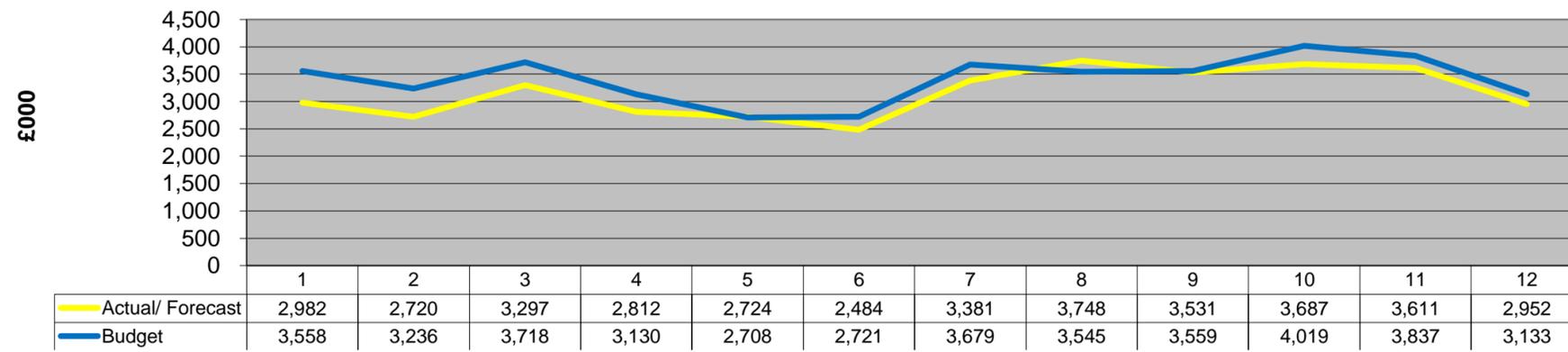
Year 2019/20

Month March

Monthly Cash Balances



Monthly Cash Balances



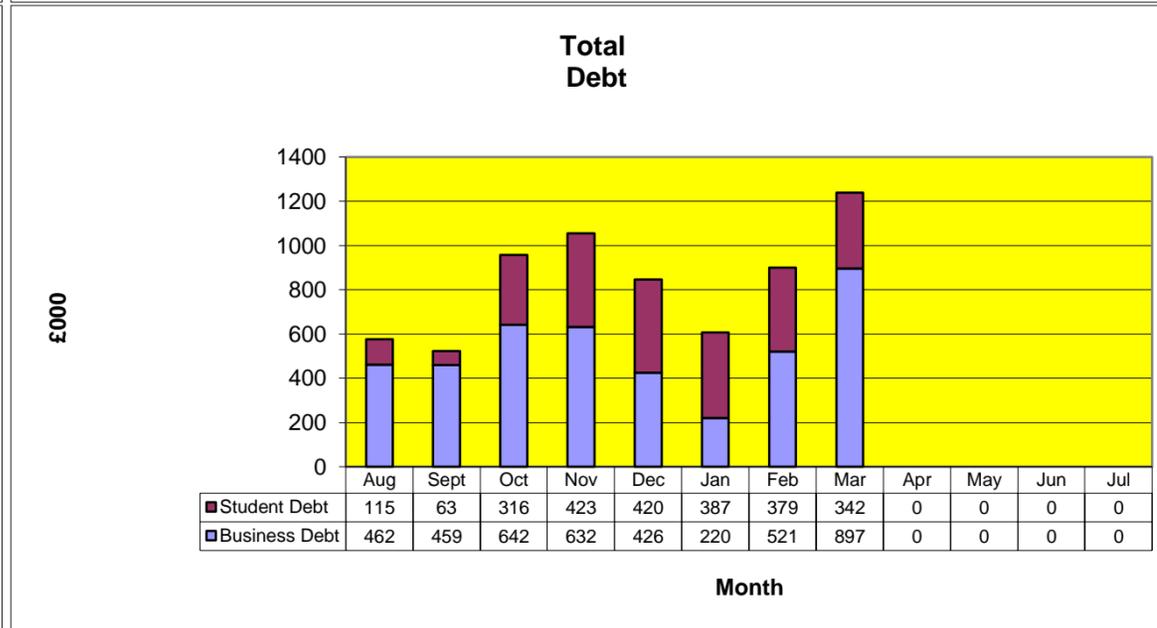
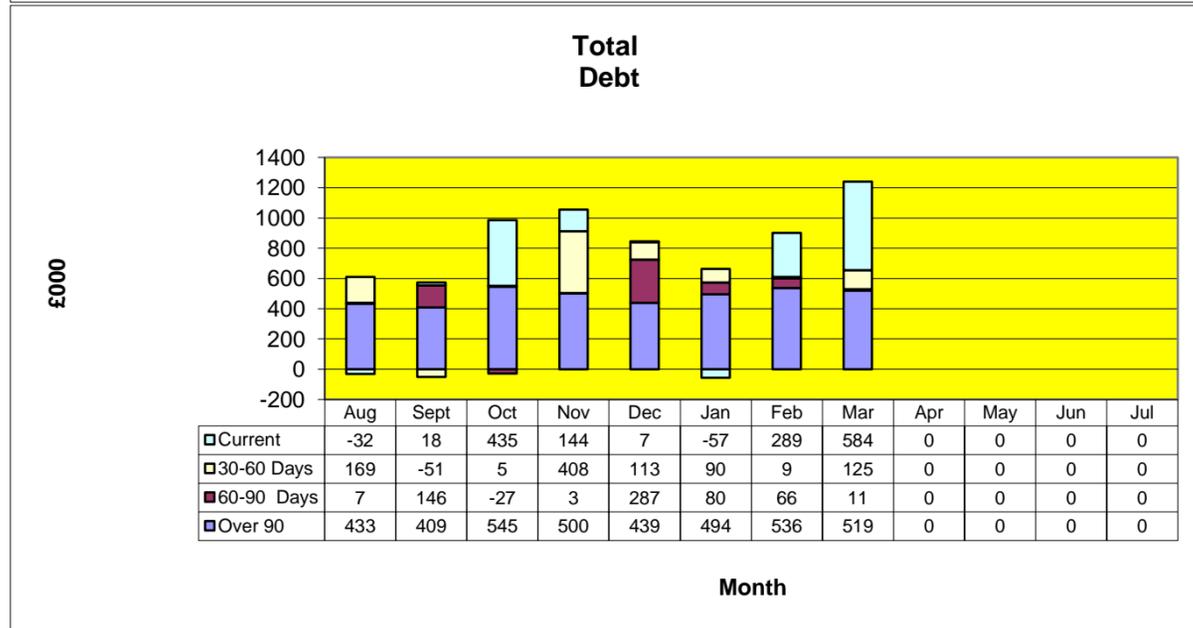
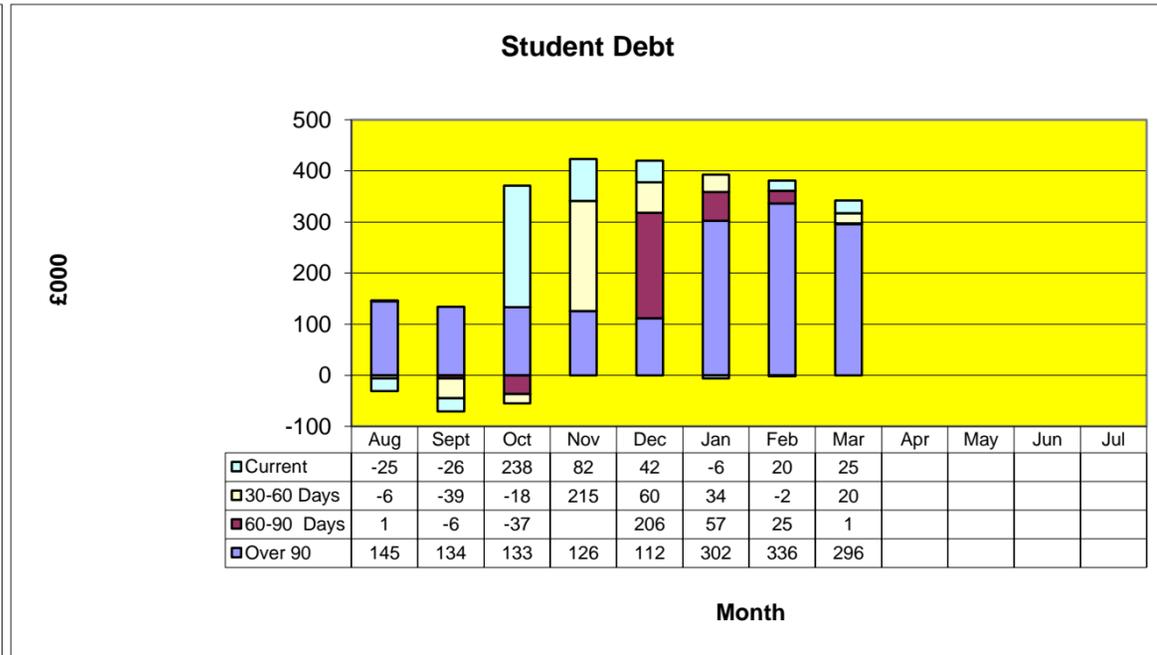
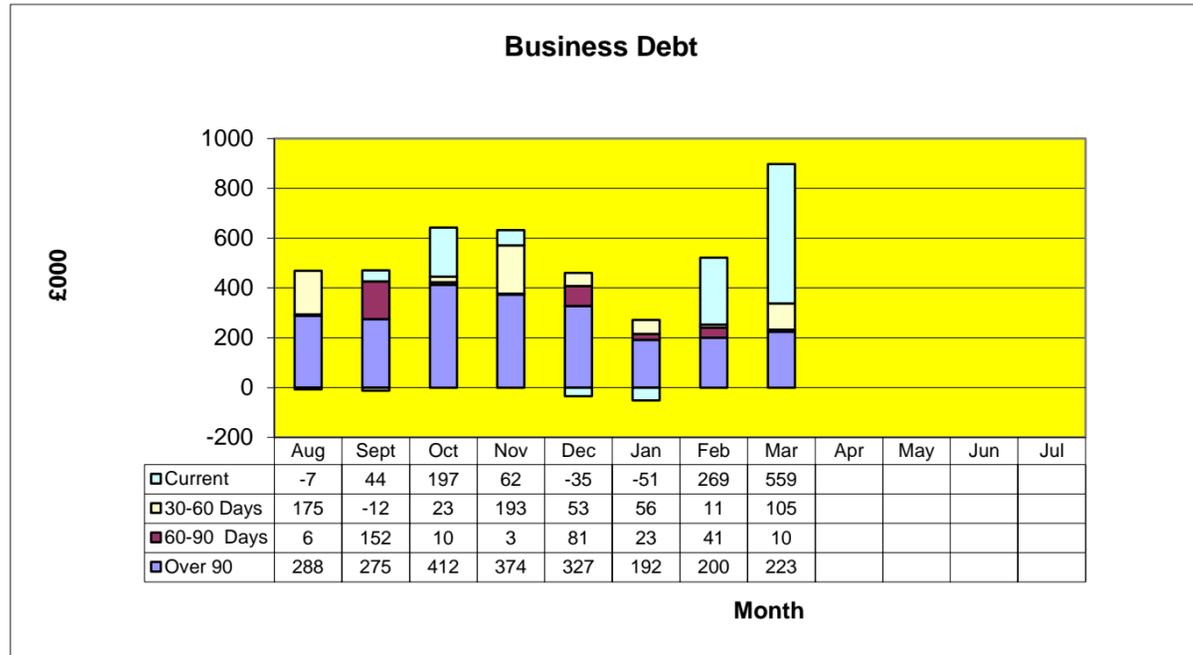
INVERNESS COLLEGE

FORECAST CASH FLOW - 12 MONTHS - AUGUST 2019 TO JULY 2020

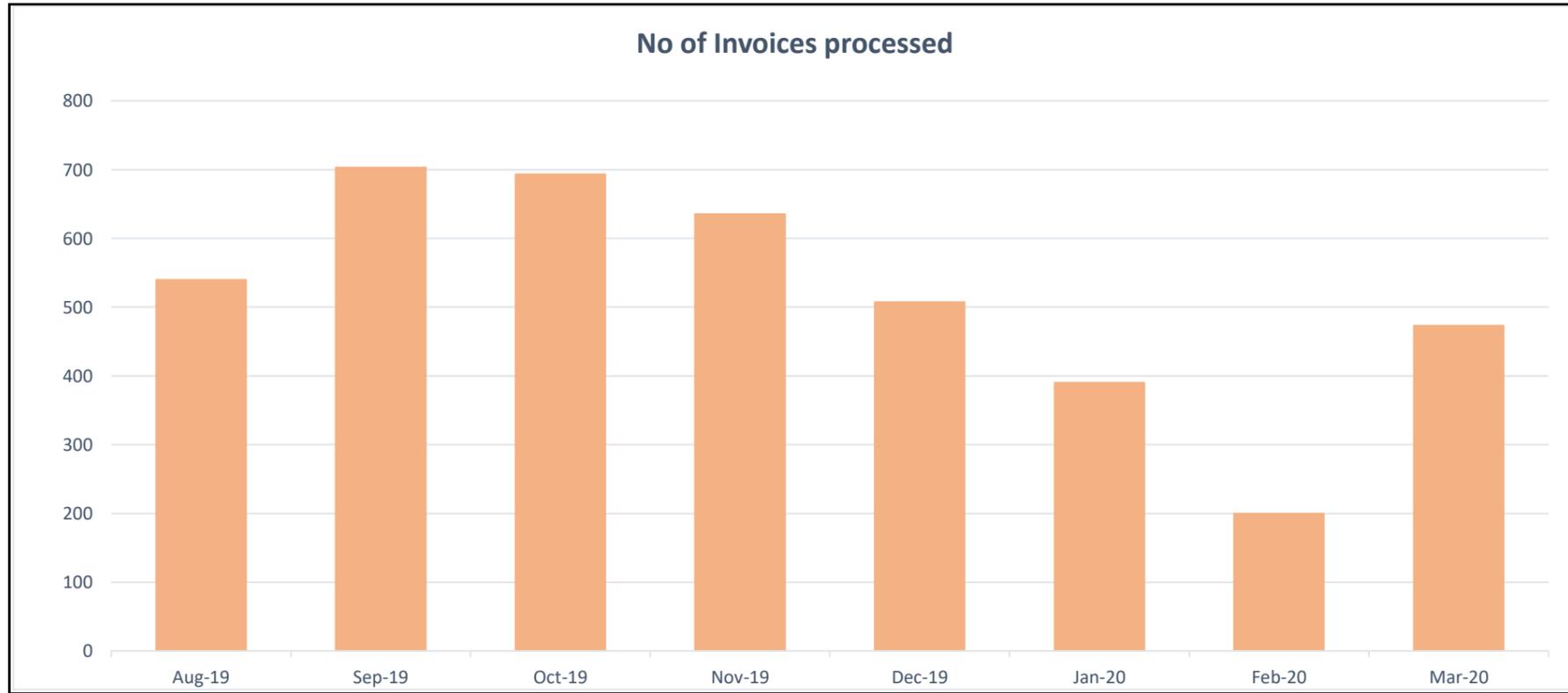
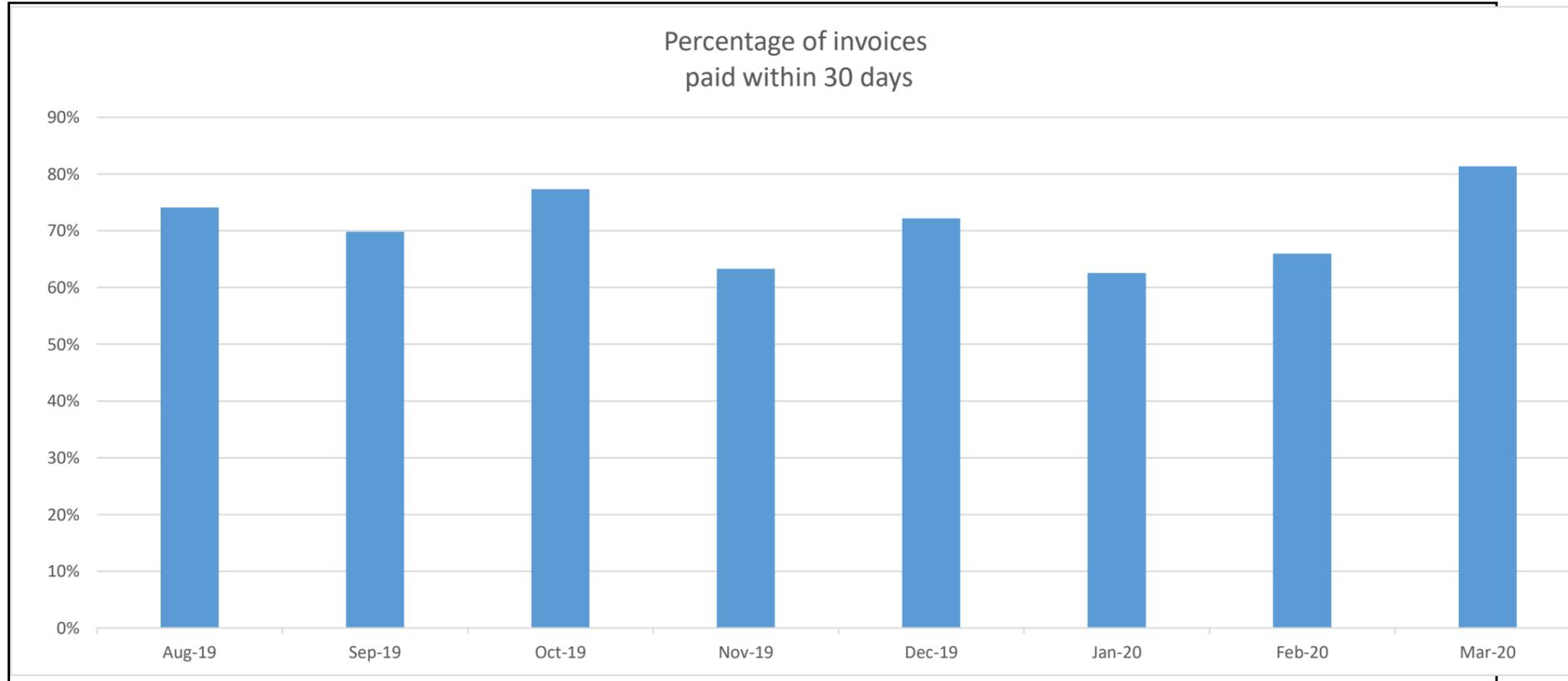
	Actual AUGUST	Actual SEPT	Actual OCT	Actual NOV.	Actual DEC	Actual JAN	Actual FEB	Actual MARCH	Forecast APRIL	Forecast MAY	Forecast JUNE	Forecast JULY	2018/19 TOTAL	2018/19 CFR Budget	Variance	ACTUALS TOTAL YTD	BUDGET YTD TOTAL
<b>OPENING BALANCE</b>	3,294,230	2,982,274	2,720,063	3,296,853	2,811,737	2,723,748	2,483,865	3,380,584	3,747,643	3,531,265	3,686,697	3,610,826	3,294,230	3,294,230	0	3,294,230	3,294,230
<b>INCOME</b>																	
SFC Funding (incl Longman*)	1,091,410	1,411,031	1,404,410	1,349,645	1,543,026	1,293,567	453,316	1,428,057	1,266,410	1,266,410	1,211,196	1,191,624	14,910,102	14,165,423	744,679	9,974,462	7,082,712
UHI HE Funding	85,191	343,192	404,288	402,706	402,706	384,225	544,053	399,515	383,708	503,383	393,383	707	4,247,057	4,254,740	-7,683	2,965,876	2,127,370
Student Support Funds	-	150,000	350,000	250,000	200,000	200,000	250,000	431,780	300,000	300,000	270,332	-	2,702,112	2,365,033	337,079	1,831,780	1,182,517
Other Revenue Income	409,437	345,735	732,216	544,213	338,456	767,756	2,266,288	675,389	350,000	435,000	340,000	300,000	7,504,489	6,956,011	548,478	6,079,489	3,478,005
Other Capital Income	-	-	-	-	-	-	-	4,299	-	-	-	-	4,299	183,357	-179,058	4,299	91,679
Foundation Revenue Income	-	-	-	-	-	-	-	-	110,000	-	-	-	110,000	-	-	-	-
Foundation Capital Income	537,733	-	230,651	-	-	9,090	11,955	25,110	-	5,610	9,540	9,260	768,384	537,733	230,651	768,384	268,867
EMA Funding	2,805	-	4,680	12,900	7,470	-	-	-	-	-	-	-	98,420	90,345	8,075	74,010	45,173
<b>TOTAL INCOME</b>	2,126,575	2,249,957	3,126,245	2,559,464	2,491,658	2,654,638	3,525,612	2,964,150	2,410,118	2,510,403	2,224,451	1,501,591	30,344,862	28,552,641	1,792,221	21,698,299	14,276,321
<b>EXPENDITURE</b>																	
Salaries Total	1,469,321	1,354,642	1,409,084	1,421,337	1,459,348	1,451,473	1,434,694	1,444,598	1,535,402	1,450,000	1,450,000	1,450,000	17,329,900	16,866,482	-463,417	11,444,498	8,433,241
Other operating expenditure	460,674	459,400	428,158	666,510	423,847	524,246	480,360	460,519	400,000	250,000	250,000	250,000	5,053,714	5,826,676	772,962	3,903,714	2,913,338
NPD unitary charges	419,110	421,680	421,158	421,166	422,187	421,046	422,328	417,272	428,270	422,771	425,239	425,239	5,067,465	5,126,148	-58,683	3,365,946	2,563,074
EMA Student Maintenance	-	4,680	12,900	7,440	9,180	10,140	10,050	14,550	3,525	9,540	9,260	2,490	93,755	96,540	-2,785	68,940	48,270
Student Support	-	204,317	278,155	269,564	265,085	337,926	265,289	260,152	255,000	222,660	165,823	33,137	2,557,108	2,427,391	-129,717	1,880,488	1,213,696
SFC Capital - Demolition	89,428	67,448	-	258,564	-	149,690	-	-	-	-	-	-	565,130	-	-565,130	565,130	-
SFC Capital - Land	-	-	-	-	-	-	-	-	-	-	-	-	-	89,428	89,428	-	44,714
SFC Capital - buildings	-	-	-	-	-	-	-	-	-	-	-	-	-	4,299	4,299	-	2,150
SFC Capital - fixtures and fittings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	-	-
SFC Capital - ICT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	-	-
Other capital expenditure	-	-	-	-	-	-	16,172	-	4,299	-	-	-	20,471	183,357	162,886	16,172	91,679
Surrender of proceeds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	-	-
Bank Interest Payable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	-	-
<b>TOTAL EXPENDITURE</b>	2,438,532	2,512,168	2,549,455	3,044,580	2,579,647	2,894,521	2,628,893	2,597,091	2,626,496	2,354,971	2,300,322	2,160,866	30,687,542	30,620,321	-67,221	21,244,887	15,310,161
Actual Monthly Movement	(311,957)	(262,210)	576,790	(485,117)	(87,989)	(239,883)	896,719	367,059	(216,378)	155,432	(75,871)	(659,275)	(342,680)	(2,067,680)	1,725,000	453,412	- 1,033,840
Budget Monthly Movement																	
<b>CLOSING BALANCE</b>	2,982,274	2,720,063	3,296,853	2,811,737	2,723,748	2,483,865	3,380,584	3,747,643	3,531,265	3,686,697	3,610,826	2,951,551	2,951,551	1,226,551	1,725,000	3,747,643	2,260,390

Debtors

Year 2019/20  
Month MARCH



Period	% paid within 30	No of Invoices
Aug-19	74%	540
Sep-19	70%	703
Oct-19	77%	693
Nov-19	63%	635
Dec-19	72%	507
Jan-20	63%	390
Feb-20	66%	200
Mar-20	81%	473



## Finance & General Purposes Committee

<b>Subject/Title:</b>	Proposed Fees for 2020/21
<b>Author:</b> [Name and Job title]	Helen Simpson, Interim Director of Finance
<b>Meeting:</b>	Finance & General Purposes
<b>Meeting Date:</b>	23 April 2020
<b>Date Paper prepared:</b>	19 April 2020
<b>Brief Summary of the paper:</b>	To provide the Committee with the proposed fee rates for those FE tuition fees set by Inverness College UHI, and an update on the ELCC rates for the academic year 2020/21. Agreeing these fees now will enable front line staff to provide accurate definitive prices to enable customers to make informed decisions.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Recommend to the Board of Management for approval
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	
<b>Resource implications:</b>	No <b>If yes, please specify:</b>
<b>Risk implications:</b>	Yes  <b>If yes, please specify:</b> Operational: without new fee rates staff unable to provide prospective students with accurate information.  Organisational: delays in providing fee information could lead to students making alternative choices thereby impacting on recruitment
<b>Equality and Diversity implications:</b>	No <b>If yes, please specify:</b>
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	N/A

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

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

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

[http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

## Board of Management

<b>Subject/Title:</b>	Capital Plan Monitoring 2019/20
<b>Author:</b> [Name and Job title]	Helen Simpson, Interim Director of Finance
<b>Meeting:</b>	Finance and General Purposes Committee
<b>Meeting Date:</b>	23 April 2020
<b>Date Paper prepared:</b>	19 April 20120
<b>Brief Summary of the paper:</b>	<p>To provide the committee with information on the actual expenditure and commitments on capital funding allocations to Inverness UHI for 2020/21.</p> <p>This is in adherence to the Financial Memorandum with UHI as the Regional Strategic Body.</p>
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Consideration and discussion.
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	This report is in adherence to the Strategic Plan and compares performance to date with the Capital Plan.
<b>Resource implications:</b>	<p>Yes</p> <p><b>If yes, please specify:</b> Must ensure funds are fully utilised in year and within budget.</p>
<b>Risk implications:</b>	<p>Yes</p> <p><b>If yes, please specify:</b></p> <p>Operational: to support the institution in the delivery of its operational objectives.</p> <p>Organisational: if funds not utilised or overspent could lead to reduction in future years allocations.</p>
<b>Equality and Diversity implications:</b>	<p>No</p> <p><b>If yes, please specify:</b></p>
<b>Consultation:</b>	

**ITEM 5**

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

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## Capital Plan Monitoring 2020/21

### 1.0 Executive summary

The Committee are requested to consider and discuss the capital expenditure position for 2019/20.

### 2.0 Capital Funding Allocations 2019/20

The final allocations for 2019/20 were announced by Scottish Funding Council (SFC) on 17 May 2019 for both the University and College sectors. It should be noted that the funding year for capital is from 1 April to 31 March and is not in line with the College financial year beginning 1 August. The capital grant allocations for 2019/20 and for comparative purposes 2018/19 are shown below:

Proposed Capital Plan	2018/19 £	2019/20 £
<b>Grant Funding</b>		
FE Capital and Maintenance Grant	133,940	68,644
FE Backlog Maintenance	60,665	4,299
HE Capital Grant	200,379	170,919
Less allocated to revenue maintenance	(70,000)	(72,943)
<b>Total Capital Grant</b>	<b>324,984</b>	<b>170,919</b>
<b>Capital Expenditure</b>		
ICT Equipment	63,940	0
General Equipment	0	0
Buildings	261,044	170,919
<b>Total Proposed Capital Expenditure</b>	<b>324,984</b>	<b>170,919</b>

### 3.0 Further Education Capital

Board members may recall the significant change in the 2018/19 capital allocations for the college sector. This was in response to a survey that was commissioned by SFC during 2017/18 to identify the condition of college estates across the sector. The outcome resulted in funding targeted at specific buildings identified in the sector condition survey but a reduction in the general lifecycle maintenance allocation.

For 2019/20, the FE sector faced a further reduction in general lifecycle maintenance from £12.5m in 2018/19 to £8.6m in 2019/20. This was then supplemented by funding for high priority backlog maintenance which was £26.9m in 2018/19 and is £12.4m in 2019/20.

This capital allocation would normally be split between revenue maintenance and capital for works and/or equipment. In 2018/19 £70,000 was allocated to revenue maintenance and £63,940 for capital expenditure. With the vastly reduced allocation, the allocation of £72,943 for 2019/20 was wholly allocated to revenue maintenance.

#### 4.0 Higher Education Capital

The HE capital funding allocated to UHI comprises two elements of capital maintenance grant, and research capital from the Department of Business Innovation and Skills (BIS). The main HE capital allocation can only be applied to buildings works and cannot be used, for example, to purchase equipment. However, the BIS element can be used on either buildings or equipment provided it is connected to research.

The UHI allocation of capital maintenance grant for 2019/20 is £855,481 (2018/19 - £937,091) – a decrease of £81,610 or 8.7%. The allocation of the capital maintenance grant to academic partners for 2019/20 is allocated on the basis of student activity measured by FTEs taken from the 2018/19 mid-year student FTEs. The 2019/20 capital maintenance allocation proposed for Inverness College UHI is £170,919 (2018/19 £187,412).

#### 5.0 Capital Expenditure Plan 2019/20

Last financial year the Board agreed that with the reduction in FE capital allocation and restrictions on the use of HE capital flexibility that any urgent equipment requirements were addressed through application to the Scottish Colleges Foundation for funding and that the FE funds were directed solely to revenue maintenance. The capital plan for 2019/20 compared with 2018/19 is summarised in the table below:

<b>Proposed Capital Plan</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<b>Grant Funding</b>		
FE Capital and Maintenance Grant	133,940	68,644
FE Backlog Maintenance	60,665	4,299
HE Capital Grant	200,379	170,919
Less allocated to Revenue Maintenance	(70,000)	(72,943)
<b>Total Capital Grant</b>	<b>324,984</b>	<b>170,919</b>
<b>Capital Expenditure</b>		
ICT Equipment	63,940	0
General Equipment	0	0
Buildings	261,044	170,919
<b>Total Proposed Capital Expenditure</b>	<b>324,984</b>	<b>170,919</b>

## 6.0 Position as at 31 March 2020

The table below summarises the position as at 31 March 2020. We have asked the Executive Office of the Regional Strategic Body for clarification as there is a risk that funds will have to be repaid if works not completed by 31 July 2020. There are on-going challenges in completing works due to the COVID-19 lockdown.

Capital Commitments	£	Status
Capitalisation of painting for 2019/20	25,832	Completed, receipted in PECOS & invoiced
Installation of BT line - Comms Room 21	10,342	Completed, receipted in PECOS & invoiced
Capital Facility Improvements (ACNs)		
Safety Film installation on glass stairways	5,744	Completed, receipted in PECOS & invoiced
Modification to worktop sinks	16,037	Completed, receipted in PECOS & invoiced
Disabled Toilet second floor by sports Hall Room 2115	6,999	Completed, receipted in PECOS, & invoiced
Pan Mill Extraction	1,608	Completed, receipted in PECOS, & invoiced
Extraction Modifications	595	Completed, receipted in PECOS, not invoiced
Install, manage and maintain all fire & intruder alarms in all buildings in Balloch. Additional alarms are required for the 2 adjacent buildings next to the Tractor shed.	5,795	Completed, receipted in PECOS, not invoiced
Bike shed	17,829	Approved in PECOS, work not commenced
Modification of ground floor disabled facilities	12,116	Approved in PECOS, work not commenced
Motorised door openers around the College	24,678	Approved in PECOS, work not commenced
Additional sensor in G33, noting WAHU supply share with G32	5,392	Approved in PECOS, work not commenced
Panic alarm adjustments in line with disability audit	9,236	Approved, work not commenced, had been scheduled for 16/3/20
Provide power to the goods yard + lighting + frost protection to storage containers	18,847	Approved in December 2019, work not yet commenced
Tractor Shed Welfare Facilities	15,000	Approved in PECOS, work not commenced
Committed spend at 31/03/20	176,050	
Capital Funding	170,919	
Variance Over/ (Under) committed	(5,131)	

## 7.0 Recommendation

The Committee are requested to consider and note the actual position and forecast for the capital plan for 2019/20.

## Finance & General Purposes Committee

<b>Subject/Title:</b>	Scottish Colleges Foundation Update
<b>Author:</b> [Name and Job title]	Helen Simpson, Interim Director of Finance
<b>Meeting:</b>	Finance & General Purposes
<b>Meeting Date:</b>	23 April 2020
<b>Date Paper prepared:</b>	20 April 2020
<b>Brief Summary of the paper:</b>	To provide the Committee with an update on the funding applications submitted to the Scottish Colleges Foundation
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Discussion
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	Compliance – Financial obligations Strategic plan – investment Change – to support the transformation of services
<b>Resource implications:</b>	Yes  <b>If yes, please specify:</b> If successful, will provide the funding to support specific initiatives.
<b>Risk implications:</b>	Yes  <b>If yes, please specify:</b> Financial & Operational: funding required to support increasing the flexibility of our Institution
<b>Equality and Diversity implications:</b>	No  <b>If yes, please specify:</b>
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	N/A

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

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## Board of Management

<b>Subject/Title:</b>	Sports Pitch Project - Review
<b>Author:</b> [Name and Job title]	Roddy Henry, Depute Principal – Planning and Student Experience Felix Spittal, Project Manager
<b>Meeting:</b>	Board of Management
<b>Meeting Date:</b>	2 April 2020
<b>Date Paper prepared:</b>	27 March 2020
<b>Brief Summary of the paper:</b>	<p>At the meeting in October 2019 the Board of Management approved the Full Business Case for the installation of a synthetic sports pitch on Inverness Campus, together with the release of £250k from the Arm's Length Foundation (ALF) as a contribution to the capital costs.</p> <p>However, the college's current financial position and the COVID-19 pandemic have significantly changed the environment, creating additional risk. SMT agreed to continue with the ALF commitment at its committee meeting on 19 March, however recognised that the decision should be referred to Board.</p> <p>This paper reviews the project in light of those risks and asks the Committee to review the previous approval of ALF funding to ensure good governance in the changed and exceptional circumstances.</p>
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	To review the approval of ALF funding and make recommendation to the Board accordingly.
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with::	<p>Links to Strategy in following areas</p> <ul style="list-style-type: none"> <li>• To make Inverness College UHI a study destination of choice</li> <li>• To create a lively community of staff and students</li> <li>• To work with partners to develop Inverness as a 'university city'</li> <li>• To progress and maintain our inspirational estates, facilities and ICT infrastructure</li> <li>• To forge new partnerships, strengthen existing ones and work collaboratively</li> </ul>
<b>Resource implications:</b>	<p><u>Yes / No</u></p> <p><b>If yes, please specify:</b> Capital Contribution through Inverness College ALF. Possibility of revenue contributions for running costs. Staff time in Property &amp; Estates and External relations in maintenance and booking respectively.</p>
<b>Risk implications:</b>	<p><u>Yes / No</u></p> <p><b>If yes, please specify:</b> Operational: Potential to stretch resources in estates team Organisational: Financial revenue risk</p>
<b>Equality and Diversity implications:</b>	<p><u>Yes/No</u></p> <p><b>If yes, please specify:</b></p>

<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	A steering Group has been in place since 2016 which ensures that key stakeholders have been consulted on proposals and the voice of users has been incorporated into decision making. A wide range of stakeholders were also consulted as part of the EKOS feasibility study (2017) – their views were incorporated into the Business Case.		
<b>Status</b> – [Confidential/Non confidential]	Confidential		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	No		
*If a paper should <b>not</b> be included within “open” business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)	√	Its disclosure would constitute a breach of confidence actionable in court (S36)	
Its disclosure would constitute a breach of the Data Protection Act (S38)		Other (please give further details)	
For how long must the paper be withheld? (express either as the time which needs to pass or a condition which needs to be met.)	Until the project is reviewed and a decision made.		

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[http://www.itspublicknowledge.info/web/FILES/Public\\_Interest\\_Test.pdf](http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf)

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### Finance & General Purposes Committee

<b>Subject/Title:</b>	Debt Write Off Report
<b>Author:</b> [Name and Job title]	Helen Simpson, Interim Director of Finance & Morag Jarvis Finance Team Leader
<b>Meeting:</b>	Finance and General Purposes Committee
<b>Meeting Date:</b>	23 April 2020
<b>Date Paper prepared:</b>	19 April 2020
<b>Brief Summary of the paper:</b>	To provide the Committee with details of the proposed debts to be written off under the delegated authority of the Principal.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Noting
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	Compliance – adherence to the Financial Memorandum with UHI as RSB, Risk – ensuring that the Institution recovers all monies due.
<b>Resource implications:</b>	Yes  <b>Cash and Financial Performance</b>
<b>Risk implications:</b>	Yes  <b>If yes, please specify:</b>  Operational: impact on cash position Organisational:
<b>Equality and Diversity implications:</b>	No  <b>If yes, please specify:</b>
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	N/A

<b>Status</b> – [Confidential/Non confidential]	Non confidential		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should <b>not</b> be included within “open” business, please highlight below the reason.			
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## Debt Write Off as at March 2020

### 1.0 Executive Summary

To provide the information to the Finance & General Purposes Committee of the debtors listed in Appendix 1 which are proposed to be written off. All the debts have been through both the College debt collection processes. A provision is in place within the accounts to cover these write-offs.

### 2.0 Proposed Debt Write-Off

As part of the review of the debtors ledger, this report highlights debts which, having gone through both the College's recovery procedures have been identified as not being recoverable. The debtors are listed in Appendix 1 of this report, amounting to £7,017.09 and they relate to the period Nov 2012 to Oct 2019 and are now uncollectable.

Where the debt relates to a student, the student's record within SITS (the student records system) has a financial clearance flag placed on it. This flag prevents the student from completing the online enrolment process and requires intervention from College staff. Depending on the value and nature of the debt involved, the College may agree an instalment plan or require the student to clear the debt in full before allowing enrolment to be completed. This process is replicated across the UHI partnership and is effective in ensuring that students cannot access services at other Institutions within the partnership that they are unable to pay for.

### 3.0 Bad Debt Provision

The debtors for this and future reports have been fully provided for from the bad debt provision included in the 2018/19 accounts. In accordance with current financial regulations, approval for the write-off of debtors is only required from Finance & General Purposes Committee for amounts over £3,000; individual amounts under £3,000 can be written-off by the Principal under delegated authority.

### 4.0 Recommendation

The Committee are recommended to approve the bad debt write-offs as detailed in Attachment 1 to this report.

POTENTIAL WRITE OFFS MAY2020

INVOICE DATE	AGE OF DEBT - DAYS	BALANCE	TYPE OF DEBT	COLLEGE STATUS
20/11/2012	2708	£ 1,976.14	TUITION	COLLECTION ACTIVITY EXHAUSTED
23/02/2015	1883	£ 25.32	BURSARY	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
01/06/2015	1785	£ 68.04	BURSARY	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
07/10/2015	1657	£ 406.88	BURSARY	COLLECTION ACTIVITY EXHAUSTED
15/12/2015	1588	£ 15.50	TUITION	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
25/05/2016	1426	£ 70.00	NURSERY	COLLECTION ACTIVITY EXHAUSTED
06/10/2016	1292	£ 82.00	NURSERY	COLLECTION ACTIVITY EXHAUSTED
28/10/2016	1270	£ 164.00	NURSERY	COLLECTION ACTIVITY EXHAUSTED
04/11/2016	1263	£ 256.00	TUITION	BANKRUPTCY
06/02/2017	1169	£ 40.00	NURSERY	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
17/03/2017	1130	£ 149.34	BURSARY	COLLECTION ACTIVITY EXHAUSTED
17/03/2017	1130	£ 381.42	BURSARY	BANKRUPTCY
07/12/2017	865	£ 97.33	BURSARY	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
07/12/2017	865	£ 100.00	BURSARY	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
29/01/2018	812	£ 98.01	BURSARY	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
29/01/2018	812	£ 103.93	BURSARY	COLLECTION ACTIVITY EXHAUSTED
06/02/2018	804	£ 100.00	TUITION	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
07/02/2018	803	£ 100.00	TUITION	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
08/02/2018	802	£ 100.00	TUITION	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
12/02/2018	798	£ 100.00	TUITION	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
12/02/2018	798	£ 100.00	TUITION	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
12/02/2018	798	£ 100.00	TUITION	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
12/02/2018	798	£ 100.00	TUITION	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
16/02/2018	794	£ 86.00	TUITION	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
16/02/2018	794	£ 98.00	TUITION	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
02/03/2018	780	£ 92.98	LIBRARY	COLLECTION ACTIVITY EXHAUSTED
20/03/2018	762	£ 100.00	TUITION	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
23/03/2018	759	£ 100.00	TUITION	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
23/03/2018	759	£ 100.00	TUITION	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
23/03/2018	759	£ 100.00	TUITION	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
23/03/2018	759	£ 100.00	TUITION	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
26/03/2018	756	£ 100.00	TUITION	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
24/05/2018	697	£ 138.07	BURSARY	COLLECTION ACTIVITY EXHAUSTED
12/06/2018	678	£ 137.66	STUDY KIT	COLLECTION ACTIVITY EXHAUSTED
12/06/2018	678	£ 190.00	STUDY KIT	COLLECTION ACTIVITY EXHAUSTED
26/10/2018	542	£ 100.00	TUITION	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
10/12/2018	497	£ 5.00	TUITION	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
10/12/2018	497	£ 642.50	TUITION	COLLECTION ACTIVITY EXHAUSTED
14/01/2019	462	£ 30.99	LIBRARY	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
14/01/2019	462	£ 32.98	LIBRARY	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
27/02/2019	418	£ 100.00	TUITION	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
05/03/2019	412	£ 4.00	NURSERY	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
29/05/2019	327	£ 9.00	COMMERCIAL COURSES	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
05/06/2019	320	£ 9.00	NURSERY	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
15/10/2019	188	£ 7.00	TUITION	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR
<b>Total</b>		<b>£7,017.09</b>		

BREAKDOWN OF DEBT WRITE OFF	TOTAL VALUE	% OF DEBT
TUITION FEES	£4,586.14	65.36%
BURSARY	£1,568.34	22.35%
BOOKS	£156.95	2.24%
NURSERY	£369.00	5.26%
WAGE OVERPAYMENT	£0.00	0.00%
STUDY KIT	£327.66	4.67%
COMMERCIAL COURSE FEES	£9.00	0.13%
<b>TOTAL</b>	<b>£7,017.09</b>	<b>100%</b>

Note: Debts for write off include those that External Debt collectors have exhausted all avenues of collection.

## Board of Management

<b>Subject/Title:</b>	Campus Services Report
<b>Author:</b> [Name and Job title]	Lindsay Ferries, Director of Organisational Development
<b>Meeting:</b>	Finance and General Purposes Committee
<b>Meeting Date:</b>	March 2020
<b>Date Paper prepared:</b>	13 March 2020
<b>Brief Summary of the paper:</b>	Developments over the last quarter in relation to campus matters.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Noting
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	
<b>Resource implications:</b>	Yes / No <b>If yes, please specify:</b>
<b>Risk implications:</b>	Yes / No <b>If yes, please specify:</b> Operational: Organisational:
<b>Equality and Diversity implications:</b>	Yes/No <b>If yes, please specify:</b>
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	

<b>Status</b> – [Confidential/Non confidential]	Non confidential		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	Yes		
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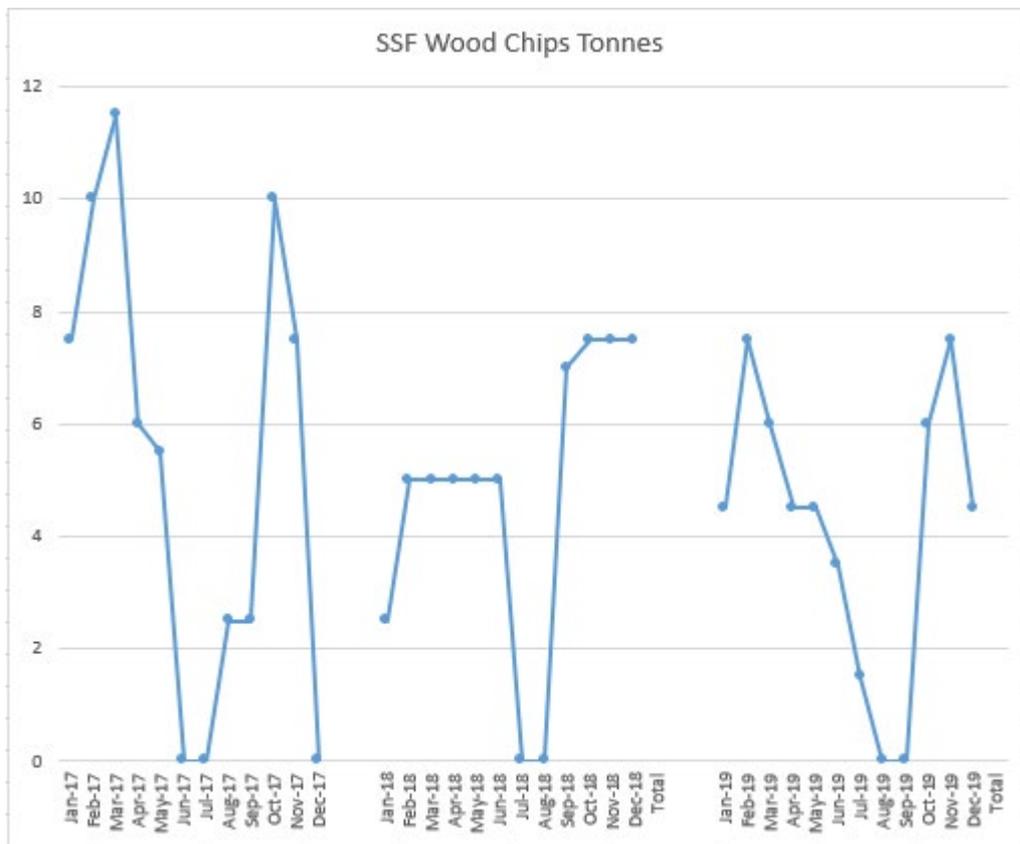
## Campus Services Report

### Key developments:

#### Carbon Management Plan

The Inverness College Carbon Management plan has been developed by the Estates team and GTFM our FM contractor with assistance from external resources such as The Carbon Trust.

- A number of low/no cost actions have been implemented, these include: - Compressed air management, non-essential external lighting reduction, Building Management System programming changes and additional preventative maintenance for energy saving have been introduced by GTFM. The impact on the draw on utilities is largely seasonal and dependent on the academic calendar. We have seen good reductions at both sites. Attached examples:-



GTFM produce a monthly utility report for scrutiny at the IC GTFM Monthly Operation Meeting chaired by Director of Organisational Development.

**Monthly Performance**

In February 2020 Inverness College consumed:

- 161,950 kWh of Electricity at Beechwood - this is **22.22% less** than the same month last year
- 15,857 kWh of Electricity at Balloch - this is **6.47% less** than the same month last year
- 259,449 kWh of Gas at Beechwood - this is **7.34% less** than the same month last year
- TBC kWh of Heat from GSHP at Beechwood - note the input energy for this is included in the Beechwood Electricity Consumption
- 0 kWh of Biomass Woodchip at Balloch - there has been no consumption this month due to equipment failure, currently running of temporary oil boiler
- 686 m<sup>3</sup> of Water at Beechwood - this is **27.55% more** than the same period last year
- 22 m<sup>3</sup> of Water at Balloch - this is **54.55% more** than the same period last year

Inverness College - Utility Consumption		Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Electricity (kWh)	Beechwood Electricity	209,780.0	221,600.0	212,180.0	160,020.0	95,760.0	272,180.0	212,480.0	254,600.0	232,080.0	185,120.0	161,950.0	
	Balloch Electricity	11,335.0	11,270.0	9,471.0	7,378.0	7,854.0	10,725.0	13,615.0	15,150.0	1,005.0	32,595.0	15,857.0	
Heat (kWh)	Heating (Gas) Beechwood	167,464.1	141,329.7	81,771.1	60,057.1	85,399.7	137,280.6	157,264.1	282,944.1	442,069.4	319,108.0	259,449.7	
	Heating (GSHP) Beechwood	-	-	-	-	-	-	-	-	-	-	-	
	Heating (Woodchip) Balloch	21600.00	21600.00	16800.00	7200.00	0.00	0.00	28800.00	36000.00	21600.00	0.00	0.00	
Water (m3)	Beechwood Water (m3)	280.0	581.0	314.0	130.0	201.0	727.0	701.4	657.6	748.0	987.0	686.0	
	Balloch Water (m3)	6.0	13.0	7.0	1.0	3.0	13.0	14.0	19.0	4.0	43.0	22.0	

- We are engaging in the campus wide Active travel plan led by HIE. Actions taken by the College include alternative travel systems and expansion of bike storage facilities. We have a cycling intern developing active travel plans such as student lease bike, bike safety workshops and supported ride home events. HIE are currently progressing recruitment of the Campus wide travel officer. Both posts fully funded by external grant.
- Installation of electric car charging points is progressing alongside our FM contractor to make the necessary adjustment and electricity connections.
- Spec for replacement and procurement of current pool car fleet is in the early stages of development alongside the college procurement and finance team.
- Lifecycle replacement of lighting to LED is ongoing in all three carparks and good yard street lamps.

The Campus and Estates Manager and FM provider undertake a weekly site audit to monitor compliance and other opportunities. All actions are added to Estates/FM HelpDesk.

**Waste Management**

In July 2018, a new waste reduction initiative was launched to improve waste management. Our target by 2020, is to reduce personal waste by 10% for every student and staff member and achieving 95% waste recycling.

Actions:

The college has moved from 53% (Q1 2018) of wasted being recycling to 74% (Q4 2019). Next steps-

- Northern recycling waste Audit in April 2019 has highlighted a number of further opportunities for the college to improve waste segregation. An action plan involving HISA has been agreed to close the gap.
- A college Northern Recycling site visit planned for 21 Nov 2019 to understand the waste journey so that this can be promoted with all college users.
- 2020 action plan has been drafted in January 2020.



## Capital Projects and Carbon Management

### Longman demolition

All buildings and materials have been removed. Supporting wall being progressed. Estimated completion date 29<sup>th</sup> of November 2019. CDL have managed to recycle a high percentage of demolished materials.

### 2019 Projects

ABC Garden/ Healthy Campus - Funding request ongoing to deliver full project plan. Full architect drawings complete pre-planning request ongoing. New bike storage facilities planning has been approved – ACN raised for installation quotes. Funding has been secured to fund project manager for 3 days a week. Fruit trees planted during staff conference and planting boxes established. Removal of dangerous tree planned for December 2019.

Estimated cost: £1,000,000  
Source of Funding: External funding being sought

### Classroom capacity

Feasibility study completed to look at Room capacity flexibility to allow campus to improve staff to student ratio and flexibility of estates. Modification study complete. Rooms 141/142 have been identified for detailed costings. Awaiting costings from GTFM under ACN system this work must be completed by March 31<sup>st</sup> 2020.

Estimated cost: £31,000.00  
Source of Funding: HE Capex budget

### An Lochran Research Lab

Internal area / facility deemed not practical for lab specification. New proposal to obtain a self-contained external lab to be located within new compound. Awaiting costings of Leasing or purchase new or second hand Modular lab. Lease agreement with UHI with EO.

Estimated cost: £79,002.00  
Source of Funding: HE Capex budget – **On Hold**

### Small projects

A total of 8 small projects have been progressed thought the year to improve facilities and student experience. Ranging from modifications to water supply to repositioning of disabled welfare facilities to meet current student requirements.

Estimated cost: £28,618.00  
Source of Funding: HE Capex budget

### **Electric Car Charging Units**

Further meetings have been held to establish the most cost effective locations for chargers in carpark 1, SSF and goods yard. ACN has been updated. Awaiting costings. Funding request for chargers and install being persuade from Energy Saving Trust.

Estimated cost: £20,000.00

Source of Funding: Being sought from Energy saving trust.

### **Leasing Agreements**

WASPS now occupied. Temporary furniture sourced from Aviemore. Cleaning requirement identified and progressed by Contract Officer and procurement.

Aviemore Falcon centre has been given notice. Exit date 2 Dec 2019. Facility has been cleared of all college assets by estates & ICT.

### **Carpark safety and security**

Review of different options to introduce control measures within all 4 college car parks. 6 tenders have been received for a cost neutral option to cover all maintenance and operating costs for car parks. Evaluation review meeting held on 7<sup>th</sup> of Oct to determine way forward including building in a nominal charge for users to encourage active travel, better public transport links and to cover overall operating costs. Updated proposals to be presented to SMT.

### **Pool Car replacement**

Pool cars 4 off Ford Focus expires 26<sup>th</sup> July 2020 following 36 month hire period.

Minibuses 3 off Ford Transit expires 6<sup>th</sup> December 2020 following 36 hire period

Estates Van 1 off Ford Transit on monthly hire at present.

Funding options being reviewed to determine way forward. Project meeting to be set up with procurement, finance and estates.

### **Campus Travel Plan**

Inverness Campus travel steering group has been established to review how the full campus moved forwards. Funding and placement of a Campus travel officer has been ongoing. Agreement has been made for the individual to be employed byt HIE An Lochan. Funding has been secured by Campus travel steering group members for 2 years.

New college cycling interns started 23<sup>rd</sup> September. She has been working on bid funding for new bike maintenance areas and servicing of college lease bikes.

### **Contract Management Hard FM- GTFM**

On review of current performance of GTFM our Hard FM provider a number of opportunities for improvement were identified. The college has been working closely with GTFM and there has been a noticeable improvement in day to day response and rectification of reactive maintenance. To move the overall service forward we have been focusing on the following areas:-

- Helpdesk protocol agreement.

Both parties have now signed an agreement. Monthly paymech deduction meetings have been agreed for 4 consecutive months. This is a major step forward as the College was having to deduct in excess of £20,000 per month due to poor performance and inaccurate recording by the contractor.

- Clarification on water risk assessment has been confirmed with SFT and a review meeting was held. An interim control system is in place to ensure compliance with L8 water regulations. Awaiting dates for follow up a meeting with SFT and GTEIL to agree a water management plan.
- Annual PPM audit has been undertaken to satisfy the college that GTFM are undertaking all Statutory requirements and performing appropriate PPM activities and inspections. There has been a steady improvement in the last year however we still have concerns with control of contractors. GTFM have been asked for an improvement action plan.

### **Contract Management – Soft FM**

Soft FM contracts are issued and managed by the estate's campus team. The estates team have worked closely with the procurement team to align ongoing contractors to the national framework agreements. This has given a much more consistent approach: -

- New Cleaning contractor Pristine Ltd now in place with good feedback from customers.
- Painting contracts scope of work has been issued to Mite for Summer 2020.
- Catering and hair & beauty Group 2 equipment PPM contract has been in place for two years. A contract review with procurement was undertaken. Contract cost have been fixed for one further year.
- Winter Gritting and Snow clearing contract in place since October 2017. Review completed and extended for a further year based on fixed prices.
- Waste management Contractor has been working well and has been a key member of the colleges waste reduction campaign. Contract review has been completed. With Northern recycling scoring above 90%. Commercial review and market research on going to determine if contract extension should be issued.
- Landscaping contract terminated by mutual agreement. New strategy agreed to including retraining of estates officer team. Initial training complete with support of SSF at no cost to college.
- PAT testing contract awarded last year and has ran well.

### **College HelpDesk Development**

The estates service desk - new UHI developed helpdesk system launched on 17th June 2019. Number of issues have been identified and a top 5 has been issued to UHI. A number of improvements have been undertaken to improve the customer access of the system. A temporary report generation system has been put in-place to allow data analysis. The Inverness college ICT team have been working with UHI to develop the system.