

Meeting	Finance and General Purposes Committee
Date and time	Thursday 9 March 2017 at 9.00 a.m.
Location	Boardroom, 1 Inverness Campus

College Secretary  
2 March 2017

## **AGENDA**

**Welcome and Apologies**  
**Declarations of Interest**

### **ITEMS FOR DECISION**

- 1. MINUTES**  
Minutes of Meeting of the Finance and General Purposes Committee held on 8 December 2016
- 2. SUPPORTING STRATEGY - PROCUREMENT**  
Covering report by Finance Services Manager

### **ITEMS FOR DISCUSSION**

- 3. FINANCE MONITORING REPORT – JANUARY 2017**  
Report by Finance Services Manager
- 4. CAPITAL EXPENDITURE PLAN REPORT 2016/17**  
Report by Finance Services Manager
- 5. BUSINESS DEVELOPMENT REPORT**  
Report by Director of Business Development
- 6. GALLIFORD TRY FACILITIES MANAGEMENT (GTFM) MONITORING REPORT / ESTATES AND CAMPUS SERVICES (Confidential)**  
Report by Finance Services Manager

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### **ITEMS FOR NOTING**

- 7. DEBT WRITE-OFF REPORT**  
Report by Finance Services Manager
- 8. AOCB**

- 9. DATE OF NEXT MEETING**  
Thursday 1 June 2017 at 9.00 a.m.

## Board of Management

### MINUTES of the MEETING of the FINANCE AND GENERAL PURPOSES COMMITTEE held in the Board Room, 1 Inverness Campus on Thursday 8 December 2016

**PRESENT:** Brenda Dunthorne Brian Henderson, Diane Rawlinson, Gavin Ross

**CHAIR:** Brian Henderson

**APOLOGIES:** Mick Longton, Helen Miller

**ATTENDING:** Depute Principal  
Director of Business Development (items 1-3)  
Interim Director of Corporate Services  
Finance Services Manager  
College Secretary

#### 1. MINUTES OF THE MEETING OF THE FINANCE AND GENERAL PURPOSES COMMITTEE HELD ON 22 SEPTEMBER 2016

The Minutes of the Meeting held on 22 September were **ACCEPTED** as a correct record, were **APPROVED** and signed.

#### Matters arising

##### Item 4 – Business Development/International

The Principal confirmed that UHI were reviewing their International Strategy. The College would use their updated strategy to inform the review of the College strategy.

##### Item 5 – Finance Monitoring report (creditor and debtor payment schedules)

The Principal confirmed that a proposed strategy that would lead to consistent and progressive improvements in creditor and debtor payment schedules would be developed for the Board of Management meeting in March 2017

##### Item 7 – Banking Annual report

The Finance Services Manager confirmed that the College had transitioned across to the Government banking framework with no practical changes to the banking arrangements.

#### 2. DEBT WRITE-OFF REPORT – NOVEMBER 2016

A report by the Director of Corporate Services provided information on the debtors which had been written off by the Principal under delegated authority and sought approval by the committee to write off one debt over £3,000.

In response to a number of questions from the Committee, the Principal advised that a Project Manager, shortly to be appointed to assist the Finance Team, would review all internal finance processes in advance of the new

Finance System being rolled out across UHI. This would include looking at instances where multiple debts relating to one individual, for example for nursery fees, were written off.

The Committee **AGREED** to write off a debt in the sum of £4,320, as detailed in the report, as the company in question had gone into liquidation.

### **3. BUSINESS DEVELOPMENT UPDATE**

The Director of Business Development referred to her report which gave a summary of performance and budget monitoring across the key business development teams, namely business solutions, SDS contracts, CREATE and international development.

During discussion the Committee **REQUESTED** the Director of Business Development to provide timelines for the sector strategies which were under development. In answer to a question for the Chair, the Principal confirmed that strategies were going to be taken forward for Tourism and Health.

The Committee **NOTED** the report, particularly the positive financial headlines.

### **4. FINANCE MONITORING REPORT**

A report by the Director of Corporate Services provided the results of the finance monitoring exercise for the first two months to September 2016 under the following headings. As already reported to the Learning and Teaching Committee, the College would not achieve its HE activity target this year. This deficit would be managed within the overall budget. Although the target would not be achieved, the activity was higher than the previous academic year.

Reference was made to the unitary charge income and expenditure figures and it was confirmed that these would be adjusted when the new finance system was introduced.

With regard to the support staff pay negotiations, reference was made to the risk associated with any agreed pay award and the lack of control the College had because of national pay bargaining. The Financial Services Manager confirmed that there were sufficient funds within the budget this year for any expected negotiated award.

The Committee suggested that it would be beneficial if the Finance Project Manager could carry out profiling across some budget headings as there were very high variance figures, e.g. supplies and services expenditure, and also look at the time lag relative to some of the Finance reports.

The Committee **NOTED** the report.

### **5. CAPITAL EXPENDITURE PLAN REPORT 2016/17**

A report by the Director of Corporate Services referred to the announcements by SFC and UHI in November 2016 of additional allocations of capital expenditure funding for FE and HE respectively. The figures had been finalised since the report was written and the grant funding from SFC for

2016/17 was now £202,000 (originally £62,000). The capital funding from UHI was £394,000 (originally £133,000).

Overall, the Capital Expenditure Plan figure for 2016/17 was now £596,000 and plans were in place to utilise the funds in full

The Financial Services Manager referred to the application by the College in September to the Arm's Length Foundation (ALF) which included £127,000 for new equipment. Following the announcement of additional funding, the College had informed the ALF that it no longer required the £127,000 requested. The remainder of the ALF application was unaffected.

The Committee **WELCOMED** the additional capital expenditure funding but noted the challenge to ensure that all funds were spent by the end of March 2017. During discussion it was suggested that it would be beneficial for the college to indicate future proposed developments which would require funds from the ALF. The Principal confirmed that a report on forward development planning would be submitted to the next meeting of the Committee in March 2017.

## **6. FINANCE STRATEGY ANNUAL REPORT**

A report by the Director of Corporate Services outlined the financial KPIs included within the Financial Strategy for the year to 31 July 2016, as well as the benchmark figures across the college sector for 2014/15.

The revised financial strategy had been approved by the Board of Management in September 2012. As well as highlighting the 5 key objectives for the college in ensuring financial sustainability, it also set out KPI's which should be reported on an annual basis. The number of KPI's had been reduced from 7 to 5 at the Finance and General Purposes committee meeting in December 2014.

The Committee raised a number of concerns about the quality and value of the information being reported. It was acknowledged that a full review of the Finance Strategy was required. The Committee was pleased to **NOTE** that the approach which would be taken by the College tied in with the recent Audit Scotland report on Scotland's Colleges which recommended that colleges should prepare long term financial strategies.

The Principal confirmed that a set of proposals for finance KPIs would be submitted to the committee as part of the next steps of the strategic planning process.

## **7. GALLIFORD TRY FACILITIES MANAGEMENT (GTFM) MONITORING REPORT**

A report by the Director of Corporate Services made reference to the GTFM report on activity for the month of October 2016. GTFM continued to perform below the standard stipulated in the facilities management contract. Scottish Futures Trust (SFT) were working closely with the College, GTFM and GTEIL to assist GTFM and GTEIL in their understanding of their contractual obligations and of the payment mechanism.

The Finance Services Manager confirmed that agreement had now been reached on the underpinning mechanism for calculating the deductions but information flows were not working well and overall progress was very slow. Under the terms of the contract, the responsibility lay with GTFM to report faults. At the present time, they were only reporting 1% of faults. The Committee was given assurance that any health and safety issues were being dealt with promptly.

The figures within the GTFM report were the draft amounts that had been deducted from GTEIL Unitary Charge invoices since October 2015

The Committee **NOTED** the report but expressed disappointment at the continued requirement for College resource in the monitoring and management of the contract. The Chair once again offered assistance from the Board.

#### **8. COMMITTEE AND COMMITTEE CHAIR EVALUATION**

A report by the College Secretary made reference to the requirement for College boards of management to undertake annual evaluation exercises.

The Committee collectively undertook an evaluation of the Committee, following which the Chair left the meeting and the remaining members undertook an evaluation of the Chair. It was **AGREED** that the members of the committee who were not present would also be asked to undertake an evaluation of the Chair.

#### **9. ICT SERVICES REPORT**

A report by the Director of Corporate Services provided an update on the activities of the ICT Services department which included

- Service Delivery Update
- ICT Team
- ICT Initiatives
- Intranet Project
- UHI Wide Projects
- ICT Business Continuity

The Committee **AGREED** that in future, it should only receive strategic level reports on ICT issues, noted that Audit would consider any ICT related risks and reporting on other matters would be by exception only, e.g. on any large projects with financial or business continuity implications.

#### **10. MINUTES OF ACADEMIC COMMITTEES**

Business Development Committee – 20<sup>th</sup> September 2016

The Principal asked whether the Committee still wished the minutes of the academic committee to be included in the agenda. The Committee confirmed that there was no need to include the management committee minutes which were largely operational in detail. The College Secretary advised this would be discussed at the next meeting of the Chairs committee.

**11. DATE OF NEXT MEETING**  
Thursday 9 March 2017 at **9.00 a.m.**

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

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

## Board of Management

Subject/Title:	Procurement Strategy		
Meeting and date:	Finance & General Purposes Committee – 9 March 2017		
Author:	Fiona Mustarde, Financial Services Manager		
Link to Strategic Plan:			
Cost implications:	Yes <b>If yes, please specify:</b>		
Risk assessment:	Yes <b>If yes, please specify:</b> Financial: Operational: Organisational:		
Status – Confidential/Non confidential	Non-confidential		
Freedom of Information Can this paper be included in “open” business	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.)			

### Recommendation(s)

The Committee are asked to recommend the Procurement Strategy for approval by the Board of Management.



**Purpose of report**

The purpose of this paper is to provide the background and context to the revision of the Procurement Strategy for Inverness College UHI.

**Background**

There have been significant changes to the procurement landscape within which the College must operate. New legislation places a number of requirements on the College in relation to how we procure and the records we hold and make available. The College must evidence that we are managing our procurement activity to ensure we act in a compliant manner and are securing best value in our purchasing and procurement. The Procurement Strategy is a key tool in driving this forward.

**Main body of information**

Our Procurement Strategy required review which became more extensive as a result of new legislation such as the Procurement Reform (Scotland) Act 2014 coming into force. We have been working with Advanced Procurement for Universities and Colleges (APUC), an organisation established in response to the McClelland Report "Review of Public Procurement in Scotland", for a number of years now.

APUC arrange frameworks for a number of goods and services which reduces some of the burden relating to procurement activity for institutions, particularly around the areas of due diligence, and they provide training and updates in relation to contracting and compliance with legislation.

APUC currently provide procurement support to a number of institutions within UHI. We are actively working with APUC in relation to some collaborative provision. APUC have been working with UHI partners to standardise as much as possible the strategies and templates in use. These are designed to ensure compliance with legislation and provide the means to ensure best value, equity and transparency.

The revised Procurement Strategy uses the template devised with APUC but has been tailored as appropriate for Inverness College UHI.

# Procurement Strategy 2017-2020

## 1. Inverness College UHI Purpose, Vision, Values and Commitments

### OUR PURPOSE

Inverness College UHI will have a transformational impact on the development and prospects of the Highlands and Islands region through the provision of excellence in education, training and research, encouraging individual attainment and driving economic and community development.

We will inspire each other, and our community, providing a safe and supportive environment within which we nurture ambition at every opportunity.

We will enrich our Highland community and have national and international reach, putting Inverness College UHI and the University of the Highlands and Islands on the world map and encouraging inward migration.

### OUR VISION

We will be recognised as a centre of excellence, working with partners to deliver a coherent education system founded upon:

- Inclusive practice that encourages participation and closes the attainment gap;
- Courses of excellent quality that respond to industry demand;
- Seamless pathways through all levels of education;
- Research that informs teaching and drives regional innovation.

We will achieve this by creating a dynamic and progressive environment which promotes effective teamwork, dispersed leadership and creativity.

### OUR VALUES

Our values define who we are, our expectations of ourselves and of each other. They describe how we interact with one another and how we interact with our students and partners.

The values that underpin the culture of Inverness College UHI are:

- **Respect**
- **Integrity**
- **Accountability**
- **Passion**

These values underpin our behaviours at work and the commitments we make to ourselves and one another.

### OUR COMMITMENTS

We will operate in an environment of mutual respect, behaving professionally at all times;

We will act with integrity, being honest and transparent in our work and putting the interests of our students first;

We will be accountable for our actions, do what we say we will do and exceed expectations;

We will be passionate in our work and in our ambition for our students, our college and our university.

## **2. Introduction**

This strategy aligns closely with the Inverness College Strategic Plan and that of the University of the Highlands and Islands working towards the Scottish Government's overarching strategic outcomes as outlined by Public Procurement in Scotland (PPS) to accelerate the pace of change and the delivery of benefits, embedding public policy strategic aims into business as usual.

The institutional spend of Inverness College UHI on bought in goods and services is circa £4.5m per annum. At all times, Inverness College is committed to obtaining value for money in all of its transactions, and in conducting its daily business staff must always consider the institution's wider responsibilities in terms of legal, moral, social, economic and environmental impact. Effective procurement will support the key institutional objectives outlined in the strategic plan.

Best value procurement will:

- Be transparent.
- Be driven by desired results.
- Create the most economically advantageous balance of quality & cost.
- Reduce the burden on administrative and monitoring resources.
- Lead to simplified or routine transactions.
- Encourage open and fair competition.
- Follow all appropriate regulations and legislation.

This Strategy has been designed to ensure legislative compliance with the Procurement Reform (Scotland) Act 2014 and other relevant legislation and is aligned with the College's and the Scottish Funding Council's key strategic outcomes as detailed in our Regional Outcome Agreement and Inverness College Strategic Plan.

The key elements of the new legislation:

- require us to maintain a public contracts register on our external website
- increase the scope of our regulated procurements
- require us to meet the sustainable procurement duty

This strategy sets us challenging but realistic goals for the development of our procurement activities over the next 4 years which will be subject to regular and transparent review.

The successful implementation of this Strategy can only be achieved by everyone involved in the procurement of goods and services on behalf of Inverness College working in partnership with our Procurement Team and collaboratively with our partners across the wider education and public sector.

Working together we can significantly contribute to the future sustainability of the College through the reinvestment of resulting savings and efficiencies from our procurement activities to enhance our students learning experiences and outcomes and meet our aspirations as set out in our College's, Mission, Vision, Values and Ambitions by 2021. The intention of this Procurement Strategy is to set out a number of key objectives to encourage, monitor and deliver the most effective procurement processes in alignment with the College Strategic Plan 2017-2020.

In line with government guidance, this will be a 4-year strategy with an appended action plan outlining key priorities for the 12 months following publication, to be updated annually.

### **3. Formation and approval of our Procurement Strategy**

The formation of this Strategy is the culmination of consultation and engagement with a wide range of staff involved in procurement as well as external stakeholders and guided by the UHI Strategic Procurement Team.

This Strategy has also been informed by the Scottish Procurement's statutory guidance under the Procurement Reform (Scotland) Act 2014 with the support of APUC, the procurement centre of expertise for all of Scotland's colleges and universities.

The Strategy was approved by the College's Board of Management on the xx of March 2017 and subsequently published on our external facing website.

We may review this Strategy annually as a minimum thus maintaining the alignment of our procurement activity with our broader priorities and allow the College where necessary to revise the Strategy and its related Action Plan. The Action Plan will be reviewed annually and the UHI Strategic Procurement Team will provide support and guidance to ensure compliance with the Procurement Reform (Scotland) Act 2014.

See Annex A at the end of this document for a concise summary of the application of the Procurement Reform Act and Public Contracts (Scotland) Regulations 2016 and the key strategic and operational requirements therein.

### **4. Context**

This Procurement Strategy provides the framework within which the procurement activities of the College can develop and help support our strategic objectives and outcomes. It can also be understood as a procurement improvements journey based on a clear understanding of where the College is currently in terms of our procurement practice, where we want and need to be, and how we should get there.

The College aligns its procurement strategy with the Procurement Reform (Scotland) Act 2014, which provides a national legislative framework for sustainable public procurement that supports Scotland's economic growth through improved procurement practice.

The Act focuses on a small number of general duties on contracting authorities regarding their procurement activities and some specific measures aimed at promoting good, transparent and consistent practice in procurement processes detailed in section 6 below.

This Strategy recognises that our procurement practice is based on the Scottish Model of Procurement which sees procurement as an integral part of policy development and service delivery and is essentially about achieving the best balance of cost, quality and sustainability.

A key element of this Strategy is about moving the balance of procurement effort away from the buying or tendering phase and towards a greater emphasis on the planning and post contract phases of procurement. Included in this is an increasingly greater engagement with our stakeholders both internal and external.

## **5. Procurement Policy**

Our Procurement Policy sets out the operational framework of how we conduct our procurement activity and is largely based on the Scottish Government's Procurement Journey. This will facilitate our regulated procurements being conducted in accordance with best practice in a legally compliant manner that is consistent with the rest of the Scottish public sector in achieving value for money for our stakeholders.

## **6. Strategic Procurement Objectives**

Our strategic procurement objectives as defined below form the core of our Procurement Strategy. They pay regard to the five strategic areas defined by the Public Procurement Reform Board (PPRB): Sustainability, Access, Efficiency and Collaboration, Savings and Benefits and Capability which in turn have been aligned with SFC's Strategic Aims as further detailed in the College's Regional Outcome Agreement, namely:

- Ensuring an efficient regional structure
- Delivering high quality and efficient learning
- Providing access to people from the widest range of backgrounds
- Delivering the right learning in the right place
- Creating a developed workforce for the region and
- Creating a sustainable institution.

Our strategic focus for the period of this strategy will therefore be as follows:

- We will ensure compliance with the general duties and specific measures of the Procurement Reform (Scotland) Act 2014.
- We will deliver value for money – value for money as defined by the Scottish Model of Procurement is not just about cost and quality, but about the best balance of cost, quality and sustainability.

Through our Procurement Policy and practice we will seek to consistently apply the above principle albeit the balance of cost, quality and sustainability will vary for a regulated procurement depending on the particular commodity, category and market.

We will consider the whole-life cost of what is being procured and when applying the above principle of value for money, ensure that we do so in a clear, transparent and proportionate manner; in line with the Treaty on the Functioning of the European Union of equal treatment, non-discrimination, transparency, proportionality and mutual recognition and in compliance with the general duties of the Act as well as the sustainable procurement duty.

- In compliance with the Procurement Reform Act we will give consideration to the environmental, social and economic issues relating to all regulated procurements and how benefits can be accrued, on a contract-by-contract basis by taking proportionate actions to involve SME's, third sector bodies and supported businesses in our procurement activities and in so doing benefit not only the College but the wider region of the Highlands.

To support compliance with the duty we will endeavour to make use of available tools and systems such as the Scottish Public Procurement Prioritisation Tool, the Sustainability Test, Life Cycle Impact Mapping, the Scottish Flexible Framework as well as APUC's Code of Conduct, Sustain and Electronics Watch where relevant and proportionate to the scope of the procurement. These tools are available to Inverness College.

- We will consult and engage with those affected by our procurements – we will take note of available good practice/principles of engagement including those detailed in the National Standards for Community Engagement as well as ensuring procurement staff have or will be developed to have the relevant communication and engagement skills. In each procurement we will consider the community affected by the resultant contract and ensure any affected organisations/persons are consulted (eg impact on service for students, or a local contract that could be combined with other similar institution's needs). Such consultation will always be on a scale and approach relevant to the procurement in question.
- We will analyse our third party expenditure, identify 'EU regulated procurements' [Goods and Services worth more than £164,176 and Works worth more than £4,104,394 (OJEU Thresholds that apply to the College as an "other public sector contracting authority")] and 'lower value regulated procurements' [Goods and Services worth more than £50,000 and Works worth more than £2 million (Procurement Reform Act 2014)].

In addition, we will sort regulated procurements into procurement categories and give consideration to appropriate and effective consultation that aligns individual procurement strategies with our own aims and objectives and in turn their contribution to the National Outcomes as detailed in our Regional Outcome Agreement.

Finally, we will consider where appropriate the effective use of contract and supplier management to monitor and further improve the regulated procurement contract outcomes.

- We will conduct all of our regulated procurements in compliance with the principles of the Treaty on the Functioning of the European Union; equal treatment, non-discrimination, transparency, proportionality and mutual recognition and will consider early engagement with the supply market where relevant prior to the publication of a contract notice.

All regulated procurements will be posted on portals such as Public Contracts Scotland (PCS) and Public Contracts Scotland-Tender (PCS-T) and shall strive to ensure the appropriate use of separate lots with straightforward output based specifications and clear evaluation criteria to ensure the procurement is accessible to as many bidders as possible.

- We will find practical ways to supply healthy, fresh, seasonal, and sustainably grown food which represents value for money whilst improving the health, wellbeing and education of our teaching and learning communities, coupled with promoting the highest standards of animal welfare.

We will work to put in place affordable contracts, which meet the nutritional requirements for food for all users of our catering services and will use available good practice and guidance such as "Catering for Change – Buying food sustainably in the public sector".

With specific reference to the aims identified within Inverness College Strategic Vision 2017-2021:

**Aim 1: Opportunity and growth in student Life** - We will build a vibrant campus community that all of our students are proud of, and within which they are engaged and supported to reach their potential. We will strengthen our existing relationships between our students, staff, employers and the wider community to further increase student participation and the student voice.

- We will purchase value for money quality and innovative products through the procurement process to enhance the learning environment for our students.
- We will focus on student considerations when purchasing goods and services to ensure the outcomes meets or exceeds the need.

**Aim 2: Opportunity and growth in Organisational Development** - As a highly regarded organisation, we will attract and retain talented employees committed to achieving shared goals. We will create a supportive, collaborative and dynamic environment where students and staff are inspired to learn and develop. Our high performance culture will be underpinned by a dispersed leadership model, within which teams are empowered to deliver and share accountability for outcomes.

- We will educate all staff with devolved purchasing authority through effective communication streams and training events.
- We will support our procurement staff to develop and maintain their procurement knowledge in terms of best practice and legislation requirements

- We will work with Centres of Expertise to embed best practice procedures in our procurement processes
- We will endeavour to embed the principles of effective contract management across the organisation, providing guidance and training where appropriate, focussing on high spend and high risk areas.

**Aim 3: Opportunity and growth in research and innovation** - We will build upon our successes in research by strengthening our impact and excellence and growing our regional and international reputation. We will continue to support and grow an innovative and inspired postgraduate researcher community. Our research will directly inform innovation and entrepreneurship activity in key sectors regionally and internationally.

- We will enable innovative solutions to be purchased through using the most relevant procurement route and tools whilst supporting the research community to meet or exceed their requirements.
- We will include innovation evaluation criteria where relevant within our tendering exercises

**Aim 4: Opportunity & Growth in Sustainability** - We will ensure our continuing financial stability by developing income streams and promoting efficient, effective service delivery. We will work collaboratively to enhance the prosperity of the regional economy. We are committed to acting responsibly by protecting our environment, maintaining and developing our infrastructure and managing our risks.

- Where appropriate we will maximise community benefits through the tendering process such as the introduction of apprenticeships and work experience for students as well as promoting value added services to enhance the college and local area.
- When evaluating regulated procurement exercises; quality, risk and sustainability factors will also be considered along with cost.
- We will maximise the opportunities presented by the implementation of the new finance system (2017) We aim is to ensure financial stability through promoting an efficient and effective service delivery. The new finance system will deliver efficiencies in the finance process.
- We will ensure that e-invoicing is implemented by 2018 in line with EU and governmental legislative requirements.
- We will use available tools such as the Flexible Framework and Life Cycle Impact Mapping to ensure that, where appropriate, all environmental, social and economic issues are considered as well as the benefits that can be delivered.
- We will enhance our efficiency through effective engagement with our partners both in UHI, the wider education sector and the public sector in general maximising collaborative opportunities



- We will continue to engage with local businesses and employers who are part of our community and seek to demonstrate transparency and fairness in the way in which the College carries out procurement and awards contracts for its services and goods.
- We will publish a contracts register to highlight contracts that local suppliers may be interested in bidding for.
- We will embed and promote the APUC Supply Chain Code of Conduct
- As an accredited Living Wage employer, we will make specific reference within tender documentation to meet the requirements of the Scottish Government's Fair Work Practice Act and Modern Slavery Act 2015.
- We are committed to working with suppliers that comply with all relevant legislation, including Health and Safety legislation. Where appropriate and on a contract by contract basis, we will ensure that bidders are fully compliant with such legislation. Where proportionate, we will also seek to assess the compliance of subcontractors as this is a legal requirement on regulated exercises.
- We recognise the importance of paying suppliers promptly once a service has been performed or goods delivered and that late payment is particularly detrimental to SMEs, third sector bodies and supported businesses. We will comply with Late Payment legislation and will review on a contract by contract basis whether such obligations should be enforced further down its supply chain.
- To ensure effective risk management in relation to procurement activities, we will develop a procurement risk register which will identify commercial and reputational risks and the appropriate control measures required to mitigate them.
- We will support the sourcing of goods that are fairly and ethically traded. Where directly relevant we will make use of appropriate standards and labels in our procurements to take account of fair and ethical trading considerations as well as considering equivalent offerings from suppliers that can demonstrate they can meet the specified criteria without necessarily having the specific certification.

These objectives are measured and supported in three ways; through the Procurement Action Plan within this Strategy, through our involvement in the Scottish Government's Procurement and Commercial Improvement Programme (PCIP) and through the publication of an Annual Procurement Report (section 7).

All spend will be procured within the Public Sector Procurement guidance and contracts will be rationalised across campuses wherever possible. This will enable the College to build relationships with key contractors and more effectively manage contracts across the Estate. It will also ensure that best value for money is achieved through improved bargaining power. The regional approach to procurement will also

assist in this regard. Specifically, the College will use Government negotiated contracts and frameworks wherever possible and will ensure that energy and water are procured through these frameworks. The Procurement Strategy provides further detail on how procurement is managed across the College'

## **7 Annual Procurement Report**

In accordance with Procurement best practice we will publish an Annual Procurement Report as soon as practicable after College's financial year end.

This report will provide a commentary on the progress of this Strategy and its Action Plan and will contain as a minimum the following:

- A summary of the regulated procurements that have been completed during the year covered by the Report.
- A review of whether these procurements complied with this Strategy.
- The extent that any regulated procurements did not comply, a statement of how we intend to ensure that future regulated procurements do comply.
- A summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year of the Report including for example; apprenticeships completed, curriculum support activities, business support activities, support to communities and resource efficiencies achieved in terms of materials, waste or water.
- A summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the Report.
- A summary of the regulated procurements we expect to commence in the next two financial years.
- Such other information as the Scottish Ministers may by order specify and where applicable that demonstrate compliance with other legislation that places specific requirements on the College with respect to our procurement activities and the College will also consider including:
  - What we have learned from our consultation and engagement with stakeholders and those affected by its procurements, and what it is doing to respond to these views
  - What we are doing to improve our performance and impact, drawing on relevant information – for example spend analysis – and what improvements have been achieved since our last report; and
  - How we are working with other bodies – for example procurement centres of expertise – to maximise effectiveness and efficiency.
- We will seek to publish our annual procurement report in an inclusive way that takes into account equality and accessibility issues and allows stakeholders to form a clear view of the College's performance.

## 8 Definitions

**Procurement Reform (Scotland) Act 2014** – Updated legislation which came into effect in April 2016 and has a significant impact on all of our procurement processes.

**EU Treaty Principles** – These principles relate to equality of opportunity for all EU member states and are: equal treatment, non-discrimination, transparency, proportionality and mutual recognition.

**Scottish Model of Procurement** – Looking at outcomes rather than outputs, the Scottish Model of Procurement uses the power of public spend to deliver genuine public value beyond simply cost and/or quality in purchasing, ensuring the best balance of cost, quality and sustainability.

**Public Contracts Scotland** – The web portal provided by the Scottish Government upon which all public contract opportunities are advertised.

**APUC – Advanced Procurement for Universities and Colleges**, the Centre of Excellence for the Scottish FE/HE sector.

**The Flexible Framework** – The Flexible Framework is a widely used self-assessment mechanism developed by the business-led Sustainable Procurement Task Force, which allows organisations to measure and monitor their progress on sustainable procurement over time.

**Life Cycle Impact Mapping** – A process which maps the impact of a product on the environment through the supply chain through to end of life disposal.

**Procurement Journey** – The Procurement Journey provides guidance and documentation for the Scottish public sector which can be updated on a continual basis with any changes in legislation, policy and facilitates best practice and consistency.

**Local Procurement Journey** – Inverness College best practice procedure for the procurement of goods and services.

**Hunter Database** – Contract management database provided by APUC.

**Public Contracts Scotland** – A portal provided by the Scottish Government which provides suppliers with free easy access to all essential information on public sector business opportunities. All public sector bodies in Scotland are expected to use PCS.

**Public Contracts Scotland Tender** – national eSourcing system provided free of charge by the Scottish Government allowing buyers to communicate securely with suppliers throughout the whole procurement lifecycle

**Quick Quote** – the facility on Public Contracts Scotland which allows buyers to ask for competitive quotes for low value/low risk procurement exercises from suppliers who are registered on Public Contracts Scotland.

**Small and Medium Sized Enterprises (SME's)** - Companies with less than 250 employees (Scottish Government Definition)

**Procurement and Commercial Improvement Programme (PCIP)** – Assessment and review of procurement and commercial performance carried out by APUC.

**Public Procurement Reform Board (PPRB)** – the Board formed following the McLelland report in 2006 to drive change within public sector procurement in Scotland, promoting collaborative working across a wide range of procurement activities and practice across all public sector procurement spend.

## **9 Responsibilities**

- 9.1 The Senior Management Team and Board of Management have overall responsibility for the Strategy and for fostering a culture within the organisation in which legislative compliance is accepted as a minimum.
- 9.2 The Director of Corporate Services has responsibility for implementing the Strategy, monitoring compliance and ensuring the Strategy is regularly reviewed and updated as appropriate.
- 9.3 The responsibility to control the risks of non-compliance resides at all levels of the organisation.
- 9.4 The responsibility for consultation with stakeholders, training and providing support and guidance to ensure organisational and legislative compliance rests with the Director of Corporate Services.
- 9.5 Quality approval check of the strategy is the responsibility of the Head of Quality who will arrange for the strategy to be posted on the web.

## **10. Linked Policies/Related Documents**

Financial Regulations  
Procurement Policy  
Anti-bribery Policy  
Contract Management Procedure  
Fraud Prevention Policy and Response Plan  
Health and Safety Policy  
Selection of Suppliers Procedure  
Tendering Procedure

## **11. Relevant Legislation/Guidance**

Procurement Reform (Scotland) Act 2014  
Health and Safety at Work etc Act 1974  
Modern Slavery Act 2015  
Treaty on the Functioning of the European Union  
EU Procurement Directive on Public Procurement  
EU Procurement Directive on the Award of Concession Contracts  
EU Procurement Directive on the Award of Contracts by Entities Operating in the Water, Energy, Transport and Postal Services Sectors  
EU Procurement Directive for Electronic Invoicing in Public Procurement  
Statutory Guidance on the Selection of Tenderers and Award of Contracts  
Addressing Fair Work Practices, including the Living Wage, in Procurement

## Appendix 1: Action Plan for Jan - Dec 2017

### Opportunity and growth in Organisational Development

Objective	Main Action	KPI	By Whom	By When
We will educate all staff with devolved purchasing authority through effective communication streams and training events.	Introduce an e-learning Procurement module	E-learning module available on Blackboard or equivalent and accessed by staff	Contracts & Procurement Coordinator	31/05/17
	Create and manage Procurement Guidance Documents	Complete a customer feedback survey and create an action log for continuous improvement	Contracts & Procurement Coordinator	31/12/17
We will support our procurement Staff to develop and maintain their procurement knowledge in terms of best practice and legislation requirements	Procurement Staff to attend relevant Procurement training	Creation of a Training Log to identifying and address training requirements	Contracts & Procurement Coordinator	31/12/17

### Opportunity & Growth in sustainability

Objective	Main Action	KPI	By Whom	By When
We will ensure fair and transparent opportunity for all current and potential suppliers including small and medium sized enterprises (SME's), third sector and voluntary organisations	Engage with local businesses and employers who are part of our community and seek to demonstrate transparency and fairness in the way in which the College carries out	Participate in local meet the buyer events/Participate with local authorities on SME engagement events	Contracts & Procurement Coordinator	31/12/17

	procurement and awards contracts for its services and goods.			
We will support the government's directive to drive change through engagement with supported businesses, recognising the positive impact that these have in addressing stubborn inequalities.	Where appropriate, work with supported businesses to develop meaningful contracts for the provision of goods and services.	Minimum of 1 formal contract to be formalised with supported businesses on the national framework agreement.	Contracts & Procurement Coordinator	31/12/17
We will enhance our efficiency through effective engagement with our partners both in UHI, the wider education sector and the public sector in general.	Engage with partners out with UHI to maximise economies of scale based on local geography and through this engagement ensure that we meet our corporate social responsibility requirements in our local communities.	Participate in a minimum of 1 contract per annum with another Public Sector Body	Contracts & Procurement Coordinator	31/12/17
We will ensure that sustainability criteria are considered as part of each tendering exercise and, where appropriate, evaluated and measured.	Ensure tender documentation contains appropriate sustainability criteria for measurement and evaluation.	Report on sustainability benefits achieved in regulated procurements	Contracts & Procurement Coordinator	30/09/17
We will use available tools such as the Flexible Framework and Life Cycle Impact Mapping to ensure that, where appropriate, all environmental, social and economic issues are considered as well as the benefits that can be delivered.	Complete the Flexible Framework self-analysis of sustainability criteria.	Achievement of Level 1.	Contracts & Procurement Coordinator	31/12/17
We will support an ethos of effective contract management, adopting a proactive approach to ensure optimum performance and service levels.	Identify Top 10 Key Suppliers and work with Budget Holders to embed contract management process	Achieve agreed levels of KPIs through Monthly/quarterly review meetings	Contracts & Procurement Coordinator	30/09/17

Identify Procurement Related Risks	Keep abreast of changes to legislative conditions as a result of the referendum decision to leave the European Union, identifying any challenges and risks as a result of this.	Engagement with changes to ensure risks are identified in Risk Register	Contracts & Procurement Coordinator	31/07/17
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## Board of Management

Subject/Title:	Finance Monitoring Report – January 2017		
Meeting and date:	Finance and General Purposes Committee - 9 March 2017		
Author:	Fiona Mustarde, Financial Services Manager		
Link to Strategic Plan:			
Cost implications:	Yes <b>If yes, please specify:</b> Budget monitoring report for the period to Jan 17		
Risk assessment:	Yes <b>If yes, please specify:</b> Financial: Please see report Operational: Organisational:		
Status – Confidential/Non confidential	Non-confidential		
Freedom of Information Can this paper be included in “open” business	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.)			

### Recommendation(s)

The Committee is asked to discuss the report.

### Purpose of report / Summary

To report to the Committee the results of the finance monitoring for the 6 months to end January 2017.

## Income and Expenditure Monitoring

- The results of the financial monitoring exercise for the 6 months to January 2017 are summarised in the table below.

**Table 1: 2016/17 Income and Expenditure Monitoring – January 2017**

<b>YEAR TO DATE</b>	<b>Actual Jan 17 £000</b>	<b>Phased Budget Jan 17 £000</b>	<b>Variance £000</b>
Income	13,066	13,727	(661)
Expenditure	13,698	13,785	88
Net Operational Surplus (Deficit)	(631)	(58)	(573)
<b>YEAR END</b>	<b>Forecast £000</b>	<b>Budget £000</b>	<b>Variance £000</b>
Income	26,221	27,594	(1,373)
Expenditure	27,278	27,594	316
Net Operational Surplus (Deficit)	(1,057)	0	(1,057)

- The year to date position, for the 6 months to January 2017, shows the net operational position is £573,000 below the budget level. Income, at £661,000 below the budget level and expenditure at £88,000 below budget level, contribute to the variation at the end of the period and further information is given below.
- The year-end position shows a forecast net operational deficit of £1,057,000 compared with the budget level of £0. The variance in deficit relates to the adjusted values to be applied in respect of deferred capital grant income as per note 13.
- Most budgets have been phased for 2016/17 in line with patterns found at this stage in previous years.
- The monitoring results, shown in the revised format, are shown in the appendices. The list of pages is shown below:
  - Page 1 – Income & Expenditure Report – month, year to date (YTD) and year end. **Plus, previous year actual outturn in final column.**
  - Page 2 - Income & Expenditure Report – showing actual & forecast for the year.
  - Page 3 – Cash Flow Analysis - month, year to date (YTD) and year end.
  - Page 4 – Monthly & cumulative cash position, in graphical form.
  - Page 5 - Cash flow Forecast – showing actual & forecast for year.
  - Page 6 – Debtors Report – showing business & student debt split, in graphical form.

- Page 7 – Creditors Report – showing creditor payment days in graphical form.
- Page 8 – summary Income & Expenditure and cash flow information from October 2012, for comparison purposes, which show budget, forecast and variance.

**Income**

6. The grant income related to student activity on the FE side is budgeted at £7,695,730 for 2016/17. Our budget target is 28,698 credits. At present, the college is projecting to exceed the target figure.

In HE, the college target is to achieve 1,665 FTE's and at present the projected activity is 1,619 FTE's.

7. The budget for the year for SFC unitary charge funding is £4,635,000 and at January 2017, there is a positive variance of £51,000. The projected outturn at the year-end is to maintain this positive variance. The positive variance is due to additional funding to cover the insurance costs recharged by GTEIL as required in the contract.
8. The budget for the year for tuition fees is £3,143,448 and at January 2017, there is a positive variance of £45,000 against budget. The projected outturn at the year-end is £3,145,000.
9. SDS Training Contracts income mainly consists of skillseeker funding. Current income at January 2017 is £207,000 compared to the budget of £178,000, a positive variance of £29,000. The funds are released on the basis of claims submitted to SDS and is on track to maintain the contracted value.
10. Other income for the 6 months to January 2017 is £1,062,000, £211,000 below the budget of £1,273,000. The negative variance is mainly due to not having received ESIF funding as per the budget phasing. Catering and hospitality income accounts for £447,112 to January, a positive variance of £108,729 against budget. However this variance indicates that it may be necessary to further profile the budget for catering.
11. Deferred grant has been recalculated in line with the required accounting in respect of the new campus arrangements. The original budget was set prior to agreement on the correct accounting. This has resulted in negative variance. For the 6 months to January 2017, the actual deferred grant is £382,000 against a budget of £1,057,000, a negative variance of £675,000. The forecast outturn for the year is a negative variance of £1,355,000 against budget.

**Expenditure**

12. Actual expenditure on staffing costs for the 6 months to January 2017 is below the phased budget by £23,000. Other staff costs are under target by £29,000. Overall there is an underspend of £52,000 on total staffing costs. The majority of pay awards have now been paid and implemented, however there are some vacant posts and LGPS superannuation costs will increase in April 2017.
13. Other expenditure variations for the 6 months to January 2017 include an overspend of £144,000 in supplies and services costs. Of this, £27,337 relates to British Sign

Language interpreting services in respect of two students, £33,516 relates to Phd student payments largely supported by project funding, £26,509 for equipment maintenance supported from research project funding, £25,673 for hospitality which includes events such as staff conference, graduation and prize-giving, costs for honorary lecturers.

### **Cash Flow**

14. The opening cash balance for the year was £3,326,000.
15. Anticipated cash flow over the course of the current financial year was developed in June 2016 from budget estimates agreed at that time. A positive cash balance of £2,743,000 is anticipated at the end of the year, 31 July 2017. This compares with the year-end cash balance of £2,462,000 shown in the original projection prepared in June 2016.
16. The actual balance of £1,852,000 at the end of January 2017 shows an increase against the budget figure of £1,473,000, amounting to £379,000.
17. Details of the cash flow against budget for the month of January 2017, the year to date position and the year-end position, is shown in the appendices on page 3. Graphs showing the monthly cash movements and the cumulative position are shown on page 4 of the appendices and the actual/ forecast for the year is shown on page 5 of the appendices.

### **Creditor Payments**

18. Analysis of creditor payment runs indicates an average invoice payment period of 29 days over the 12 month period to January 2017, compared with the figure of 34 days in the 12 months to January 2016. A chart setting out the monthly results over the past year of the creditor payment analysis is appended, on page 7.

### **Debtors Summary**

19. Analysis of debtor's information shows that for January 2017, the total invoiced debt for the College decreased from £1,062,771 in December 2016 to £912,076, a decrease of £150,695. Charts showing the above are appended to this report, on page 6 of the appendices.

### **Comparable Monitoring Information from January 2016**

20. There are 2 sets of figures included for comparison purposes. The first table is the income and expenditure figures from January 2016, which shows the forecast, budget and the variance. The second table shows the cash flow figures from January 2016, which again shows the forecast, budget and variance figures.

**Risk Assessment/ Conclusion**

21. The updated Risk Assessment, shown in appendix 1 of this report, shows the key risk areas within the finance monitoring report. The overall downside risk at this time is £80,000. The outturn currently reported is an operating deficit of £1,057,000 against a budgeted breakeven position of £0.

Overall, the projected outturn reported of £1,057,000 is a realistic assessment of the College's current financial position. The forecasted activity figures for FE are positive at this time. The HE activity is forecast to be higher than 2015/16 although below the target set at the beginning of the year. The impact of this on the overall Income & Expenditure Accounts surplus/deficit will be mitigated through careful management of temporary staff levels and other expenditure.

**REVENUE BUDGET 2016/17 – UPDATED RISK ASSESSMENT – 31 JULY 2017**  
**OUTTURN**

**MAIN RISKS**

<b>KEY RISK AREAS</b>	<b>DOWNSIDE £</b>	<b>PROVISIONS INCLUDED IN OUTTURN FIGURE £</b>
SFC FE Recurrent Grant	0	0
UHI HE Recurrent Grant	150,000	0
Fees – FE (Income)	0	0
Fees – HE (Income)	0	0
Bad debts (Expenditure)	0	0
Staff Costs	0	0
Property Costs	0	0
	<b>UPSIDE</b>	
	£	
Staff Costs	70,000	0
<b>Net overall downside</b>	<b>£80,000</b>	

**Inverness College**

**Income and Expenditure Report**

£000

Year 2016/17  
Month January

Report Para.	YTD			Year End			Previous Year Actual Outturn	
	Actual	Budget	Variance	Forecast	Budget	Variance	Actual	
<b>Income</b>								
Grants	8	6,282	6,287	(5)	12,657	12,669	(12)	
Unitary Charge		2,367	2,316	51	4,686	4,635	51	
Student Support Funds		1,369	1,264	105	2,286	2,224	62	
Fees	9	1,397	1,352	45	3,145	3,143	2	
SDS Training Contracts	10	207	178	29	396	400	(4)	
Other Income	11	1,062	1,273	(211)	2,287	2,404	(117)	
Deferred Grant		382	1,057	(675)	764	2,119	(1,355)	
		13,066	13,727	(661)	26,221	27,594	(1,373)	0
<b>Expenditure</b>								
Staff	12	6,785	6,808	23	13,746	13,757	11	
Other Staff	12	105	134	29	220	282	62	
Property	13	458	593	135	1,001	1,175	174	
Unitary Charge		2,067	2,044	(23)	4,137	4,114	(23)	
Transport		38	32	(6)	89	83	(6)	
Supplies and Services	13	1,964	1,820	(144)	3,850	3,780	(70)	
Student Support Funds		1,366	1,264	(102)	2,405	2,224	(181)	
Depreciation		915	1,090	176	1,830	2,179	349	
		13,698	13,785	88	27,278	27,594	316	0
<b>Net Operational Surplus (Deficit)</b>								
		(631)	(58)	(573)	(1,057)	0	(1,057)	0

Inverness College

Income and Expenditure Report

£000

Year 2016/17

Month January

Report Para.	Actual AUGUST	Actual SEPT	Actual OCT	Actual NOV.	Actual DEC	Actual JAN	Forecast FEB	Forecast MARCH	Forecast APRIL	Forecast MAY	Forecast JUNE	Forecast JULY	TOTAL	Budget	Variance	Movement since LM	
<b>Income</b>																	
Grants	8	940	1,091	1,087	1,140	1,118	906	944	1,061	1,130	1,047	1,223	970	12,657	12,669	(12)	(43)
Unitary Charge Funding		439	385	387	384	386	386	386	386	386	387	387	387	4,686	4,635	51	0
Student Support Funds		198	230	60	439	145	297	200	150	200	223	130	14	2,286	2,224	62	133
Fees	9	25	214	365	221	269	303	430	60	338	328	205	387	3,145	3,143	2	35
SDS Training Contracts	10	0	48	37	87	18	17	35	36	28	35	30	25	396	400	(4)	(10)
Other Income	11	160	181	163	210	163	185	197	195	206	183	109	335	2,287	2,404	(117)	25
Deferred Grant		64	64	64	64	63	63	64	63	64	64	64	64	764	2,119	(1,355)	0
		1,826	2,213	2,163	2,545	2,162	2,157	2,256	1,951	2,351	2,267	2,148	2,182	26,221	27,594	(1,373)	140
<b>Expenditure</b>																	
Staff	12	1,049	1,097	1,123	1,126	1,177	1,213	1,150	1,150	1,196	1,170	1,196	1,099	13,746	13,757	11	(23)
Other Staff	12	5	16	23	26	19	16	20	15	25	15	15	25	220	282	62	(1)
Property	13	74	125	78	57	49	75	95	95	82	97	85	89	1,001	1,175	174	58
Unitary Charge		365	330	339	360	338	335	345	345	345	345	345	345	4,137	4,114	(23)	5
Transport		3	6	6	9	7	7	6	10	6	10	6	13	89	83	(6)	(2)
Supplies and Services	13	196	434	397	349	301	290	263	360	322	248	340	350	3,850	3,780	(70)	50
Student Support Funds		0	205	274	244	373	270	250	220	200	225	130	14	2,405	2,224	(181)	(70)
Depreciation		152	152	152	152	153	153	153	152	153	153	152	153	1,830	2,179	349	(1)
		1,844	2,365	2,392	2,323	2,417	2,359	2,282	2,347	2,329	2,263	2,269	2,088	27,278	27,594	316	16
<b>Net Operational Surplus (Deficit)</b>		(18)	(152)	(229)	222	(255)	(202)	(26)	(396)	22	4	(121)	94	(1,057)	0	(1,057)	156



Inverness College

Cash Flow Analysis

£000

Year 2016/17

Month January

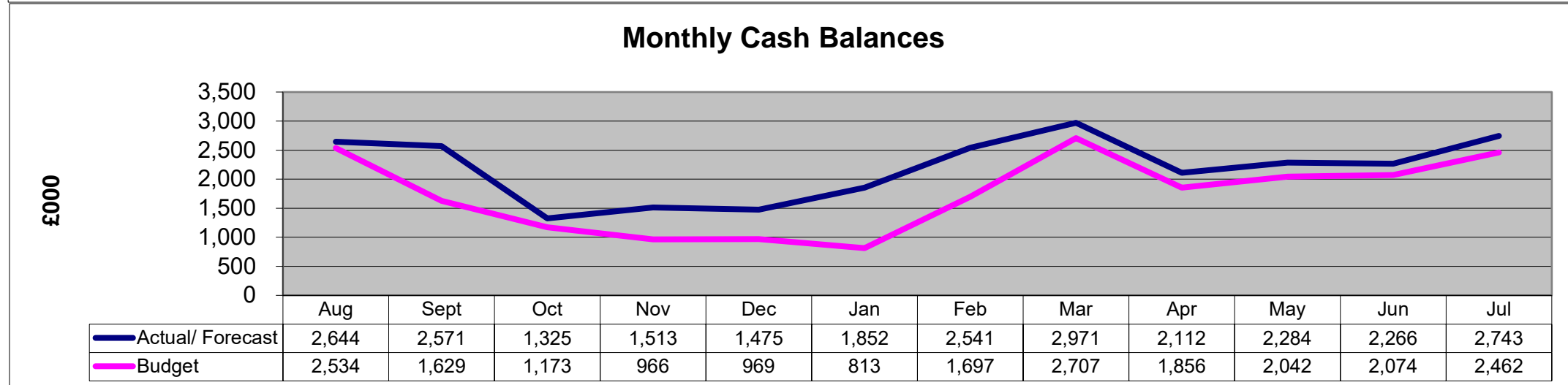
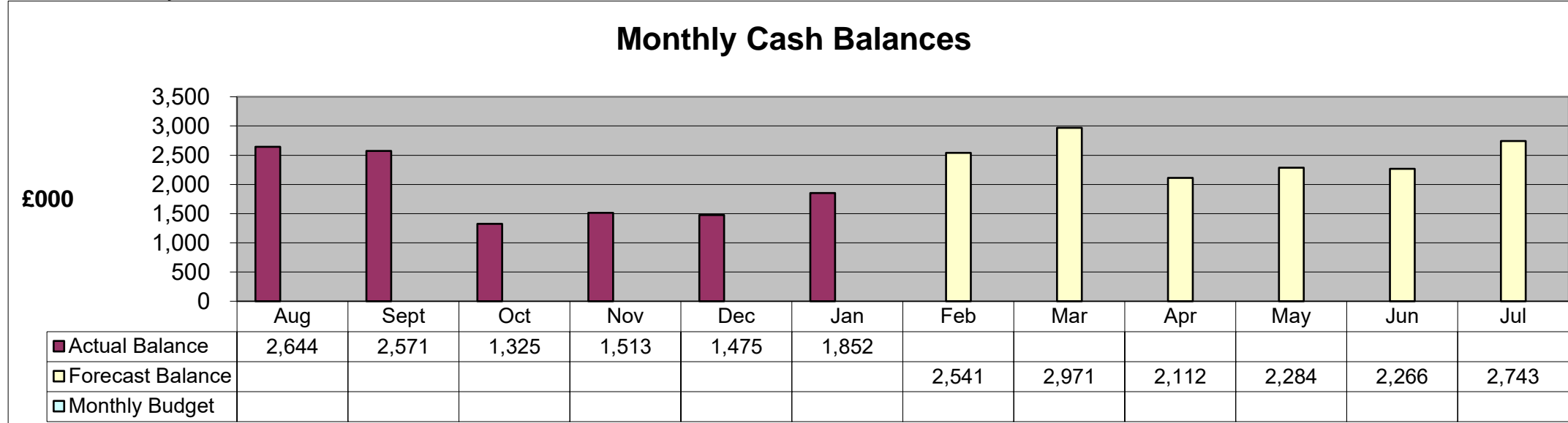
Report Para.	YTD			Year End		
	Actual	Budget	Variance	Forecast	Budget	Variance
<b>Income</b>						
Recurrent Grant In Aid	3,200	2,550	650	7,663	7,446	217
Other Grants	195	195	-	468	328	140
Unitary Charge Grant	2,365	2,310	55	4,681	4,626	55
UHI HE Grants	2,356	2,372	(16)	5,398	5,174	224
Fees & Charges	688	630	58	3,083	3,071	12
Student Support Funds	1,429	1,380	49	2,315	2,224	91
LEC Contracts	246	190	56	456	400	56
ESF Funds	-	-	-	-	-	-
Other Income	2,119	1,090	1,029	3,084	2,120	964
	<u>12,598</u>	<u>10,717</u>	<u>1,881</u>	<u>27,148</u>	<u>25,389</u>	<u>1,759</u>
<b>Expenditure</b>						
Staff	6,655	6,740	85	13,586	13,880	294
Pension Costs	48	48	-	96	96	-
Creditors	2,410	2,523	113	5,015	4,858	(157)
Unitary Charge payments	2,488	2,484	(4)	4,978	4,974	(4)
Student Support Funds	1,296	1,275	(21)	2,299	2,260	(39)
Inter Account Transfers	-	-	-	-	-	-
Other	1,175	160	(1,015)	1,757	185	(1,572)
Bank Interest	-	-	-	-	-	-
	<u>14,072</u>	<u>13,230</u>	<u>(842)</u>	<u>27,731</u>	<u>26,253</u>	<u>(1,478)</u>
<b>Net Income (Expenditure)</b>	<u>(1,474)</u>	<u>(2,513)</u>	<u>1,039</u>	<u>(583)</u>	<u>(864)</u>	<u>281</u>
<b>Opening Bank Balance</b>	3,326	3,326	-	3,326	3,326	-
<b>Closing Bank Balance</b>	<u>1,852</u>	<u>813</u>	<u>1,039</u>	<u>2,743</u>	<u>2,462</u>	<u>281</u>

17

**Income and Expenditure Report**

Year **2016/17**

Month **January**



	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Jul</u>
Actual Balance	2,644	2,571	1,325	1,513	1,475	1,852						
Forecast Balance							2,541	2,971	2,112	2,284	2,266	2,743

Monthly Budget

	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Jul</u>
Actual/ Forecast	2,644	2,571	1,325	1,513	1,475	1,852	2,541	2,971	2,112	2,284	2,266	2,743
Budget	2,534	1,629	1,173	966	969	813	1,697	2,707	1,856	2,042	2,074	2,462

**INVERNESS COLLEGE**

**FORECAST CASH FLOW - 12 MONTHS - AUGUST 2016 TO JULY 2017**

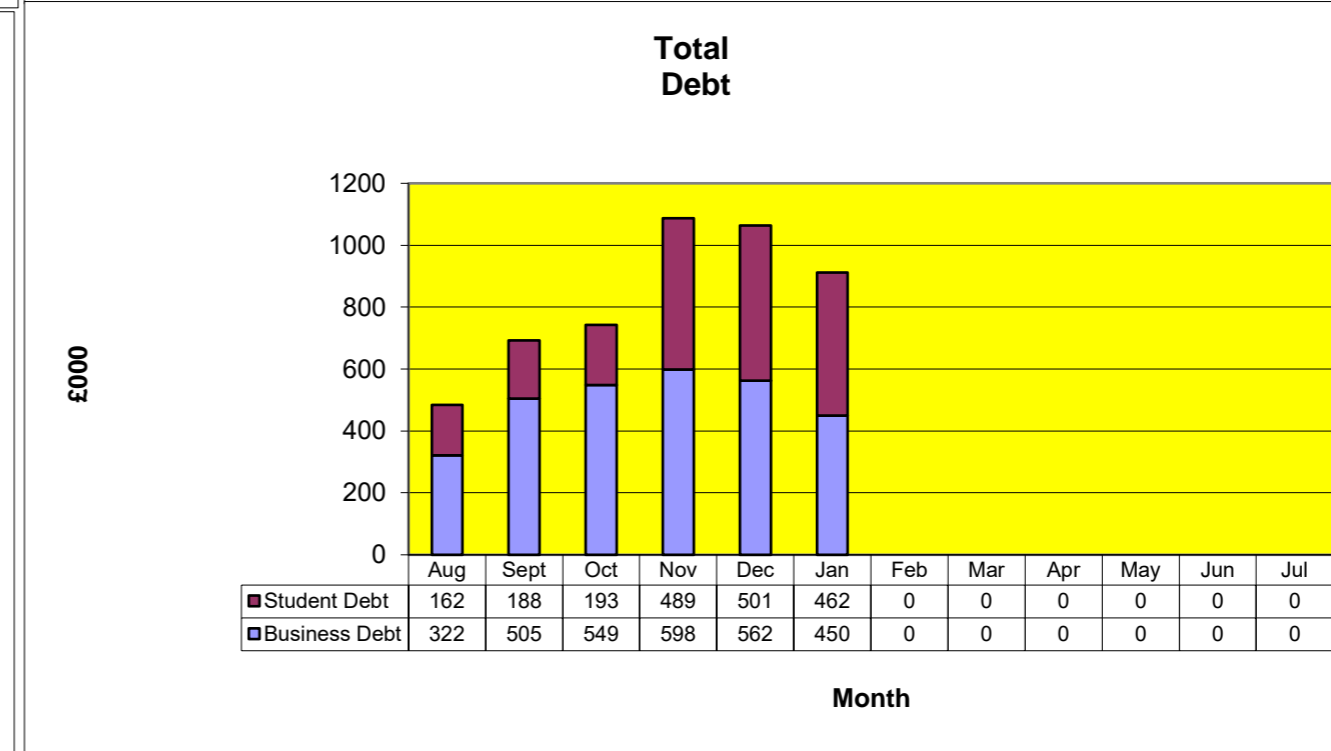
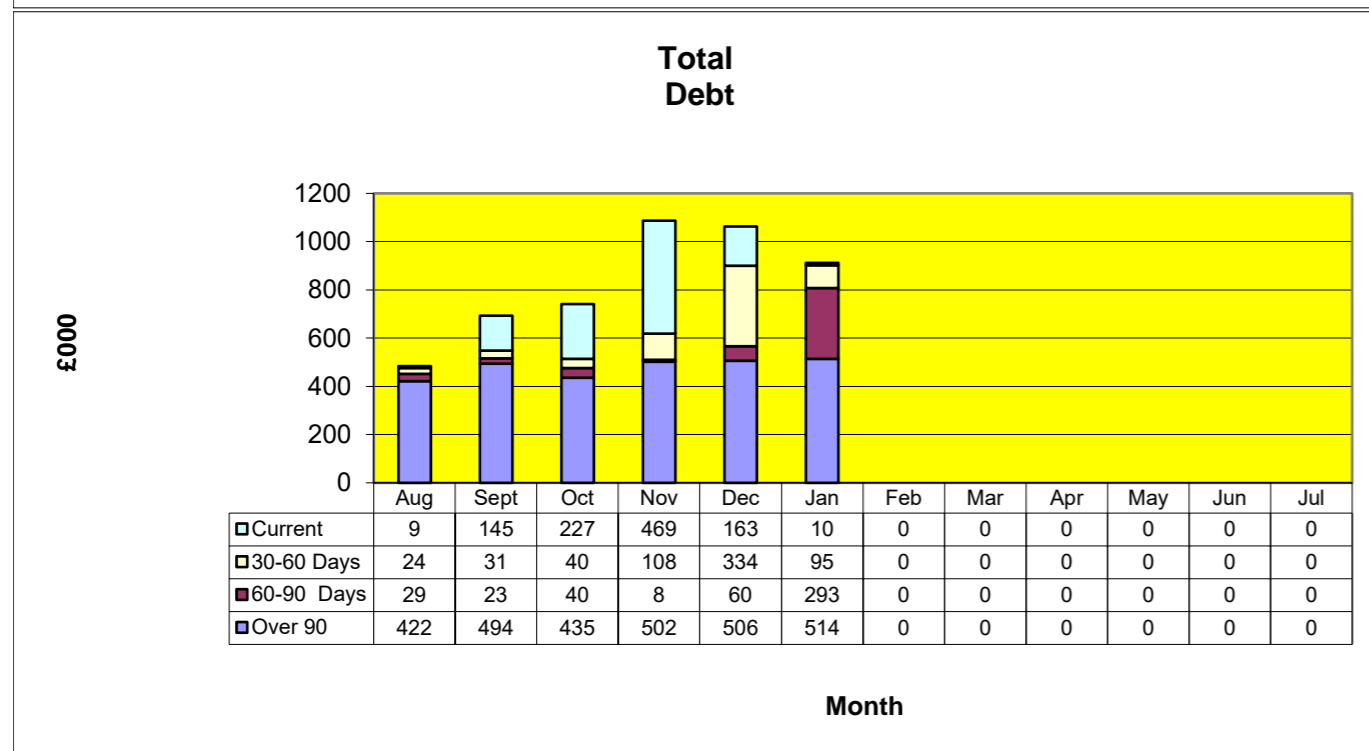
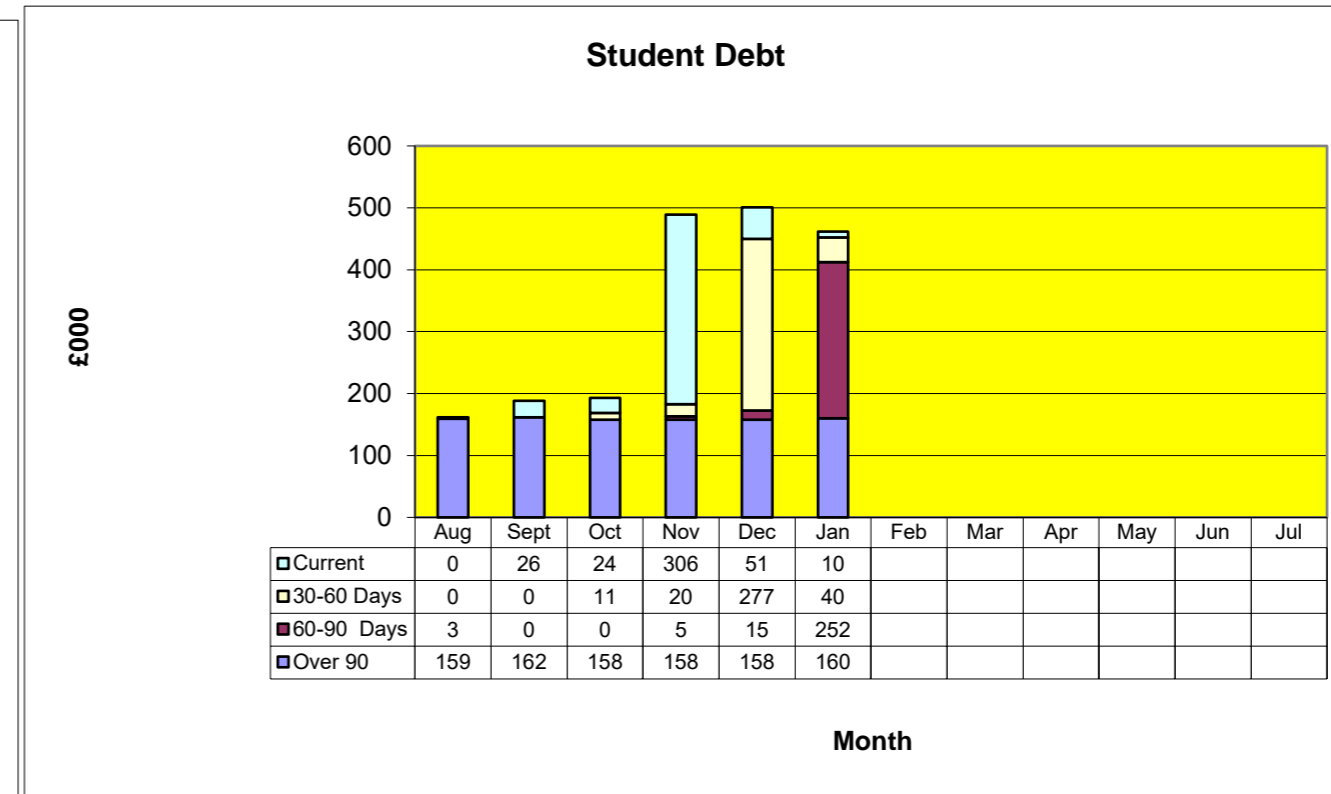
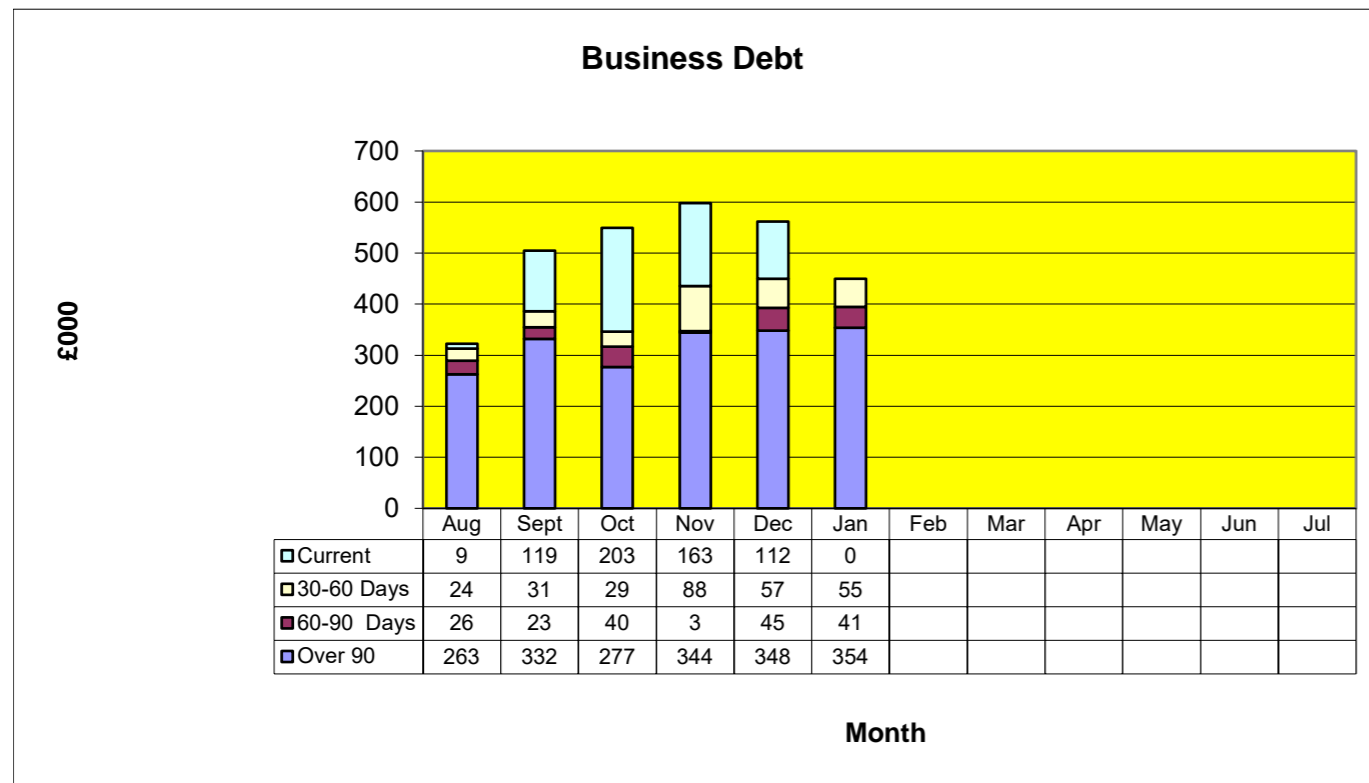
Report Para.		Actual	Actual	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	TOTAL	Budget	Variance	Movement since LM	
		AUGUST	SEPT	OCT	NOV.	DEC	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY					
<b>OPENING BALANCE</b>	Current	14	3,326	2,644	2,571	1,325	1,513	1,475	1,852	2,541	2,971	2,112	2,284	2,266	3,326	3,326	0	0
	Deposit		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total		3,326	2,644	2,571	1,325	1,513	1,475	1,852	2,541	2,971	2,112	2,284	2,266	3,326	3,326	0	0
<b>INCOME</b>																		
	Recurrent Grant (SFC)		-	-	500	900	900	900	-	1,643	-	750	750	1,320	7,663	7,446	217	217
	Other Grants (SFC) excl unitary charge		-	74	20	40	20	41	90	107	33	14	15	14	468	328	140	140
	Unitary Charge (SFC)		385	385	385	385	440	385	385	385	385	387	387	387	4,681	4,626	55	55
	UHI HE Income		363	363	401	415	399	415	415	519	519	519	655	5,398	5,174	224	224	
	Tuition Fees & Charges		63	141	41	65	94	284	1,829	115	90	140	80	141	3,083	3,071	12	137
	Student Support Funds		198	265	230	234	244	258	25	-	154	430	205	72	2,315	2,224	91	118
	LEC contracts		19	28	45	85	58	11	40	40	30	20	40	40	456	400	56	59
	ESF funds		-	-	-	-	-	-	-	-	-	-	-	-	0	-	0	0
	Other Income		201	925	191	333	262	207	215	220	160	170	80	120	3,084	2,120	964	127
	<b>TOTAL INCOME</b>		1,229	2,181	1,813	2,457	2,417	2,501	2,999	2,925	1,371	2,430	2,076	2,749	27,148	25,389	1,759	1,077
	Transfers to and (from) deposit Account		0	0	0				0			0	0		0	0	0	0
<b>EXPENDITURE</b>																		
	Staff Costs		1,048	1,053	1,086	1,101	1,176	1,191	1,147	1,142	1,152	1,152	1,150	1,188	13,586	13,880	294	221
	Pension costs		8	8	8	8	8	8	8	8	8	8	8	8	96	96	0	0
	Creditor payments		364	477	501	380	393	295	466	526	436	482	360	335	5,015	4,858	(157)	(103)
	Unitary Charge payments		440	431	404	398	414	401	414	414	414	416	416	416	4,978	4,974	(4)	29
	Student Support Funds		-	178	272	236	404	206	250	233	220	200	100	-	2,299	2,260	(39)	(66)
	Inter account transfers		-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	0
	Other		51	107	788	146	60	23	25	172	-	-	60	325	1,757	185	(1,572)	(766)
	Bank Interest Payable		-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	0
	<b>TOTAL EXPENDITURE</b>		1,911	2,254	3,059	2,269	2,455	2,124	2,310	2,495	2,230	2,258	2,094	2,272	27,731	26,253	(1,478)	(685)
	Actual Monthly Movement		(682)	(73)	(1,246)	188	(38)	377	689	430	(859)	172	(18)	477	(583)	(864)	281	392
	<i>Budget Monthly Movement</i>																	
<b>CLOSING BALANCE</b>	Current	17	2,644	2,571	1,325	1,513	1,475	1,852	2,541	2,971	2,112	2,284	2,266	2,743	2,743	2,462	281	392
	Deposit		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total		2,644	2,571	1,325	1,513	1,475	1,852	2,541	2,971	2,112	2,284	2,266	2,743	2,743	2,462	281	392
	<i>Cumulative Budget position</i>																	

Inverness College

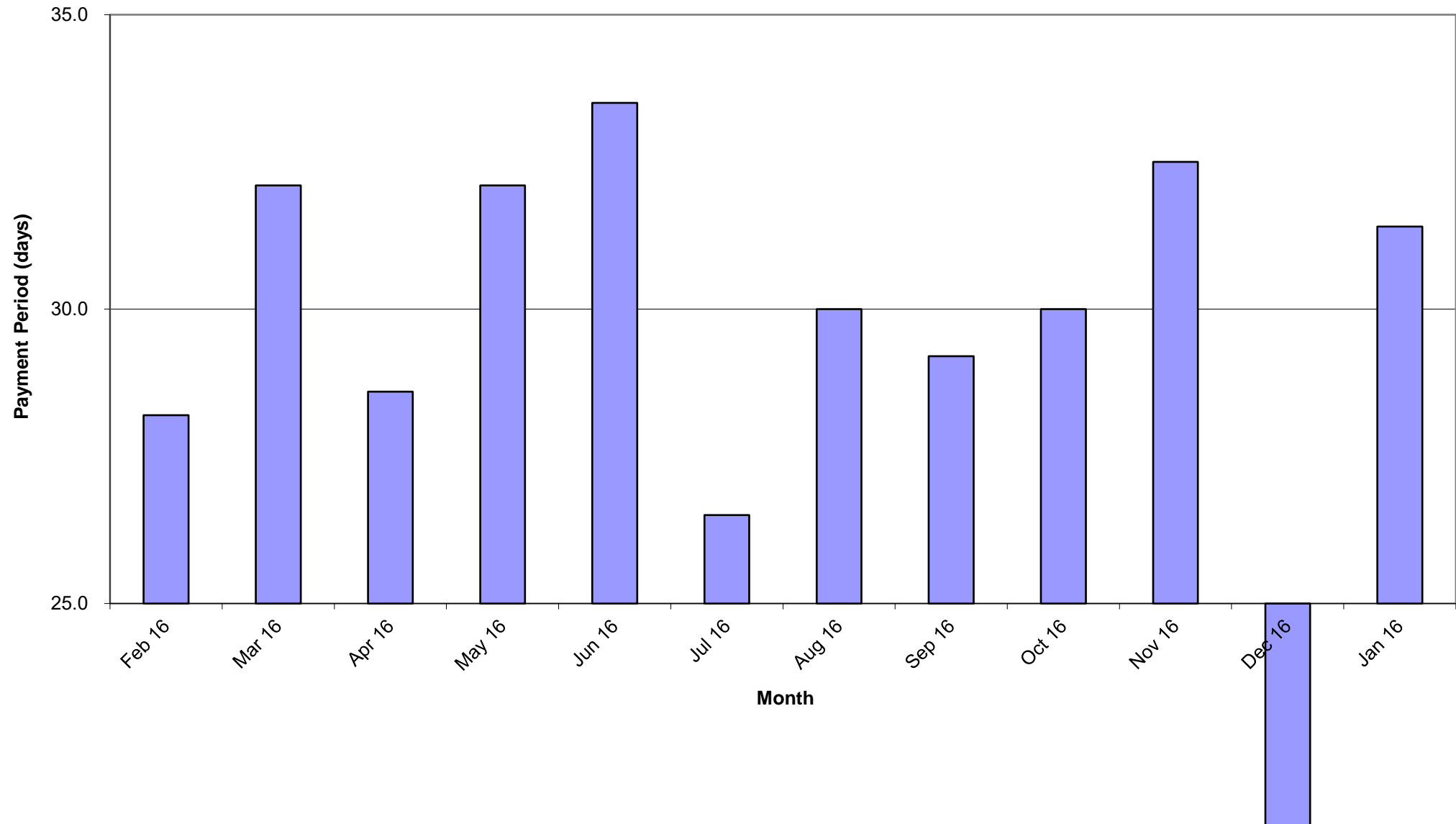
Debtors

Year 2016/17

Month January



Creditor Payment Periods (based on sampling monthly payment runs)



Inverness College

Year 2015/16  
 Month January 2016

Income and Expenditure Report

	Year End		
	Forecast	Budget	Variance
<b>Income</b>			
Grants	12,137	12,066	71
Unitary Charge	4,574	4,532	42
Fees	2,876	2,871	5
Project Funding	429	487	(58)
Other Income	1,988	1,593	395
Deferred Grant	2,122	2,119	3
	<u>24,126</u>	<u>23,668</u>	<u>458</u>
<b>Expenditure</b>			
Staff	12,624	12,545	(79)
Other Staff	245	282	37
Property	1,210	1,203	(7)
Unitary Charge	4,066	4,056	(10)
Transport	84	83	(1)
Supplies	3,716	3,320	(396)
Depreciation	2,181	2,179	(2)
	<u>24,126</u>	<u>23,668</u>	<u>(458)</u>
<b>Net Operational Surplus (Deficit)</b>	<u>-</u>	<u>-</u>	<u>-</u>

Cash Flow Analysis

	Year End		
	Forecast	Budget	Variance
<b>Income</b>			
Recurrent Grant In Aid	7,422	7,420	2
Other Grants	4,829	4,773	56
UHI HE Grants	4,700	4,602	98
Fees & Charges	2,705	2,871	(166)
Student Support Funds	2,332	2,260	72
LEC Contracts	443	487	(44)
ESF Funds	-	-	0
Other Income	2,553	1,593	960
	<u>24,984</u>	<u>24,006</u>	<u>978</u>
<b>Expenditure</b>			
Staff	12,650	12,465	(185)
Pension Costs	96	96	0
Creditors	5,885	4,488	(1,397)
Student Support Funds	2,279	2,260	(19)
Inter Account Transfers	-	-	0
Other	6,288	6,712	424
Bank Interest	-	-	0
	<u>27,198</u>	<u>26,021</u>	<u>(1,177)</u>
<b>Net Income (Expenditure)</b>	<u>(2,214)</u>	<u>(2,015)</u>	<u>(199)</u>
<b>Opening Bank Balance</b>	4,795	4,795	0
<b>Closing Bank Balance</b>	<u>2,581</u>	<u>2,780</u>	<u>(199)</u>

## Board of Management

Subject/Title:	Capital Expenditure Plan Report 2016/17		
Meeting and date:	Finance & General Purposes Committee – Thursday 9 March 2017		
Author:	Fiona Mustarde, Financial Services Manager		
Link to Strategic Plan:			
Cost implications:	Yes <b>If yes, please specify:</b>		
Risk assessment:	Yes <b>If yes, please specify:</b> Financial: Operational: Organisational:		
Status – Confidential/Non confidential	Non confidential		
Freedom of Information Can this paper be included in “open” business	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.)			

### Recommendation(s)

The Committee is asked to discuss the projected outturn for the overall plan for 2016-17.

### Purpose of report

To provide the Finance & General Purposes Committee with an update on the Capital Expenditure Plan for 2016/17, as at January 2017.



## Background

The College receives capital funding from two main sources, SFC FE capital and UHI HE capital. The SFC FE capital funding can be split between maintenance, which can be used for buildings repair and maintenance, and capital which can be used for plant, equipment and ICT equipment purchases, as well as expenditure on buildings. However, there is a restriction on the UHI HE Capital grant, which can only be used for building expenditure. Capital funding normally follows an April to March year.

## Capital Expenditure Monitoring to 31 January 2017

The table below shows the financial position as at 31 January 2017.

Description	2016/17 Initial Budget Allocation £	2016/17 Additional Allocation £	2016/17 Total Budget Allocation £	Spend to Jan 17 £	2016/17 Projected Outturn £	2015/16 Budget £
ICT Equipment	40,000	20,000	60,000	22,259	69,571	120,000
General Equipment	22,000	120,051	142,051	12,478	132,480	98,000
Buildings	148,133	245,660	393,793	45,186	393,793	37,000
<b>Total</b>	<b>210,133</b>	<b>385,711</b>	<b>595,844</b>	<b>79,923</b>	<b>595,844</b>	<b>255,000</b>

Funded by:	
SFC FE Grant	202,051
UHI HE Capital Grant	393,793
	<b>595,844</b>

At the end of September 2016 the SFC announced additional allocations of capital expenditure funding for FE and HE respectively at regional level. Various options were considered as to the most appropriate split of these funds across the region. At the end of November 2016 we were notified of the final allocation however this was after the papers for F&GP Committee had been submitted.

The grant funding from SFC for FE capital for 2016/17 is now £202,051 (previously notified as £187,000). The capital funding from UHI is £393,793 (previously notified as £344,000). There had been a number of options which were looked at in relation to the split of funds but these figures reflect the final allocation approved by FERB and HEPPRC.

The expectation is that funds we have been given would have to be spent by 31 March 2017. However, due to the late notice of the extensive additional allocations, SFC have given approval for an extension on HE spend until 31 July 2017. A point to note is that all funds must be defrayed by 31 July 2017.

Overall, the Capital Expenditure Plan for 2016/17 shows a projected outturn figure of £595,844, the same as the funded amount for the year. Although the spend to date is still relatively low, there has been significant procurement activity in the last few months with a view to ensuring that funds are spent within the required timeframe.

Although in previous years a key part of the capital expenditure plan included resource plan requests from academic and support departments, due to the nature of these requests they are now likely to be funded from College resources, as they tend to be below the capital expenditure limit and are therefore deemed to be revenue items.

### **Categories of Capital Expenditure**

The budget for ICT equipment is now £60,000 and includes replacement PCs, NAS back-up solution for off-site storage and VC equipment.

The budget for General Equipment is now £142,051. In September the College made an application to the Arm's Length Foundation (ALF) which included £127,000 for new equipment. Since hearing the announcement of additional SFC funding the College has advised the ALF that we no longer require the £127,000 requested in September. The remainder of the ALF application is unaffected. This new equipment is largely plant and relates to both estates maintenance and curriculum delivery.

The budget for buildings is now £393,793 and relates to all building capital expenditure including storage facilities, refurbishment of old SSF buildings and any necessary adjustments to the new campus buildings.

## Board of Management

Subject/Title:	Business Development Update		
Meeting and date:	Finance & General Purpose Committee – 9 <sup>th</sup> March 2017		
Authors:	Georgina Parker, Director of Business Development		
Link to Strategic Plan:	3.0 – Curriculum 4.0 – Financial Sustainability & Business Development		
Cost implications:	None		
Risk assessment:	No ( <i>delete as applicable</i> )		
Status – Confidential/Non confidential	Non-confidential		
Freedom of Information Can this paper be included in “open” business	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.)			

**Recommendation(s)**

The Finance and General Purposes Committee (FGPC) is asked to note this report.

**Purpose of report**

To provide the F&GPC with an in-year report on Business Development activity.

**Background**

The main purpose of the Business Development function is to engage with individuals, business, the community and external agencies to maximise all available income streams, including commercial funding, international activity and other income relating to bids.

## Summary of Performance

### 1. Business Solutions

- 1.1 Short Course income to the second quarter is £155K against a budget of £143K. New courses developed include: First Aid, NEBOSH diploma and electrical safe isolation.
- 1.2 The Golley Slater Lead Generation pilot period has ended. We are currently evaluating this and merging the employer data onto our CRM for ongoing use.
- 1.3 Modern Apprenticeship income at period 11 (February; SDS contract runs from April to March) is £349K against an original contract of £354K. The contract was reduced by £750 in-year but we are in the process of applying for an increase to £363K for the full year.
- 1.4 We have applied to SDS to have Accountancy; Forestry, Sport and Customer Service Modern Apprenticeship frameworks added to our 2017/8 contract, in response to local demand.

## Short Course Budget Report for 2016-17 to End January 2017

FOR THE PERIOD: 6 MONTHS TO 31ST JANUARY 2017				PREVIOUS YEAR COMPARATOR			
Month - January	Actual £	Phased Budget £	Variance £	Jan '16	Actual £	Phased Budget £	Variance £
<b>Income</b>							
Commercial Course	39,816	23,833	15,983		28,156	21,333	6,823
Other							
	39,816	23,833	15,983		28,156	21,333	6,823
<b>Expenditure</b>							
Staff Costs	17,703	17,156	(547)	*	16,100	17,030	930
Non Staff Costs	1,869	3,649	1,780		5,308	3,649	(1,659)
	19,572	20,805	1,233		21,408	20,679	(729)
<b>Net Operational Surplus / (Deficit)</b>	<b>20,244</b>	<b>3,028</b>	<b>17,216</b>		<b>6,748</b>	<b>654</b>	<b>6,094</b>
<b>6 Months to 31st January 2017</b>	<b>Actual £</b>	<b>Phased Budget £</b>	<b>Variance £</b>	<b>to Jan '16</b>	<b>Actual £</b>	<b>Phased Budget £</b>	<b>Variance £</b>
<b>Income</b>							
Commercial Course	155,564	143,000	12,564		136,545	128,000	8,545
Other							
	155,564	143,000	12,564		136,545	128,000	8,545
<b>Expenditure</b>							
Staff Costs	105,789	108,099	2,310	*	93,794	99,590	5,796
Non Staff Costs	39,575	21,896	(17,679)		38,111	21,896	(16,215)
	145,364	129,995	(15,369)		131,905	121,486	(10,419)
<b>Net Operational Surplus / (Deficit)</b>	<b>10,200</b>	<b>13,005</b>	<b>(2,805)</b>		<b>4,640</b>	<b>6,514</b>	<b>(1,874)</b>
					* Additional staff costs estimate included		
					<b>PREV. Y.END ACTUALS TO JULY '16</b>		
<b>Year End to 31 July 2017</b>	<b>Forecast £</b>	<b>Budget £</b>	<b>Variance £</b>		<b>Actual £</b>	<b>Budget £</b>	<b>Variance £</b>
<b>Income</b>							
Commercial Course	325,400	286,000	39,400		357,113	256,000	101,113
Other							
	325,400	286,000	39,400		357,113	256,000	101,113
<b>Expenditure</b>							
Staff Costs	218,357	212,147	(6,210)		210,634	205,064	(5,569)
Non Staff Costs	74,580	43,793	(30,787)		109,954	43,793	(66,161)
	292,937	255,940	(36,997)		320,588	248,857	(71,731)
<b>Net Operational Surplus / (Deficit)</b>	<b>32,463</b>	<b>30,060</b>	<b>2,403</b>		<b>36,525</b>	<b>7,143</b>	<b>29,382</b>
<b>Note</b>	Staff cost Actual and Budget include a transfer of staff time from the Faculty of Technology.						

## 2.0 SDS Contracts Performance for 2016-17 to End October.

### 2.1 SDS Modern Apprenticeship Contract Performance to date:

	P3	P5	P6	P8	P10	Full year Total
<b>SDS Contract</b>	£80,452	£140,268	£215,829	£257,708	£313,441	<b>£354,106</b>
<b>Actual Claimed</b>	<b>£74,449</b>	<b>£129,108</b>	<b>£205,708</b>	<b>£269,366</b>	<b>£314,075</b>	<i>£360,254 Est.</i>

2.2 Employability Fund: The final 2016/7 Employability Cohort was cancelled due to restructuring at Cap Gemini. Cap Gemini has confirmed ongoing commitment to the programme in the 2017/8 contract year (which commences 1<sup>st</sup> April 2017).

2.3 Other Funded Activity 2016/17: The following Apprenticeship sub-contracts are in progress CITB £267,000; SNIPEF £124,000 and SECTT £100,000.

2.4 A range of employer related activities are planned for Scottish Modern Apprenticeship week (w/c 6<sup>th</sup> March 2017).

## 3.0 Create

3.1 The budget monitoring report below shows that income for Create for the five months to the end of December is above budget by £21K at £65K, however costs are also above budget by £10K, giving a positive variance of £11K.

3.2 Carol Langston is developing a Post Graduate Certificate in Entrepreneurship and modules of the UHI Global MBA.

3.3 CAL will be delivering an Entrepreneurship Educators programme in China in early March 2017.

3.4 The Highland Council Employability Framework and the Business Support Services framework contract is being finalised.

3.5 CREATE has bid for £50K University Innovation Funding through UHI to support an educators' 'Bootcamp' for UHI lecturers and the 2017 Business Ideas Competition. The bid was approved, subject to confirmation of value being awarded.

Create Budget Report to 31<sup>st</sup> December 2016

Month - December	Actual £	Phased Budget £	Variance £
<u>Income</u>			
Grants	0	8,750	(8,750)
Other	0	0	0
	0	8,750	(8,750)
<u>Expenditure</u>			
Staff Costs	15,932	15,726	(206)
Non Staff Costs	8,384	0	(8,384)
	24,316	15,726	(8,590)
Net Operational Surplus / (Deficit)	(24,316)	(6,976)	(17,340)

5 months to 31st December 2016	Actual £	Phased Budget £	Variance £
<u>Income</u>			
Grants		0	0
Other	65,570	43,750	21,820
	65,570	43,750	21,820
<u>Expenditure</u>			
Staff Costs	79,421	78,628	(793)
Non Staff Costs	9,223	0	(9,223)
	88,644	78,628	(10,016)
Net Operational Surplus / (Deficit)	(23,074)	(34,878)	11,804

Forecast to 31 July 2017	Forecast £	Budget £	Variance £
<u>Income</u>			
Grants	129,112	105,000	24,112
Other		0	0
	129,112	105,000	24,112
<u>Expenditure</u>			
Staff Costs	188,706	188,706	0
Non Staff Costs	30,000	0	(30,000)
	218,706	188,706	(30,000)
Net Operational Surplus / (Deficit)	(89,594)	(83,706)	(5,888)

#### 4.0 International Development

- 4.1 The College's International Development Executive resigned in December 2016. A temporary replacement has been appointed to July 2017
- 4.2 We are working towards a break-even budget, with exploration funded by Summer School activity.
- 4.3 Partnership agreements are in progress with Willamette University, Utah Valley University, Stetson University, Jacksonville University and Tokyo Nodai University.
- 4.3 Erasmus incoming and outgoing mobility has increased in 2016/7. See tables below:

Incoming Mobility	Staff Teaching (Erasmus)	Staff Training (Erasmus)	Student Study (Erasmus)	Free Mover	International Exchange
Semester 1	1	1	31	0	3
Semester 2	0	2	19	1	4

Outgoing Mobility	Staff Teaching (Erasmus)	Staff Training (Erasmus)	Student Study (Erasmus)	Student Traineeship (Erasmus)	International Exchange
Semester 1	0	2	2	1	3
Semester 2	0	3	0	1 planned	0

- 4.4 We have received at Tier 4 international applications, 4 of which are from the USA and Canada.



## Board of Management

Subject/Title:	GTFM Monitoring Report – January 2017		
Meeting and date:	Finance & General Purposes Committee – Thursday 9 March 2017		
Author:	Fiona Mustarde, Financial Services Manager		
Link to Strategic Plan:			
Cost implications:	Yes <b>If yes, please specify:</b> Payment values		
Risk assessment:	Yes <b>If yes, please specify:</b> Financial: Operational: Organisational:		
Status – Confidential/Non confidential	Confidential		
Freedom of Information Can this paper be included in “open” business	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.)	2 years		

### Recommendation(s)

The Committee is asked to discuss the report.

### Purpose of report

To provide the Finance and General Purposes Committee with the GTFM report on activity during January 2017.

## Board of Management

Subject/Title:	Debt Write Off Report		
Meeting and date:	Finance & General Purposes Committee – Thursday 9 March 2017		
Author:	Fiona Mustarde, Financial Services Manager		
Link to Strategic Plan:			
Cost implications:	Yes <b>If yes, please specify:</b> Loss of income		
Risk assessment:	Yes / No ( <i>delete as applicable</i> ) <b>If yes, please specify:</b> Financial: Operational: Organisational:		
Status – Confidential/Non confidential	Non-confidential		
Freedom of Information Can this paper be included in “open” business	Yes		
If a paper should <b>not</b> be included within “open” business, please highlight below the reason.			
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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.)			

### Recommendation(s)

The Committee is asked to note the debts written off under the delegated authority of the Principal.

**Purpose of report**

To provide the information to the Finance & General Purposes Committee of the debtors listed in appendix 1 which have been written off. All the debts have been through both the College debt collection processes and the debt collection agents, where appropriate, and are now deemed to be irrecoverable. A provision is in place within the accounts to cover these write-offs.

**Background**

The procedure on the writing-off of debtors, agreed by the Audit Committee and highlighted by external audit as an action point in the 2005/06 action plan, states that the debtors to be written off should first be agreed by the Senior Management Team (SMT) and then passed to the Finance & General Purposes Committee for noting.

**Debts to be written off**

As part of the regular review of the debtors ledger, this is the latest report highlighting debts which, having gone through both the College's recovery procedures and the College's debt recovery agents Scott & Co and have been identified as not being recoverable.

The debtors are listed in appendix 1 of this report, amounting to £5,693.31 and they mainly relate to bursary, tuition fees and nursery fees, which are now uncollectible.

The debtors for this and future reports have been fully provided for from the bad debt provision included in the 2015/16 accounts.

It should be noted that approval for the write-off of debtors is only required from Finance & General Purposes Committee for amounts over £3,000 (the amount was previously £7,500 but this was decreased from 1 April 2014 due to the college now being within the public sector). Individual amounts under £3,000 can be written-off by the Principal under delegated authority.

PROPOSED DEBT WRITE OFFS FEBRUARY 2017

DEBTOR A/C CODE	INVOICE DATE	INVOICE NO	AGE OF DEBT - DAYS	BALANCE	TYPE OF DEBT	COLLEGE STATUS	FURTHER INFORMATION
DZ12010076	12/01/2016	347719	415	£ 40.00	bursary	Not financially viable to send to debt collector	remaining balance only
DZ07016551	05/06/2015	347020	636	£ 90.00	bursary	Not financially viable to send to debt collector	remaining balance only
DZ13011909	24/03/2015	346651	709	£ 60.20	bursary	Not financially viable to send to debt collector	remaining balance only
DZ15000568	25/01/2016	347838	402	£ 47.70	bursary	Not financially viable to send to debt collector	
DZ07008591	12/01/2016	347735	415	£ 79.20	bursary	Not financially viable to send to debt collector	
DZ15006811	12/01/2016	347721	415	£ 84.39	bursary	Not financially viable to send to debt collector	
DZ15019396	12/01/2016	347723	415	£ 93.60	bursary	Not financially viable to send to debt collector	
DZ11003709	12/01/2016	347716	415	£ 94.52	bursary	Not financially viable to send to debt collector	
DZZ9001092	15/03/2013	343544	1448	£ 281.28	bursary	Collection Activity Exhausted, debt collector	
DZZ8001844	26/06/2009	335034	2806	£ 499.94	bursary	Collection Activity Exhausted, debt collector	remaining balance only
DZ15015682	12/01/2016	347730	415	£ 78.60	bursary	Not financially viable to send to debt collector	
DMAXW002	13/08/2015	347185	567	£ 100.00	tuition fees	Not financially viable to send to debt collector	remaining balance only
DZ12000392	19/01/2016	347817	408	£ 9.99	library	Not financially viable to send to debt collector	
DZ15015854	12/01/2016	347707	415	£ 18.99	library	Not financially viable to send to debt collector	
DZ15008929	12/01/2016	347737	415	£ 28.99	library	Not financially viable to send to debt collector	
DZ08004235	29/02/2016	348032	367	£ 70.00	library	Not financially viable to send to debt collector	
DWINI001	07/10/2014	345962	877	£ 444.00	nursery	Collection Activity Exhausted, debt collector	student did not receive childcare funding
DWINI001	03/11/2014	346030	850	£ 301.56	nursery	Collection Activity Exhausted, debt collector	student did not receive childcare funding
DMURR038	16/09/2014	345851	898	£ 560.00	nursery	Collection Activity Exhausted, debt collector	student who withdrew from course and no funding
DZ0309462	18/01/2016	0309462-006	409	£ 65.00	tuition fees	Not financially viable to send to debt collector	remaining balance only
DZ08008369	10/06/2015	08008369-029	631	£ 43.00	tuition fees	Not financially viable to send to debt collector	remaining balance only
DZ10005296	09/05/2014	10005296-002	1028	£ 98.00	tuition fees	Not financially viable to send to debt collector	remaining balance only
DZ10007091	02/12/2014	10007091-001	821	£ 80.00	tuition fees	Not financially viable to send to debt collector	remaining balance only
DZ11003762	17/12/2015	11003762-001	441	£ 48.50	tuition fees	Not financially viable to send to debt collector	remaining balance only
DZ15007088	15/12/2015	15007088-001	443	£ 100.00	tuition fees	Not financially viable to send to debt collector	remaining balance only
DZ15012173	07/12/2015	15012173-001	451	£ 78.50	tuition fees	Not financially viable to send to debt collector	remaining balance only
DZ15014194	17/12/2015	15014194-001	441	£ 78.50	tuition fees	Not financially viable to send to debt collector	remaining balance only
DZ15016994	17/12/2015	15016994-001	441	£ 78.50	tuition fees	Not financially viable to send to debt collector	remaining balance only
DZ15003269	11/01/2016	15003269-001	416	£ 3.00	tuition fees	Not financially viable to send to debt collector	remaining balance only
DZ0309913	13/11/2015	0309913-005	475	£ 3.00	tuition fees	Not financially viable to send to debt collector	remaining balance only
DZ08011522	21/03/2016	08011522-007	346	£ 2.00	tuition fees	Not financially viable to send to debt collector	remaining balance only
DZ13012169	19/11/2015	13012169-003	469	£ 2.00	tuition fees	Not financially viable to send to debt collector	remaining balance only
DZ12008062	18/11/2015	12008062-001	470	£ 3.00	tuition fees	Not financially viable to send to debt collector	remaining balance only
DZ13004903	04/12/2015	13004903-008	454	£ 5.00	tuition fees	Not financially viable to send to debt collector	remaining balance only
DZ07004901	19/03/2015	07004901-008	714	£ 860.00	tuition fees	Collection Activity Exhausted, debt collector	
IN/DMCKE007	22/07/2014	036591-001	954	£ 455.00	tuition fees	Collection Activity Exhausted, debt collector	business in administration
DZ10004197	14/11/2012	10004197-001	1569	£ 707.35	tuition fees	Collection Activity Exhausted, debt collector	remaining balance only

TOTAL £ 5,693.31

SUN  
£ 2,982.96  
SITS  
£ 2,710.35

BREAKDOWN OF TOTAL VALUE	% OF DEBT
TUITION FEES	£2,810.35 49.36%
BURSARY	£1,449.43 25.46%
BOOKS	£127.97 2.25%
NURSERY	£1,305.56 22.93%
EQUIPMENT	£0.00 0.00%
OTHER	£0.00 0.00%
TOTAL	£5,693.31 100%