

Meeting	Finance and General Purposes Committee
Date and time	Thursday 8 March 2018 at 9.00 a.m.
Location	Boardroom, 1 Inverness Campus

College Secretary  
2 March 2018

### **AGENDA**

**Welcome and Apologies**

**Declarations of Interest**

#### **ITEMS FOR DECISION**

- 1. MINUTES**  
Minutes of Meeting of the Finance and General Purposes Committee held on 7 December 2017
- 2. OUTSTANDING ACTIONS**  
Action List
- 3. ARMS LENGTH FOUNDATION (ALF)**
  - A. OPTIONS APPRAISAL REPORT**  
Report by Director of Finance
  - B BID SUBMISSION**  
Report by Director of Finance
- 4. PROPOSED FEES FOR 2018/19**  
Report by Director of Finance
- 5. VALUE FOR MONEY POLICY**  
Covering report by Quality Officer

#### **ITEMS FOR DISCUSSION**

- 6. FINANCE MONITORING REPORT – JANUARY 2018**  
Report by Director of Finance
- 7. CAPITAL MONITORING REPORT – JANUARY 2018**  
Report by Director of Finance
- 8. RESEARCH AND CENTRES FINANCE ANNUAL REPORT 2016/17**  
Report by Director of Finance

9. **FINANCE STRATEGY ANNUAL REPORT**  
Report by Director of Finance
  10. **CAMPUS SERVICES REPORT (Confidential)**  
Report by Director of Organisational Development
  11. **ICT SERVICES REPORT (Confidential)**  
Report by ICT Services Manager
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#### **ITEMS FOR NOTING**

12. **GALLIFORD TRY FACILITIES MANAGEMENT (GTFM) MONITORING REPORT (Confidential)**  
Report by Director of Organisational Development
13. **BUSINESS DEVELOPMENT REPORT**  
Report by Director of Business Development
14. **AOCB**
15. **DATE OF NEXT MEETING**  
Thursday 7 June 2018 at 9.00 a.m.

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

**MINUTES of the MEETING of the FINANCE AND GENERAL PURPOSES COMMITTEE held in the Board Room, 1 Inverness Campus on Thursday 7 December 2017.**

**PRESENT:** Carron McDiarmid, Andy Gray, Brian Henderson, Helen Miller, Chris O'Neil, Gavin Ross, Tom Speirs

**CHAIR:** Brian Henderson

**APOLOGIES:** -

**ATTENDING:** Director of Organisational Development  
Director of Business Development (items 1-3)  
Director of Finance  
Secretary to the Board of Management

**1. MINUTES**

The Minutes of the Meeting of the Finance and General Purposes Committee held on 28 September 2017 were **ACCEPTED** as a correct record, were **APPROVED** and signed.

*Tom Speirs entered the meeting.*

**2. OUTSTANDING ACTIONS**

The Board Secretary advised that the outstanding actions from previous committee meetings would be discussed at each meeting to ensure that actions had been progressed and that the action list could be updated showing actions completed as appropriate.

The following points were made on the various actions and would be reflected in the updated action plan.

- A more proactive approach would be taken to debt recovery and on understanding the reasons for the level of debt, especially Nursery fees.
- A review of financial resources and processes would be given priority once the new Finance Manager came into post in January 2018.
- More clarity on the flexibility we have in the use of the residences was required. The Principal would raise this with UHI.

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

**3. BUSINESS DEVELOPMENT UPDATE**

A report by Director of Business Development provided an in year report on business development across the three areas of activity, namely Business Solutions, International Development and Create. The key points to note in the report were as follows:-

- Modern Apprenticeship contract performance was in line with SDS profile at £220K against £205K. An increase in starts from SDS in September

and November had been requested. Nineteen new starts had been allocated at the end of November.

- A proposal to develop a regional UHI approach to a contracting and delivery model for Modern Apprenticeships (MA) had been approved. A bid into UHI strategic development funds had been made to support the development and implementation of the new model, with the aim of achieving stretching growth targets over a 3 year period.
- Business Development short course income was broadly in line with the budget, despite human and physical resource limitations.
- Development of bids for the new Flexible Workforce Development Fund income stream were progressing, with ICUHI submitting over 90% of the UHI bids to date to the value of £80K
- International short course provision for 2017/8 had commenced with Henan University of Urban Construction attending in October. Short courses for US partners were in development for delivery starting in May 2018 to end June 2018.
- An International business development strategy workshop had been held in November, attended by members of SMT, SDI and UHI. The follow up workshop on 15 December would produce a draft 3-year strategy and action plan.
- Business development staff had attended training in identifying and developing Knowledge Transfer Partnerships and innovation vouchers.
- Sponsorship/ scholarship funding from HIE was currently being sought.

The Committee welcomed the new MA delivery model and discussed the level of competition that came from a variety of private training providers. A roll out of the new brand would provide employers with a better understanding of the MA provision at UHI.

The new PG Certificate in Entrepreneurship would be delivered from 2018. Links had been made with Business Gateway and with HIE who were interested in exploring scholarships. This was seen as a key area for growth and diversification. The Committee gave their full support to this initiative and passed on their thanks to the Head of Create who had developed the course.

The Committee **NOTED** the positive report.

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

A report by the Director of Finance set out the results of the finance monitoring for the 2 months to end September 2017. The income budget had been revised to reflect the additional SFC funding subsequently made available towards the cost resulting from the national bargaining pay agreement. The expenditure budget had been revised to incorporate the same value leaving the net position, excluding deferred grant and depreciation, as breakeven.

The Committee discussed the report and the following points were made:-

- Enhanced reporting should be provided in future to inform the committee of the impact of government resource budgets
- There was a need to further develop budget phasing
- It was very difficult to assess the likely level of student support funds as a whole range of factors came into play. There was the potential to

receive extra funding from UHI if the end of year forecast was likely to be above the budget level.

- The Committee wished to receive more up to date finance monitoring figures in future.
- Clarity was sought on the FE and HE student activity targets. A link should be made between the student activity credit and FTE targets with the income and expenditure targets in the I&E report. Additional narrative should be provided to explain any variances.
- Expenditure on staffing costs was £74,000 over target. This was largely because of the support staff pay award being included in the August pay.

The Committee **AGREED** that the Director of Finance would provide a briefing session to the Committee in the New Year.

## **5. CAPITAL EXPENDITURE PLAN 2017/18**

A report by the Director of Finance provided an update to the committee on the progress against the capital expenditure plan for the year 2017/18. The FE capital and maintenance grant funding total allocation was £287,308. The capital year ran from April to March.

The budget for ICT equipment was £60,000 and had been allocated against equipment refresh requirements. The budget for general equipment was £66,846. This was intended to fund some equipment requirements identified through the operational planning process. If these requirements were funded through a bid to the Scottish Colleges Foundation (SCF), the general equipment budget could be redirected towards buildings infrastructure. However, the Chair noted that any delay on spend should be avoided if the SCF process was likely to inhibit progress.

The budget for buildings was £160,462 and related to all building capital expenditure including any necessary adjustments to the new campus buildings. Due to difficulties encountered in meeting the extended timescale of 31 July 2017 for two critical building requirements, it had been agreed that these projects would be the first call on funding from the 17/18 allocations (wood chip store and tractor shed refurbishment). In addition to this, increased costs associated with some of the projects and further delay on projects that were anticipated to be completed by 31 July 2017 impacted the 17/18 allocation.

The final position in relation to costs from the 2016/17 projects amounted to £151,810 which was due against 2017/18. This left a balance of £8,652 remaining in the capital budget for buildings. Approval was previously given to progress with the tractor shed refurbishment. This was being taken forward by Procurement and the Estates team but the size of the project was significant and most of the expenditure would fall into 2018/19.

UHI as the RSB were monitoring capital expenditure across the colleges to ensure that the allocation was fully committed. Should there be any additional allocations of FE capital forthcoming, there were items that could be progressed quickly to ensure that the opportunity was not lost. The Director of Organisational Development referred specifically to a survey of the new

campus building to build in flexibility of provision to allow growth objectives to be achieved.

The Committee **NOTED** the capital expenditure report and were reassured that there was a list of priority projects that could be progressed within the required timescale should additional funding become available.

## **6. OPTIONS APPRAISAL REPORT – ALF**

A report by the Director of Finance referred to the request at the last meeting of the committee that an options appraisal be undertaken on the best course of action in light of the decision of the Trustees to wind up the Scottish Colleges Foundation (SCF)

Further clarification had been sought, but not received from the SCF on the details regarding the process they wished to follow, including clarity of timescales.

The Committee asked a number of questions about the structure and operation of the SCF as well as what other options might be available if the Foundation was wound up.

The Committee **REQUESTED** the Director of Finance to prepare an options appraisal for the next meeting of the Committee in March 2018

## **7. ICT SERVICES REPORT (CYBER RESILIENCE)**

A report by the Director of Organisational Development provided a high level briefing on the impact of the Scottish Government Cyber Resilience Action Plan on the College and the planned response to this.

The work on Cyber Resilience was managed by way of a UHI-wide project with Inverness ICT Services Manager a member of the UHI Cyber Resilience project team. From an initial review by the project team of the working documents and drafts, the actions required across the UHI were achievable.

During discussion, a concern was raised that the report understated some issues. In addition, although LIS had the overarching responsibility for cyber security, IC managed some operational issues. It would be necessary to identify who owned each risk.

The Committee **AGREED** that the Director of Organisational Development should

1. discuss the proposed reporting model with the Chair of the Audit Committee to ensure that she was comfortable with the timescales and
2. seek further assurance on whether ownership of risk sat at local or UHI level.

## **8. CAMPUS SERVICES REPORT (INCORPORATING GTFM)**

A report by the Director of Organisational Development provided an update on the five key issues relating to campus services, namely

- the disposal of the Longman site and the Longman Learning resource centre funding conditions
- the performance of GTFM

- Room data sheet (RDS) and construction specification issues
- Group 2 equipment and
- Water compensation event

The Director of Organisational Development further advised that the scope of the contract between the SFC and the project managers for the Longman Disposal, Gardiner and Theobald, had been rewritten to ensure that Gardiner and Theobald provided the expert advice and due diligence required for the project. There were a number of other key issues in relation to the Longman disposal and a meeting of the Longman Disposal Project Board would be held early in the New Year.

In relation to the performance of GTFM, although an improvement plan had been put in place, there were still concerns with the level of service being provided.

The Committee **NOTED** the report.

**9. DEBT WRITE-OFF REPORT – NOVEMBER 2017**

A report by the Director of Finance provided information on the debts that had been written off by the Principal under delegated authority.

The Committee **REQUESTED** that in future reports, further detail be provided so that patterns of debt and trends could be identified.

**10. THE COLE REPORT**

Following the collapse of a wall at Oxgangs Primary School and subsequent closure of 17 schools the Government tasked Professor John Cole CBE with the preparation of an independent report (the Cole Report). The Education and Skills Committee had published its report on Infrastructure and had made a number of recommendations.

Contact had been made with SFT for further advice regarding the Cole Report recommendations and NPD projects. In particular, any consideration to the recommendations at the operational stage of the construction project.

The Committee **NOTED** the position.

**11. DATE OF NEXT MEETING**

Thursday 8 March 2018 at 9.00 a.m.

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

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

## Outstanding Actions from Finance and General Purposes Committee

<b>8 December 2016</b>				
<b>Item</b>	<b>Action</b>	<b>Responsibility</b>	<b>Time line</b>	<b>Actioned</b>
Debt Write off report	Review long term age debt (and specifically nursery fees) as part of debt strategy A more proactive approach would be taken to debt recovery and on understanding the reasons for the level of debt, especially Nursery fees.	Dir of Finance	March 2018	

<b>28 September 2017</b>				
<b>Item</b>	<b>Action</b>	<b>Responsibility</b>	<b>Time line</b>	<b>Actioned</b>
<b>Sign language costs</b>	Collaborative approach on costs with HC and NHS highland	D of Org Dev / Head of Student Services	For 18-19 Academic year	
<b>ALF</b>	Completed application pro forma to be circulated to committee members	D of F	As soon as available	March 2018
<b>Student residences</b>	Seek absolute clarity from the UHI Court on the UHI Strategy for the residences going forward	Chair of Board	By end 2017	

<b>7 December 2017</b>				
<b>Item</b>	<b>Action</b>	<b>Responsibility</b>	<b>Time line</b>	<b>Actioned</b>
<b>Finance Monitoring report</b>	<ul style="list-style-type: none"> <li>• Enhanced report in future to inform the committee of the impact of government resource budgets</li> <li>• Further develop budget phasing</li> <li>• More up to date finance monitoring figures in future</li> <li>• Clarity was sought on the FE and HE student activity targets. A link should be made between the student activity credit and FTE targets with the income and expenditure targets in the I&amp;E report. Additional narrative should be provided to explain any variances</li> <li>• A review of financial resources would be given priority once the new Finance Manager came into post in January 2018</li> </ul>	Director of Finance	March meeting	

<b>Finance</b>	Briefing session to Committee	Director of Finance	By end January 2018	Briefing held 12 February
<b>ALF – Option appraisal</b>	Preparation of options appraisal	Director of Finance	March 2018	
<b>Cyber Resilience</b>	Discuss proposed reporting model with the Chair of Audit and seek further assurance on whether ownership of risk sat at local or UHI level	Dir of OD	By 22 December 2017	
<b>Campus Services</b>	Meeting of Longman Disposal Project board (and New Campus Project board)	Dir of OD / Board Secy	By end Jan 2018	Meetings held 19 January
<b>Debt Write off</b>	Further detail be provided so that patterns of debt and trends could be identified	Director of Finance	March meeting	

## Board of Management

<b>Subject/Title:</b>	Arms Length Foundation
<b>Author:</b> [Name and Job title]	Fiona Mustarde, Director of Finance
<b>Meeting:</b>	<b>Finance and General Purposes Committee</b>
<b>Meeting Date:</b>	Thursday 8 March 2018
<b>Date Paper prepared:</b>	1 March 2018
<b>Brief Summary of the paper:</b>	To provide the committee with proposed
<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 – adherence to the Financial Memorandum with UHI as RSB, Strategic plan – investment
<b>Resource implications:</b>	Yes <b>ALF funding enables projects to progress</b>
<b>Risk implications:</b>	Yes <b>If yes, please specify:</b> Operational: spend level to be contained within budget, lack of investment has operational impacts 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.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)		Its disclosure would constitute a breach of confidence actionable in court (S36)	
Its disclosure would constitute a breach of the Data Protection Act (S38)		Other (please give further details)	
For how long must the paper be withheld? (express either as the time which needs to pass or a condition which needs to be met.)			

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

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

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

## Arms Length Foundation

### Executive summary

The committee is requested to discuss the report.

### Background

On entering into ONS reclassification as a public sector body in 2014, many Colleges elected to transfer reserves to arms length foundations. The purpose of this was to ensure that these funds were retained for use within the sector and not lost back to central government. The SFC facilitated the set-up of the umbrella foundation, the Scottish Colleges Foundation, and we participate in this.

The solicitor acting on behalf of the Trustees of the Scottish Colleges Foundation has previously advised that they are considering how to wind up the Foundation in due course. This is in light of the funding situation within the Scottish Education sector and the unlikelihood of any further donations into the Foundation.

It was agreed that an options appraisal be undertaken and submitted to committee for review and approval on the best course of action in light of the Trustees decision. However, further discussion with the solicitor has clarified that there is no agreed timescale for this process and that the Foundation will continue until such time as the funds are fully utilised.

It is clear from the latest set of accounts lodged with Companies House that 85% of the remaining funds at the accounts date of 31 March 2017, relate to the Inverness College sub-fund. This amounts to £2.637m.

### Potential Options

1. The foundation continues until such time as we fully draw down all funds available
2. Develop bids to fully utilise the remaining £2.637m over the course of 2018/19
3. Request the foundation to transfer to another foundation eg UHI

Option 1 carries the least risk and enables a properly planned approach to ensure that maximum benefit is derived from the funds. However, any costs associated with administering the foundation that are in excess of investment income will reduce the College funds.

Option 2 is similar to option 1 however within a much shorter timescale. The main disadvantage to this is that it may not fit well with future plans.

Option 3 is unlikely to be supported by the Trustees and may not be supported by UHI. This would also carry the risk that the funds would not be specifically reserved for Inverness College.

**Recommendation**

Option 1 is recommended to the Committee as the most appropriate form of action. If the only funds remaining are Inverness College then the Trustees may reduce the number of meetings each year which should also have a positive effect on the administrative costs. The College would still plan to utilise the funds as soon as is practicable to ensure that the Foundation could be brought to a close within a reasonable timescale.

## Board of Management

<b>Subject/Title:</b>	Scottish Colleges Foundation Bid Submission Spring 2018
<b>Author:</b> [Name and Job title]	Fiona Mustarde, Director of Finance
<b>Meeting:</b>	<b>Finance and General Purposes Committee</b>
<b>Meeting Date:</b>	Thursday 8 March 2018
<b>Date Paper prepared:</b>	1 March 2018
<b>Brief Summary of the paper:</b>	To provide the committee with information on the proposed bids to be submitted to the next meeting of the Trustees of the Foundation and to seek approval to submit these applications. Also seeking agreement that the Committee members will review further bids out with the meeting cycle due to the timing of the next Foundation meeting.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	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>	Strategic plan – investment
<b>Resource implications:</b>	Yes <b>ALF funding enables projects to progress</b>
<b>Risk implications:</b>	Yes <b>If yes, please specify:</b> Operational: spend level to be contained within budget, lack of investment has operational impacts 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.			
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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## Scottish Colleges Foundation

### Executive summary

The committee is requested to approve the proposed detailed submissions for funding and to review further submissions by mid-April 2018.

### Background

On entering into ONS reclassification as a public sector body in 2014, many Colleges elected to transfer reserves to arms length foundations. The purpose of this was to ensure that these funds were retained for use within the sector and not lost back to central government. The SFC facilitated the set-up of the umbrella foundation, the Scottish Colleges Foundation, and we participate in this.

As at 31 March 2017, the Inverness College funds in the Scottish Colleges Foundation amounted to £2,637,048. The Foundation had approved further bids to the value of £265,908 but this was not required due to additional capital funding.

It has been agreed that proposed bids to the Foundation should be approved by this Committee prior to submission.

### Submission Information

The next meeting of the Foundation has not yet been set but has been proposed for late April/early May. We had anticipated that this meeting would fall in early April but the later date affords us an opportunity to include investments identified through the operational planning process which is currently underway.

There are four proposed bids attached resulting from the 2017 operational plan:

- £10k for marketing costs for the Global Entrepreneurship PGC
- £21k to replace a CAD suite
- £17k for replacement screens/interactive displays
- £14k for a new oven to enhance the student learning experience by replicating industry

A further bid is currently being developed in relation to Research which includes the provision of support to the Head of Research to facilitate effective co-ordination and management of the research income streams. The Research area continues to grow but requires dedicated support that is not project specific and retains a corporate view of all research activity.

Other suitable requests for investment arising from the operational planning process will be considered and, where appropriate, these will form the basis of additional applications for funding to be submitted to the upcoming meeting.

These bids will be shared by e-mail and it is requested that the Committee agree to review these bids to enable submission to the Spring meeting.

### **Future Submissions**

A future bid during 2018 is anticipated in respect of a College contribution towards the first phase of development of sports facilities within the HIE campus area however it is not expected that the plans will be sufficiently advanced for the next meeting of the Trustees.

A new application for the partial costs of the group 2 equipment relating to the new campus project can only be submitted once we have agreement on the costs. The original bid submitted in March 2015 was not approved on the basis that the sums involved were in dispute. It appears that the Trustees requested a new application once the dispute is settled. Completion of this bid can therefore only be finalised once the outstanding issues surrounding the construction phase of the project are resolved.

<b>Project Title:</b>	<b>Creation of a new postgraduate qualification on Global Entrepreneurship</b>
<p><b>Project summary:</b>  <b>The project is to develop a new programme designed to support:</b></p> <ul style="list-style-type: none"> <li>• Early stage small business leaders</li> <li>• Experienced small business leaders</li> <li>• Senior decision makers</li> <li>• Experienced business professionals, seeking to develop a new venture.</li> </ul> <p>This programme will be an immersive, interactive, online part-time programme that has built-in flexibility allowing individuals to adjust the timings of their progress through the award. The programme can be delivered via a blend of face-to-face workshops and online delivery to particular industry sectors, regional locations or special interest groups (e.g. as part of a strategic programme of economic regeneration and development). The programme meets identified regional and national economic and business needs as the small business sector is not fulfilling its potential. The programme builds on the success of a recently piloted non-accredited programme delivered both face-to-face and online to 37 small business leaders in the Highlands and Islands by Inverness College UHI (ICUHI). Learners on this proposed programme will have the opportunity to apply business and entrepreneurial theories and concepts to the strategic challenges faced by their small businesses. The programme will provide opportunities for their personal and business development as they become increasingly responsive to the emerging opportunities that arise in a dynamic and rapidly changing global economy. Building on, and drawing from learners prior and current businesses experiences, learners can expect to considerably develop their entrepreneurial knowledge, skills and confidence in order to build, develop and grow a vibrant business.</p>	
<b>Estimated total project cost:</b>	£40 k
<b>Amount of funding requested:</b>	£10K <ul style="list-style-type: none"> <li>• £10k Marketing costs                Estimate: Launch event/seminars (£.5k) Social Media Campaign (Including International £2.5k), Programme Banner Pop-ups (£.5k), High profile business event attend/presentations/stalls/banner (£3.5k), Flyers (£1k), Website assets (film/testimonials and photographs (£2k)</li> </ul>
<b>Amount of funds requested from elsewhere and the sources of that possible funding:</b>	The college is funding the staff costs for curriculum development for this new programme.
<b>Date funds required by:</b>	31 May 2018
<b>Project timescale:</b>	July 2018 (Programme to start September 2018)
<b>Confirmation of project fit with College's strategic objectives:</b>	This project fits with ICUHI new strategic objectives: <b>Strategic Objective 2.1:</b> To deliver curriculum that is responsive to employer needs and the aspirations of the communities we serve, while stimulating new demand through innovation and the application of research.
<b>Additional supporting information:</b>	A recent external advisory group which reviewed this programme proposal, highly commended the programme

rationale, its vision and aims and noted that it was timely and innovative and would address a recognised need in our business communities who may not otherwise access training to develop their businesses.

The proposed programme aligns with identified regional economic and business development needs in the Highlands and Islands of Scotland (H&I). Small businesses are recognised as the backbone of our economy but are not currently fulfilling their potential. Out of 26,650 H&I registered businesses, 26,035 are small (ONS, 2014) with a higher proportion of self-employed (15.3%) compared to Scotland's (10.9%). Many small business owners in H&I work alone or in small teams with limited access to diverse business influences/ambitious role models. Many are seen as lacking in aspiration and held back by lack of vision, entrepreneurial skills and confidence to grow, we "seem to have fewer ambitious owner-managers and considerably more owner-managers who are satisfied with their organisation's current size" (HIE REAP, 2014:21). This innovative post graduate programme will directly address these issues and support regional objectives to help scale these businesses by utilising authentic SME focussed academic and evidence based content, experiential teaching and learning techniques (based on CREATE's experience in mindset and self-efficacy development) and supported by business-experienced mentors.

In 2015 CREATE at ICUHI led the development of a pilot leadership and entrepreneurship programme following a UK-wide competitive process, in which CREATE led a Highlands and Islands (H&I) based employer partnership to become the only Scottish project awarded funding from the UK Commission for Employment and skills (UKCES). This Global Entrepreneurship PGCert builds on that development, and responds to the evidence gathered from 37 small businesses who completed the pilot.

The pilot Catalyst programme was open to small businesses from within the H&I region at any stage of their business cycle with the willingness and aspirations to significantly develop their business. In a three-month period, following an intensive promotional direct campaign CREATE at ICUHI received over 80 applications for 40 available places.

The pilot programme's aims were to encourage and support the growth ambitions of SMEs and those wishing to develop a new venture by providing immersive (initially non-accredited) education and training in such areas as: strategy development; business analysis and improvement; market and organisational development. The Catalyst programme

saw impressive results in its pilot year. The evidence gathered shows that there was a reported significant impact on small business participants' entrepreneurial ambition, leadership and business knowledge and skills for all face-to-face (17 small businesses leaders) and all virtual learners (20 small businesses leaders).

Examples of the qualitative feedback/impact we measured and received from the pilot programme are:

- **Forming opinions and influencing others**, critical leadership skills, with only 46% rating good/excellent at programme start increasing to 86% as good/excellent by end of the programme, *"I now see that there is greater potential for growth"* (face-to-face learner);
- **Delegating tasks and responsibilities**, with 41% of participants rating their ability and confidence to delegate tasks and responsibility as good/excellent at the start increasing to 89% by the end;
- **Thinking ahead and planning strategically**, *"I have learned to look at the environment in a different way which eradicates many of the barriers previously thought to exist"* (virtual learner);
- **Initiate and manage change** - Only 14% of learners rated their ability to initiate and manage change as excellent at the start of the programme and by the end of the programme this increases to 54% of learners rating themselves as excellent at this, *"The teachings and modules drive home and increased my ability to see unexpected events as obstacles that can be overcome with the right thought and strategy, rather than a dead end"* (face-to-face learner);
- **Ability to effectively utilise strategic business tools**, *"This was a revelation in a lot of ways. I had never taken the time to look at the business from such a high level view point before and suddenly certain areas became clear - either where I needed to do more work or where something was missing"* (virtual learner);
- **Encouraging innovation and innovative solutions/thinking**, At the start of the pilot course, 46% of learners believed that their business was good or excellent at encouraging innovation and innovative solutions/thinking and at the end of the course this had increased to 79%; and
- **Identifying and exploiting opportunities**, at the start of the pilot course 30% of participants rated themselves as good/excellent at seeking out opportunities which increased significantly to 68% by the end, *"Changed my way of dealing with things and*

*looking at opportunities as well as the inter action between the business and existing customers” (virtual learner).*

When asked if they would recommend the Catalyst programme to friends or family, 100% of all face to face and all virtual participants who completed the final evaluation survey said yes, they would.

These are some of the key rationale for proposing this programme which will be redeveloped to meet the needs of ‘post experience’ level 11 learners, accredited through SCQF, have an international dimension to support small businesses to be globally aware and be available 100% online to ensure maximum access and flexibility.

The proposed Global Entrepreneurship PGCert objectives for learners are to:

1. Foster an entrepreneurial mind-set and enhance personal effectiveness to support personal and business development, innovation and growth
2. Enhance leadership and entrepreneurial knowledge and capability, to understand and respond to the dynamic global business environment
3. Develop a critical awareness of a range of appropriate business tools, and creative problem solving approaches, that encourages improved strategic thinking and action to support business development
4. Identify and critically assess local and global opportunities and develop appropriate strategies to respond to these opportunities effectively and efficiently

The programme will be designed as a primarily online programme and seeks to utilise a range of learning technologies to support participants to access flexibly to suit their needs. The programme will be high quality and learners will be supported by Inverness College UHI and assigned business-experienced personal mentors.

The programme will use our infrastructure to wholly support online programme delivery including the use of Blackboard and Collaborate with each session being recorded to increase accessibility. Each module will utilise the communication methods contained within these, including the chat room, discussion forum and virtual classroom.

Many of the small business participants who join this programme may have been out of education for some time and/or may not have had a positive educational experience and we will strive to create a purposeful balance establishing

clear expectations and programme structure together with:

- The need for learner self-directedness
- The need for regular reflections on their own personal and business practices to enhance their self-efficacy and leadership capacity

Each learner will be assigned a business-experienced personal mentor to help them connect business and entrepreneurial learning to their personal and business experiences, and to actively encourage each student to purposefully reflect on these experiences in order to enable self-development and transformational change.

The assessment strategy for the Global Entrepreneurship PGCert will be purposefully experiential in nature. Each assessment will be designed to ensure a high degree of personal and business relevance in order to foster deeper learning and longer term impact and change for each learner and their business.

The project will be led by Carol Langston, head of CREATE at Inverness College UHI (ICUHI). CREATE was established in 2009 as an enterprise learning centre designed to deliver academic and non-curricular activity to order to build the entrepreneurial capacity in the Highlands & Islands of Scotland. Since then, the CREATE team have been involved in a wide range of educational and support mechanisms for the small business and student community.

In addition to the Catalyst programme, CREATE has developed a number of dedicated entrepreneurship programmes for educators operating both Nationally and Internationally including the Scottish Entrepreneurship and Enterprise Educators programme (for tertiary level educators) and in 2016 the Enterprising Practitioners Programme (for Primary and Secondary level teachers with 700 teachers as participants). In September 2016 Carol Langston completed a collaboration for SINO campus in China – which she is now delivering in China in 2017 to 300 university level teachers.

Carol Langston, Head of CREATE, was the initiator and Module Leader for a number of enterprise modules within our institution. Carol is also currently undertaking a PHD in Entrepreneurship Education across the UK, which is receiving increasing attention as a result of ongoing dissemination of findings. In 2014, Carol also co-authored a chapter in a popular UK academic text on Small Business Growth. These broader academic developments will also help to support the enhancement and credibility of this newly established programme.

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<b>Scottish Colleges Foundation (“SCF”)</b> Princes Exchange 1 Earl Grey Street Edinburgh EH3 9EE  Scottish Charity Number SC044621	<u><b>Project Funding Application Form</b></u>	
<b>Application Date:</b>		
<b>Applicant:</b>	<u><b>Inverness College UHI</b></u>	
<b>Project Title:</b>	<u><b>Curriculum Resources</b></u>	
<b>Contact Person:</b>	<u><b>Fiona Mustarde</b></u>	
<b>Contact Details:</b>	<a href="mailto:Fiona.Mustarde.ic@uhi.ac.uk">Fiona.Mustarde.ic@uhi.ac.uk</a> <b>01463 273260</b>	
<b>Authorised Support:</b>	<b>Signatory</b> Professor Christopher O’Neil	Principal and Chief Executive Officer
This section to be completed for new projects seeking funding		
<b>Summary of project:</b>		
<b>Estimated total project cost:</b>		
<b>Amount of funding requested:</b>	<u><b>£17,460</b></u>	
<b>Amount of funds requested from elsewhere and the sources of that possible funding:</b>	<u><b>0</b></u>	
<b>Date funds required by:</b>	<u><b>30 June 2018</b></u>	
<b>Project timescale:</b>	<u><b>31 July 2018</b></u>	
<b>Confirmation of project fit with College’s strategic objectives:</b>  <b>Indication of how the requested funding would fit with SCF’s</b>	<ul style="list-style-type: none"> <li>• <b>Opportunity and growth in curriculum</b> – This will enable us to ensure that the tools used in curriculum delivery facilitate modern practices and support leading software packages.</li> <li>• <b>Opportunity and growth in sustainability</b> – using the latest technology to enhance the learning</li> </ul>	

<b>charitable purposes</b>	<p>experience increases our reputation and leads to a positive impact on student recruitment.</p> <ul style="list-style-type: none"> <li>• <b>Opportunity and growth in organisational development</b> – investment in this equipment will facilitate the upskilling of staff and also help to attract and retain high calibre staffing</li> </ul>
<b>Additional supporting information:</b>	<p>3 x Clevertouch 70" Plus</p> <p>These are for G41, G42 and G43. The rooms are used by Electrical Installation and host first, second and third year apprentices, as well as a significant number of commercial course (IET Regulations, Inspection and Testing of Low Voltage Installations, Portable Appliance Testing, and other courses) and a range of full time student groups. Strategically the college aims to grow in professional practice and with the highest standards of delivery. Delivery is set for smart technology and when delivering aspects of the curriculum in classrooms with smart the learning experience is significantly different to that when in rooms with lcd, non smart, screens. Closely linked to this is the second aspect, this being that much of the learning and teaching involves an increasing use of student and staff interaction with drawings, diagrams and text. Hence the learning experience is diminished in these rooms with the present configuration.</p> <p>Replacement of 6 ten year old TV screens.</p>
This section to be completed for supplementary funding for a previously approved project	
<b>Additional funding requested:</b>	
<b>Reason for supplementary funding:</b>	

*To be completed by Scottish Colleges Foundation:*

<b>Additional information for Grant Applications</b>		
<b>Amount of Grant approved:</b>	£	
<b>Approved by Board or Delegated Authority:</b>	Date:	Contact:
<b>Additional Information if necessary:</b>		

<b>Funds Released (completed by Foundation Administration)</b>	Date:	Contact:

<b>Scottish Colleges Foundation (“SCF”)</b> Princes Exchange 1 Earl Grey Street Edinburgh EH3 9EE  Scottish Charity Number SC044621	<u><b>Project Funding Application Form</b></u>		
<b>Application Date:</b>			
<b>Applicant:</b>	<u><b>Inverness College UHI</b></u>		
<b>Project Title:</b>	<u><b>Curriculum Resources – Rational Oven</b></u>		
<b>Contact Person:</b>	<u><b>Fiona Mustarde</b></u>		
<b>Contact Details:</b>	<a href="mailto:Fiona.Mustarde.ic@uhi.ac.uk">Fiona.Mustarde.ic@uhi.ac.uk</a> <b>01463 273260</b>		
<b>Authorised Support:</b>	<b>Signatory</b> Professor Christopher O’Neil	Principal and Chief Executive Officer	
This section to be completed for new projects seeking funding			
<b>Summary of project:</b> To invest in a new Rational 20 grid oven to enhance the student learning experience and maintain currency by replicating modern industry practice.			
<b>Estimated total project cost:</b>			
<b>Amount of funding requested:</b>	<u><b>£15,099</b></u>		
<b>Amount of funds requested from elsewhere and the sources of that possible funding:</b>	<u><b>0</b></u>		
<b>Date funds required by:</b>	<u><b>30 June 2018</b></u>		
<b>Project timescale:</b>	<u><b>31 July 2018</b></u>		
<b>Confirmation of project fit with College’s strategic objectives:</b>  <b>Indication of how the requested</b>	<ul style="list-style-type: none"> <li>• <b>Opportunity and growth in curriculum</b> – This will enable us to ensure that the tools used in curriculum delivery replicate modern working practices that the students will experience</li> <li>• <b>Opportunity and growth in sustainability</b> –</li> </ul>		

<p><b>funding would fit with SCF's charitable purposes</b></p>	<p>using the latest equipment to enhance the learning experience and ensure our curriculum remains current and relevant increases our reputation and leads to a positive impact on student recruitment.</p> <ul style="list-style-type: none"> <li>• <b>Opportunity and growth in organisational development</b> – investment in this equipment will help to attract and retain high calibre staffing and enable the College to provide services to the wider community, further enhancing opportunities for our learners.</li> </ul>
<p><b>Additional supporting information:</b></p>	<p>This equipment is the most widely used in industry in restaurants, hotels, hospitals etc. and is the market leader in this field.</p> <p>The oven would enable the student to be able to operate this in employment which would make Inverness College students work ready and more attractive to potential employers.</p> <p>The main operating uses are to prepare and cook meals, and serve meals between 30 and 200 using a plated delivery service.</p> <p>This oven is also used as a standard oven, steamer or a combination of both and this is just the basic programme. There are a multitude of cooking options that the student can deliver using this oven.</p> <p>We would also use this oven to deliver the commercial side of the catering operation and students would benefit from this as they are often involved with the delivery of commercial operations giving them real life experiences.</p>
<p>This section to be completed for supplementary funding for a previously approved project</p>	
<p><b>Additional funding requested:</b></p>	
<p><b>Reason for supplementary funding:</b></p>	

*To be completed by Scottish Colleges Foundation:*

<p><b>Additional information for Grant Applications</b></p>	
<p><b>Amount of Grant approved:</b></p>	<p>£</p>

<b>Approved by Board or Delegated Authority:</b>	Date:	Contact:
<b>Additional Information if necessary:</b>		
<b>Funds Released (completed by Foundation Administration)</b>	Date:	Contact:

<b>Scottish Colleges Foundation (“SCF”)</b> Princes Exchange 1 Earl Grey Street Edinburgh EH3 9EE  Scottish Charity Number SC044621	<u><b>Project Funding Application Form</b></u>		
<b>Application Date:</b>			
<b>Applicant:</b>	<u><b>Inverness College UHI</b></u>		
<b>Project Title:</b>	<u><b>CAD Suite Replacement</b></u>		
<b>Contact Person:</b>	<u><b>Fiona Mustarde</b></u>		
<b>Contact Details:</b>	<a href="mailto:Fiona.Mustarde.ic@uhi.ac.uk">Fiona.Mustarde.ic@uhi.ac.uk</a> <u><b>01463 273260</b></u>		
<b>Authorised Support:</b>	<b>Signatory</b> Professor Christopher O’Neil	Principal and Chief Executive Officer	
This section to be completed for new projects seeking funding			
<b>Summary of project:</b> CAD technology is continually moving forward and is heavily reliant on high spec hardware to provide optimum performance. We require our CAD suite to replicate the technologies used in industry to best prepare our students with the skills and experience to find suitable employment in the future. The existing equipment in the CAD suite is now over 6 years old. With limited funds available for equipment refresh and the relatively expensive cost of replacing the CAD suite against a standard computer suite, funding is requested to enable us to maintain the currency of our curriculum and to support growth in this part of the curriculum			
<b>Estimated total project cost:</b>	<u><b>£20,700</b></u>		
<b>Amount of funding requested:</b>	<u><b>£20,700</b></u>		
<b>Amount of funds requested from elsewhere and the sources of that possible funding:</b>	<u><b>0</b></u>		
<b>Date funds required by:</b>	<u><b>30 June 2018</b></u>		
<b>Project timescale:</b>	<u><b>31 July 2018</b></u>		

<p><b>Confirmation of project fit with College's strategic objectives:</b></p> <p><b>Indication of how the requested funding would fit with SCF's charitable purposes</b></p>	<ul style="list-style-type: none"> <li>• <b>Opportunity and growth in curriculum</b> – This will enable us to ensure that the tools used in curriculum delivery facilitate modern practices and support leading software packages.</li> <li>• <b>Opportunity and growth in sustainability</b> – using the latest technology to enhance the learning experience increases our reputation and leads to a positive impact on student recruitment.</li> </ul>
<p><b>Additional supporting information:</b></p>	<p>This funding will enable replacement of 23 high end PCs capable of delivering optimum performance.</p>
<p>This section to be completed for supplementary funding for a previously approved project</p>	
<p><b>Additional funding requested:</b></p>	
<p><b>Reason for supplementary funding:</b></p>	

*To be completed by Scottish Colleges Foundation:*

<p><b>Additional information for Grant Applications</b></p>		
<p><b>Amount of Grant approved:</b></p>	<p>£</p>	
<p><b>Approved by Board or Delegated Authority:</b></p>	<p>Date:</p>	<p>Contact:</p>
<p><b>Additional Information if necessary:</b></p>		
<p><b>Funds Released (completed by Foundation Administration)</b></p>	<p>Date:</p>	<p>Contact:</p>

## Board of Management

<b>Subject/Title:</b>	Proposed Fees for 2018/19
<b>Author:</b> [Name and Job title]	Fiona Mustarde, Director of Finance
<b>Meeting:</b>	<b>Finance and General Purposes Committee</b>
<b>Meeting Date:</b>	Thursday 8 March 2018
<b>Date Paper prepared:</b>	1 March 2018
<b>Brief Summary of the paper:</b>	To provide the Committee with the proposed fee rates in respect of the tuition fees set by Inverness College UHI for the academic year 2018/19. 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]	Approval and recommendation to the Board of Management
<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, Strategic plan
<b>Resource implications:</b>	Yes <b>Early notification of fee levels assists with student recruitment</b>
<b>Risk implications:</b>	Yes <b>If yes, please specify:</b> Operational: impact on recruitment Organisational: contribution towards financial position
<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.)			

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)

## Proposed Fees for 2018/19

### Executive summary

Under the terms of the Further and Higher Education (Scotland) Act 1992, College Boards of Management are required to set and charge fees for education provision with some exceptions. The full time fee rates are not within our control and are set nationally. HE fee rates are set at UHI level and there is agreement that all academic partners charge the same rates.

Historically, fees have been revised alongside the budgeting process and put to the June Board meetings for approval. However, this gives rise to operational difficulties, particularly in relation to student recruitment, when we are unable to provide a definitive cost for a chosen course of study. In order to improve the experience for both customers and staff, early approval of fee rates is sought.

A proposed schedule of fees for 2018/19 has been set out in the appendices.

### Higher Education (HE) Fees

In the case of HE fees, there is agreement through UHI Executive Board that all Academic Partners (APs) will levy uniform fee charges, which UHI have now set.

Full time fees are set nationally on an annual basis but have not changed for a number of years. Part-time fees and those for non-EU students for HE level courses have been considered and set by UHI and are shown within appendix 1 for information only.

### Further Education (FE) Fees

For FE courses, full-time fees are set nationally. Part-time FE level course fees remain to be set by colleges' Boards of Management locally.

Increases of approximately 4% have been built into proposed FE part-time fee rates for 2017/18. The most recent published figures for inflation for January 2018 are 3% (CPI measure) and 4% (RPI measure, including mortgage interest payments). Although there is some uncertainty, it seems likely that inflation will continue to rise. The last few years have seen an increase in FE fee rates higher than inflation. Whilst we continue to have rising costs resulting from national pay bargaining, increases have been kept to a minimum.

In the case of international fee rate students, the College policy has been to set a fee that broadly equates income from these students to combined fee and grant income received by the College for home and EC students.

The same fee rate has been set for student with an RUK fee status. RUK refers to rest of the UK and this applies to students from within the UK but out with Scotland who come here specifically to study. The rate is set at the same level as these students are not

fundable and therefore do not count towards our credit target. Whilst RUK students studying at HE level can normally receive tuition fee loans from the Student Loans Company, there is little support available for those studying at FE level. The Committee may wish to consider whether alternative rates should be considered for RUK.

The proposal is to take the current fee for these students in 2016/17, which is £5,500 and increase this to £5,720 for 2018/19, an increase of 4%.

Part-time courses for overseas students are charged at circa four times the standard rate for EU students.

### **Fee Waivers**

FE fee waivers are expected to continue to be available in 2018/19 to eligible students under the SFC scheme. Fee waiver grant forms part of the funding received from SFC to compensate for revenues lost by Colleges as a consequence of not making direct charges to students. This is included within the main core grant and not paid separately. As a UHI college, fee waivers are only available at FE level and not for HE activity. Part-time HE students must apply to SAAS for funding.

### **Professional Development Award (PDA) and Other Fees**

There are some courses which are priced independently to take account of the activity required for successful delivery. Some of these courses, such as the SVQs, relate to activity which is largely delivered under contractual arrangements with employer organisations. These fees have not been covered in this review.

### **Nursery Fees**

The attached appendix shows both the current charges for nursery provision in 2017/18 and the proposed rates for 2018/19. The rates have been set through reviewing the costs of the provision and the charges levied by comparable nursery providers in our area.

## Inverness College Nursery Fees

		IC wef 7 Aug 17	IC wef 7 Aug 18	% Uplift
Babies & Toddlers (0-3)	Weekly	210.00	217.00	3.33%
Early Years (3-5) (pre council funding)	Weekly	190.00	197.00	3.68%
Babies & Toddlers (0-3)	Daily	43.00	44.00	2.33%
Early Years (3-5) (pre council funding)	Daily	40.00	41.00	2.50%
Babies & Toddlers (0-3)	Session	23.00	24.00	4.35%
Early Years (3-5) (pre council funding)	Session	22.00	22.00	0.00%

**TUITION FEES - HE**

	2018/19 Fee (£)
<b>FULL TIME COURSES</b>	
SC & EU Students - HNC/D	1,285
SC & EU Students - Degree Courses	1,820
RUK Students - HNC/D	6,720
RUK Students - Degree Courses - Arts (note 1)	9,000
RUK Students - Degree Courses - Science (note 1)	9,000
<b>Off-campus (no term-time address in Scotland)</b>	
RUK/EU Students - Degree Courses - Arts	6,120
RUK/EU Students - Degree Courses - Science	6,120
<b>PART TIME COURSES</b>	
<b>HN SQA modules / units</b>	
0.5 Credit SC & EU	43
1 Credit SC & EU	86
Double Credit SC & EU	172
RUK per SQA credit	448
<b>Undergraduate modules</b>	
SC & EU - per 20 credit module	215
SC & EU - structured part-time	644
RUK per 20 credit degree module - Arts	1,500
RUK per 20 credit degree module - Science	1,500
RUK per 20 credit degree <b>online</b> module - Arts	1,020
RUK per 20 credit degree <b>online</b> module - Science	1,020
<b>Postgraduate Progs (MSc):</b>	
UK & EU fee per 20 credit module	560
UK & EU fee for dissertation (equiv 60 credits)	1,680
UK & EU fee (120 credits plus dissertation)	5,000
RUK fee per 20 credit module	650
RUK fee for dissertation (equiv 60 credits)	1,950
RUK fee (120 credits plus dissertation)	5,850
<b>International Students - Full Time Courses</b>	
Degree Courses - Arts, Humanities, Social Sciences, Business	11,100
Degree Courses - Science and Technology (min 90 credits)	12,200
HNC/D - Arts, Humanities, Social Sciences, Business (min 12 SQA credits)	6,720
HNC/D - Science and Technology (min 12 SQA credits)	6,720
<b>International Students - Part Time Courses</b>	
Per 20 credit degree module – Arts	1,850
Per 20 credit degree module – Science	2,034
Per 20 credit degree <b>online</b> module – Arts	1,020
Per 20 credit degree <b>online</b> module – Science	1,120
Per single SQA credit - Arts	448
Per single SQA credit – Science Subjects	448
<b>International Students - Postgraduate MSc</b>	
<b>On campus (term-time address in Scotland)</b>	
Per 20 credit degree module	1,260
Int fee for dissertation (equiv of 60 credits)	3,780
Int fee (120 credits plus dissertation)	11,340
<b>Off-campus (no term-time address in Scotland)</b>	
Per 20 credit degree module	900
Int fee for dissertation (equiv of 60 credits)	2,700
Int fee (120 credits plus dissertation)	8,120
<b>UHI Diploma in Counselling</b>	
Year 1 - 40 Credits (P/T) SCQF Level 7 (COSCA Certificate)	430
Year 2 - 80 Credits (P/T) SCQF Level 7	860
Year 3 - 120 Credits (F/T) SCQF Level 8	1,285

SC = Scottish Domiciled Students  
RUK = Rest of UK Students  
EU = European Union Member States Students  
UK = both Scottish Domiciled and RUK  
International = Students not covered by the above

All HE fees set by UHI

Note 1: Maximum charge for full degree capped at 3 years - final year is "free". Existing students to remain on the SC & EU rate.

## TUITION FEES - FE

	2017/18 Fee (£)	2018/19 Fee (£)	% Increase
<b>FULL TIME COURSES</b>			
<b>Non-Advanced (FE) level ie NC/NQ:</b>			
Home and EU students	1,008	1,008	0.00%
RUK Students	5,500	5,720	4.00%
International Students	5,500	5,720	4.00%
<b>PART TIME COURSES</b>			
<b>Non-Advanced (FE) level:</b>			
SQA modules / units			
0.5 Credit	56	58	3.57%
1 Credit	112	116	3.57%
Double Credit	224	232	3.57%
NQ Higher – all levels (including 1 examination entry)	317	330	4.10%
Intermediate 2	317	330	4.10%
<b>English for Speakers of Other Languages (ESOL)</b>			
ESOL - Lower Elementary to Upper Intermediate per course	548	570	4.01%
ESOL Advanced	733	760	3.68%
<b>PART TIME COURSES - International Students</b>			
<b>Non-Advanced (FE) level:</b>			
SQA modules / units			
0.5 Credit	224	232	3.57%
1 Credit	448	464	3.57%
Double Credit	896	928	3.57%
NQ Higher – all levels (including 1 examination entry)	1,235	1,297	5.02%
Intermediate 2	1,235	1,297	5.02%
<b>English for Speakers of Other Languages (ESOL)</b>			
ESOL - Lower Elementary to Upper Intermediate per course	2,206	2,290	3.81%
ESOL Advanced	2,957	3,070	3.82%

## Board of Management

<b>Subject/Title:</b>	Value for Money Policy
<b>Author:</b> [Name and Job title]	Fiona Mustarde, Director of Finance
<b>Meeting:</b>	Finance and General Purposes Committee
<b>Meeting Date:</b>	8 March 2018
<b>Date Paper prepared:</b>	19 February 2018
<b>Brief Summary of the paper:</b>	Minor revisions have been made to the Value for Money Policy
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Approval
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> <li>• compliance <ul style="list-style-type: none"> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul> </li> </ul>	Compliance with relevant legislation
<b>Resource implications:</b>	No <b>If yes, please specify:</b>
<b>Risk implications:</b>	Yes / No <b>If yes, please specify:</b> Operational: Organisational: reputational risk to the College
<b>Equality and Diversity implications:</b>	No <b>If yes, please specify:</b>
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	Through normal policy review process

<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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## Value for Money Policy

### **Recommendation(s)**

The Finance and General Purposes Committee is asked to approve the revised Value for Money Policy.

### **Purpose of report**

To inform Committee of the changes to the revised Value for Money Policy.

### **Background**

This revised policy has been discussed at Scrutiny Panel (28 November 2017) and SMT (18 January 2018).

Following approval by the Committee, the policy will be presented will be published.

### **Overview**

New procurement and other legislation governs our Value for Money responsibilities and these have been reflected within the document.

Also, definitions of the terms Economy, Efficiency and Effectiveness have been added to aid understanding of the term 'Value for Money'.



**VALUE FOR MONEY POLICY**  
**REFERENCE: PL/CS/2017/003**

Policy Owner	Director of Finance
Lead Officer	Finance Manager
Review Officer	Accountant
Date first approved by BoM	09 June 2008
First Review Date	June 2011
Date review approved by BoM	20 June 2011
Next Review Date	July 2020
Equality impact assessment	Yes
Further information (where relevant)	

Reviewer	Date	Review Action/Impact
Finance Officer	09/06/2008	Review approved by BoM
Finance Officer	20/06/2011	Review approved by BoM
Accountant		Review approved by BoM

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DRAFT

## 1. Policy Statement

The Board of Management is responsible for the proper use of the public funds allocated to it and for the effective control and management of the College.

Inverness College is committed to achieving value for money ('VFM') from all of its activities, which not only includes purchasing, but also use and safeguarding of assets, equipment and resources.

## 2. Legislative framework/related policies

The legislative framework and related policies which we must comply with and operate within are:

### 2.1. Legislative framework:

- 2.1.1. The Procurement Reform (Scotland) Act 2014
- 2.1.2. The Public Contracts (Scotland) Regulations 2015
- 2.1.3. The Procurement (Scotland) Regulations 2016
- 2.1.4. EU Procurement Directives 2014

### 2.2. Related policies:

- 2.2.1. Financial Memorandum between UHI and Inverness College UHI (1 January 2016)
- 2.2.2. Local Governance (Inverness College Financial Regulations)
- 2.2.3. Equality Act 2010
- 2.2.4. Inverness College Procurement Strategy
- 2.2.5. Inverness College Strategic Plan
- 2.2.6. Inverness College Operational Plan

## 3. Definition

The term 'value for money' (VFM) is commonly used to describe the combination of economy, efficiency and effectiveness:

- 3.1. Economy means minimising the cost of resources acquired or used, bearing in mind the quality;
- 3.2. Efficiency covers the relationship between the output of goods or services and the resources used to produce them; and

3.3. Effectiveness covers the relationship between the intended and the actual results of projects and programmes.

## 4. Objectives

In order to achieve good value for money, the objectives of this policy are to:

- 4.1. Integrate and enable adoption of value for money principles within the existing management, planning and review processes.
- 4.2. Promote a College culture of continuous improvement and development on value for money issues.
- 4.3. Adopt recognised best practice from Advanced Procurement for Universities and College (APUC) and Scottish Government Procurement regulations and guidelines where appropriate.
- 4.4. Provide a framework to benchmark the College activities against other similar activities and organisations where this is considered useful.
- 4.5. Ensure that through the internal audit process, value for money activities are reviewed.
- 4.6. Provide the opportunity to enhance the economy, sustainability, efficiency and effectiveness of activities.
- 4.7. Ensure that financial savings for the College will be achieved without compromising any aspect of the quality of service delivery, or access or inclusion.
- 4.8. Provide evidence to both internal and external auditors, that the achievement of value for money is sought in all activities undertaken by the College.
- 4.9. Communicate to all staff their obligation to seek value for money for the College as part of their routine activities, and to use all value for money tools available to them.
- 4.10. Work or collaborate with other UHI partners in delivering best practice or to deliver collaborative agreements.
- 4.11. Identify the total lifecycle costing and impact mapping in order to capture potential long term cost savings.

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## 5. Responsibility

- 5.1. The responsibility for value for money lies with all staff within Inverness College, and is not restricted to those with financial responsibility or senior management.
- 5.2. As stated within the Financial Memorandum between UHI and the College, the College must have a strategy for reviewing systematically management's arrangements for securing value for money. As part of its internal audit arrangements, the College must obtain a comprehensive appraisal of management's arrangements for achieving value for money. A copy of this appraisal should be included in the College's Internal Auditors Annual Report.
- 5.3. In addition, the Audit Committee Terms of Reference include the need to review and monitor aspects of the College's operations including advising the Board of Management appropriately on the economy, efficiency and effectiveness of the College's activities including value for money. The Audit Committee relays its view on the arrangements in its annual report to the Board of Management.
- 5.4. Managers have the responsibility to be aware of good practices in their own area of operation and to ensure that these are followed appropriately.
- 5.5. All staff should seek to achieve value for money in all activities and to bring to the attention of management any opportunities for improvement or financial savings.

## 6. Monitoring

Monitoring and assessing value for money will be achieved in a number of ways:

- 6.1. Through benchmarking reports from APUC and annual Procurement Capability Assessments with reports being submitted to the College Finance & General Purposes committee on a quarterly basis. Operational Procurement Review (OPR) or Procurement and Commercial Improvement Programme (PCIP) Audits will be carried out by APUC in line with the required frequency and threshold levels, showing areas of strength, development areas and an action plan.
- 6.2. Through competitive tendering activity and/or seeking alternative quotations. This will be done by an ongoing process through Budget Holders using the Financial Regulations and Finance Procedures.
- 6.3. By using internal performance indicators, with reports going to the Board of Management on a quarterly basis. Indicators used are:

- contract usage data from APUC and the Scottish government;
- PECOS usage data including analysis of savings achieved and annual spend with consortiums of which we are members;
- VFM tests conducted through internal audit following audit recommendations;
- Internal Audit reports to the Audit Committee;
- results from reviewing the outcomes of an activity (i.e. tendering, quotations).

6.4. Monitoring of contract management and associated costs including the identification of cost savings and cost avoidance. Local cost savings data will be reported to SMT. National cost savings will be reported by the APUC.

## **7. Review**

7.1. This policy will be reviewed in July 2020 and every three years thereafter.

## Board of Management

<b>Subject/Title:</b>	Finance Monitoring Report – January 2018
<b>Author:</b> [Name and Job title]	Fiona Mustarde, Director of Finance
<b>Meeting:</b>	<b>Finance and General Purposes Committee</b>
<b>Meeting Date:</b>	Thursday, 8 March 2018
<b>Date Paper prepared:</b>	28 February 2018
<b>Brief Summary of the paper:</b>	To inform the committee of the financial position for the current financial year as at 31 January 2018.
<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>	
<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.)			

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)

## Financial Monitoring for 2017/18 as at January 2018

### Executive summary

The committee is asked to discuss the report.

### Background information

Regular reporting to committee should provide committee members with appropriate, sufficient information to ensure that the College is operating on a sustainable basis. The format of reporting is currently under review and is likely to change in future with the aim of providing enhanced information to committee members.

The financial monitoring for the 6 months to January 2018 are attached. Further detail to support values is contained in the narrative below

### Income and Expenditure Monitoring

- The results of the financial monitoring exercise for the 6 months to January 2018 are summarised in the table below.

**Table 1: 2017/18 Income and Expenditure Monitoring – January 2018**

<b>YEAR TO DATE</b>	<b>Actual Jan 18 £000</b>	<b>Phased Budget Jan 18 £000</b>	<b>Variance £000</b>
Income	12,835	12,970	(135)
Expenditure	14,083	13,747	(336)
Net Operational Surplus (Deficit)	(1,248)	(777)	(471)
<b>YEAR END</b>	<b>Forecast £000</b>	<b>Budget £000</b>	<b>Variance £000</b>
Income	26,459	26,442	17
Expenditure	27,584	27,524	(60)
Net Operational Surplus (Deficit)	(1,125)	(1,082)	(43)

2. The income budget was previously revised to reflect the additional SFC funding subsequently made available towards the cost resulting from the national bargaining pay agreement. The expenditure budget was previously revised to incorporate the same value leaving the net position, excluding deferred grant and depreciation, as breakeven.
3. The year to date position, for the 6 months to January 2018, shows the net operational position is £471,000 below the budget level. Income, at £135,000 below the budget level and expenditure at £336,000 below budget level, contribute to the variation at the end of the period and more detailed information is provided within this report.
4. The forecast year-end position and shows a forecast net operational deficit of £1,125,000 compared with the budget level of £1,082,000, a negative variance of £43,000. Note that these figures include the budget amounts for both depreciation and deferred grant. Further work is required to supplement the reporting to inform the committee of the impact on government resource budgets.
5. The monitoring results 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.
  - 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 January 2017 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 £7,999,542 for 2017/18 and our core credit target is 29,069 credits. In addition, we have an income budget in respect of ESIF funded credits which amounts to £62,500 for 250 credits, based on information available during the budgeting process.

The following table illustrates the current credit position for 2017/18 as against the same time last year. Note that these are February figures, not January.

<b>FE</b>	<b>2017/18</b>
Core Credit Target	29,069
ESF Target	438
Total Target	29,507
<b>Total Credits as at 27/02/2018</b>	<b>28,098</b>
<i>Total Credits as at 24/02/2017</i>	29,862

Although FE activity is below target at this point in the year, the College still expects the activity target to be met by the year end. In addition to the activity still to recruit and enrol, the Head of Curriculum and PDMs are ensuring that all credits are accounted for on all FE programmes.

Whilst there would be no in year financial loss from not meeting the core credit target, there is a potential for this to impact on following years.

The HE (PPF) target for 2017/18 for undergraduate students with a fee status of 'Scottish' or 'European' is 1,595.4 FTE. As at 26<sup>th</sup> February the FTE, counted by module attachment is 1,616.3 FTE and as a result we have exceeded our target.

PPF Target HE FTE (Undergraduate students, including SC and EU fee statuses, excluding PGDE)	<b>1,595.4</b>
Current HE students as at 27/02/2018 - count by Module attachment.	<b>1616.3</b>

7. The budget for the year for SFC unitary charge funding is £4,699,000 and at January 2018, there is a negative variance of £5,000. The negative variance is due to additional funding to cover the insurance costs recharged by GTEIL as required in the contract, being less than was budgeted for. This funding is drawn down retrospectively and matches expenditure.
8. The forecast year end position for student support funds (bursary, discretionary, childcare) has increased to £2,260,000. This is due to the results of the in-year redistribution exercise that takes place through which we have secured an additional £60,000 of funding.
9. The budget for the year for tuition fees is £3,133,554 and at January 2018, there is a positive variance of £27,000 against budget. The year-end forecast is currently slightly higher than budget by £25,000 and whilst there will still be some movement, as a minimum the budget target will be reached.
10. SDS Training Contracts income consists of modern apprenticeship funding and foundation apprenticeship funding. Current income at January 2018 is £267,000 against a budget of £284,000. The funds are released on the basis of claims submitted to SDS who operate an April to March financial year. Claims are submitted using a cloud based software system provided by SDS. Current forecast for the year end is a small positive variance of £24,000.
11. Other income for the 6 months to January 2018 is £952,000, £124,000 below the budget of £1,076,000. The most significant individual identified components of other income are nursery income and catering. Nursery income is on target with actual of £149,759 against budget of £151,131. Catering and hospitality income has a positive variance of £51,537, with actual income of £457,957 against budget to date of £406,060. The area of concern is other income which has a negative variance of £237,951. This variance should be reduced through project income and work is ongoing to identify project income still to be reflected in the forecast.

12. For the 6 months to January 2018, the release of deferred grant is as in line with budget.

### **Expenditure**

13. Actual expenditure on staffing costs for the 6 months to January 2018 is above the phased budget by £44,000. Other staff costs are over budget by £11,000. Overall there is an overspend of £55,000 on total staffing costs. Pay costs remain under scrutiny and all vacancies are fully considered by the Resource Panel prior to recruitment. Variable teaching staff commitment is controlled through the Head of Curriculum.
14. Property costs are currently over budget by £17,000 but this is anticipated to reduce by the year end.
15. The unitary charge position shows a positive variance of £52,000 against budget year to date, with a significant forecast positive variance at year-end. This reflects the poor performance from GTFM which has resulted in a higher level of deductions being applied to the monthly invoices received from GTEIL.
16. The negative variance in transport costs primarily relates to repair costs for both Forestry and pool vehicles.
17. Supplies and services has a negative variance of £273,000 for the 6 months to January 2018. This includes the cost of BSL interpretation services at £31,071, charges to consultants fees resulting in a negative variance of £58,582 (although this cost is covered by project funding), academic supplies negative variance of £56,964, ICT costs relating to the FE services provided by UHI LIS resulting in a negative variance of £87,766, payments to host families on behalf of students of £45,723 (this is covered by income received from the students and requires to be specifically identified in future budget setting) and a negative variance against VAT of £97,637.

### **Cash Flow**

18. The opening cash balance for the year was £3,698,000.
19. The cash balance at 31 January 2018 is a positive £2,562,000. This compares with the favourably with the anticipated position of £2,066,000. The current forecast year-end cash balance is £2,467,000.

### **Creditor Payments**

20. Analysis of creditor payment runs indicates an average invoice payment period of 29 days over the 12 month period to January 2018, compared with the figure of 29 days in the 12 months to January 2017. A chart setting out the monthly results over the past year of the creditor payment analysis is appended.

**Debtors Summary**

21. Analysis of debtor's information shows that for January 2018, the total invoiced debt for the College increased from £690,733 in December 2017 to £720,189, an increase of £29,456. Charts showing the above are appended to this report, on page 6 of the appendices. Tuition fee invoicing in respect of 2017/18 is now largely complete and this will enable the team to direct their efforts towards debt control. This is an area within the Finance team which is under resourced and will require investment to sufficiently address.

**Comparable Monitoring Information from January 2017**

There are 2 sets of figures included for comparison purposes. The first table is the income and expenditure figures from January 2017, which shows the forecast, budget and the variance. The second table shows the cash flow figures from January 2017, which again shows the forecast, budget and variance figures.

**Inverness College**

**Income and Expenditure Report**

£000

Year 2017/18

Month January

Report Para.	YTD			Year End			Previous Year
	Actual	Budget	Variance	Forecast	Budget	Variance	Actual
<b>Income</b>							
Grants	6	6,090	6,069	21	12,838	12,838	0
Unitary Charge	7	2,373	2,378	(5)	4,699	4,699	0
Student Support Funds	8	1,182	1,220	(38)	2,260	2,209	51
Fees	9	1,593	1,566	27	3,159	3,134	25
SDS Training Contracts	10	267	284	(17)	662	638	24
Other Income	11	952	1,076	(124)	2,088	2,171	(83)
Deferred Grant	12	378	377	1	753	753	0
		<u>12,835</u>	<u>12,970</u>	<u>(135)</u>	<u>26,459</u>	<u>26,442</u>	<u>17</u>
<b>Expenditure</b>							
Staff	13	7,056	7,012	(44)	14,291	14,246	(45)
Other Staff	13	98	87	(11)	201	196	(5)
Property	14	587	570	(17)	1,129	1,126	(3)
Unitary Charge	15	2,018	2,070	52	3,888	4,184	296
Transport	16	49	35	(14)	99	83	(16)
Supplies and Services	17	2,081	1,808	(273)	3,882	3,644	(238)
Student Support Funds		1,276	1,247	(29)	2,258	2,209	(49)
Depreciation		918	918	0	1,836	1,836	0
		<u>14,083</u>	<u>13,747</u>	<u>(336)</u>	<u>27,584</u>	<u>27,524</u>	<u>(60)</u>
<b>Net Operational Surplus (Deficit)</b>		<u>(1,248)</u>	<u>(777)</u>	<u>(471)</u>	<u>(1,125)</u>	<u>(1,082)</u>	<u>(43)</u>
							<u>0</u>

Inverness College

Income and Expenditure Report

£000

Year 2017/18

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	899	899	1,152	1,112	1,027	1,001	1,027	1,027	1,240	1,202	1,202	1,050	12,838	12,838	0	(3)
Unitary Charge Funding	436	387	387	386	390	387	387	387	387	387	389	389	4,699	4,699	0	0
Student Support Funds	115	230	230	234	214	159	249	254	209	234	113	19	2,260	2,209	51	0
Fees	111	26	632	250	306	268	331	281	290	250	250	164	3,159	3,134	25	(13)
SDS Training Contracts	0	0	135	55	58	19	56	97	45	72	69	56	662	638	24	(24)
Other Income	133	189	170	204	144	112	270	228	142	250	46	200	2,088	2,171	(83)	(73)
Deferred Grant	62	62	65	62	63	63	62	63	62	63	63	63	753	753	0	0
	1,756	1,793	2,771	2,303	2,202	2,009	2,382	2,337	2,375	2,458	2,132	1,941	26,459	26,442	17	(113)
<b>Expenditure</b>																
Staff	1,107	1,125	1,168	1,226	1,252	1,178	1,180	1,219	1,248	1,122	1,214	1,252	14,291	14,246	(45)	36
Other Staff	9	15	34	15	18	7	7	21	10	32	8	25	201	196	(5)	6
Property	54	127	144	99	81	82	95	88	95	88	88	88	1,129	1,126	(3)	13
Unitary Charge	341	321	338	337	303	308	310	310	315	335	335	335	3,888	4,184	296	62
Transport	6	3	11	9	9	11	6	12	11	9	6	6	99	83	(16)	(4)
Supplies and Services	274	298	461	405	363	264	327	367	300	297	225	301	3,882	3,644	(238)	26
Student Support Funds	19	200	248	244	334	231	269	264	170	175	100	4	2,258	2,209	(49)	45
Depreciation	153	153	153	153	153	153	153	153	153	153	153	153	1,836	1,836	0	0
	1,963	2,242	2,557	2,488	2,513	2,234	2,347	2,434	2,302	2,211	2,129	2,164	27,584	27,524	(60)	184
<b>Net Operational Surplus (Deficit)</b>																
	(207)	(449)	214	(185)	(311)	(225)	35	(97)	73	247	3	(223)	(1,125)	(1,082)	(43)	71
<b>Net depn</b>																
	(91)	(91)	(88)	(91)	(90)	(90)	(91)	(90)	(91)	(90)	(90)	(90)	(1,083)	(1,083)		

**Inverness College**

**Cash Flow Analysis**

£000

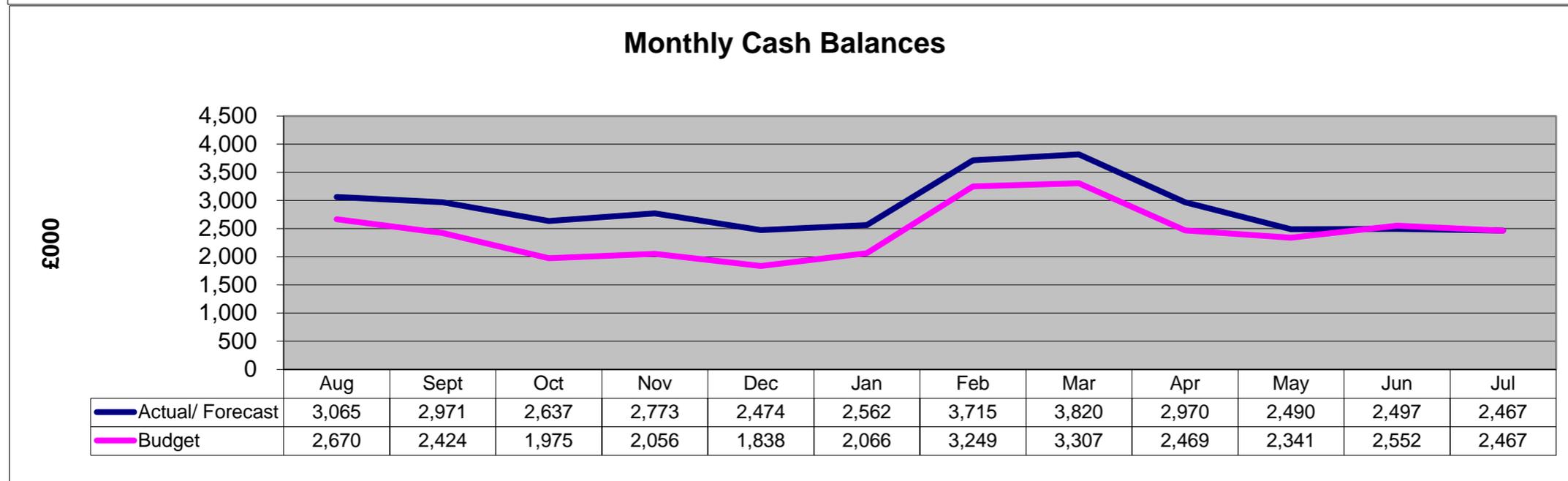
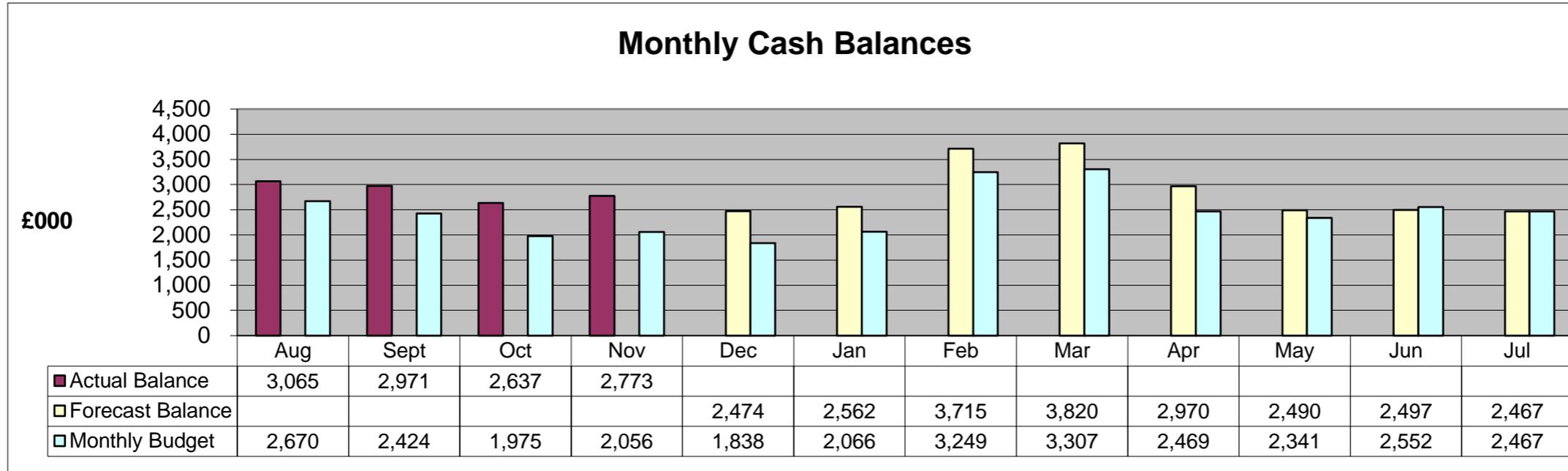
Year 2017/18

Month January

	YTD			Year End		
	Actual	Budget	Variance	Forecast	Budget	Variance
<b>Income</b>						
Recurrent Grant In Aid	3,961	3,850	111	7,998	7,821	177
Other Grants	210	160	50	282	250	32
Unitary Charge Grant	2,374	2,369	5	4,706	4,693	13
UHI HE Grants	2,230	2,229	1	4,477	4,476	1
Fees & Charges	435	675	(240)	2,866	3,264	(398)
Student Support Funds	1,204	1,130	74	2,334	2,384	(50)
HE Discretionary Fund	36	35	1	71	70	1
EMA Funding	45	92	(47)	76	97	(21)
LEC Contracts	263	209	54	465	411	54
ESF Funds	-	-	-	-	63	(63)
Other Income	1,458	1,324	134	3,035	2,957	78
	<u>12,216</u>	<u>12,073</u>	<u>143</u>	<u>26,310</u>	<u>26,486</u>	<u>(176)</u>
<b>Expenditure</b>						
Staff	7,062	7,153	91	14,222	14,241	19
Pension Costs	48	48	-	96	96	-
Creditors	2,343	2,200	(143)	4,888	4,692	(196)
Unitary Charge payments	2,271	2,490	219	4,801	5,014	213
Student Support Funds	934	1,269	335	2,129	2,376	247
HE Discretionary Fund	20	41	21	49	70	21
EMA Student Maintenance	48	52	4	103	107	4
Inter Account Transfers	-	-	-	-	-	-
Other	626	449	(177)	1,253	1,118	(135)
Bank Interest	-	-	-	-	-	-
	<u>13,352</u>	<u>13,702</u>	<u>350</u>	<u>27,541</u>	<u>27,714</u>	<u>173</u>
<b>Net Income (Expenditure)</b>	<u>(1,136)</u>	<u>(1,629)</u>	<u>493</u>	<u>(1,231)</u>	<u>(1,228)</u>	<u>(3)</u>
<b>Opening Bank Balance</b>	3,698	3,695	3	3,698	3,695	3
<b>Closing Bank Balance</b>	<u>2,562</u>	<u>2,066</u>	<u>496</u>	<u>2,467</u>	<u>2,467</u>	<u>0</u>

Inverness College

Year 2016/17  
 Month January



**INVERNESS COLLEGE**

**FORECAST CASH FLOW - 12 MONTHS - AUGUST 2017 TO JULY 2018**

		Actual	Actual	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast				Movement
		AUGUST	SEPT	OCT	NOV.	DEC	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	TOTAL	Budget	Variance	since LM
<b>OPENING BALANCE</b>	Current	3,698	3,065	2,971	2,637	2,773	2,474	2,562	3,715	3,820	2,970	2,490	2,497	3,698	3,695	3	0
	Deposit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	3,698	3,065	2,971	2,637	2,773	2,474	2,562	3,715	3,820	2,970	2,490	2,497	3,698	3,695	3	0
<b>INCOME</b>																	
	Recurrent Grant (SFC)	-	600	500	990	941	930	135	959	40	524	1,000	1,379	7,998	7,821	177	0
	Other Grants (SFC) excl unitary charge	-	100	20	50	20	20	20	10	42				282	250	32	0
	Unitary Charge (SFC)	436	387	387	387	390	387	388	388	388	388	390	390	4,706	4,693	13	(1)
	UHI HE Income	335	345	378	396	381	395	394	380	493	493	478	9	4,477	4,476	1	0
	Tuition Fees & Charges	76	101	89	52	47	70	2,061	100	90	90	30	60	2,866	3,264	(398)	(77)
	Student Support Funds	120	274	230	230	200	150	120	200	200	200	200	210	2,334	2,384	(50)	0
	HE Discretionary Fund	-	35	-	1	-	-	-	-	11	24	-	-	71	70	1	0
	EMA Funding	-	4	14	4	14	9	13	13	5	-	-	-	76	97	(21)	(19)
	LEC contracts	36	40	50	52	69	16	34	51	31	48	13	25	465	411	54	5
	ESF funds													0	63	(63)	0
	Other Income	359	224	197	306	188	184	278	450	167	287	245	150	3,035	2,957	78	(23)
<b>TOTAL INCOME</b>		1,362	2,110	1,865	2,468	2,250	2,161	3,443	2,551	1,467	2,054	2,356	2,223	26,310	26,486	(176)	(115)
Transfers to and (from) deposit Account		0	0	0					0			0	0	0	0	0	0
<b>EXPENDITURE</b>																	
	Staff Costs	1,154	1,125	1,156	1,202	1,222	1,203	1,170	1,170	1,220	1,200	1,200	1,200	14,222	14,241	19	(13)
	Pension costs	8	8	8	8	8	8	8	8	8	8	8	8	96	96	0	0
	Creditor payments	372	416	344	409	596	206	324	465	350	559	397	450	4,888	4,692	(196)	89
	Unitary Charge payments	409	385	406	360	365	346	415	415	415	415	415	455	4,801	5,014	213	69
	Student Support Funds	-	187	184	175	231	199	279	243	215	239	177	-	2,129	2,376	247	9
	HE Discretionary Fund	-	3	10	6	-	1	8	8	7	6	-	-	49	70	21	
	EMA Student Maintenance	-	4	14	9	16	5	12	12	11	6	14	-	103	107	4	
	Inter account transfers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	0
	Other	52	76	77	163	111	105	74	125	91	101	138	140	1,253	1,118	(135)	(82)
	Bank Interest Payable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	0
<b>TOTAL EXPENDITURE</b>		1,995	2,204	2,199	2,332	2,549	2,073	2,290	2,446	2,317	2,534	2,349	2,253	27,541	27,714	173	72
Actual Monthly Movement		(633)	(94)	(334)	136	(299)	88	1,153	105	(850)	(480)	7	(30)	(1,231)	(1,228)	(3)	(43)
<i>Budget Monthly Movement</i>																	
<b>CLOSING BALANCE</b>	Current	3,065	2,971	2,637	2,773	2,474	2,562	3,715	3,820	2,970	2,490	2,497	2,467	2,467	2,467	0	(43)
	Deposit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	3,065	2,971	2,637	2,773	2,474	2,562	3,715	3,820	2,970	2,490	2,497	2,467	2,467	2,467	0	(43)
<i>Cumulative Budget position</i>																	

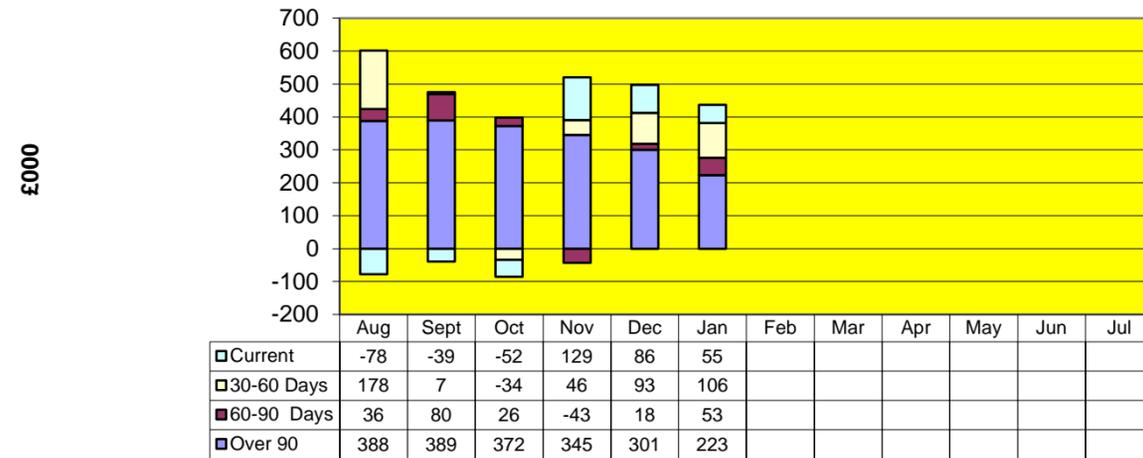
Inverness College

Debtors

Year 2017/18

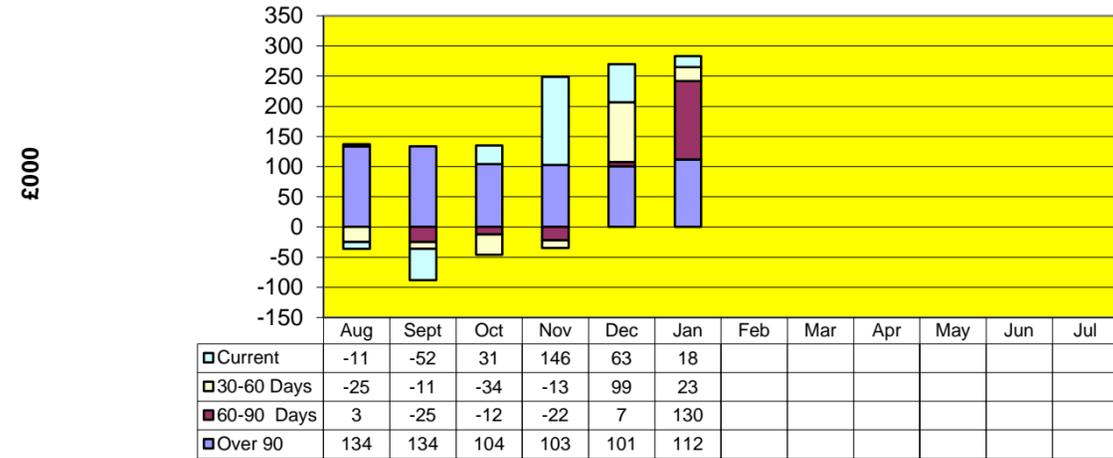
Month January

**Business Debt**



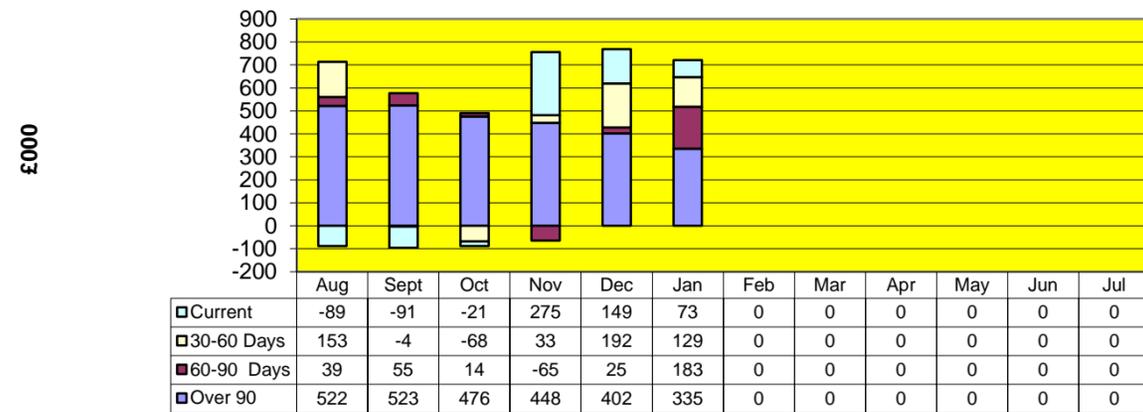
Month

**Student Debt**



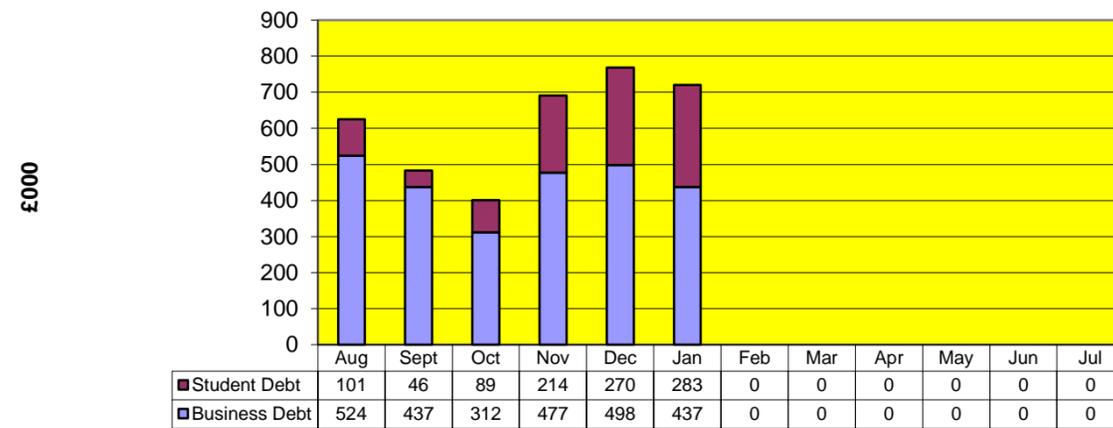
Month

**Total Debt**



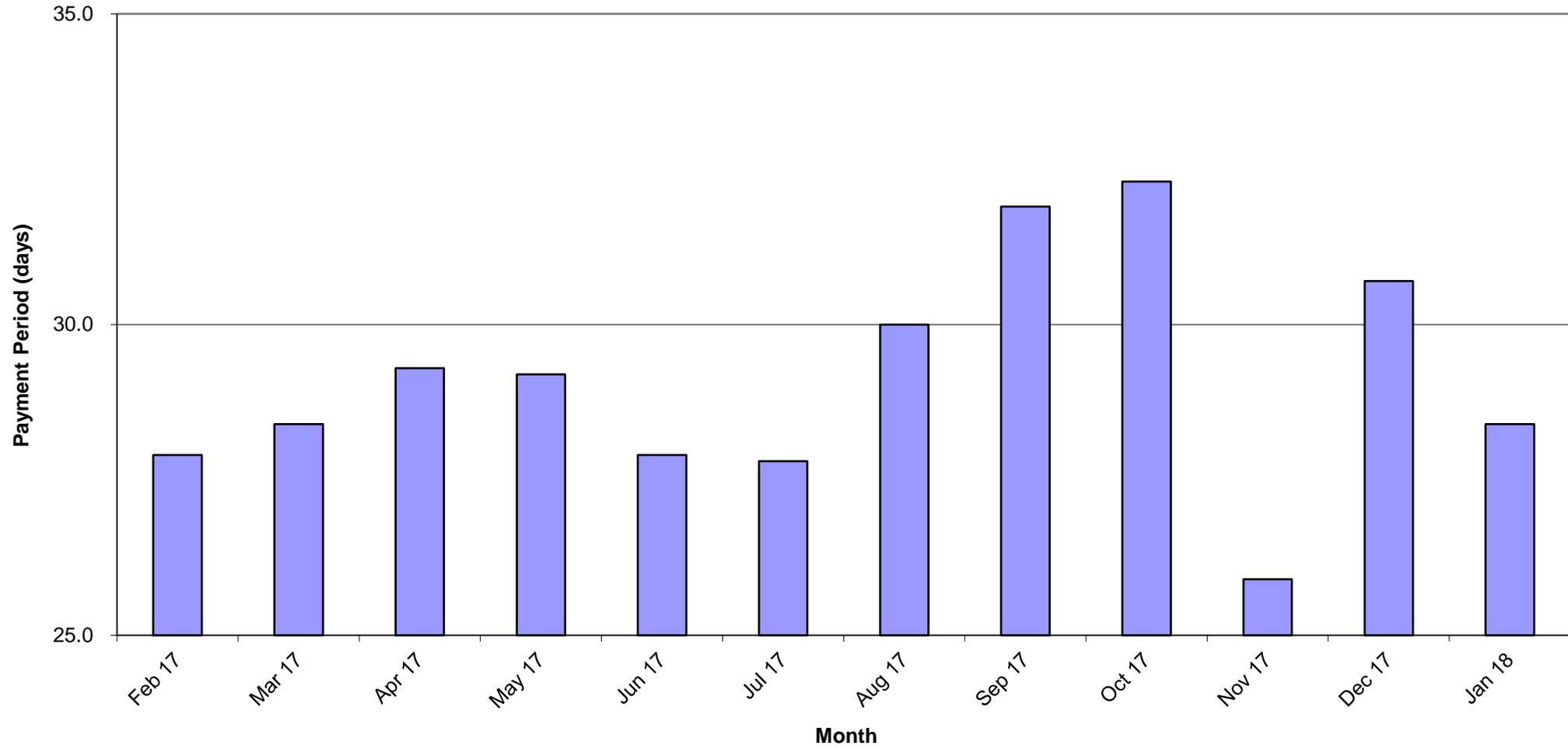
Month

**Total Debt**



Month

Creditor Payment Periods (based on sampling monthly payment runs)



Inverness College

Year 2016/17  
 Month January 2017

Income and Expenditure Report

	Year End		
	Forecast	Budget	Variance
<b>Income</b>			
Grants	12,657	12,669	(12)
Unitary Charge	4,686	4,635	51
Student Support Funds	2,286	2,224	62
Fees	3,145	3,143	2
Project Funding	396	400	(4)
Other Income	2,287	2,404	(117)
Deferred Grant	764	2,119	(1,355)
	<u>26,221</u>	<u>27,594</u>	<u>(1,373)</u>
<b>Expenditure</b>			
Staff	13,746	13,757	11
Other Staff	220	282	62
Property	1,001	1,175	174
Unitary Charge	4,137	4,114	(23)
Transport	89	83	(6)
Supplies	3,850	3,780	(70)
Student Support Funds	2,405	2,224	(181)
Depreciation	1,830	2,179	349
	<u>27,278</u>	<u>27,594</u>	<u>316</u>
<b>Net Operational Surplus (Deficit)</b>	<u>(1,057)</u>	<u>-</u>	<u>(1,057)</u>

Cash Flow Analysis

	Year End		
	Forecast	Budget	Variance
<b>Income</b>			
Recurrent Grant In Aid	7,663	7,446	217
Other Grants	468	328	140
Unitary Charge Grant	4,681	4,626	55
UHI HE Grants	5,398	5,174	224
Fees & Charges	3,083	3,071	12
Student Support Funds	2,315	2,224	91
LEC Contracts	456	400	56
ESF Funds	-	-	0
Other Income	3,084	2,120	964
	<u>27,148</u>	<u>25,389</u>	<u>1,759</u>
<b>Expenditure</b>			
Staff	13,586	13,880	294
Pension Costs	96	96	0
Creditors	5,015	4,858	(157)
Unitary Charge Payments	4,978	4,974	(4)
Student Support Funds	2,299	2,260	(39)
Inter Account Transfers	-	-	0
Other	1,757	185	(1,572)
Bank Interest	-	-	0
	<u>27,731</u>	<u>26,253</u>	<u>(1,478)</u>
<b>Net Income (Expenditure)</b>	<u>(583)</u>	<u>(864)</u>	<u>281</u>
<b>Opening Bank Balance</b>	3,326	3,326	0
<b>Closing Bank Balance</b>	<u>2,743</u>	<u>2,462</u>	<u>281</u>

## Board of Management

<b>Subject/Title:</b>	Capital Budget Monitoring as at January 2018
<b>Author:</b> [Name and Job title]	Fiona Mustarde, Director of Finance
<b>Meeting:</b>	<b>Finance and General Purposes Committee</b>
<b>Meeting Date:</b>	Thursday 8 March 2018
<b>Date Paper prepared:</b>	1 March 2018
<b>Brief Summary of the paper:</b>	To provide an update to the committee on the progress against the capital expenditure plan for the year 2017/18. The capital year runs from April to March.
<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 – adherence to the Financial Memorandum with UHI as RSB, Strategic plan – investment in buildings and equipment
<b>Resource implications:</b>	Yes <b>Expenditure must be contained within the allocated capital budget from SFC/UHI. UHI capital can only be utilised on buildings.</b>
<b>Risk implications:</b>	Yes <b>If yes, please specify:</b> Operational: spend level to be contained within budget, lack of investment has operational impacts Organisational: over/underspend could impact on future budget allocations
<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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## Capital Expenditure Monitoring 2017/18 to January 2018

### Executive summary

The committee is requested to discuss the capital expenditure monitoring for 2017/18.

### Capital Grant Allocations 2017/18

The capital grant allocations for 2017/18 in shown in the table below.

<b>Grant Funding</b>	<b>2017/18 Allocation</b>
	<b>£</b>
FE Capital and Maintenance Grant	126,846
HE Capital Grant	160,462
<b>Total Capital Grant</b>	<b>287,308</b>

<b>Expenditure</b>	
ICT Equipment	60,000
General Equipment	66,846
Buildings	160,462
<b>Total Planned Expenditure</b>	<b>287,308</b>

The FE capital and maintenance grant funding total allocation to Inverness College UHI is £276,846 for 2017/18. We have allocated this as £150,000 for revenue maintenance and £126,846 for capital expenditure. The FE grant can be used for any items of capital expenditure.

The HE capital allocation of £160,462 includes £14,431 of SFC/BIS capital funding which relates to research areas. The HE capital allocation can only be utilised for buildings infrastructure and is not available for spend on ICT or equipment.

For both FE and HE capital grant, the expectation is that all of the 2017/18 funding must be utilised by 31 March 2018.

## Current Position

The table below shows the position as at 31 January 2018.

	<b>Original Allocation</b>	<b>Commitment to Date</b>	<b>Actual to Date</b>	<b>Forecast to 31 March</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
ICT Equipment	60,000	0	0	60,000
Other Equipment	66,846	4,218	4,218	64,950
Buildings	160,462	165,937	165,348	165,937
	<b>287,308</b>	<b>170,155</b>	<b>169,566</b>	<b>290,887</b>

The budget for ICT equipment is £60,000 and has been allocated by the ICT Manager against equipment refresh requirements. Although there is no commitment as at end January, procurement is progressing in line with the spend date of 31 March 2018.

The budget for general equipment is £66,846. This was intended to fund some equipment requirements identified through the operational planning process where these meet the requirement to be classed as capital expenditure.

The budget for buildings is £160,462 and relates to all building capital expenditure including any necessary adjustments to the new campus buildings. Due to difficulties encountered in meeting the extended timescale of 31 July 2017 for two critical building requirements, it was agreed that these projects would be the first call on funding from the 17/18 allocations (wood chip store and tractor shed refurbishment). In addition to this, increased costs associated with some of the projects and further delay on projects that were anticipated to be completed by 31 July 2017 impact the 17/18 allocation.

All of the 2017/18 buildings capital has been utilised by projects commenced in 2016/17. Approval was previously given to progress with the tractor shed refurbishment given the health and safety imperative to take this forward. The tender deadline for this has just passed and the tenders are now going through the evaluation process. This project will not now start until April 2018 and is likely to account for the whole of the 2018/19 capital allocation.

There is a risk that the 2018/19 capital buildings allocation will be insufficient to meet this cost in full. Should that be the case, there are then two options. One is to direct some of the FE capital towards this and the second option is to approach the Foundation for funding towards it. As the indicative allocations for 2018/19 have only just announced by SFC, we do not yet have the information required to determine whether additional funds are required.

## Board of Management

<b>Subject/Title:</b>	Research Centres Finance Annual Report 2016/17
<b>Author:</b> [Name and Job title]	Fiona Mustarde, Director of Finance
<b>Meeting:</b>	<b>Finance and General Purposes Committee</b>
<b>Meeting Date:</b>	Thursday 8 March 2018
<b>Date Paper prepared:</b>	1 March 2018
<b>Brief Summary of the paper:</b>	To provide a summary for the Committee on the financial position of the Research area within the College
<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 – adherence to the Financial Memorandum with UHI as RSB, Strategic plan – investment New opportunity – growing research capacity
<b>Resource implications:</b>	Yes <b>Expenditure must be contained within the allocated capital budget from SFC/UHI. UHI capital can only be utilised on buildings.</b>
<b>Risk implications:</b>	Yes <b>If yes, please specify:</b> Operational: spend level to be contained within budget, lack of investment has operational impacts Organisational: lack of suitable investment could have adverse reputational impacts
<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		
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## Research Annual Finance Report 2016/17

### Purpose of report

To update the Committee on the financial position relating to the research department for the period 1 August 2016 to 31 July 2017.

### Background

Within the college there are various research projects and activities taking place. There is a long term strategic plan for research, which links into the development of the research and enterprise hub, as an integral part of the new campus building.

### Research Projects – Financial Summary 2016/17

In the table below are the total income & expenditure figures for the research area. These include the Centre for Remote & Rural Studies (CRRS), the Rivers and Lochs Institute, the Sustainable Energy & Micro Renewables (SEAM) Centre, Forestry research and the general research area managed by the Head of Research & Postgraduate Development.

**Table 1 – Financial Summary 2016/17 to 31 July 2017**

<b>Actual to 31 July 2017</b>	<b>Actual £</b>	<b>Budget £</b>	<b>Variance £</b>
<u>Income</u>			
SFC/UHI Grants	47,953	0	47,953
Project Funding / Student Fees	350,277	198,116	152,161
	398,229	198,116	200,113
<u>Expenditure</u>			
Staff Costs	444,088	379,686	(64,402)
Non Staff Costs	221,193	100,298	(120,895)
	665,281	479,984	(185,297)
<b>Net Operational Investment</b>	<b>(267,052)</b>	<b>(281,868)</b>	<b>14,816</b>

<b>12 Months to 31 July 2016</b>	<b>Actual £</b>	<b>Phased Budget £</b>	<b>Variance £</b>
<u>Income</u>			
SFC/UHI Grants	58,502	0	58,502
Project Funding	201,021	210,500	(9,479)
	259,523	210,500	49,023
<u>Expenditure</u>			
Staff Costs	339,758	356,535	16,777
Non Staff Costs	156,318	10,888	(145,430)
	496,076	367,423	(128,653)
<b>Net Operational Investment</b>	<b>(236,553)</b>	<b>(156,923)</b>	<b>(79,630)</b>

**Research Financial Summary**

For the period to 31 July 2017, the research area had total income of £398,229, compared with total expenditure of £665,281 resulting in a net investment of £267,052.

Total income included £47,953 of grant income received through UHI, with £350,277 of project funding also being generated.

In terms of expenditure, staff costs amounted to £444,088, with non-staff costs amounting to £221,193.

There is wide ranging activity taking place within our research function ranging from a number of Phd studentships to various discrete projects such as:

- red squirrel research for the Forestry Commission
- extensive involvement in a BBSRC project run by Swansea University
- salmon genetics
- Highland Council social research

The growth in the research function provides a challenge in that this now requires specific support to ensure that applications for funding and the resulting project management and claims administration fully effective.

## Board of Management

<b>Subject/Title:</b>	Finance Strategy Annual Report 2016/17
<b>Author:</b> [Name and Job title]	Fiona Mustarde, Director of Finance
<b>Meeting:</b>	<b>Finance and General Purposes Committee</b>
<b>Meeting Date:</b>	Thursday 8 March 2018
<b>Date Paper prepared:</b>	2 March 2018
<b>Brief Summary of the paper:</b>	To provide the Committee with the financial Key Performance Indicators for the year to 31 July 2017.
<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 – adherence to the Financial Memorandum with UHI as RSB, Strategic plan – sustainability
<b>Resource implications:</b>	Yes
<b>Risk implications:</b>	Yes <b>If yes, please specify:</b> Operational: 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		
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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 Strategy Annual Report 2016/17

### Introduction

The Financial Strategy was approved by the Board of Management in September 2012 and covered the period to 2020. As well as highlighting the 5 key objectives for the college in ensuring financial sustainability, it also set out 7 KPIs which should be reported on an annual basis. The 7 KPIs agreed by the Board are shown below:

- Operating Surplus as a % of total income
- Non-SFC income as a % of total income
- Reserves as a % of total income
- Staff costs as a % of total income
- Current assets against current liabilities – liquidity ratio
- Gearing – ratio of creditors to the sum of total reserves.
- Day's cash – cash divided by total expenditure less depreciation, expressed in days.

However, at the December 2014 Finance & General Purposes committee meeting it was decided that due to the reclassification of colleges, we would only report on 5 KP's in future and so the reserves and day's cash KPIs would no longer be reported on.

Although the Finance Strategy runs to 2020, due to the effects of reclassification as a public sector body and the current financial climate, the Strategy requires to be revised.

### Financial Strategy KPI's

The figures for the College for 2016/17 for each of the KPIs shown above are shown below.

#### **Operating Surplus as a % of total income**

Operating surplus/(deficit) – £350k  
Total Income - £26,501k

**Operating Surplus/(deficit) as % of total income – 1.3%\*\* 2015/16 – (6.1%)**

\*\* Note: There was an underlying surplus of £1,129k

#### **Non-SFC income as a % of total income**

Non –SFC Income - £6,734k  
Total Income - £26,501k

**Non-SFC Income as % of total income – 25.4%      2015/16 – 25%**



## 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 Report
<b>Meeting Date:</b>	8 March 2018
<b>Date Paper prepared:</b>	1 March 2018
<b>Brief Summary of the paper:</b>	To provide the Committee with an outline of the key issues pertaining to the disposal of Longman Site and new Campus issues.
<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>	Statutory Compliance Risk Management. Strategic Plan – Quality and Continuous improvement.
<b>Resource implications:</b>	Yes <b>If yes, please specify:</b> outlined in paper
<b>Risk implications:</b>	Yes <b>If yes, please specify:</b> outlined in paper
<b>Equality and Diversity implications:</b>	No <b>If yes, please specify:</b>
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	

<b>Status</b> – [Confidential/Non confidential]	Confidential		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	No		
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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.)	Until the matters detailed are resolved		

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## Board of Management

<b>Subject/Title:</b>	ICT Services Report
<b>Author:</b> [Name and Job title]	Martin Robinson – ICT Services Manager
<b>Meeting:</b>	Finance and General Purposes Committee
<b>Meeting Date:</b>	8th March 2018
<b>Date Paper prepared:</b>	16 <sup>th</sup> February 2018
<b>Brief Summary of the paper:</b>	To provide an overview of active ICT Projects led by Inverness College UHI including: *GDPR *Cyber Resilience *Wifi *Single Print Project There is also an overview of the UHI project on single UHI Finance System Project, VLE Review and Service Desk and ICT service review.
<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>	To ensure that our practice is aligned with national, sector and/or industry recognised standards and best practice, and to our values and commitments
<b>Resource implications:</b>	No
<b>Risk implications:</b>	No
<b>Equality and Diversity implications:</b>	No
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	N/A

<b>Status</b> – [Confidential/Non confidential]	See section on ICT Project – Commercial in Confidence ICT Service Review		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	No		
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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>	GTFM Monitoring 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>	8 March 2018
<b>Date Paper prepared:</b>	28 February 2018
<b>Brief Summary of the paper:</b>	Sets out the management of GTFM's outsourced Hard FM in line with the NPD contract
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	<b>Noting</b>
<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 <b>If yes, please specify:</b> Monthly Service Charge and Deductions
<b>Risk implications:</b>	Yes / <b>If yes, please specify:</b> Operational:service to students and staff Organisational:legal compliance and vicarious liability
<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]	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>	Business Development Update
<b>Author:</b>	Georgina Parker, Director of Business Development
<b>Meeting:</b>	<b>Finance &amp; General Purposes Committee</b>
<b>Meeting Date:</b>	March 2018
<b>Date Paper prepared:</b>	28 February 2018
<b>Brief Summary of the paper:</b>	<ul style="list-style-type: none"> <li>• Modern Apprenticeship contract performance is ahead of SDS profile Period 9 (December 2017) at £318K against a contract of £306K.</li> <li>• Modern Apprenticeship contract starts have been increased from 110 to 130 for 2017-18.</li> <li>• Short course income was under budget at December 2017 at £100K against £123K. This was offset by additional course income of approx. £260K via the FWDF (Flexible Workforce Development Fund) to end February 2018</li> <li>• International short course provision with US Universities commences May 2018 to end June 2018.</li> <li>• A draft International Development Strategy and Action Plan was submitted to SMT in February 2018.</li> <li>• Development funding of £130K has been awarded by UHI to support the regional Modern Apprenticeship approach.</li> </ul>
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	The committee is requested to discuss the business development update paper.
<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>• SFC audit</li> </ul> New opportunity: <ul style="list-style-type: none"> <li>• Additional FWDF funding,</li> <li>• Growth in Modern Apprenticeship contract,</li> <li>• Knowledge Transfer Partnerships and Innovation Vouchers</li> <li>• International development opportunities.</li> </ul> Risk Management: <ul style="list-style-type: none"> <li>• Budgetary issues: Create</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: <ul style="list-style-type: none"> <li>• Failure to gain a regional SDS contract for MAs</li> </ul> Organisational: <ul style="list-style-type: none"> <li>• International recruitment. Measures to ameliorate risk will be identified as part of the strategy development.</li> </ul>
<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	Consultation with UHI and partners in relation to regional MA contracting model.		
<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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## Business Development Update

### 1. Executive Summary

- 1.1 Modern Apprenticeship contract performance ahead of the SDS profile at £318K against £306K. Our request for additional starts have resulted in a contract increase to 130 starts for 2017-18 contract (to end March 2018).
- 1.2 A regional Modern Apprenticeship bid has been submitted by UHI for 2018-19. Inverness College UHI has requested 196 starts, with significant growth in: healthcare, food & drink, hospitality and ICT
- 1.3 A bid for UHI strategic development funds to support the development of a regional Modern Apprenticeship offer has been approved (approx. £130K).
- 1.4 Short Course income is below profile at December 2017 at £100K against a profile of £123K. This is due to some displacement by FWDF funding.
- 1.5 Development of bids for the new Flexible Workforce Development Fund income stream are progressing well, with ICUHI submitting 31 bids to date with a value of over £260K to end February 2018.
- 1.6 There will be three separate cohorts from 5 US universities undertaking our Scottish Experience Programme commencing in May 2018 to end June 2018.
- 1.7 A draft International Development Strategy and Action Plan was submitted to SMT in February 2018. The proposed strategy will be submitted to the Board for approval, following consultation with UHI to ensure strategic fit. Many of the associated actions are already underway.
- 1.8 Business Development, Research Hub staff and PDMs have had training in Knowledge Transfer Partnerships.
- 1.9 CREATE is seeking sponsorship from HIE for its new Post Graduate Certificate in Entrepreneurship for delivery in 2018/19.
- 1.10 The income target allocated for CREATE in the budget has been rolled over and is not achievable. This has been notified to finance.

### 2. Background information

#### 2.1 Modern Apprenticeships Contract

- 2.1.1 ICUHI has a contract with Skills Development Scotland (SDS) for the delivery of Modern Apprenticeships to the value of £416,332.
- 2.1.2 SDS has agreed an increase in contract starts to 130, these include additional hospitality starts, together with new frameworks in creative industries and accountancy.
- 2.1.3 ICUHI currently has 238 Modern Apprentices in training. In addition, we are sub- contractors delivering MAs for CITB for 66 starts (222 in training) and to SECT for 44 starts (99 in training) and SNIPPEF for 32 (77 in training).
- 2.1.4 Potential opportunities arising from CITB's restructuring of its training reported in November 2017 are still being explored. CITB has confirmed that it will continue to sub-contract MA activity across Scotland. There is discussion across UHI regarding the terms of the sub-contract, in relation to renegotiation

## 2.2 Regional Modern Apprenticeship Contract/Delivery Model

- 2.2.1 The Modern Apprenticeship SLWG (short life working group) bid for development funding Development funding of £130K has been approved by UHI. This will support re-branding, marketing and materials/content development.
- 2.2.2 A consortium bid has been submitted to Skills Development Scotland by the UHI WBL Hub for all partners except Train Shetland, who decided not to take part. ICUHI has requested 196 starts for 2018/19. We expect to be notified of the outcome of the bid in late March. Delivery under the contract would commence on 1<sup>st</sup> April 2018.
- 2.2.3 New apprenticeship frameworks for 2018/19 include: Trees & Timber; ACCA (accountancy) and Level 3 Hospitality

## 2.3 Business Solutions

- 2.3.1 Short Course income is below profile at December 2017 at £100K against a profile of £123K. This is due to some displacement by FWDF funding (see below).
- 2.3.2 The Flexible Workforce Development Fund, which was launched in October 2017, awarded £860K to UHI as the regional strategic body. As at 26 February 2018, we have submitted 31 out of the 59 bids across the partnership, amounting to approximately £260K.
- 2.3.3 New short courses have been developed for delivery in 2018/19 including: Prince 2, BOHS, Controlling Health Risks in a Construction Environment, Business Waste Management, IOSH Managing Safety Refresher and Train the Trainer (C&G).
- 2.3.4 Opportunities to access funding for knowledge transfer are being explored. Business solutions staff, researchers and PDMs have undertaken training in both KTP and Innovation Vouchers, which will enable them to better identify potential interventions with employers. The next step is to identify appropriate staff to provide supervision of KTP associates.
- 2.3.5 A funding bid has been submitted SFC to map our range of specialist resources and capabilities that could be accessed to deliver Innovation Voucher and KTP funded projects.

## 2.4 International Business Development

- 2.4.1 Following the conclusion of the internal workshop and consultation process, an outline three year strategy and one year action plan was presented to SMT in February 2018, with some slight changes being requested to the specific targets. The strategy will be submitted to the Board for approval, once consultation has been completed with UHI, to ensure fit with the wider strategy being developed by Stuart Gibb, VP for International and External Relations.
- 2.4.2 We have been nominated for a College Development Network Award for our Scottish Experience Programmes. The shortlisting was achieved on the basis of the tailored, flexible nature of the programmes and the level of culturally sensitive customer service provided. The awards event is to be held in Glasgow on 15<sup>th</sup> March

- 2.4.3 Planning is ongoing for the three further “Scottish Experience” programmes with US universities, one of which will include significant fieldwork with the Rivers and Lochs Institute and the Environmental Research Institute.

## **2.5 CREATE**

- 2.5.1 The launch date for CREATE's new Post Graduate Certificate in Entrepreneurship has moved to January 2019. Conversations with HIE are ongoing and have expanded in range.
- 2.5.2 CREATE has contributed to the UHI 10 year business plan for the establishment of a School of Entrepreneurship, being drafted by Gary I Campbell. Unfortunately, we were not permitted by UHI to see any content of the plan to which we were contributing.