

Meeting	Finance and General Purposes Committee
Date and time	Thursday 7 June 2018 at 9.00 a.m.
Location	Boardroom, 1 Inverness Campus

Board Secretary
31 May 2018

AGENDA

Welcome and Apologies

Declarations of Interest

ITEMS FOR DECISION

1. **MINUTES**
Meeting of the Finance and General Purposes Committee held on 8 March 2018
2. **OUTSTANDING ACTIONS**
Action List
3. **REVENUE BUDGET 2018/19 (Confidential)**
Report by Director of Finance
4. **CAPITAL EXPENDITURE PLAN 2018/19 (Confidential)**
Report by Director of Finance
5. **INTERNATIONAL STRATEGY**
Covering report by Director of Business Development

ITEMS FOR DISCUSSION

6. **FINANCE MONITORING REPORT**
Report by Director of Finance
7. **CAPITAL MONITORING REPORT TO MARCH 2018**
Report by Director of Finance
8. **GALLIFORD TRY FACILITIES MANAGEMENT (GTFM) MONITORING REPORT (Confidential)**
Report by Director of Organisational Development
9. **BUSINESS DEVELOPMENT REPORT**

Report by Director of Business Development

10. RISK REGISTER ANNUAL REVIEW (to follow)

Report by Director of Finance

11. FINANCE & GENERAL PURPOSES COMMITTEE EVALUATION

Combined evaluation by Board Secretary

12. COMMITTEE CHAIR EVALUATION

Report by Board Secretary

ITEMS FOR NOTING

13. DEBT WRITE-OFF REPORT

Report by Director of Finance

14. NEW FINANCE SYSTEMS UPDATE (Confidential)

Report by Director of Finance

15. ICT SERVICES REPORT (Confidential)

Report by ICT Services Manager

16. ESTATES AND CAMPUS SERVICES REPORT

Report by Estates and Campus Services Manager

17. FOUNDATION UPDATE (to follow)

Covering report by Director of Finance

18. AOCB

19. DATE OF NEXT MEETING

27 September 2018 @ 09.00

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.

Board of Management

MINUTES of the MEETING of the FINANCE AND GENERAL PURPOSES COMMITTEE held in the Board Room, 1 Inverness Campus on Thursday 8 March 2018.

PRESENT: Helen Miller, Gavin Ross, Tom Speirs
CHAIR: Gavin Ross
APOLOGIES: Brian Henderson, Carron McDiarmid, Andy Gray, Chris O'Neil
ATTENDING: Director of Finance
Director of Organisational Development
Secretary to the Board of Management

1. MINUTES

The Minutes of the Meeting of the Finance and General Purposes Committee held on 7 December 2017 were **ACCEPTED** as a correct record, were **APPROVED** and signed.

2. OUTSTANDING ACTIONS

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. ARMS LENGTH FOUNDATION (ALF)

a. OPTIONS APPRAISAL REPORT

A report by the Director of Finance set out potential options for the College funds if the Trustees decided to wind up the ALF. She provided an update on discussions with the Solicitors acting for the Trustees who had advised that the Trustees were content to continue but potentially hold fewer meetings per year. As at March 2017, 85% of the funds remaining in the ALF related to the Inverness sub fund. In the longer term, the administration costs of the fund, circa £20K per year, would fall to Inverness College.

There was currently £2.637M in the ALF but a substantial portion of this was earmarked for the Group 2 costs in relation to the New Campus build.

The Committee discussed the three options and

1. **AGREED** that option 1 was the preferred option, namely that the college continue to draw down funds from the ALF.
2. **REQUESTED** the Director of Finance to seek formal clarification from the Solicitors acting on behalf of the ALF Trustees on the verbal advice provided
3. **REQUESTED** the Director of Organisational Development to press GTEIL for a final account so that the College would know the level of funds left in the ALF.
4. **NOTED** that the UHI integration proposals could have an impact on the funds in the ALF.

b. BID SUBMISSION

A report by the Director of Finance provided details of four proposed bids to the ALF resulting from the 2017 operational plan as follows:-

- £10,000 for marketing costs for the Global Entrepreneurship PGC
- £20,700 to replace a CAD suite
- £17,450 for replacement screens/interactive displays
- £15,099 for a new oven to enhance the student learning experience by replicating industry

The Director of Finance advised that a further bid was currently being developed in relation to Research. She also advised that other suitable requests for investment arising from the operational planning process would also be considered and bid(s) prepared as appropriate.

The Committee discussed the bids and

1. **NOTED** that the start date of the Global entrepreneurship PG Certificate was now January 2019 rather than September 2018 as indicated on the form.
2. **REQUESTED** that the bid submissions be standardised as there was a lack of consistency in the quality and quantity of information provided for each bid.
3. **APPROVED** the four bids as outlined above but asked the Director of Organisational Development to check whether software licence costs required to be added to the bid figure for the replacement CAD suite.
4. **AGREED** that the bid currently being developed in relation to research and any other bids developed following the operational planning process be circulated to members of the committee seeking e mail approval so that the College could meet the submission date for the next ALF meeting.

4. PROPOSED FEES FOR 2018/19

A report by the Director of Finance set out the proposed fee rates in respect of the tuition fees set by Inverness College UHI for the academic year 2018/19. She advised that by agreeing these fees now rather than at the next meeting in June, front line staff would be able to provide definitive prices to enable students, nursery customers and staff to make informed decisions.

The Committee had a robust discussion around the fees proposed and noted that

- HE fees were proposed by the UHI Marketing and Planning Team and approved by the UHI Finance and General Purposes Committee.
- The full time FE fees were set nationally
- In the case of international fee rate students, the College policy was to set a fee that broadly equated income from these students to combined fee and grant income received by the College for home and EC students.
- The same fee rate had been set for students with an RUK fee status. The rate was set at the same level as these students were not fundable and therefore did not count towards the credit target.

- The FE fee levels were determined by taking into account inflation, inflation forecasts, the College funding requirements, affordability issues and market forces.
- Nursery fees were set following a benchmarking exercise of private nursery providers in the area.

The Committee **AGREED** to recommend the part time FE and Nursery Fees outlined in the report by the Director of Finance to the Board of Management for approval.

5. **VALUE FOR MONEY POLICY (VFM)**

A covering report by the Quality Officer advised that new procurement and other legislation governed the Value for Money responsibilities and these had been reflected within the revised document. In addition, definitions of the terms Economy, Efficiency and Effectiveness had been added to aid understanding of the term 'Value for Money'.

The revised VFM Policy had been discussed at Scrutiny Panel (28 November 2017) and SMT (18 January 2018).

The Committee **APPROVED** the revised Value for Money Policy.

6. **FINANCE MONITORING REPORT – JANUARY 2018**

A report by the Director of Finance set out the financial position for the 6-month period to the end of January 2018.

The Committee discussed the report and noted the following points:-

- The forecast year-end position showed a forecast net operational deficit of £1,125,000 compared with the budget level of £1,082,000, giving a negative variance of £43,000.
- The ESF credit figure had been increased from 250 to 438 but the core credit target had to be met before ESF funding could be claimed.
- The HE FTE target of 1,595.4 had been exceeded. The current HE FTE figure was 1,616.3
- An additional £60K funding had been received for student support funds.
- Currently there was a negative variance of over £230K in other income. It was anticipated that the variance would be reduced through project income and discussions were ongoing in this regard.
- Level of debt was a key area currently being reviewed by the Finance Team

The Committee

1. **REQUESTED** that the Director of Finance e mail the Committee at the end of April on whether the college was likely to meet the FE student activity target
2. **NOTED** that further information on other income and debt recovery would be provided to the Committee at the next meeting in June.

7. **CAPITAL MONITORING REPORT – JANUARY 2018**

A report by the Director of Finance provided an update on the progress against the capital expenditure plan for the year 2017/18. ICT and other

equipment allocations had still to be spent. All of the 2017-18 buildings capital had been utilised by projects commenced in 2016-17.

Approval had previously given to progress with the tractor shed refurbishment at the SSF at Balloch given the health and safety imperative. The tender deadline for this had just passed and the tenders were now going through the evaluation process. This project would not now start until April 2018 and was likely to account for the whole of the 2018/19 capital allocation.

The Director of Finance advised that there was a risk that the 2018/19 capital buildings allocation would be insufficient to meet this cost in full. Should that be the case, there were two options. One was to direct some of the FE capital towards this project and the second option was to approach the ALF for funding towards it. As the indicative allocations for 2018/19 had only just been announced by SFC, the College did not yet have the information required to determine whether additional funds would be required.

The Committee **NOTED** the position.

8. RESEARCH CENTRES FINANCE ANNUAL REPORT 2016/17

A report by the Director of Finance provided a summary on the financial position of the Research areas (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).

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.

The growth in the research function provided a challenge in that it now required specific support to ensure that applications for funding and the resulting project management and claims administration were fully effective.

The Committee **NOTED** the report.

9. FINANCE STRATEGY ANNUAL REPORT 2016/17

The Financial Strategy was approved by the Board of Management in September 2012 and covered the period to 2020. A report by the Director of Finance set out the financial key performance indicators for the period to 31 July 2017.

The Committee **NOTED** the financial KPIs for the period to 31 July 2017.

10. CAMPUS SERVICES REPORT

A report by the Director of Organisational Development provided an outline of the key issues pertaining to the disposal of Longman Site and new Campus issues as follows:-

- Disposal of Longman Site and Longman Learning Resource Centre funding conditions.
- Construction Specification Dispute and Defect Liability.
- Closing off group 2 equipment liability.

- Water claim

The Committee **NOTED** the current position.

11. ICT SERVICES REPORT

A report by the ICT Services Manager provided an overview of active ICT Projects led by Inverness College UHI including, GDPR, Cyber Resilience, Wifi, Single Print Project and an overview of the UHI project on single UHI Finance System, VLE Review and Service Desk and ICT service review.

The Director of Finance provided an update on the position of the Finance System contract. The Contractor had advised that they had delivered all requirements of the project by the deadline of 28 February. The Core Project Team were currently verifying and checking the system. If the Core Project team were satisfied that all requirements of the project had been met, a go live date of 1 August was planned.

The Committee was pleased to note the updated position but expressed concern about the very short timescale available for the Core Team verification and checking and for training of finance and other staff within the college before the proposed go live date of 1 August 2018.

The following items of business were included in the agenda for noting so no discussion took place at the meeting.

12. GALLIFORD TRY FACILITIES MANAGEMENT (GTFM) MONITORING REPORT

A report by the Director of Organisational Development set out the management of GTFM's outsourced Hard FM in line with the NPD Contract.

13. BUSINESS DEVELOPMENT REPORT

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.

14. DATE OF NEXT MEETING

Thursday 7 June 2018 at 9.00 a.m.

Signed by the Chair: _____

Date: _____

Outstanding Actions from Finance and General Purposes Committee

28 September 2017				
Item	Action	Responsibility	Time line	Actioned
Sign language costs	Collaborative approach on costs with HC and NHS highland	D of Org Dev / Head of Student Services	For 18-19 Academic year	

7 December 2017				
Item	Action	Responsibility	Time line	Actioned
Finance Monitoring report	<ul style="list-style-type: none"> Enhanced report in future to inform the committee of the impact of government resource budgets Further develop budget phasing A review of financial resources would be given priority once the new Finance Manager came into post in January 2018 	Director of Finance	March meeting September	
Debt Write off	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. Further detail be provided so that patterns of debt and trends could be identified	Director of Finance	March meeting June meeting September	

8 March 2018				
Item	Action	Responsibility	Time line	Actioned
ALF Options Appraisal	1. seek formal clarification from the Solicitors acting on behalf of the ALF Trustees on the verbal advice provided 2. to press GTEIL for a final account so that the College would know the level of funds left in the ALF.	Director of Finance Director of Org Dev	Immediate Immediate	Complete

Bid Submission	<ol style="list-style-type: none"> 1. bid submissions to be standardised as there was a lack of consistency in the quality and quantity of information provided for each bid. 2. check to be made on whether software licence costs required to be added to the bid figure for the replacement CAD suite. 3. the bid currently being developed in relation to research and any other bids developed following the operational planning process be circulated to members of the committee seeking e mail approval so that the College could meet the submission date for the next ALF meeting. 	<p>Director of Finance</p> <p>Director of Org Dev</p> <p>Director of Finance</p>	<p>In advance of being submitted to the ALF</p> <p>Immediate</p> <p>ASAP</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p>
Finance Monitoring report	<ol style="list-style-type: none"> 1. e mail to the Committee on whether the college was likely to meet the FE student activity target 2. further information on other income and debt recovery would be provided to the Committee at the next meeting in June. 	<p>Director of Finance</p> <p>Director of Finance</p>	<p>at the end of April</p> <p>June 2018</p>	

Board of Management

Subject/Title:	Proposed Revenue Budget 2018/19
Author: [Name and Job title]	Fiona Mustarde, Director of Finance
Meeting:	Finance and General Purposes Committee
Meeting Date:	7 June 2018
Date Paper prepared:	30 May 2018
Brief Summary of the paper:	To provide the committee with a proposed revenue budget for 2018/19, using the information currently available in relation to funding allocations from UHI as the Regional Strategic Body.
Action requested: [Approval, recommendation, discussion, noting]	Recommendation to Approve
Link to Strategy: Please highlight how the paper links to, or assists with: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	
Resource implications:	Yes If yes, please specify:
Risk implications:	Yes If yes, please specify: Operational: Budget holders to be provided with realistic budgets to ensure ownership and accountability. Organisational:
Equality and Diversity implications:	No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	

Status – [Confidential/Non confidential]	Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	No		
*If a paper should not 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)	x
Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)		Its disclosure would constitute a breach of confidence actionable in court (S36)	
Its disclosure would constitute a breach of the Data Protection Act (S38)		Other (please give further details)	
For how long must the paper be withheld? (express either as the time which needs to pass or a condition which needs to be met.)	Until the budget is approved by the Board of Management		

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

Proposed Revenue Budget for 2018/19

Executive summary

As the final allocations of grant funding and credit targets have not yet been agreed by UHI as the Regional Strategic Body, the committee are asked to approve the revenue income and expenditure budgets for 2018/19 on the understanding that further amendments may be required pending the outcome of the UHI approval process.

Strategic Context

The College Strategic Plan covers the period 2017 to 2020. There are six key areas in this plan which are supported by a number of underpinning strategies. The current Finance Strategy was developed in 2013, prior to the new strategic plan, and although it covers the period through to 2020, the College recognises that there have been a number of changes which lead to a requirement for a refreshed five year financial strategy.

Key drivers in addition to the College Strategic Plan, come from the change in classification of incorporated colleges to public sector bodies on 1 April 2014, the alignment of the College to the UHI Regional Strategic Body, and an Audit Scotland national report titled "Scotland's Colleges 2016" which was published in August 2016.

The key recommendations for colleges to consider from the Audit Scotland report relate to developing long-term (a minimum of five years) financial strategies and workforce planning.

There continues to be considerable discussion between the FE sector, the Scottish Funding Council (SFC) and Audit Scotland with regard to consistent identification of the underlying financial position of incorporated colleges. This is in recognition of the treatment of certain items, for example deferred capital grant and depreciation, which are budgeted for separately by Scottish Government and therefore do not count towards our resource position (RDEL – Resource Departmental Expenditure Limit).

During 2017/18, the Scottish Funding Council have agreed a level of what is now termed Cash Budget for Priorities, based on the 2015/16 net depreciation values. Net depreciation is the balance of depreciation cost remaining after the application of deferred capital grant. However, this does not address the significant gap between the deferred capital grant and depreciation resulting from the new campus development.

With this in mind, we have presented the budget with these items separately identified to show the underlying position. The main focus for the College is to ensure that we deliver our services within a break-even resource budget position.

Budget 2018/19

The summary budget for 2018/19 is set out in the table in Appendix 1. This contrasts the proposed budget with the 2017/18 budget. The table also includes the current forecast outturn position for 2017/18, based on projected outturn figures at 30 April 2018.

SFC published the final funding allocations at regional level for both HE and FE funding on 18 May 2018. Whilst there was minimal change between the indicative and final allocations at HE level, there was more movement in the FE allocations.

There has been significant debate within the UHI partnership regarding the FE funding allocations to the institutions which, along with the credit targets, have yet to be finalised. The draft budget presented is based on the grant funding figures presented to UHI Finance Directors Practitioners Group (FDPG) in May 2018.

2018/19 Budget Assumptions

Information is given in the following sections on the assumptions made and methods of calculation used in arriving at the budget for 2018/19. This is provided to aid committee members in considering the proposals.

INCOME

SFC FE Recurrent Grant

The forecast for SFC grant is based on the indicative distribution of the final funding allocation for 2018/19 as discussed at Partnership Council, UHI FDPG and FERB. The credit target for the Highlands and Islands Region has reduced from the 2017/18 target of 110,967 to a target of 109,831 for 2018/19, a reduction of 1,136 credits.

There are two drivers to this reduction in credits. The first is a credit reduction across the whole sector and this resulted in a loss of 585 credits to the Highlands and Islands Region. The second is a reduction imposed as a result of data returned to the SFC through the Further Education Statistics (FES) quarterly reporting which has resulted in a further loss to the region of 552 credits.

The current estimate of recurrent grant includes funding of £1,156,395 for Inverness College UHI specifically in respect of national bargaining pay costs. This element is for the uplift for teaching staff only.

SFC Other Grants

The FE capital and maintenance grant for the College for 2018/19 is a reduction on the previous year. This is outlined in more detail in the Capital Budget Plan for 2018/19. The element of grant proposed to be allocated specifically for revenue maintenance is £70,000.

The other grants which the College anticipate are the ESOL grant (£35,568) and also the EMA grant (£12,000).

SFC Unitary Charge Grant

The proposed budget for SFC unitary charge funding reflects the anticipated funding due from SFC as per the NPD funding model of £4,671,980 and £57,000 for estimated insurance costs. The NPD funding model increases each year in line with indexation. The insurance recharge is classed as a pass through cost in terms of the contract and is therefore funded in full as per our agreement with SFC.

UHI HE Income

The overall PPF target for UHI for 2018/19 has been set at 6,307 FTEs. Inverness College's PPF target is 1,618 FTEs for 2018/19, compared to our PPF target of 1,595 FTEs for 2017/18. This results in an undergraduate RAM allocation for 2018/19 of £4,710,884.

Other expected teaching grant income from UHI in 2018/19 includes a RAM allocation for postgraduate students of £43,648, funding for leadership payments of £115,094, and funding for PGDE students estimated at £125,000

UHI Specific Grants

UHI will receive two separate elements of research grant funding from SFC in the form of Research Excellence Grant and Innovation Fund. The estimated value of these grants for the College for 2018/19 is £75,000.

Grant funding is provided by UHI in respect of the LIS recharge made to partners for ICT services they provide in relation to FE activity. Note that this grant funding covers the recharge but not the VAT cost associated with this. The estimated value of this grant funding for 2018/19 is £295,000.

The College also expects to receive strategic investment funding from UHI amounting to £175,453.

Fees and Charges

The estimate of fee income for 2018/19 is based on the 2017/18 fee income generated. This takes the Fees & Charges income target to £3,330,096 for 2018/19, compared to the budget level of £3,133,554 for 2017/18, an increase of £196,542. This reflects an inflationary uplift for the increase in part-time fee and international fee rates, and an increased level of international fee paying students.

SDS and FWDF Income

The budget for SDS Contracts for 2018/19 includes estimated contract values for both the Modern Apprenticeship contract and the Foundation Apprenticeship contracts. There is also an estimated value of £130,000 relating to the Flexible Workforce Delivery Fund.

European Funding

In 2017/18 we had budgeted for £62,500 ESIF funding based on 250 credits at £250 per credit. This funding is in relation to students that are tagged as undertaking FE courses eligible for European funding support. There is no ESIF FE funding for 2018/19

Other Income

Estimates of other income have been calculated from the 2017/18 budget base levels and anticipated actuals. The proposed budget for 2018/19 is an income target of £2,357,827, an increase on the 2017/18 budget of £248,937. The short course income budget has been moved from fees and charges and is now reflected in other income.

EXPENDITURE

The expenditure budgets proposed have been formulated through an assessment of organisational requirements and the resource available to achieve these. Efficiencies will continue to be sought across the College to ensure financial sustainability and will be achieved through effective deployment of resources and good budget management.

Staff Related Expenditure

Payroll costs have been based on established posts as at April 2018. This takes into account current vacancies and planned increments during 2018/19. Staff related costs, are estimated to be £15,712,158 for 2018/19, compared to a budget of £14,442,405 in 2017/18.

Academic temporary staff levels have been reviewed for 2018/19, taking into account the profile of staffing between fixed term contracts and supply staff.

The most significant budget risk for 2018/19 relates to the impending job evaluation for support staff and cost of living pay increases. The job evaluation project is not sufficiently advanced to calculate the costs with any degree of accuracy and therefore no attempt has been made to incorporate this into the budget at this stage. It should be noted that although the SFC has allocated grant funding for these costs, these are also not included pending finalisation of the project. Provision has been made for a cost of living pay uplift.

Property Related Expenditure

The proposed budget for property costs, excluding the unitary charge, is £1,125,660 for 2018/19, the same level as 2017/18.

The Unitary Charge expenditure budget of £4,197,424 is based on the value stipulated as per the contract value. An allowance has been made in the insurance budget for the insurance pass through cost due as per the contract. The insurance is funded in full by SFC. The VAT in relation to this charge (£839,485) is included within Supplies and Services expenditure thereby giving a total budgeted cost of £5,036,909.

Under the terms of the contract, the College is entitled to make deductions from the monthly payment due if certain standards are not met by GTFM. For the purposes of budgeting, we have assumed a low level of deductions in relation to the performance of GTFM.

Other Expenditure

The proposed budget for transport related costs of £97,400 for 2018/19 is an increase of £14,185 on the 2017/18 budget. The higher vehicle costs experienced in 2017/18 are the result of extensive repairs required to a number of vehicles.

The supplies and services proposed budget for 2018/19 of £4,351,984 is a significant increase on the 2017/18 budget of £3,643,950. There are items of expenditure which have not previously been budgeted for where we have unavoidable costs. Examples are the LIS recharge from UHI, BSL interpretation services, external training provision and academic supplies. We will work closely with Budget Holders to ensure that they have sufficient information to enable them to manage within their allocated budgets and achieve value for money in procurement.

Current Year (2017/18) Performance

The anticipated outturn for the current year as at April 2018 is a deficit of £110,003, compared to a budgeted position of break even, excluding the deferred capital grant and depreciation.

Pressures in Setting a Break Even Budget

When setting the budget for 2018/19 the College has made a considered assessment of income and expenditure for the coming year. Funding for national bargaining is specifically identified for individual colleges but other grants remain dependent on successful performance of the region as a whole.

It is clear to senior management that a key point of focus is to increase full fee paying activity, whether that is achieved through successful recruitment of international and other UK students or the commercial course offering.

General

At present, the Government measurement for inflation, the Consumer Prices Index (CPIH), is sitting at 2.2% for April 2018. There has been no budgetary uplift for inflation included and the College will mitigate the impact of inflation through achieving value for money through our procurement processes.

INVERNESS COLLEGE BUDGET ESTIMATES 2018/19
PERIOD 1 AUGUST 2018 TO 31 JULY 2019

	2018/19 Budget £	17/18 Est Outturn £	2017/18 Budget £	2018/19 Budget Variation to 2017/18 £ %	
INCOME					
SFC Recurrent Grant	8,997,862	7,999,542	7,999,542	998,320	12.5%
Other Grants (SFC)	117,568	252,525	180,671	-63,103	-34.9%
Unitary Charge	4,785,980	4,700,000	4,699,156	86,824	1.8%
UHI HE Income	5,140,079	4,657,930	4,657,930	482,149	10.4%
Student Support Funds	2,269,605	2,374,000	2,209,000	60,605	2.7%
Fees and Charges	3,330,096	3,362,000	3,133,554	196,542	6.3%
SDS and FWDF	755,214	650,000	637,595	117,619	18.4%
European Funds	0	0	62,500	-62,500	
Other income	2,357,827	2,171,000	2,108,890	248,937	11.8%
Deferred grant					
TOTAL INCOME	27,754,231	26,166,997	25,688,838	2,065,393	8.0%
EXPENDITURE					
Staffing	15,515,708	14,352,000	14,245,955	1,269,753	8.9%
Other Staff costs	196,450	242,000	196,450	0	0.0%
Property Related	1,125,660	1,196,000	1,125,640	20	0.0%
Unitary Charge	4,197,424	3,881,000	4,184,628	12,796	0.3%
Transport Related	97,400	103,000	83,215	14,185	17.0%
Supplies and Services	4,351,984	4,134,000	3,643,950	708,034	19.4%
Student Support Funds	2,269,605	2,369,000	2,209,000	60,605	2.7%
Pension Interest & full Dep'n					
TOTAL EXPENDITURE	27,754,231	26,277,000	25,688,838	2,065,393	8.0%
Net Surplus / (Deficit)	0	(110,003)	0	0	

Deferred grant	321,002	753,176
Depreciation	1,705,832	1,836,037
Surplus / (Deficit)	(1,384,830)	(1,082,861)

Board of Management

Subject/Title:	Capital Plan 2018/19
Author: [Name and Job title]	Fiona Mustarde, Director of Finance
Meeting:	Finance and General Purposes Committee
Meeting Date:	7 June 2018
Date Paper prepared:	25 May 2018
Brief Summary of the paper:	To provide the committee with information on the capital funding allocations to Inverness College UHI for 2018/19 and the proposed use of these funds, with a recommendation that the committee approve option 2.
Action requested: [Approval, recommendation, discussion, noting]	Recommendation to Approve
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	
Resource implications:	Yes If yes, please specify: Must ensure funds are fully utilised in year and on budget.
Risk implications:	Yes If yes, please specify: Operational: Organisational: if funds not utilised or overspent could lead to reduction in future years allocations
Equality and Diversity implications:	No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	

Status – [Confidential/Non confidential]	Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	no		
*If a paper should not 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)	x
Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)		Its disclosure would constitute a breach of confidence actionable in court (S36)	
Its disclosure would constitute a breach of the Data Protection Act (S38)		Other (please give further details)	
For how long must the paper be withheld? (express either as the time which needs to pass or a condition which needs to be met.)	Until the budget is approved by the Board of Management		

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

Capital Plan 2018/19

Executive summary

The committee are asked to approve the capital expenditure plan for 2018/19.

Capital Funding Allocations 2018/19

Capital grant funding for Inverness College UHI comes from UHI but there are two separate funding streams, college and university. As with the main revenue grant funding, the Scottish Funding Council (SFC) allocates the funding to UHI in the first instance. UHI then agree how this allocation will be split across the partnership through a combination of meetings such as FERB, Partnership Council, and University Court.

The final allocations for 2018/19 were announced by SFC on 18 May 2018 for both the university and college sectors. It should be noted that the funding year for capital is from 1 April to 31 March and is not in line with the College financial year beginning 1 August.

FE Capital

There is significant change in the 2018/19 allocations for the college sector. A survey was commissioned by SFC during 2017/18 to identify the condition of college estates across the sector. This has resulted in funding targeted at specific buildings identified in the sector condition survey but a reduction in the general lifecycle maintenance allocation.

The UHI allocation for capital and maintenance in 2017/18 was £1,367,789. The UHI allocation for 2018/19 for backlog maintenance identified through the survey is £3,844,150 whilst the general lifecycle maintenance amounts to £822,257.

The impact on Inverness College UHI is an overall reduction of £42,324 from 2017/18 to 2018/19. There is an allocation of £60,665 to Inverness College UHI for backlog maintenance and a general lifecycle maintenance allocation of £133,940 giving a total FE capital allocation for 2018/19 of £194,605 as against an allocation of £276,846 for 2017/18.

In 2017/18, £150,000 was allocated to revenue maintenance leaving £126,846 for capital expenditure. Due to the reduced allocation for 2018/19, the proposal is to allocate £70,000 to revenue maintenance leaving £63,940 available for capital expenditure.

HE Capital

The HE capital funding allocated to UHI comprises two elements of capital maintenance grant, and research capital from the Department of Business Innovation and Skills (BIS). The HE capital allocations can only be applied to buildings works and cannot be used, for example, to purchase equipment.

The UHI allocation of capital maintenance grant for 2018/19 is £937,091 (2017/18 - £789,619) – an increase of £147,472 or 18%. The allocation for research capital from the Department of Business Innovation and Skills (BIS), through SFC of £484,302 (2017/18 - £538,938) – a decrease of £54,636 or 10%. This represents an overall increase in capital budget of £92,836 or 7%.

The allocation of the capital maintenance grant to academic partners for 2018/19 uses a baseline minimum which all partners receive of £6,618 (11% of the allocation) and the remaining £696,061 is allocated on the basis of student activity measured by FTEs. The 2018/19 capital maintenance allocation for Inverness College UHI is £187,412 (2017/18 £146,031).

The BIS research capital is allocated across the partnership on the same proportions as the research excellence grant (REG) distribution. For Inverness College UHI 2018/19 this equates to £12,968 (2017/18 £14,431).

This gives a total HE capital allocation for Inverness College UHI of £200,379 for 2018/19.

Capital Expenditure Plan 2018/19

The reduction in FE capital allocation and restrictions on the use of some of the allocated funding have resulted in a reduction of funding available for ICT and other equipment procurement, after allowing for a reduced level of investment in general maintenance.

Proposed Capital Plan	2018/19 Option 1 £	2018/19 Option 2 £	2017/18 £
Grant Funding			
FE Capital and Maintenance Grant	133,940	133,940	276,846
FE Backlog Maintenance	60,665	60,665	-
HE Capital Grant	200,379	200,379	160,462
Less allocated to revenue maintenance	(70,000)	(70,000)	(150,000)
Total Capital Grant	324,984	324,984	287,308
Capital Expenditure			
ICT Equipment	50,000	63,940	60,000
General Equipment	13,940	-	66,846
Buildings	261,044	261,044	160,462
Total Planned Capital Expenditure	324,984	324,984	287,308

It was previously agreed to proceed with the tractor shed refurbishment at the Scottish School of Forestry in Balloch as the first call on the 2018/19 capital funds. It was therefore not possible to finalise any further plans without confirmation of the funding allocation for 2018/19.

The backlog maintenance element of FE capital funding relates to the buildings at Balloch and HE capital can only be utilised for buildings purposes. A number of other works were identified through the operational planning process and a prioritisation exercise will now take place to determine which works can be taken forward during 2018/19, dependent on the final costs of the tractor shed refurbishment.

Two options have been proposed for the internal budget allocation of the capital funds. Both options propose the same level of reduction to the revenue maintenance allocation.

In option 1, the budget for ICT capital equipment for 2018/19 has been proposed as £50,000, a reduction of £10,000 against the 2017/18 budget and the budget for general capital equipment for 2018/19 has been proposed at £13,940, a reduction of £52,906 from 2017/18.

Option 2 proposes that there is no budget allocation for other capital equipment in 2018/19 and the distribution is instead allocated to ICT. This is on the basis that a number of items identified through the operational planning process have already been taken forward through the most recent submission to the Scottish Colleges Foundation.

Should there be any pressing requirements for capital equipment in 2018/19 that have not been addressed, these could form the basis for the next submission to the Foundation.

Board of Management

Subject/Title:	International Strategy
Author:	Georgina Parker, Director of Business Development
Meeting:	Finance & General Purposes Committee
Meeting Date:	7 June 2018
Date Paper prepared:	30 May 2018
Brief Summary of the paper:	An International Strategy has been developed, through a range of workshops and consultative activities involving managers, staff, external agents and consultants.
Action requested: [Approval, recommendation, discussion, noting]	The committee is requested to discuss the international strategy and recommend it to the Board of Management for approval
Link to Strategy: Please highlight how the paper links to, or assists with: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	<p>The ICUHI International Strategy links to all of the University's strategic aims, as internationalisation can positively impact student life, curriculum, professional practice, organisational development, research and innovation and sustainability.</p> <p>Compliance:</p> <ul style="list-style-type: none"> • UKVI – licence held by UHI <p>New opportunity:</p> <ul style="list-style-type: none"> • Growth in International Student Fees and commercial income <p>Risk Management:</p> <ul style="list-style-type: none"> • UHVI – licence held by UHI
Resource implications:	<p>Yes / No</p> <p>If yes, please specify: Whilst there are no immediate resource implications, as planned activities are funded from un-budgeted income from commercial course activity and external sources, consideration will be given to the business case for budgeted expenditure in future years.</p>
Risk implications:	<p>Yes / No</p> <p>If yes, please specify:</p> <p>Organisational:</p> <ul style="list-style-type: none"> • International recruitment. Measures to ameliorate risk will be identified as part of the strategy development. • Risk in relation to UHI licence <p>Financial:</p> <ul style="list-style-type: none"> • Impact on cash flow of move to UHI regional MA contract
Equality and Diversity implications:	<p>Yes/No</p> <p>If yes, please specify:</p>
Consultation: [staff, students, UHI & Partners, External] and provide detail	<ul style="list-style-type: none"> • Range of staff and managers • UHI VP for International and External Relations • SDI – Scottish Development International

Status – [Confidential/Non confidential]	Non confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should not 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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Recommendation

That the Committee recommends the International Strategy to the Board of Management for approval.

Background

The UHI Strategic Vision and plan 2015-20 articulates that “We want our students to be global citizens. We believe that this enhances their employability and enriches their lives. It is also important to us that the horizons of our staff encompass innovation in their areas of specialism from across the world.”

Recruitment of students outside of the European Union has been minimal to date by both UHI and ICUHI. UHI as a whole had only 1% non-EU students in 2014/15, compared with other “Modern” Scottish Universities who had between 3-12%. (Audit Scotland, Based on SFC HESA individual student records). However, engagement with the Erasmus programme at ICUHI has grown steadily year on year in terms of both student and staff engagement.

Commercial international activity at ICUHI has grown significantly over the past two years, with bespoke short courses developed and delivered for US and Chinese Universities. These have enhanced our international reputation while strengthening our relationship with current participating universities who are actively seeking to broaden our relationship.

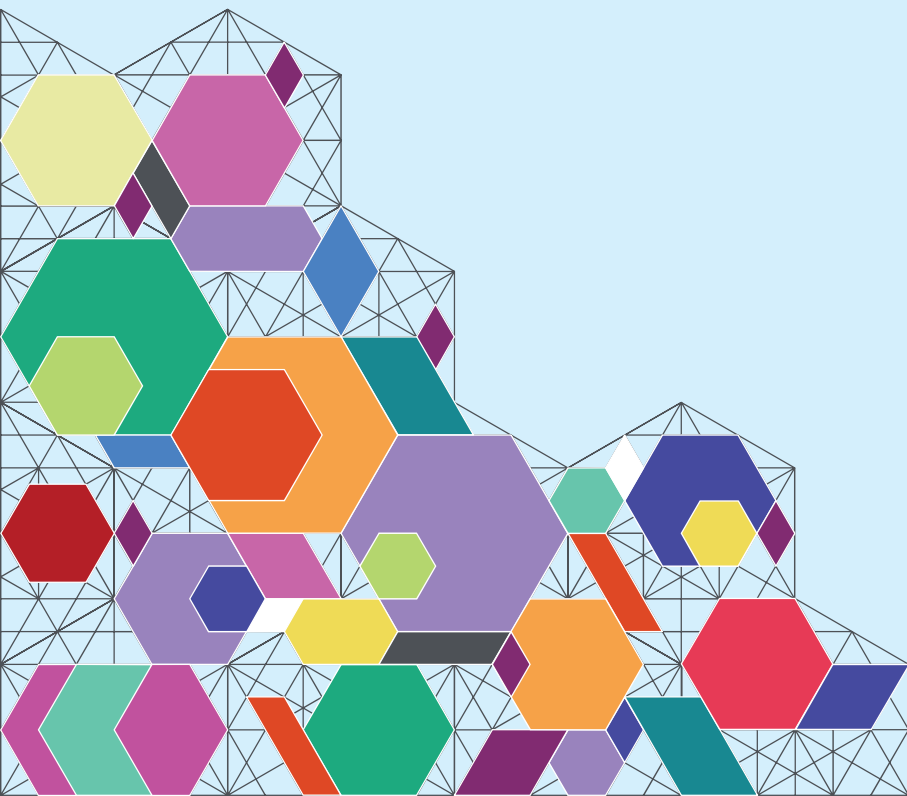
International Strategy

An International Strategy has been developed, through a range of workshops and consultative activities involving managers, staff, external agents and consultants. UHI managers have been invited to each of these events and participated in some, in order that shared opportunities and challenges could be considered.

The attached strategy and associated targets have been approved by the Senior Management Team.

START
TOMORROW
TODAY

International Strategy 2017/2018 – 2021/2022



University of the
Highlands and Islands
Inverness College

International Strategy 2017/2018 - 2021/22

How to use this strategy

It is intended that this strategy will provide clear direction to the Board of Management, staff and stakeholders of Inverness College UHI (ICUHI) on our strategic approaches to International Student Recruitment and Business Development.

The strategy will align with the University of the Highlands and Islands (UHI) International Strategy and staff should make use of this strategy when creating their Operational Plans. In order to achieve our goals, employees across UHI should embrace and help drive the strategy with support from the International Team.

Context

The UHI Strategic Vision and plan 2015-20 articulates that “We want our students to be global citizens. We believe that this enhances their employability and enriches their lives. It is also important to us that the horizons of our staff encompass innovation in their areas of specialism from across the world.”

The ICUHI International Strategy links to all of the University’s strategic aims, as internationalisation can positively impact student life, curriculum, professional practice, organisational development, research and innovation and sustainability.

Recruitment of students outside of the European Union has been minimal to date by both UHI and ICUHI. UHI as a whole had only 1% non-EU students in 2014/15, compared with other “Modern” Scottish Universities who had between 3-12%. (Audit Scotland, Based on SFC HESA individual student records). However, engagement in the Erasmus programme at ICUHI has grown steadily year on year in terms of both student and staff engagement.

Commercial international activity at ICUHI has grown significantly over the past two years, with bespoke short courses developed and delivered for US and Chinese Universities. These have enhanced our international reputation while strengthening our relationship with current participating universities who are actively seeking to broaden our relationship.

Internationalisation

Internationalisation is the practice of incorporating global perspectives and dimensions into the purpose, functions or delivery of education. Our internationalisation ambitions support our own stated purpose in terms of “enriching our Highland communities and having a national and international reach”.

Strategic Goals

Over the period 2017/2018 to 2021/2022, the ICUHI International Strategy will pursue the following strategic goals:

1. Achieve a step change in international income to £610k (i.e. £460k Student Fees and £150k Commercial)
2. 12-15% full time, degree-seeking international enrolment on specialised courses (currently: Architectural Technology, Civil Engineering, Forest Management, Geography and Oral Health; Optometry and Outdoor Education and Learning from 2019)
3. Give all students the opportunity to engage internationally with 3% of full time, degree-seeking ICUHI students studying or interning abroad
4. 15% conversion rate on full time, degree-seeking international applications
5. Increase our international research and innovation activity by 15%

Strategic Objectives

In order to reach our strategic goals, a number of strategic objectives must be achieved.

Strategic Objective 1: Prepare ICUHI students for life and work in an increasingly global economy by internationalising the campus and curriculum

We will achieve this by:

- Creating a marketing and communications plan to promote the benefits and importance of an internationalised education upon graduation
- Getting buy-in from management, academics and staff in the advisement and promotion of international initiatives for students
- Ensuring that all ICUHI graduates have the opportunity to engage internationally through coursework, research, volunteer or ambassador work, clubs and/or international mobility
- Confirming that all courses have suitable international mobility options that will allow students to complete course requirements abroad
- Establishing course specific pathways for natural participation in international mobility (e.g. semesters abroad, short-term programmes, work placements)

Strategic Objective 2: Increase the number of international students from new and existing markets to provide an opportunity to diversify our income and decrease reliance upon SFC grant funding

We will achieve this by:

- Responding promptly and personally to international student enquiries and applications to increase the application conversion rate

- Exceeding international student service expectations through personalised application, pre-arrival and induction information and services that are tailored to diverse international student populations and facilitate positive integration
- Establishing a range of progression opportunities in collaboration with the ESOL and Languages Department to meet the needs of specific target markets including pathway programmes, bespoke short-term programmes, summer programmes and general English language courses
- Designing a portfolio of “off the shelf” programmes that can be readily marketed to prospective partners and markets
- Seeking out ways to maximise international resources and establish quality agent relationships

Strategic Objective 3: Create a diverse ICUHI student community to increase the attractiveness of our university to potential students, staff and employers

We will achieve this by:

- Ensuring that all international students have personalised support throughout their student journey to ensure a unparalleled student experience
- Welcoming and responding to international student feedback (mid-term and end-of-term) on provision, pastoral care and programming
- Fostering buy-in across the institution to ensure a welcoming and culturally competent working and learning environment
- Investigating opportunities to develop new, internationally relevant courses in unique models that combine face-to-face and the university's virtual learning environment to meet global academic and employability needs
- Seeking opportunities in markets for short-term, exchange and degree-seeking recruitment to avoid the risk of relying on a single market or model

Strategic Objective 4: Enable staff to broaden their educational and industry sector knowledge and experience through international engagement

We will achieve this by:

- Aligning staff policies and procedures, from hiring through Professional Development Reviews, with the institution's internationalisation objectives
- Aiming to attract quality, diverse staff who will support the internationalisation objectives and create a multicultural institutional
- Ensuring that staff and departments are educated, engaged and encouraged to participate in international work
- Giving staff the tools and training to advise on international mobility (for staff and students) and instruct and support international students to become personally invested in the internationalisation of their course, department and institution

- Creating a marketing and communications plan to promote the international engagement opportunities for staff (e.g. Erasmus, guest lecturing)

Strategic Objective 5: Expand research excellence and innovation through international collaboration

We will achieve this by:

- Establishing a strategic portfolio of multi-disciplinary and sustainable partnerships for research and innovation
- Building on current, successful partnerships to increase collaboration and engagement
- Utilising global research frameworks and funding opportunities
- Investigating opportunities for transnational education (TNE) and branch campuses
- Building an international component into the development of ICUHI Masters of Research Programmes (e.g. Joint International Masters of Research Programmes)

Strategic Objective 6: Increase the visibility and recognition of the UHI brand domestically and internationally

We will achieve this by:

- Establishing clear and effective UHI-wide communication and information sharing processes to share best practice and pool resources to create more dynamic offerings
- Maximising positive international exposure through an established, effective marketing processes
- Developing strategies to exploit relationships with alumni, academics and businesses around the world
- Being proactive in identifying opportunities to share institutional expertise in target markets
- Raising awareness of ICUHI's unique research profile and contributing towards the development of international research collaborations

Action Planning

Annex I provides a one year action plan in support of the above goals, which will be reviewed and updated in November 2018. The Action Plan was produced through a range of externally facilitated meetings and workshops, which included input from representatives from across the management team, key UHI managers and Scottish Development International.

Annexes

- Annex 1: Action plan for year one 2017/2018
- Annex 2: PESTLE Analysis
- Annex 3: International Student Recruitment - UHI Review, Consultation and Workplans
- Annex 4: Market Segmentation

Key Performance Indicators

KPI
Meet international student application targets
Meet annual commercial course income targets
Increase staff and student outgoing mobility year-on year
Increased income from international activity annually
Increased quantity and value of international media coverage annually
Increased research income annually

Cross Reference to Strategic Plan

This strategy links to the following strategic aims:

Strategic Aim
Student Life We will build a vibrant campus community that all of our students are proud of, and within which they are engaged and supported to reach their potential. We will strengthen our existing relationships between our students, staff, employers and the wider community to further increase student participation and the student voice
Curriculum We will offer a progressive curriculum that is valued by our students, employers and the communities we serve, and that is delivered in a variety of ways to make it accessible to all. We will ensure the curriculum remains relevant, responsive to demand and aligned with employment opportunities, providing a range of progression pathways that contribute to the economic growth and social cohesion of our region.
Professional Practice Recognising that people have the greatest influence on our success, we will operate in a positive culture where we stretch ourselves to deliver the highest standards of service, support and delivery that exceeds expectations.
Organisational Development As a highly regarded organisation, we will attract and retain talented employees committed to achieving shared goals. We will create a supportive, collaborative and dynamic environment where students and staff are inspired to learn and develop. Our high performance culture will be underpinned by a dispersed leadership model, within which teams are empowered to deliver and share accountability for outcomes.
Research and Innovation We will build upon our successes in research by strengthening our impact and excellence and growing our regional and international reputation. We will continue to support and grow an innovative and inspired postgraduate researcher community. Our research will directly inform innovation and entrepreneurship activity in key sectors regionally and internationally
Sustainability We will ensure our continuing financial stability by developing income streams and promoting efficient, effective service delivery. We will work collaboratively to enhance the prosperity of the regional economy. We are committed to acting responsibly by protecting our environment, maintaining and developing our infrastructure and managing our risks.

Board of Management

Subject/Title:	Finance Monitoring Report – April 2018
Author: [Name and Job title]	Fiona Mustarde, Director of Finance
Meeting:	Finance and General Purposes Committee
Meeting Date:	7 June 2018
Date Paper prepared:	30 May 2018
Brief Summary of the paper:	To inform the committee of the financial position for the current financial year as at 30 April 2018.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	
Resource implications:	Yes: whether the College has sufficient resources to meet commitments
Risk implications:	Yes If yes, please specify: Operational: cashflow Organisational: surplus/(deficit), ability to meet customer demand and stakeholder requirements
Equality and Diversity implications:	No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A

Status – [Confidential/Non confidential]	Non-confidential		
Freedom of Information 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)	
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Financial Monitoring for 2017/18 as at April 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 9 months to April 2018 are attached. Further detail to support values is contained in the narrative below

Income and Expenditure Monitoring

1. The results of the financial monitoring exercise for the 9 months to April 2018 are summarised in the table below.

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

YEAR TO DATE	Actual Apr 18 £000	Phased Budget Apr 18 £000	Variance £000
Income	20,016	19,966	50
Expenditure	21,767	20,911	(856)
Net Operational Surplus (Deficit)	(1,751)	(945)	(806)
YEAR END	Forecast £000	Budget £000	Variance £000
Income	26,824	26,442	382
Expenditure	28,113	27,524	(589)
Net Operational Surplus (Deficit)	(1,289)	(1,082)	(207)

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 9 months to April 2018, shows the net operational position is £806,000 below the budget level. Income, at £50,000 above the budget level and expenditure at £856,000 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 £1,289,000 compared with the budget level of £1,082,000, a negative variance of £207,000. 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.

FE	2017/18
Core Credit Target	29,069
ESF Target	438
Total Target	29,507
Total Credits as at 27/05/2018	28,711
<i>Total Credits as at 22/05/2017</i>	<i>30,396</i>

Currently, the total enrolments for 2017/18 at FE level is 4,470 heads generating 28,711 credits, which is 97.3% of our target. Some further FE enrolments will take place before the end of the academic year, including Modern Apprentices, work based SVQs and commercial courses. The balance of credits still to be achieved is 796.

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 future 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 28 May the FTE, counted by module attachment is 1,611.9 FTE and as a result we have exceeded our target.

PPF Target HE FTE (Undergraduate students, including SC and EU fee statuses, excluding PGDE)	1,595.4
Current HE students as at 28/05/2018 - count by Module attachment.	1,611.9

7. The budget for the year for SFC unitary charge funding is £4,699,000 and at April 2018, there is a negative variance of £3,000. 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 £2,374,000. 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 and also the change to reflect all student support funds.
9. The budget for the year for tuition fees is £3,133,554 and at April 2018, there is a positive variance of £140,000 against budget. The year-end forecast at £3,362,000 is an increase on the budget of £228,000.
10. SDS Training Contracts income consists of modern apprenticeship funding and foundation apprenticeship funding. Current income at April 2018 is £453,000 against a budget of £442,000. 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 £12,000.
11. Other income for the 9 months to April 2018 is £1,625,000, £113,000 below the budget of £1,738,000. The most significant individual identified components of other income are nursery income and catering. Nursery income is slightly behind target with actual of £234,105 against budget of £241,809. Catering and hospitality income has a positive variance of £67,640, with actual income of £717,336 against budget to date of £649,696. The area of concern is other income which has a negative variance of £219,317 however this variance will be reduced through project income.
12. The calculation of deferred grant is currently under review but this amount is likely to be reduced.

Expenditure

13. Actual expenditure on staffing costs for the 9 months to April 2018 is above the phased budget by £168,000. Other staff costs are over budget by £65,000. Overall there is a deficit of £233,000 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. Some of the deficit has arisen through the requirement to cover staff absences although there is no contingency within the staffing budget to accommodate this cost.
14. Property costs are currently over budget by £69,000. This overspend should not increase further however is not expected to reduce by the year end.
15. The unitary charge position shows a positive variance of £49,000 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. The full level of deductions taken has not been reflected in the position to April hence the movement between the current position and the year-end forecast positive variance of £303,000.
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 £507,000 for the 9 months to April 2018. This includes the cost of unbudgeted BSL interpretation services at £47,610, charges to consultants fees resulting in a negative variance of £65,873 (although this cost is covered by project funding), academic supplies negative variance of £87,566, ICT costs relating to the FE services provided by UHI LIS resulting in a negative variance of £165,040 (additional grant funding to cover), payments for student accommodation of £71,401 (although some of this is covered by income received and requires to be specifically identified in future budget setting) and a negative variance against VAT of £101,381.

Cash Flow

18. The opening cash balance for the year was £3,698,000.
19. The cash balance at 30 April 2018 is a positive £4,004,000. This compares with the favourably with the anticipated position of £2,469,000. The current forecast year-end cash balance is £3,253,000.

Creditor Payments

20. Analysis of creditor payment runs indicates an average invoice payment period of 29 days over the 12 month period to April 2018, compared with the figure of 29 days in the 12 months to April 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 April 2018, the total invoiced debt for the College increased from £520,683 in March 2018 to £551,164, an increase of £30,481. Charts showing the above are appended to this report, on page 6 of the appendices. Debt recovery remains an ongoing challenge for the Finance team.

Comparable Monitoring Information from April 2017

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

Inverness College

Income and Expenditure Report

£000

Year 2017/18

Month April

		YTD			Year End			Previous Year Actual Outturn
Report Para.		Actual	Budget	Variance	Forecast	Budget	Variance	Actual
Income								
Grants	6	9,422	9,407	15	12,813	12,838	(25)	
Unitary Charge	7	3,535	3,538	(3)	4,700	4,699	1	
Student Support Funds		1,866	1,868	(2)	2,374	2,209	165	
Fees	8	2,548	2,408	140	3,362	3,134	228	
SDS Training Contracts	9	453	442	11	650	638	12	
Other Income	10	1,625	1,738	(113)	2,171	2,171	0	
Deferred Grant	11	567	565	2	754	753	1	
		20,016	19,966	50	26,824	26,442	382	0
Expenditure								
Staff	12	10,827	10,659	(168)	14,352	14,246	(106)	
Other Staff	12	189	124	(65)	242	196	(46)	
Property		932	863	(69)	1,196	1,126	(70)	
Unitary Charge	13	3,056	3,105	49	3,881	4,184	303	
Transport		82	63	(19)	103	83	(20)	
Supplies and Services	13	3,327	2,820	(507)	4,134	3,644	(490)	
Student Support Funds		1,974	1,899	(75)	2,369	2,209	(160)	
Depreciation		1,380	1,377	(3)	1,836	1,836	0	
		21,767	20,911	(856)	28,113	27,524	(589)	0
Net Operational Surplus (Deficit)		(1,751)	(945)	(806)	(1,289)	(1,082)	(207)	0

Inverness College

Income and Expenditure Report

Year 2017/18

Month April

£000

		Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast				Movement
Report Para.		<u>AUGUST</u>	<u>SEPT</u>	<u>OCT</u>	<u>NOV.</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>MARCH</u>	<u>APRIL</u>	<u>MAY</u>	<u>JUNE</u>	<u>JULY</u>	<u>TOTAL</u>	<u>Budget</u>	<u>Variance</u>	since LM
Income																	
	8	899	899	1,152	1,112	1,027	1,001	1,101	1,069	1,162	1,202	1,202	987	12,813	12,838	(25)	(78)
		436	387	387	386	390	387	388	387	387	387	389	389	4,700	4,699	1	0
		115	230	230	234	214	159	76	379	229	254	220	34	2,374	2,209	165	(39)
	9	111	26	632	250	306	268	289	348	318	300	300	214	3,362	3,134	228	(12)
	10	0	0	135	55	58	19	59	22	105	72	69	56	650	638	12	60
	11	133	189	170	204	144	112	214	173	236	250	146	200	2,171	2,171	0	94
		62	62	65	62	63	63	62	63	63	63	63	63	754	753	1	1
		1,756	1,793	2,771	2,303	2,202	2,009	2,189	2,441	2,500	2,528	2,389	1,943	26,824	26,442	382	26
Expenditure																	
	12	1,107	1,125	1,168	1,226	1,252	1,178	1,218	1,078	1,295	1,239	1,214	1,252	14,352	14,246	(106)	(164)
	12	9	15	34	15	18	7	47	25	19	25	8	20	242	196	(46)	(9)
	13	54	127	144	99	81	82	102	164	79	88	88	88	1,196	1,126	(70)	16
		341	321	338	337	303	308	315	314	314	320	335	335	3,881	4,184	303	6
		6	3	11	9	9	11	12	4	17	9	6	6	103	83	(20)	(6)
	13	274	298	461	405	363	264	480	293	473	297	225	301	4,134	3,644	(490)	(173)
		19	200	248	244	334	231	262	226	210	254	141	0	2,369	2,209	(160)	44
		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	2,589	2,257	2,560	2,385	2,170	2,155	28,113	27,524	(589)	(286)
Net Operational Surplus (Deficit)		(207)	(449)	214	(185)	(311)	(225)	(400)	184	(60)	143	219	(212)	(1,289)	(1,082)	(207)	(260)
Net depn		(91)	(91)	(88)	(91)	(90)	(90)	(91)	(90)	(90)	(90)	(90)	(90)	(1,082)	(1,083)		

Inverness College

Cash Flow Analysis

Year 2017/18

Month April

£000

Report Para.

Income

	YTD			Year End		
	Actual	Budget	Variance	Forecast	Budget	Variance
Recurrent Grant In Aid	5,195	4,942	253	7,997	7,821	176
Other Grants	279	210	69	379	250	129
Unitary Charge Grant	3,535	3,530	5	4,703	4,693	10
UHI HE Grants	3,788	3,495	293	4,531	4,476	55
Fees & Charges	2,934	2,889	45	3,114	3,264	(150)
Student Support Funds	1,583	1,592	(9)	2,318	2,384	(66)
HE Discretionary Fund	95	46	49	74	70	4
EMA Funding	88	97	(9)	81	97	(16)
LEC Contracts	443	325	118	529	411	118
ESF Funds	74	63	11	-	63	(63)
Other Income	2,599	2,275	324	3,355	2,957	398
	20,613	19,464	1,149	27,081	26,486	595

Expenditure

Staff	10,747	10,701	(46)	14,467	14,241	- 226
Pension Costs	72	72	-	96	96	-
Creditors	3,663	3,286	(377)	5,083	4,692	(391)
Unitary Charge payments	3,400	3,735	335	4,651	5,014	363
Student Support Funds	1,635	2,006	371	1,973	2,376	403
HE Discretionary Fund	79	64	- 15	64	70	6
EMA Student Maintenance	81	87	6	102	107	5
Inter Account Transfers	-	-	-	-	-	-
Other	657	739	82	1,117	1,118	1
Bank Interest	-	-	-	-	-	-
	20,334	20,690	356	27,553	27,714	161

Net Income (Expenditure)

	279	(1,226)	1,505	(472)	(1,228)	756
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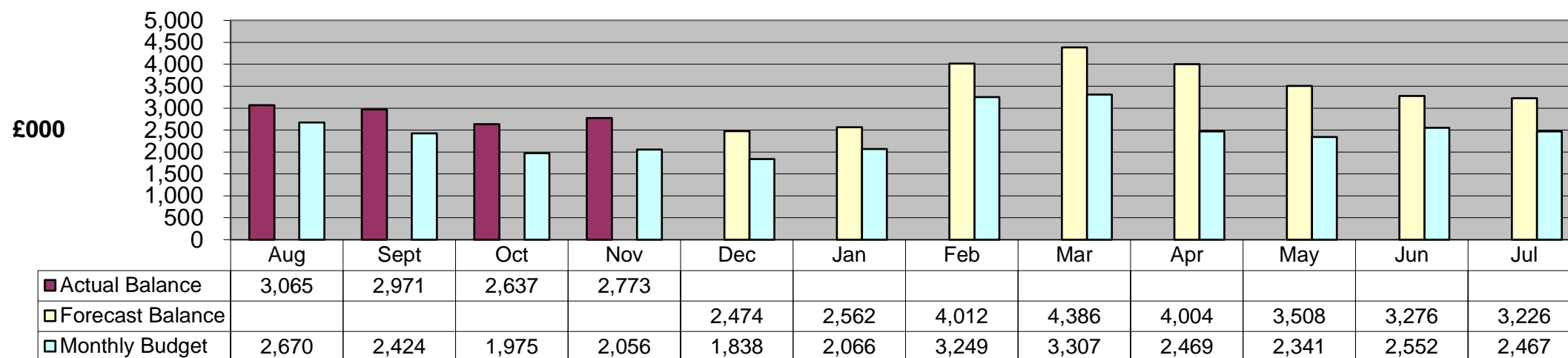
Opening Bank Balance

	3,725	3,695	30	3,725	3,695	30
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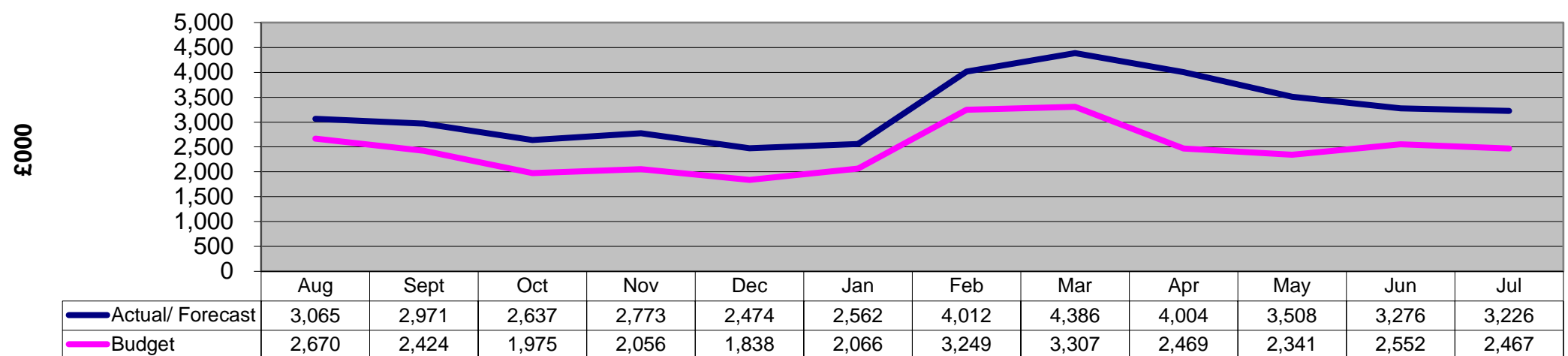
Closing Bank Balance

	4,004	2,469	1,535	3,253	2,467	786
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Monthly Cash Balances



Monthly Cash Balances

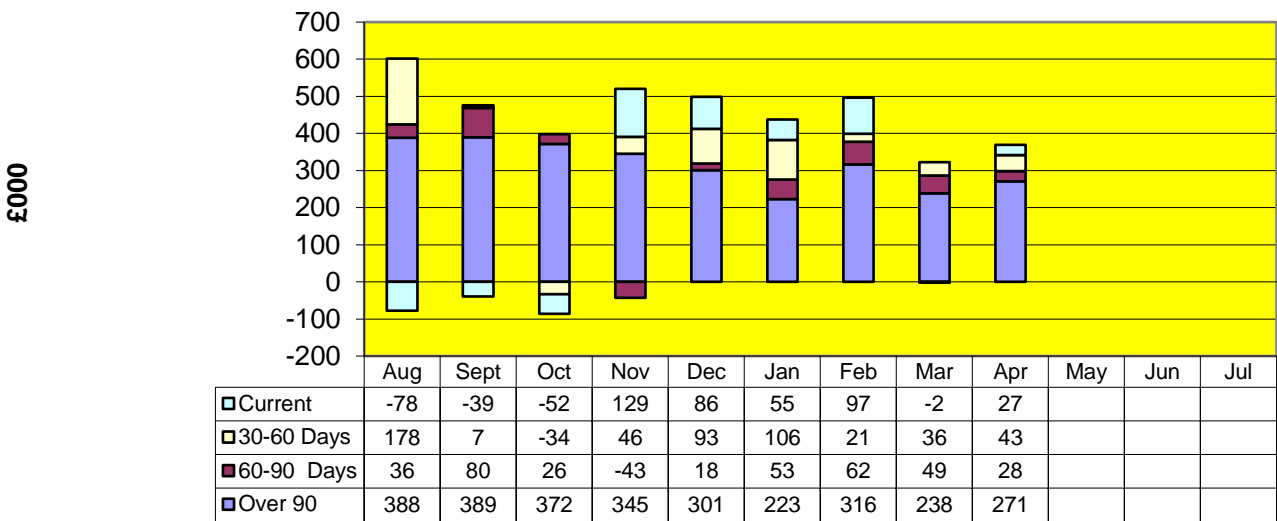


INVERNESS COLLEGE

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

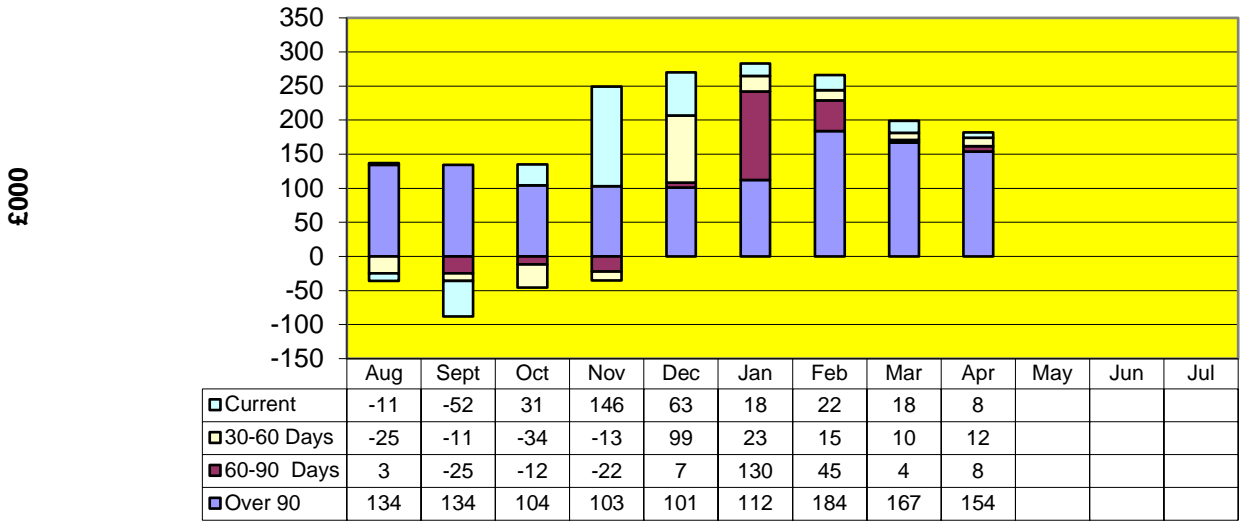
			Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast				Movement	
Report Para.			AUGUST	SEPT	OCT	NOV.	DEC	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	TOTAL	Budget	Variance	since LM
OPENING BALANCE	Current	14	3,698	3,065	2,971	2,637	2,773	2,474	2,562	4,012	4,386	4,004	3,508	3,276	3,698	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	4,012	4,386	4,004	3,508	3,276	3,698	3,695	3	0
INCOME																		
Recurrent Grant (SFC)		3,961	-	600	500	990	941	930	134	959	40	524	1,000	1,379	7,997	7,821	176	0
Other Grants (SFC) excl unitary charge		210	-	100	20	50	20	20	80	67	42	20	-	-	379	250	129	22
Unitary Charge (SFC)		2,374	436	387	387	387	390	387	387	387	387	388	390	390	4,703	4,693	10	(1)
UHI HE Income		2,230	335	345	378	396	381	395	395	395	768	493	241	9	4,531	4,476	55	38
Tuition Fees & Charges		435	76	101	89	52	47	70	2,218	138	143	90	30	60	3,114	3,264	(150)	53
Student Support Funds		1,204	120	274	230	230	200	150	91	193	200	220	200	210	2,318	2,384	(66)	0
HE Discretionary Fund		36	-	35	-	1	-	-	-	-	14	24	-	-	74	70	4	3
EMA Funding		45	-	4	14	4	14	9	16	20	-	-	-	-	81	97	(16)	(5)
LEC contracts		263	36	40	50	52	69	16	31	133	16	48	13	25	529	411	118	(15)
ESF funds		0									-				0	63	(63)	0
Other Income		1,458	359	224	197	306	188	184	419	488	308	287	245	150	3,355	2,957	398	141
TOTAL INCOME			1,362	2,110	1,865	2,468	2,250	2,161	3,771	2,780	1,918	2,054	2,119	2,223	27,081	26,486	595	236
Transfers to and (from) deposit Account			0	0	0					0			0	0	0	0	0	0
EXPENDITURE																		
Staff Costs		7,062	1,154	1,125	1,156	1,202	1,222	1,203	1,185	1,230	1,270	1,250	1,220	1,250	14,467	14,241	(226)	(170)
Pension costs		48	8	8	8	8	8	8	8	8	8	8	8	8	96	96	0	0
Creditor payments		2,343	372	416	344	409	596	206	460	481	393	559	397	450	5,083	4,692	(391)	(43)
Unitary Charge payments		2,271	409	385	406	360	365	346	369	379	381	381	415	455	4,651	5,014	363	68
Student Support Funds		976	-	187	184	175	231	199	202	200	179	239	177	-	1,973	2,376	403	36
HE Discretionary Fund		20	-	3	10	6	-	1	13	14	11	6	-	-	64	70	6	(4)
EMA Student Maintenance		48	-	4	14	9	16	5	12	13	9	6	14	-	102	107	5	2
Inter account transfers		0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	0
Other		584	52	76	77	163	111	105	72	81	49	101	120	110	1,117	1,118	1	90
Bank Interest Payable		0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	0
TOTAL EXPENDITURE			1,995	2,204	2,199	2,332	2,549	2,073	2,321	2,406	2,300	2,550	2,351	2,273	27,553	27,714	161	(21)
Actual Monthly Movement			(633)	(94)	(334)	136	(299)	88	1,450	374	(382)	(496)	(232)	(50)	(472)	(1,228)	756	215
Budget Monthly Movement																		
CLOSING BALANCE	Current	17	3,065	2,971	2,637	2,773	2,474	2,562	4,012	4,386	4,004	3,508	3,276	3,226	3,226	2,467	759	215
	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	4,012	4,386	4,004	3,508	3,276	3,226	3,226	2,467	759	215
Cumulative Budget position																		

Business Debt



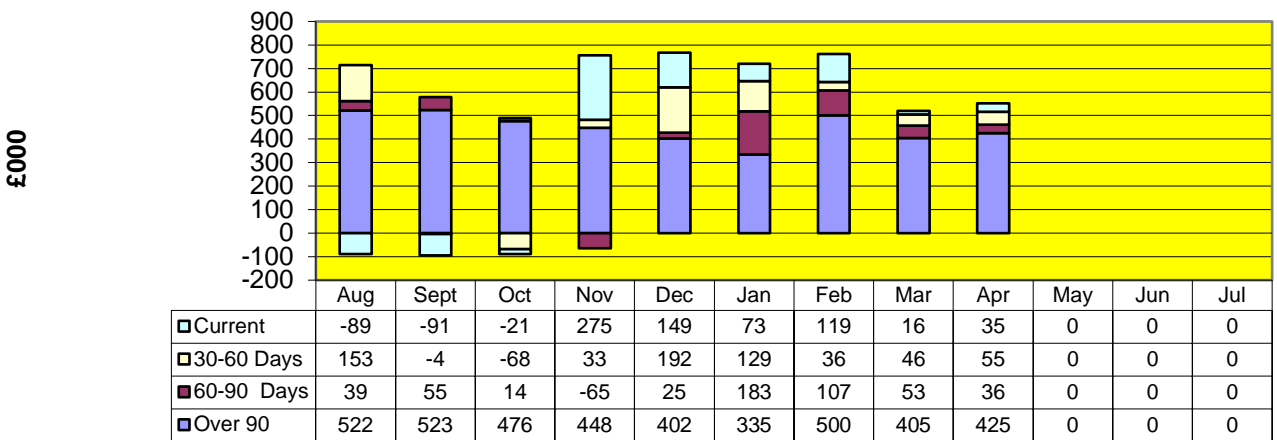
Month

Student Debt



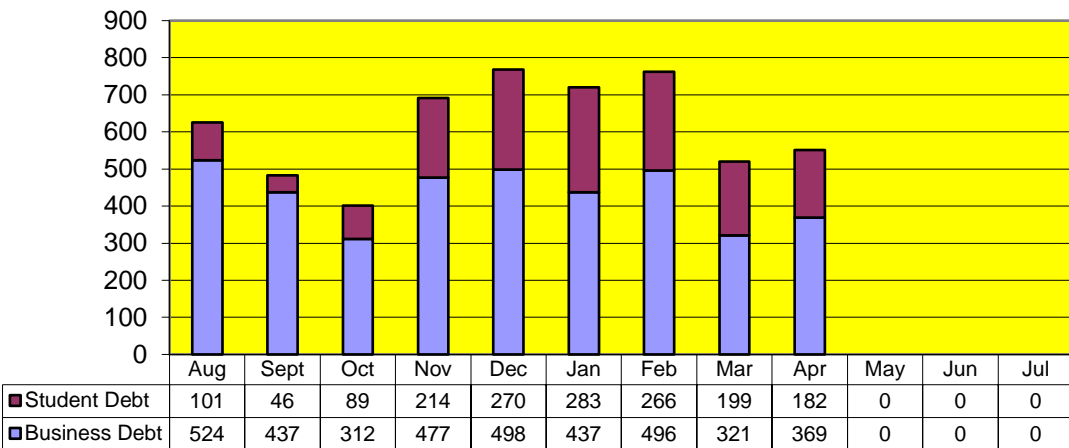
Month

Total Debt



Month

Total Debt

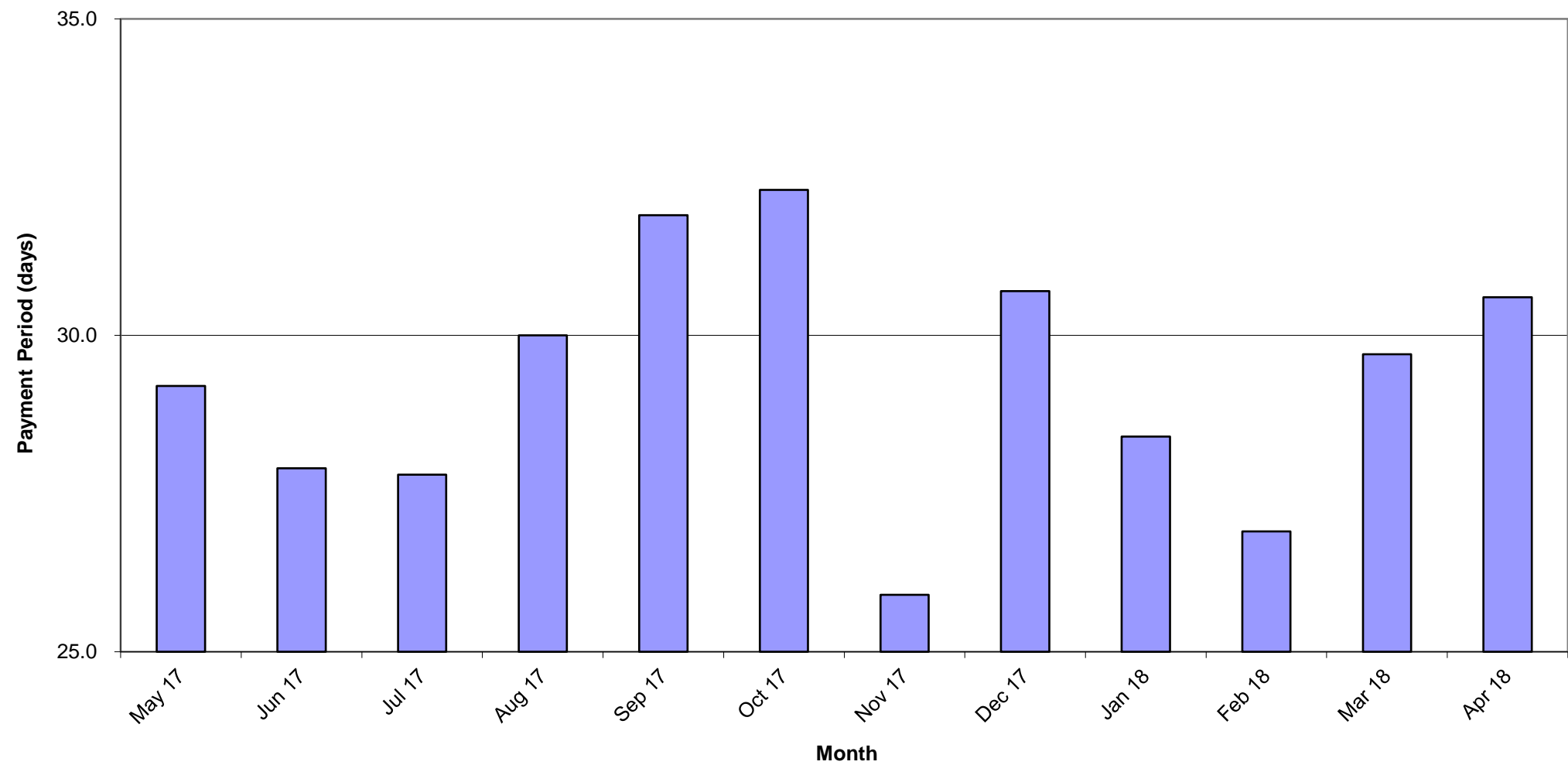


Month

Creditors

Year 2017/18
Month April

Creditor Payment Periods (based on sampling monthly payment runs)



Inverness College
Year 2016/17
Month April 2017
Income and Expenditure Report

		Year End		
		<u>Forecast</u>	<u>Budget</u>	<u>Variance</u>
Income				
	Grants	12,436	12,669	(233)
	Unitary Charge	4,683	4,635	48
	Student Support Funds	2,395	2,224	171
	Fees	3,148	3,143	5
	Project Funding	397	400	(3)
	Other Income	2,448	2,404	44
	Deferred Grant	964	2,119	(1,155)
		26,471	27,594	(1,123)
Expenditure				
	Staff	13,755	13,757	2
	Other Staff	206	282	76
	Property	990	1,175	185
	Unitary Charge	4,120	4,114	(6)
	Transport	97	83	(14)
	Supplies	3,911	3,780	(131)
	Student Support Funds	2,405	2,224	(181)
	Depreciation	1,829	2,179	350
		27,313	27,594	281
Net Operational Surplus (Deficit)		(842)	0	(842)

Cash Flow Analysis

		Year End		
		<u>Forecast</u>	<u>Budget</u>	<u>Variance</u>
Income				
	Recurrent Grant In Aid	7,663	7,446	217
	Other Grants	425	328	97
	Unitary Charge Grant	4,679	4,626	53
	UHI HE Grants	4,628	5,174	(546)
	Fees & Charges	3,263	3,071	192
	Student Support Funds	2,392	2,224	168
	LEC Contracts	462	400	62
	ESF Funds	114	-	114
	Other Income	4,894	2,120	2,774
		28,520	25,389	3,131
Expenditure				
	Staff	13,639	13,880	241
	Pension Costs	96	96	0
	Creditors	4,673	4,858	185
	Unitary Charge Payments	4,957	4,974	17
	Student Support Funds	2,170	2,260	90
	Inter Account Transfers	-	-	0
	Other	3,105	185	(2,920)
	Bank Interest	-	-	0
		28,640	26,253	(2,387)
Net Income (Expenditure)		(120)	(864)	744
Opening Bank Balance		3,326	3,326	0
Closing Bank Balance		3,206	2,462	744

Board of Management

Subject/Title:	Capital Budget Monitoring Year to 31 March 2018
Author: [Name and Job title]	Fiona Mustarde, Director of Finance
Meeting:	Finance and General Purposes Committee
Meeting Date:	8 June 2018
Date Paper prepared:	30 May 2018
Brief Summary of the paper:	To advise the committee of the final outturn position on the capital plan for 2017/18. The capital year runs from April to March.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	Compliance – adherence to the Financial Memorandum with UHI as RSB, Strategic plan – investment in buildings and equipment
Resource implications:	Yes Expenditure must be contained within the allocated capital budget from SFC/UHI. UHI capital can only be utilised on buildings.
Risk implications:	Yes If yes, please specify: Operational: spend level to be contained within budget, lack of investment has operational impacts Organisational: over/underspend could impact on future budget allocations
Equality and Diversity implications:	No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A

Status – [Confidential/Non confidential]	Non confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should not 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

Capital Expenditure Monitoring 2017/18 to March 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 are shown in the table below.

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

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

The FE capital and maintenance grant funding total allocation to Inverness College UHI was £276,846 for 2017/18. We 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.

The capital funding year runs from April to March and this applies to both FE and HE funding. For both FE and HE capital grant, the capital grant allocations were fully committed by March 2018.

Full Year Position

The table below shows the full year position as at 31 March 2018.

	Original Allocation	Final March Position	Variance
	£	£	£
ICT Equipment	60,000	71,095	(11,095)
Other Equipment	66,846	56,238	10,608
Buildings	160,462	166,694	(6,232)
	287,308	294,027	(6,719)

The budget for ICT equipment was £60,000 and was fully allocated by the ICT Manager against equipment refresh requirements. To ensure that the capital allocation was fully utilised in light of the reduced spend on other equipment, the ICT Manager was given approval to add to the ICT procurement.

The budget for general equipment was £66,846. This funded some curriculum equipment requirements identified through the operational planning process for both civil engineering and brickwork and also a final piece of grounds maintenance plant which had previously been approved.

The budget for buildings was £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 impacted the 17/18 allocation.

There is a small overspend on the 2017/18 buildings capital of £6,232. Projects completed within 2017/18 are the joinery extract cladding and nursery storage at Inverness Campus and the new woodchip store at the Scottish School of Forestry.

Board of Management

Subject/Title:	Galliford Try Facilities Management (GTFM) Monitoring Report
Author: [Name and Job title]	Lindsay Ferries, Director of Organisational Development
Meeting:	Finance and General Purposes Committee
Meeting Date:	7 June 2018
Date Paper prepared:	31 May 2018
Brief Summary of the paper:	To provide the Committee with an account of GTFM, Hard FM contract performance.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	Statutory Compliance Risk Management. Strategic Plan – Quality and Continuous improvement.
Resource implications:	Yes If yes, please specify: outlined in paper
Risk implications:	Yes If yes, please specify: outlined in paper
Equality and Diversity implications:	No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	

ITEM 8

Status – [Confidential/Non confidential]	Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	No		
*If a paper should not 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.)	Until the matters detailed are resolved		

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

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Other Performance Standards 6

Authority Change Notices..... 6

Defects 6

Planned Preventative Maintenance (PPM)..... 7

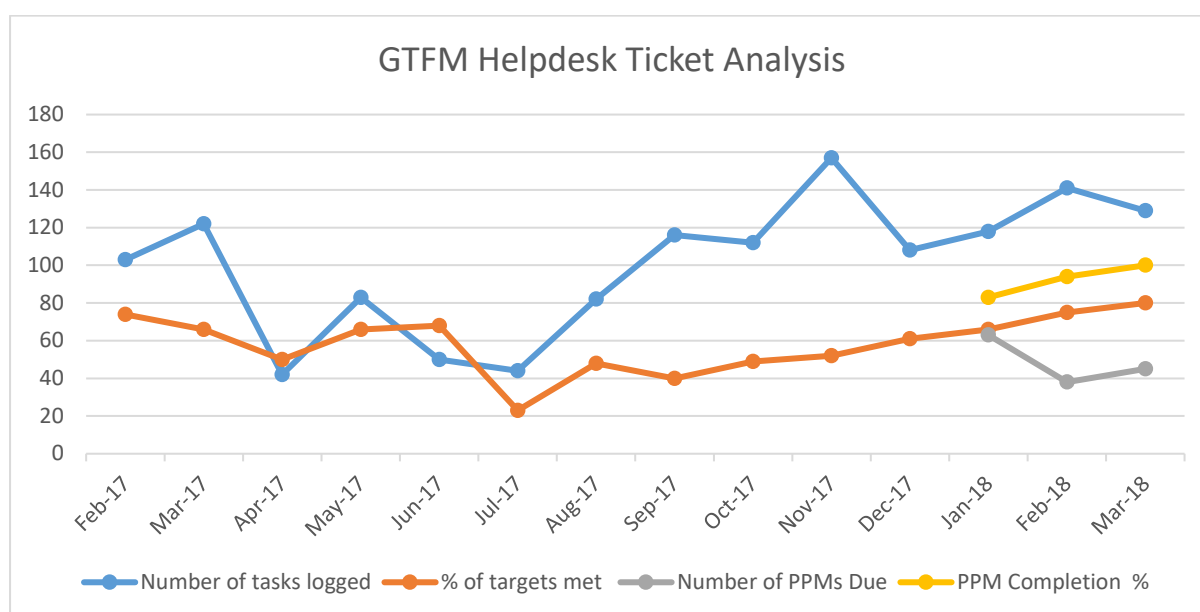
In Summary 7

Introduction

The purpose of this report is to set out the Service Level Agreement for the Non Profit Distribution (NPD) contract between Project Co (GTEIL) and the College. This document will highlight the level of service being received and highlight any improvements that can be made to ensure full compliance with the contract going forward.

Level of Service in relation to Reactive Maintenance

Since January 2018 the level of service being received on reactive maintenance has improved. The last 3 months, from January, the percentage of tasks completed on time were 66%, 75% and 80% respectively. For those that failed rectification a high percentage of tasks are completed on the same day. This is a marked improvement on previous months.



Long term outstanding issues are now being addressed with the introduction of the Campus technical Meeting. Key focus of this meeting between GTFM and IC is to jointly review technical issues within the facilities such as the Building Management System, Electrical distribution trip issues, SSF heating systems and External extraction noise levels. All of these issues while in line with building design and RDS have been ongoing since building occupation.

Customer Service Centre & Concept

Reactive tasks are all logged on GTFM's CAFM system 'Concept' by Inverness College's Estates department. The decision to log ourselves was taken in response to the lag in time for the customer service centre to log the calls, from an email, and inconsistencies with priorities being assigned. By logging our own calls, it ensured that the calls were logged in real time and the correct priorities were being assigned.

In October 2017, GTFM took the position that the important priority was not a valid priority and introduced a routine of changing priorities after completion of the task to a downgraded 'routine' priority. The position taken that regardless of the NPD contract and SLA, an inconsistency in the contract where the term 'community services' instead of 'authority services' is stated that this gives authority to the GTFM to take this action. This is a stance that they have taken with other authorities also.

It soon became apparent that GTFM were not only concerned with the important priority and furthermore have been mitigating their risk by changing urgent and availability priorities also. This happened after a request from the College was made to sit down and agree priorities for each problem codes. This is an ongoing dispute that has now been taken up by Project Co (GTEIL) who have taken some legal advice and are due to return to the college with a way forward.

Furthermore, there are issues with the consistency of the information held in 'Concept' which feeds into the monthly Paymech reports and therefore deductions in line with the NPD contract. These include but are not limited to incorrect response dates out with core time. Incorrect rectification dates over a weekend and ratchetting of 4 or more response failures over a period of three months.

These anomalies have been highlighted to GTFM during the deduction meetings to allow them to take these programme errors back to their ICT team for rectification.

Monthly Deduction Reports - Paymech

Due to the issues, the monthly Paymech reports are incorrect. In the full knowledge and support of GTEIL, the college has continued to apply deduction in line with the contract until this matter is resolved, this includes deemed performance failures due to the inconsistencies and the inaccuracies already identified.

GTFM have failed to agree deductions since June 2017. Inverness College have taken the stance that our deduction amount will stand and be deducted from the unitary charge invoice unless the deductions have been agreed. This stance has been adopted by other authorities that have GT as their FM and is supported by Scottish Futures Trust.

Temporary Repairs

If GTFM informs the Authority that it is unable to Rectify a Service Event within the Specified Rectification Period, due to the need for specialised materials or personnel that are not, and cannot reasonably be expected to be, immediately available at the Facility but that a Temporary repair can be effected then a permanent repair (extension) date can be applied. All temporary repairs and permanent repair dates must be agreed by the Authority.

GTFM are updating SLA Fix dates ahead of having extensions (permanent repair dates) approved by the authority and are also mitigating tasks citing 'unreasonable denial of extension' for tasks where they have not asked for one.

GTFM are also concerned that the College are not being consistent in their approach to extensions (permanent repair dates)

Inverness College created a workflow for the temporary repair process and this forms part of GTFM's helpdesk Protocol which the College has signed and submitted to GTFM / GTEIL.

Inverness College follow the procedure and assess each case on an individual basis using the criteria set out in the contract.

Other Performance Standards

For the last year, the college has been monitoring the 1-69 performance standards as set out in the NPD contract. Key FM performance standards that have been applied.

FM50 – inaccuracies/inconsistencies in monthly reporting.

FM31 – Helpdesk Protocol, GTFM produced and issued their Helpdesk Protocol to Inverness College, the College contributed to the content and are happy that the Protocol complies with the contract and both the Authority representative and authority observer have signed off the document. However as previously mentioned GTFM have stated that they are not in a position to sign off their own document. This is mainly because the document refers to the Important Priority, has a process map on how to determine a task priority (supplied from the College based on the definitions in the contract), comprehensive details on Temporary Repair, Malicious Damage and the ACN process all of which GTFM are not adhering to. Until the document is signed off by GTFM then the College will continue to make deductions for non-compliance.

FM03 – Building User Guide. . GTFM have supplied a building user guide for both Inverness Campus and Balloch, and this will be signed off by all parties this week.

FM51 – Annual report, annual report has not been issued for the College since we occupied the building(s)

Authority Change Notices

A small works team was set up in Glasgow to progress with the outstanding ACNs and we have seen a significant increase in quotes coming through for the older ACNs. Any new ACNs are being dealt with by GTFM's on site Facilities Manager and we are also seeing an improvement in ACN work coming through. There is still a concern that we are receiving quotes for new ACNs quicker than for the outstanding works.

Defects

Inverness College, GTEIL and Morrison Construction have been looking at the defects list with a view to ensuring completion of outstanding defects. There has been good progress made and all defects are now either being actioned, under discussion or awaiting COW sign off.

Where there are non-compliance against Room Data Sheets (RDS) these are being discussed directly with Morrison Construction and the college and proposals for solutions are being discussed and worked through and reported to GTEIL. It is anticipated that all final defects will be rectified by the summer.

Planned Preventative Maintenance (PPM)

Following an extensive audit of GTFM's PPM system in December 2017 by the Estates and Campus Services Manager, a number of major non-conformances were raised concerning a lack of evidence against statutory inspections. GTFM undertook a major effort to rectify these non-conformances and re-establish their PPM systems. The PPMs have now been downloaded and can be viewed on Concept Evolution. IC now have access to this system to monitor PPMs going forward.

The 3 months from January, the percentage of PPMs completed on time were 83%, 94% and 100% respectively, which is excellent.

In Summary

The main focus

- GTFM focus must be the important priority and a resolution found going forward. Also as a focus going forward priority codes need to be assigned to all the problem codes Inverness College use to ensure compliance with the contract. Once priorities have been assigned to each problem code the priority should not be changed by either party, i.e. hard code the priorities into concept.
- GTEIL are seeking independent legal advice on this matter. On resolution, this will allow the focus on sustainable and continuous performance improvement.
- Addressing the remaining outstanding defects.
- ACN work needs to continue to progress.

Board of Management

Subject/Title:	Business Development Update
Author:	Georgina Parker, Director of Business Development
Meeting:	Finance & General Purposes Committee
Meeting Date:	7 June 2018
Date Paper prepared:	24 May 2018
Brief Summary of the paper:	<ul style="list-style-type: none"> • Modern Apprenticeship SDS contract performance for 17/18 was £462,783, an increase of 15% on 2016/7. This figure does not include the associated SFC income. • Modern Apprenticeship contract starts have increased by 30% in 2017/18. • Short course income to March 2018 was £314K against a budget of £197K, this was due to Flexible Workforce Development income of £153K received to date. • Un-budgeted FWDF bids approved to date amount to £264K, of which £54K will fall into 2018/19. • International short course provision with US Universities commences is being delivered throughout May and June. • A draft International Development Strategy was approved by SMT and will be presented to F&GP at this meeting. • CREATE has submitted a range of funding bids for regional and national programme delivery. • The Commercial Food and Beverage operation is performing in line with financial expectations.
Action requested: [Approval, recommendation, discussion, noting]	The committee is requested to discuss the business development update paper.
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	Compliance: <ul style="list-style-type: none"> • SDS audit • SFC audit New opportunity: <ul style="list-style-type: none"> • Additional FWDF funding, • Growth in Modern Apprenticeship contract, Risk Management: <ul style="list-style-type: none"> • UHI regional contract
Resource implications:	Yes / No If yes, please specify:
Risk implications:	Yes / No If yes, please specify: Operational: <ul style="list-style-type: none"> • Failure to resource FWDF funded courses Organisational: <ul style="list-style-type: none"> • International recruitment. Measures to ameliorate risk will be identified as part of the strategy development.

	Financial: <ul style="list-style-type: none"> Impact on cash flow of move to UHI regional MA contract
Equality and Diversity implications:	Yes/No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	Continued consultation with UHI and partners in relation to regional MA contracting model.
Status – [Confidential/Non confidential]	Non confidential
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes
*If a paper should not 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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1. Business Development Directorate Update

1.1 Modern Apprenticeships Contract

- 1.1.1 Modern Apprenticeship SDS contract performance for 17/18 was £462,783, an increase of 15% on 2016/7. The contract value has increased steadily from £332K to £462K over the past three contract years and a further increase is forecast for 2018/19. This does not include the associated SFC income.
- 1.1.2 Modern Apprenticeship contract starts have increased by 30% in 2017/18, which will result in contract value growth as more starts will roll-over into the 18-19 contract. There were 130 starts against an initial contract of 105. (MA terms are typically 2-4 years).
- 1.1.3 UHI now holds the regional contract for Modern Apprenticeships with SDS. A senior member of staff represents each partner on a Steering Group led by Diane Rawlinson. The aim of the group is to have a strategic oversight

and to maximise opportunities for Modern Apprenticeship growth across the region.

- 1.1.4 ICUHI currently has 256 Modern Apprentices in training. In addition, we are sub- contractors delivering construction related MAs 518 Mas for CITB, SECTT and SNIPEF.
- 1.1.5 ICUHI has received confirmation from CAP Gemini that a proposal to deliver approx. 18 ICT Mas has been successful. This was a competitive process. CPA Gemini previously contracted with a private training provider for this work.
- 1.1.6 The Director of Business Development is working with curriculum managers and ESP (Energy Skills Partnership) to position itself as a managing agent for CITB. A national debacle between CITB, Scottish Government, providers and SQA could provide an opportunity for ICUHI and the UHI partnership to access funding for Construction MAs directly. CITB currently retains 70% of the £22 million MA funding across Scotland, paying the remaining 30% to providers for delivering the entire MA framework.
- 1.1.7 MA Starts were in the following sectors: Accounting (new for 17/18); Aquaculture; Automotive; Creative & Cultural (new for 17/18); Customer Service (new for 17/18); Engineering (49 starts); Hairdressing; Hospitality (new for 17/18) and Life Science.
- 1.1.8 As of 1st April 2018 (the new contract year), UHI partner contracts for MA have been centralised into a regional MA contract. A range of new frameworks have been added to the contract for 2018/19, including: Sports, Business Admin, Health & Social Care, Trees & Timber and Transport & Logistics.

1.2 Flexible Workforce Development Fund

- 1.2.1 The Scottish Government launched the “Flexible Workforce Development Fund” in September 2017, resulting in £860k being allocated to UHI as the FE Regional Body with £10K available to each levy paying employer to receive work related training. No list of eligible employers was given to colleges.
- 1.2.2 To date, 65 applications have been across the UHI partnership, with 44% led by Inverness College UHI. The majority of the applications included a range of programmes for each employer, the most popular being CMI management programmes, health and safety courses and the new Prince 2 project management courses.
- 1.2.3 ICUHI contacted 117 potential levy paying employers to promote the FWDF. Business Solutions Coordinators worked with 31 employers to develop organisational needs analysis and associated FWDF applications. 30 applications were approved for a total of £264K funding towards training.
- 1.2.4 £153K of the FWDF income has been paid to ICUHI to date, with a further £57K expected in-year and £54K deferred to 2018/9 academic year.

1.3 Commercial Short Course income

- 1.3.1 Short Course income is below profile by £36K at March 2018 at £161K against a profile of £123K. This is due to some displacement by FWDF course deliver (see 1.2 above).

- 1.3.2 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).

1.4 International Business Development

- 1.4.1 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. The final draft will be submitted to this meeting and the Committee will be asked to recommend it to the Board of Management for approval.
- 1.4.2 ICUHI received second place for a College Development Network Award for our Scottish Experience Programmes. The programme was shortlisting for its tailored, flexible nature and the level of culturally sensitive customer service provided. Chris O'Neil, Jenni Loades and Reina Edmiston collected the award at an event in Glasgow on 15th March
- 1.4.3 Three cohorts of the "Scottish Experience" programme are underway. Significant fieldwork with the Rivers and Lochs Institute and North Highland College's Environmental Research Institute have been, resulting in some interest in joint research projects with Flagler College.

1.5 CREATE

- 1.5.1 CREATE has received agreement in principle that Scotland Enterprising Schools will support the development and delivery of a newly accredited masters module 'the enterprising educator' subject to final approval.
- 1.5.2 CREATE has contributed to the UHI 10 year business plan for the establishment of a School of Entrepreneurship. The plan is being presented to PPF on 31st May 2018.
- 1.5.3 CREATE has responded to calls for bids from HIE for both ScotGrad (£90-120K) and 30 under 30 (£261K over 3 years) programmes. Feedback is expected for each bid in June.
- 1.5.4 CREATE is planning a joint consultancy project and research project with the IDEA institute at Birmingham City University, subject to funding from HIE being agreed.
- 1.5.5 CREATE has been awarded £53K by UHI towards the Business Ideas Competition, a 2019 cohort of the SEE programme for UHI staff and developing an enterprising research programme.

1.6 Commercial Food & Beverage Financial Performance

- 1.6.1 Income to March 2018 is £643K against a budget of £537K, albeit with increased expenditure of £617K against a budget of £523K, resulting in an operational surplus of £25K against a budget surplus of £13K.
- 1.6.2 The food cost to income ratio of 47% has improved from 49%. The target maximum food cost to income is 49%.
- 1.6.3 ICUHI's contract to deliver food services for HIE at An Lochran will come to an end in June 2018. We will not be bidding for a further contract period.

LIKELIHOOD CRITERIA

Score
5-Almost Certain
4-Likely
3-Possible
2-Unlikely
1-Very Rare

TIMESCALE 3 YEARS

Descriptor	Probability
More than likely – the event is anticipated to occur	>80%
Fairly likely – the event will probably occur	61-80%
Possible – the event is expected to occur at some time	31-60%
Unlikely – the event could occur at some time	10-30%
Remote – the event may only occur in exceptional circumstances	<10%

IMPACT - CRITERIA

Score	Descriptor	Financial
5 -Catastrophic	A disaster with the potential to lead to: <ul style="list-style-type: none"> • loss of a major UHI partner • loss of major funding stream 	> £500,000 or lead to likely loss of key partner
4-Major	A critical event which threatens to lead to: <ul style="list-style-type: none"> • major reduction in funding • major reduction in teaching/research capacity 	£250,000 - £500,000 or lead to possible loss of partner
3-Significant	A Significant event, such as financial/ operational difficulty in a department or academic partner which requires additional management effort to resolve.	£50,000 - £250,000
2-Minor	An adverse event that can be accommodated with some management effort.	£10,000 - £50,000
1-Insignificant	An adverse event that can be accommodated through normal operating procedures.	<£10,000

Note: Select criteria most appropriate. Use highest score if more than one criterion applies.

TIMESCALE 3 YEARS

Operational	Reputational (need to link to communications process for incident management)
<ul style="list-style-type: none"> • Likely loss of key partner, curriculum area or department • Litigation in progress • Severe student dissatisfaction • Serious quality issues/high failure rates/major delivery problems 	<ul style="list-style-type: none"> • Incident or event that could result in potentially long term damage to UHI's reputation. Strategy needed to manage the incident. • Adverse national media coverage • Credibility in marketplace and with stakeholders significantly undermined.
<ul style="list-style-type: none"> • Possible loss of partner and litigation threatened • Major deterioration in quality/pass rates/delivery • Student dissatisfaction 	<ul style="list-style-type: none"> • Incident/event that could result in limited medium – short term damage to UHI's reputation at local/regional level. • Adverse local media coverage • Credibility in marketplace/with stakeholders is affected.
<ul style="list-style-type: none"> • General deterioration in quality/delivery but not persistent • Persistence of issue could lead to litigation • Students expressing concern 	<ul style="list-style-type: none"> • An incident/event that could result in limited short term damage to UHI's reputation and limited to a local level. • Criticism in sector or local press • Credibility noted in sector only
<ul style="list-style-type: none"> • Some quality/delivery issues occurring regularly • Raised by students but not considered major 	<ul style="list-style-type: none"> • Low media profile • Problem commented upon but credibility unaffected
<ul style="list-style-type: none"> • Quality/delivery issue considered one-off • Raised by students but action in hand 	<ul style="list-style-type: none"> • No adverse publicity • Credibility unaffected and goes unnoticed

RISK MAP (for Gross risk & residual risk)

IMPACT		
5 - Catastrophic	5	10
4 - Major	4	8
3 - Significant	3	6
2 - Minor	2	4
1 - Insignificant	1	2
	1 -Very Rare	2 - Unlikely

Attention should also be paid to risks that are very rare or unlikely that could cause a

TIMESCALE 3 YEARS

15	20	25
12	16	20
9	12	15
6	8	10
3	4	5
3 - Possible	4 - Likely	5 - Almost Certain
LIKELIHOOD		

catastrophic impact.

Board of Management

Subject/Title:	Risk Register Annual Review
Author: [Name and Job title]	Fiona Mustarde, Director of Finance
Meeting:	Finance and General Purposes Committee
Meeting Date:	7 June 2018
Date Paper prepared:	4 June 2018
Brief Summary of the paper:	To provide the committee with a summary of the risks on the College Risk Register that relates to the remit of the committee. This will enable the committee to review the residual risks.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	Strategic plan – investment
Resource implications:	Yes
Risk implications:	Yes If yes, please specify: Operational: Organisational:
Equality and Diversity implications:	No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A

Status – [Confidential/Non confidential]	Non confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
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http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Background

The risk register template is common to all partners in UHI. The register contains 12 risks agreed by the Joint Audit Committee of UHI and applicable to all partners (shown in bold text on the register). The register also contains a number of local risks, to be identified by each partner. There are now 17 'Active' risks on the register.

In order to maintain a continuous and manageable oversight of the risk register, a systematic approach to reviewing the risks is taken, with two risks being reviewed at each monthly meeting of the Senior Management Team (SMT). In addition, risks will be reviewed by SMT when:

- a critical incident occurs
- the operating environment changes significantly

The risk register is also presented to each Audit Committee meeting for review.

Risks for Consideration by Finance & General Purposes Committee

The full risk register is attached for your information. I would draw your attention to the following risks in particular:

Ref ID	Category	Risk Description
Inverness/9	Financial	College fails to identify and take opportunities for development and progression
Inverness/17	External	Financial instability of UHI
Inverness/19	Organisational	The institution has a poor reputation.
Inverness/20	Organisational	College does not achieve allocated HE student number targets.
Inverness/21	Organisational	College does not achieve allocated FE Credit targets.
Inverness/24	Organisational	Non-compliance with relevant statutory regulations.
Inverness/26	Organisational	Financial failure/operating loss. Inability to achieve a balanced budget.
Inverness/27	Organisational	College estate not fit for purpose.
Inverness/30	Organisational	Institutional, personal and sensitive data and/or services are disrupted, corrupted, lost, stolen or misused through serious inappropriate usage of IT systems or data, by internal users of the university partnership or external actors.

Further detail is contained within main risk register.

Board of Management

Subject/Title:	Risk Register Annual Review
Author: [Name and Job title]	Fiona Mustarde, Director of Finance
Meeting:	Finance and General Purposes Committee
Meeting Date:	7 June 2018
Date Paper prepared:	4 June 2018
Brief Summary of the paper:	To provide the committee with a summary of the risks on the College Risk Register that relates to the remit of the committee. This will enable the committee to review the residual risks.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	Strategic plan – investment
Resource implications:	Yes
Risk implications:	Yes If yes, please specify: Operational: Organisational:
Equality and Diversity implications:	No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A

Status – [Confidential/Non confidential]	Non confidential		
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- a critical incident occurs
- the operating environment changes significantly

The risk register is also presented to each Audit Committee meeting for review.

Risks for Consideration by Finance & General Purposes Committee

The full risk register is attached for your information. I would draw your attention to the following risks in particular:

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Inverness/30	Organisational	Institutional, personal and sensitive data and/or services are disrupted, corrupted, lost, stolen or misused through serious inappropriate usage of IT systems or data, by internal users of the university partnership or external actors.

Further detail is contained within main risk register.

Board of Management

Subject/Title:	Finance and General Purposes Committee Self Evaluation
Author: [Name and Job title]	Fiona Ambrose, Board Secretary
Meeting:	Finance and General Purposes Committee
Meeting Date:	7 June 2018
Date Paper prepared:	31 May 2018
Brief Summary of the paper:	Annual F&GP committee self evaluation exercise
Action requested: [Approval, recommendation, discussion, noting]	It is recommended that the three outstanding evaluations are completed and returned so that the responses can be added to the draft combined evaluation document. The Board Secretary and Director of Finance will review the final combined evaluation document and report back to the next F&GP Committee Meeting in September with a recommended list of actions.
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	<p>Compliance with Code of Good Governance for Scotland's Colleges.</p> <p>Providing assurance to the Board on the effectiveness of the Finance and General Purposes committee's key responsibilities and thus mitigating financial risk.</p>
Resource implications:	Cost of Internal Audit services
Risk implications:	Yes/No Operational: to ensure that the monitoring of the Finance function is appropriate and effective
Equality and Diversity implications:	N/A
Consultation: [staff, students, UHI & Partners, External] and provide detail	

Status – [Confidential/Non confidential]	Non-Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
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Introduction

Monitoring and planning for the institution's financial position and financial control systems is undertaken by The Finance and General Purposes Committee.

The evaluation tool provides a practical way for committee members to review periodically their effectiveness and identify areas for future development. It provides a simple way for the Director of Finance to test the design and organisation of the interface between financial management and financial governance. It is also a mechanism for the Board Secretary to satisfy herself that the arrangements for the annual cycle of committee business enables and supports the achievement of good practice.

Combined evaluation

Responses have been received from 3 of the 6 Finance and General Purposes committee members and combined into one evaluation document (attached)

The scores within the evaluation range from 1 to 3

1. No, not at all
2. Yes, partly
3. Yes, strongly.

Where all, or at least 50% of responses given is a 3, it is suggested that no new action requires to be taken. Current practice will continue and where members have raised a question, clarification will be provided by the Board Secretary and the Director of Finance.

Where all, or at least 50% of the responses given is a 2 or a 1, the Board Secretary and the Director of Finance will identify suitable actions to improve current practice and / or understanding.

Recommendation

It is recommended that the three outstanding evaluations are completed and returned so that the responses can be added to the draft combined evaluation document. The Board Secretary and Director of Finance will review the final combined evaluation document and report back to the next Finance and General Purposes Committee Meeting in September with a recommended list of actions

	Good Practice	Evaluation Level 1 to 3	Further action required? Y / N	Evidence for assessment and improvement actions
	Role of Committee Members			
1	Has the governing body set the tone for the institution indicating that finance matters?	3, 3, 3	N	
2	Does the finance committee have written terms of reference (TOR)?	3, 3, 3	N	
3	Are the TOR adopted by the governing body and reviewed periodically?	3, 3,, 3	N	
4	Is the role and purpose of the finance committee understood and accepted across the institution?	3, 3 , 3	N	Not sure how aware the rest of the institution is regarding the finance committee – ie staff in general
5	Is the finance committee's role clear in respect of other committees with responsibility for financial matters within the institution?	3, 3, 3	N	Some matters decided at management board and the board approves minutes.
6	Are the finance committee's authorities properly constituted and specified in the institution's financial regulations?	3, 3, 3	N	
7	Are the members clear about the outcomes the institution is aiming to achieve?	3, 3, 3	N	All plans taken through committee and board.
8	Do the finance committee members clearly understand their roles and responsibilities? Do they understand the part they play individually?	3, 3, 2	N	Helped by training for new board members on their role, including financial scrutiny. Unsure as to what "individually" refers

9	Do the finance committee members clearly understand the interface between the committees with financial responsibilities including the audit committee and the finance committee, and with the governing body and how they relate to each other?	3, 3, 2	N	Helped by one joint committee annually and seeing audit committee papers at the board. <i>We have had talks from Fiona Mustarde which have made this clear</i>
	Skills and Experience			
10	Do the finance committee members have the right skills and expertise to enable them to challenge effectively?	3, 3, 2	N	<i>I feel all the right questions are asked at meetings</i> <i>Unsure if anyone on the committee has finance/accountancy training</i>
11	Are there any qualified accountants amongst the members?	1	N	Don't know <i>I don't know</i> <i>Not that I am aware of.</i>
12	Does the finance committee have an appropriate mix of knowledge and skills among the membership from the specific sector, the public services and the private sector?	3, 3, 2	N	Different professional backgrounds. <i>From what I know of the committee members, I feel there is a good mix</i> <i>Not sure what definition of "appropriate" be.</i> <i>There is involvement from both sectors but not sure if this needs to be balanced.</i>
13	Does the chair of the committee have appropriate knowledge and skills?	3, 3, 3	N	<i>The chair has knowledge from a similar institute and this is evident at committee meetings</i>
14	Do the finance committee members demonstrate appropriate commitment?	3, 3, 3	N	Yes
15	Do the finance committee members understand the financial regime in which the institution operates?	3, 3, 3	N	We have had various training sessions to make us aware.
16	Do the finance committee members have an understanding of the accounting policies in use in the institution	2, 3, 2	N	Helped by Director of Finance reports and explanations. I've rated this at 2 only because the funding arrangements and procedures for accounting seem complicated to me and not like the accounting process I'm used to. <i>Again recent training was given to clarify this</i>

17	Are the finance committee members familiar with, and do they understand, their institution's financial memorandum or agreement and articles of government?	3, 3, 3	N	<i>I believe so</i>
18	Do the finance committee members understand the key financial risks currently facing the institution?	3, 3, 3	N	Debated also at the board of management.
19	Do committee members have an understanding of the key challenges and risks facing the institution over the medium to long term and the institution's environment and strategy?	3, 3, 3	N	Also from other committees e.g. HR and the impact of the pay award.
20	Do the finance committee members understand the health of the institution relative to the sector including performance trends, productivity, benchmarks and assurance that value for money is being achieved?	3, 3, 3	N	Also from reports to the board.
21	Do the finance committee members understand the financial health and sustainability of the institution as perceived by funding bodies and financial institutions?	3, 3, 2	N	Also from feedback from the external auditors.
Behavioural and operational aspects				
22	Does the finance committee meet on a regular basis, at least three times in each financial year?	3, 3, 3	N	Organised by the Board Secretary
23	Are meetings scheduled in good time in respect of important decisions and financial deadlines?	3, 3, 3		
24	Are members attending meetings on a regular basis and if not is appropriate action taken	3, 3		When I have not attended, I've been able to feed in any issues to the Secretary as the papers are circulated in advance. <i>The Board Secretary would be aware</i>
25	Is the timing of Finance committee meeting discussed with all the parties involved?	3, 2		<i>I understand discussion held with Chairs and other committee members advise if these meetings don't suit</i>
26	Has each member declared his or her business interests?	3, 3		<i>As far as I am aware</i>

27	Is the register of interests checked on a regular basis? Is the register easily accessible?	3, 2		<i>I have never had reason to look for it</i>

28	Are committee members independent of the management team and other committees?	3, ?		<i>Yes with regard to management team but committee members can sit on more than one committee</i> Independent of management team but members serve in other committees
29	Are all the committee members fully engaged and participative in discussions at the meetings?	3, 3, 3	N	
30	Do the committee members ask 'tough questions'?	3, 3		The discussion about new posts and new courses to improve financial sustainability took more than one meeting.
31	Do the finance committee members scrutinise decisions effectively and offer constructive challenge?	3, 3		<i>In my opinion I feel the committee scrutinises decisions and offer constructive challenge</i>
32	Do co-option arrangements include the involvement of the governing body's search or nominations committee?	1		Not sure <i>I don't know</i> Unsure if Human Resources committee is involved in this process
33	Are arrangements in place to rotate governing body membership?	1		Not sure <i>Only as required as far as I'm aware</i> Unaware if membership is for a fixed term.
34	Do the committee members draw and reflect on their experiences of other organisations in discussions?	3, 3		<i>It would appear so</i>
35	Do the committee members have confidence in the financial management of the institution	2, 3		Rated as 2 only because of the financial challenges facing the college. Committee members are aware of the risks and how they are to be managed but some of the challenges are external and out with the committee's control.

				<i>They appear to have confidence</i>
36	Are arrangements in place to enable the approval of urgent items of business?	3, 3		<i>The Board Secretary would call an extra meeting if this was deemed necessary</i>
37	Do the committee members have confidence in the leadership of the finance department	3, 3		<i>In my opinion good responses are given during committee meetings</i>
38	Do the members and in particular the chair of the committee have a respectful and constructive relationship with the chief financial officer?	3, 3	N	
39	Do the committee members have access to the chief financial officer and vice versa	3, 3, 3	N	<i>Yes – we have access to email addresses as a minimum</i>
40	Does the chief financial officer attend meetings of the finance committee?	3, 3, 3	N	Yes
41	Is the chief financial officer a member of the senior decision making team?	3, 3, 3	N	<i>They are a member of the Senior Management Team</i>
42	Is the chief financial officer involved in strategic level debates about the institution's aims and priorities?	3, 3, 3	N	Yes
	Information and Support			
43	Are there appropriate training and induction procedures for the committee members?	3, 3, 3	N	<i>We have recently received 'top-up' training which was very useful</i>
44	Does the finance committee have an independent clerk/secretary?	3, 3		<i>Board Secretary</i>
45	Do the clerking arrangements for the committee ensure that members' time is used effectively? e.g. <ul style="list-style-type: none"> • is there a good reason for each item being on the agenda ? 	3, 2		<i>Board Secretary keeps chairs on track with regard to timings; assists with what is included on agenda; on some occasions papers are received with very little time prior to meetings;</i>

	<ul style="list-style-type: none"> Are all papers circulated sufficiently in advance (and none tabled ?) and distributed in sufficient time for members to give them due consideration Do the reports prepared for the members make it clear what they are being asked to do/agree? 			<i>they papers are clearly marked what is for decision/discussion, etc.</i>
46	Do committee members have a mechanism to keep them aware of topical legal and regulatory issues and institutional developments, for example, by receiving circulars, training or briefing papers? Are they briefed on significant changes?	3, 3, 3	N, N	Media briefing, policy up-dates and newsletters received in addition to committee papers. <i>Board Secretary sends links to various circulars, etc to enable committee members to be kept up to date.</i>
47	Do the finance committee members receive reports that are concise and tailored to their needs	2, 2		The reports are becoming easier to understand for lay people with the Director offering new descriptions. Yes <i>Reports can be fairly lengthy and do require a significant amount of time to study.</i>
48	Is the information they receive robust and objective?	3, 3		Yes
	Activities and Functions			
	<i>Financial Strategy</i>			
49	Do the finance committee members feel that they know and understand the challenges facing the institution in the next five to ten years, the aims of the institution, the priority areas for action to achieve those aims in the context of the challenges, the resource constraints on taking action and how those resource constraints will be tackled?	3, 3		<i>The current strategy is in place until 2020 and we are aware of current issues that will have an impact on the institution going forward but it is difficult to plan much further than 5 years ahead for a range of reasons.</i>
	<i>Annual Budget and Budget monitoring</i>			
50	Do the finance committee members have the opportunity to review and challenge the budget?	3, 3		Yes
51	Does the budget report supplied to finance committee members identify major risks and financial consequences?	3, 3		

52	Do the finance committee members understand the institution's management accounts?	2, 3		Rated as 2 because it is complicated.
53	Do the finance committee members understand the institution's management accounts?	duplicate		<i>Q 52 and 53 are the same</i>
54	Does the information supplied to finance committee members include financial reports on balance sheet items and clearly distinguish between capital and revenue?	3, 2		Yes
	<i>Financial Management</i>			
55	Do the finance committee members receive costing information to support decision-making?	2, 3		Rated as 2 only because of the recent experience of the report to the board on new posts and courses which need clarification and a second discussion. Yes
56	Do the finance committee members receive costing information to support decision-making?	duplicate		<i>Q 55 and 56 are the same</i>
57	Do the finance committee members understand the priority areas in order to achieve the institution's agreed outcomes and the resources required?	3, 3		<i>I believe so.</i>
58	Does the committee consider and approve the financial regulations of the institution, paying particular attention to the authority delegation levels that are set out within them?	3		Not sure Yes
59	Does the committee consider and approve the financial regulations of the institution, paying particular attention to the authority delegation levels that are set out within them?	duplicate		<i>Question 58 and 59 are the same</i>
60	Is the finance committee aware of the responsibilities of the governing body in relation to value for money and how it impacts upon the decisions made by the finance committee?	2, 3		<i>I believe so</i>

61	Is the committee aware of the audit committee's views on the institution's arrangements for securing value for money?	2, 2		<p><i>Only in as much as what is discussed or included in minutes of audit committee meetings.</i></p> <p>Minutes of Audit committee are received by members of F&GP committee and joint meetings of the committees are held therefore members should be aware. However my limited experience doesn't allow me to be absolutely certain of this.</p>
62	Do the finance committee members reflect on how financial management operates in the institution compared with their experience in other organisations?	2, 3		<i>This has been mentioned on occasion</i>
	<i>Financial results</i>			
63	Is the role of the finance committee with regard to the financial statements compatible/clear/ consistent with that of the audit committee?	3, 2,		<p><i>I don't know</i></p> <p>See comment against 61</p>
64	Does the finance committee obtain an early view of the draft financial statements in advance of them being signed?	3, 3,		<i>Yes we have a view – not sure if it can be classed as 'early'</i>
65	Does the finance committee ask the simple and obvious questions about the financial information which they, as a committee, do not understand? (Such questions are also likely to be the questions raised by the users of accounts)	3, 3,		Yes
	Review			
66	Do the committee members assess their collective performance on a regular basis?	3, ?		<p>This self-assessment is an example. Discussion on risk appetite at recent away day.</p> <p><i>We have assessed the performance of the chair previously</i></p> <p>Unsure of any arrangements for review of collective performance therefore unable to answer these questions</p>
67	Do they assess how they could carry out their business more effectively? eg improved meeting time table	3, ?		

68	Are there KPIs in place against which the committee members can assess their performance?	3, 3		Not sure if this means KPIs for committee member performance of KPIS in relation to the college. If it's the latter then I'd rate this 3. <i>Not that I know of</i> Although induction materials state there are KPI's I have been unable to find them. This may be because ipads were changed during the year.
69	Has the committee evaluated whether and how it is adding value to the organisation?	2, ?		Through this self-evaluation process
70	Does the committee have an action plan to improve any areas of weakness?	2, 3, ?		We have the action plan following committee meetings. Not sure what else might be needed, other than more scrutiny on the new plans for generating income agreed at the board.
71	Has the committee obtained feedback on its performance from those interacting with the committee or relying on its work?	1, ?		<i>Not that I'm aware</i>

Board of Management

Subject/Title:	Committee Chair Evaluation
Author: [Name and Job title]	Fiona Ambrose, Board Secretary
Meeting:	Finance and General Purposes Committee
Meeting Date:	7 June 2018
Date Paper prepared:	31 May 2018
Brief Summary of the paper:	<p>The Code of Good Governance for Scotland's Colleges establishes standards of good governance practice for all boards and provides the essential foundations for compliance within the legislative framework. One of the five principles around which the code has been developed is effectiveness.</p> <p>Paragraph D24 states that "The board must agree a process for evaluating the effectiveness of the board chair and the committee chairs"</p>
Action requested: [Approval, recommendation, discussion, noting]	The committee is requested to complete the Committee Chair evaluation exercise
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	
Resource implications:	
Risk implications:	Yes/No Operational: required for the proper Governance of the College
Equality and Diversity implications:	N/A
Consultation: [staff, students, UHI & Partners, External] and provide detail	

Status – [Confidential/Non confidential]	Non-Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should not 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

Evaluation of Finance and General Purposes Committee Chair

Chair being evaluated: Brian Henderson

Circle to indicate
← Tendency →

Keeps members on topic and to the agenda	1 2 3 4 5 6	Tends to criticise the ideas and values of members
Summarises discussions and decisions impartially and confirms action points	1 2 3 4 5 6	Tends to force ideas on to the group
Spots likely problems early and states them in a constructive way	1 2 3 4 5 6	Makes decisions without consulting the group or despite the group's views
Suggests solutions	1 2 3 4 5 6	Leaves decisions 'hanging'
Ensures adequate time is given to the different areas of the agenda	1 2 3 4 5 6	Talks too much and gets too involved
Facilitates the expression of all views and opinions	1 2 3 4 5 6	Allows individuals to dominate discussion
Communicates information to Board members	1 2 3 4 5 6	Fails to inform Board members of important information
Supports individual Board members	1 2 3 4 5 6	Is too distant or directing

Comments

Completed by Finance and General Purposes Members
Date

Board of Management

Subject/Title:	Debt Write Off Report
Author: [Name and Job title]	Fiona Mustarde, Director of Finance
Meeting:	Finance and General Purposes Committee
Meeting Date:	7 June 2018
Date Paper prepared:	30 May 2018
Brief Summary of the paper:	To provide the committee with details of the proposed debts to be written off under the delegated authority of the Principal.
Action requested: [Approval, recommendation, discussion, noting]	Noting
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	Compliance – adherence to the Financial Memorandum with UHI as RSB, Risk – ensuring that the College recovers all monies due
Resource implications:	Yes Cash
Risk implications:	Yes If yes, please specify: Operational: impact on cash position Organisational:
Equality and Diversity implications:	No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A

Status – [Confidential/Non confidential]	Non confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should not 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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Debt Write Off as at April 2018**Executive summary**

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

Debts to be written off

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

The debtors are listed in appendix 1 of this report, amounting to £4,141.90 and they relate to nursery fees, tuition fees, and reclaim of overpaid bursary, which are now uncollectible.

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

The debtors for this and future reports have been fully provided for from the bad debt provision included in the 2016/17 accounts.

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

The current value of debt with the debt collector for recovery stands at £97,759.

WRITE OFFS MAY 2018

INVOICE DATE	INVOICE NO	AGE OF DEBT - DAYS	BALANCE	TYPE OF DEBT	COLLECTION STATUS	FURTHER INFORMATION
26/05/2015	346943	1101	£ 156.06	BURSARY	COLLECTION ACTIVITY EXHAUSTED	
09/11/2015	347546	934	£ 222.04	BURSARY	COLLECTION ACTIVITY EXHAUSTED	
16/11/2015	347574	927	£ 120.92	BURSARY	COLLECTION ACTIVITY EXHAUSTED	
25/05/2016	347845	736	£ 7.00	BURSARY	COLLECTION ACTIVITY EXHAUSTED	REMAINING BALANCE ONLY
12/01/2016	347713	870	£ 105.92	BURSARY	COLLECTION ACTIVITY EXHAUSTED	
26/05/2015	346951	1101	£ 279.09	BURSARY	COLLECTION ACTIVITY EXHAUSTED	
04/06/2014	345494	1457	£ 326.80	BURSARY	COLLECTION ACTIVITY EXHAUSTED	
29/01/2015	346355	1218	£ 27.00	BURSARY	COLLECTION ACTIVITY EXHAUSTED	REMAINING BALANCE ONLY
16/05/2016	348456	745	£ 160.98	BURSARY	COLLECTION ACTIVITY EXHAUSTED	
15/11/2016	349182	562	£ 54.20	BURSARY	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR	REMAINING BALANCE ONLY
16/05/2016	348446	745	£ 50.00	BURSARY	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR	REMAINING BALANCE ONLY
16/09/2014	345786	1353	£ 441.86	NURSERY	COLLECTION ACTIVITY EXHAUSTED	
07/10/2014	345925	1332	£ 148.00	NURSERY	COLLECTION ACTIVITY EXHAUSTED	
16/09/2014	345806	1353	£ 376.95	NURSERY	COLLECTION ACTIVITY EXHAUSTED	
07/10/2014	345945	1332	£ 186.39	NURSERY	COLLECTION ACTIVITY EXHAUSTED	
06/01/2015	346289	1241	£ 30.61	NURSERY	COLLECTION ACTIVITY EXHAUSTED	
05/02/2015	346416	1211	£ 39.78	NURSERY	COLLECTION ACTIVITY EXHAUSTED	
05/03/2015	346580	1183	£ 53.04	NURSERY	COLLECTION ACTIVITY EXHAUSTED	
13/04/2015	346721	1144	£ 13.26	NURSERY	COLLECTION ACTIVITY EXHAUSTED	
18/03/2015	002304-004	1170	£ 180.00	TUITION FEES	COLLECTION ACTIVITY EXHAUSTED	
30/11/2012	07010218-002	2008	£ 550.00	TUITION FEES	COLLECTION ACTIVITY EXHAUSTED	
01/03/2017	022339-007	456	£ 3.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
28/03/2017	0309142-002	429	£ 4.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
18/12/2017	035701-002	164	£ 3.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
05/12/2017	039682-006	177	£ 2.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
01/12/2017	0413277-003	181	£ 2.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
19/12/2017	05012730-004	163	£ 2.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
01/12/2017	06008060-003	181	£ 2.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
19/12/2017	06021744-001	163	£ 2.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
27/06/2017	08008976-006	338	£ 86.00	TUITION FEES	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR	REMAINING BALANCE ONLY
28/02/2017	08015179-001	457	£ 70.00	TUITION FEES	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR	REMAINING BALANCE ONLY
19/12/2017	082515-001	163	£ 2.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
01/12/2017	09001885-007	181	£ 10.00	TUITION FEES	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR	REMAINING BALANCE ONLY
30/06/2017	09006870-004	335	£ 2.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
01/12/2017	11005043-001	181	£ 2.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
01/12/2017	11007704-003	181	£ 2.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
27/02/2017	12008240-003	458	£ 100.00	TUITION FEES	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR	
01/03/2017	12008464-001	456	£ 3.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
01/12/2017	13008152-004	181	£ 2.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
28/03/2017	14023773-002	429	£ 2.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
25/01/2017	IN000001451379	491	£ 3.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
04/04/2016	15018868-001	787	£ 30.00	TUITION FEES	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR	REMAINING BALANCE ONLY
25/01/2016	15020092-001	857	£ 100.00	TUITION FEES	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR	REMAINING BALANCE ONLY
04/05/2016	16008241-001	757	£ 25.00	TUITION FEES	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR	
01/12/2017	16009391-004	181	£ 2.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
30/10/2017	16016518-002	213	£ 5.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
28/02/2017	16018870-001	457	£ 14.00	TUITION FEES	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR	REMAINING BALANCE ONLY
18/12/2017	16026991-002	164	£ 3.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
01/12/2017	17010731-001	181	£ 2.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
18/12/2017	17014095-001	164	£ 2.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
01/12/2017	17017833-001	181	£ 2.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
19/12/2017	17019143-001	163	£ 2.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
18/12/2017	17019347-001	164	£ 2.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
21/05/2015	10002704-001	1106	£ 20.00	TUITION FEES	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR	REMAINING BALANCE ONLY
05/12/2017	12007342-004	177	£ 2.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
19/12/2017	07016547-001	163	£ 2.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
19/12/2017	16012319-002	163	£ 2.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
23/06/2017	14008324-003	342	£ 22.00	TUITION FEES	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR	REMAINING BALANCE ONLY
01/12/2017	14008324-004	181	£ 3.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
01/12/2017	07008546-011	181	£ 3.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
02/06/2017	10002244-001	363	£ 30.00	TUITION FEES	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR	REMAINING BALANCE ONLY
02/06/2017	11011236-001	363	£ 30.00	TUITION FEES	NOT FINANCIALLY VIABLE TO SEND TO DEBT COLLECTOR	REMAINING BALANCE ONLY
01/12/2017	17015085-001	181	£ 3.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
18/12/2017	17006977-001	164	£ 2.00	TUITION FEES	AMOUNT NOT FUNDED BY SAAS	REMAINING BALANCE ONLY
Total			£ 4,141.90			
BREAKDOWN OF DEBT	TOTAL VALUE	% OF DEBT				
TUITION FEES	£1,342.00	32.40%				
BURSARY	£1,510.01	36.46%				
NURSERY	£1,289.89	31.14%				
TOTAL	£4,141.90	100%				

Board of Management

Subject/Title:	New Finance System Status Report
Author: [Name and Job title]	Kevin MacMillan, UHI Director of Business Improvement Fiona Mustarde, Director of Finance (executive summary only)
Meeting:	Finance and General Purposes Committee
Meeting Date:	7 June 2018
Date Paper prepared:	31 May 2018
Brief Summary of the paper:	Update to the committee on the current status of the new finance system implementation.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	Risk Management Strategic Plan – sustainability. New system critical in ensuring effective management reporting.
Resource implications:	Yes. New system will require change in operational processes.
Risk implications:	Yes If yes, please specify: Operational: clear procedures identified and followed
Equality and Diversity implications:	No
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A

Status – [Confidential/Non confidential]	Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should not 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.)	Until the matters described are resolved		

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New Finance System Implementation

Executive summary

The report below has been prepared by Kevin MacMillan, the UHI Project Manager leading the finance system project. Inverness College UHI advised the Project Manager some weeks ago that we could no longer commit to a 1 August go live date due to delays in user acceptance testing (UAT) being commenced. The core project team at UHI had advised that the agreed date of 8 May for Inverness College UHI to commence UAT was postponed and at that stage they were not in a position to propose an alternative date. Recognising the existing level of risk in relation to the 8 May date, it was our decision that any further delays created an unacceptable risk for an August go live.

Background information

Following a procurement process, the participating partners selected TechnologyOne as the supplier to deliver a new finance Enterprise Resource Planning (ERP) solution across 8 of the UHI partnership institutions. After a design process involving operational and management staff from all participating partners, the project entered a configuration phase. This phase has taken considerably longer than originally scheduled and the project has raised concerns over the delivery, and quality of the output from TechnologyOne. In May '17 the project entered into a User Acceptance Testing (UAT) phase but due to the high volume of issues identified, the testing was suspended and the solution passed back to TechnologyOne.

Resolution

Despite numerous attempts to resolve the situation directly with TechnologyOne, including senior management engagement from both parties, the project board took the decision to engage Thorntons Law to provide legal advice and assist with the resolution. A number of legal letters have been issued and the project board took the decision to issue a termination letter. This letter stated that unless TechnologyOne delivered a fully configured and tested solution that met the requirements and was fit for purpose by Feb '18 then UHI would terminate the contract.

TechnologyOne notified UHI that they had met this requirement within the timeframe and handed-over the solution. The project team has conducted testing of the solution since the hand-over with the objective of an August 1st go-live for IC. A number of additional issues have been identified and passed back to TechnologyOne for resolution. These issues have mostly been resolved and the project team has gained a level of confidence in the solution. However the August go-live date is no longer achievable due to the following; delays in the completion of core team testing and issues resolution, resourcing constraints within IC's finance team for the project and loss of key staff members within the project team.

The project is currently investigating alternative go-live options and will report back to the project board in June with a recommendation on how to take the project forward.

About the supplier

TechnologyOne is relatively new to the UK market but has a large education market share in their home base of Australasia. However over the past few years they have gained a significant number of education clients within the UK, including several Universities (Exeter, South Wales, Hertfordshire, Sunderland, Lincoln and Dundee) and multiple colleges including Glasgow Clyde, West College Scotland and New College Lanarkshire. One of the primary reason for their recent success is that they are one of the first to market with a cloud based ERP solution.

Board of Management

Subject/Title:	ICT Services Report
Author: [Name and Job title]	Martin Robinson – ICT Services Manager
Meeting:	Finance and General Purposes Committee
Meeting Date:	7 June 2018
Date Paper prepared:	25 th May 2018
Brief Summary of the paper:	To provide an overview of active ICT including: <ul style="list-style-type: none"> * Cyber Resilience * UHI Wi-Fi * UHI Finance System Project * VLE Review * Helpesk Software Replacement * ICT service review.
Action requested: [Approval, recommendation, discussion, noting]	Noting
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	To ensure that our practice is aligned with national, sector and/or industry recognised standards and best practice, and to our values and commitments
Resource implications:	No
Risk implications:	No
Equality and Diversity implications:	No
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A

Status – [Confidential/Non confidential]	See section on ICT Project – Commercial in Confidence ICT Service Review		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	No		
*If a paper should not 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.)	Until the matters described are approved or resolved		

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

http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

ICT Projects

Executive summary

This paper provides an overview of the major ICT Projects that have an impact on services within the College. This current academic year has brought new challenges with General Data Protection Regulation (GDPR) privacy laws from the EU impacting how data is stored and managed; Public Sector Action Plan on Cyber Resilience from the Scottish Government implementing a range of information security standards to adhere to including Cyber Essentials accreditation; issues with the new Finance System due to supplier delays; as well as a continuing need to improve and procure new services, such as a new Wi-Fi system and helpdesk software across the UHI.

Cyber Resilience

The Cyber Resilience Public Sector Action Plan is the Scottish Governments response to recent events to allow the Scottish public sector to benefit from, and address the increasing threats and vulnerabilities to, digital technologies. The majority of the action plan, in particular around governance, training and incident response have been addressed as part of the College LEAD project on Information Security.

The Cyber Essentials Certification requirement is a new requirement that UHI LIS are working with partners to deliver on a UHI wide basis. Inverness College UHI volunteered for a pre-assessment which was undertaken by an experienced external consultant, appointed by UHI, earlier this year. Key feedback in the report was positive with policies and controls largely in place. Outstanding issues to address include:

- 1) Number of staff with administration rights to be reviewed to ensure these are proportionate and legitimate.
- 2) A complicated password policy is to be introduced and monitored, this is now agreed and will be introduced for all staff and students in the new academic year.
- 3) Highlighted issues in different ICT teams across the UHI, currently with different ways of working which need to be homogenised, to some extent, to provide UHI wide certification.
- 4) Recommendation to introduce two-factor authentication for users regularly accessing sensitive data.
- 5) Removal of any software no longer supported or not subject to regular patching..
- 6) The need to separate any functions that cannot comply with the Cyber Essentials controls, so they cannot impact on the wider business function. For example, The College will put some Research devices on a separate network to allow less scrutiny of software and use of admin accounts if required.

UHI Finance System – *Commercial in Confidence*

The project is still engaged with the supplier Technology One to provide a solution which is in an early testing phase currently. A proposed go-live date for Inverness College UHI was provided for the 1st of August, but this has been postponed as the key dependency

dates to allow this were not met. That is, user acceptance testing (UAT) did not start in early May as planned.

The UHI Finance System Project Board is currently investigating alternative go-live options and will report back to the project board in June with a recommendation on how to take the project forward.

VLE Review

Blackboard is the UHI virtual learning environment tool. Blackboard provides online teaching and learning resources and is the core tool used by most students whilst studying at the College. The current contract with Blackboard is due for renewal in summer 2019, to prepare for this appropriately a review of the current system and competitor products is underway. This is being led by the UHI Academic Development and Integrated Technologies team.

The four solutions being considered are: Blackboard, Canvas, D2L and Moodle. A formal procurement process is now in progress which has been brought forward to make a supplier selection this summer. This is to allow more time to focus on staff development, student training and migration of material in preparation for the go live date of August 2019.

Wi-Fi Procurement

The ICT Services Manager is the project lead for procuring a new solution across the UHI. The College has been actively pursuing a Wi-Fi solution to provide an experience students now expect. That is, much like going in a coffee shop, an accessible and easy to use solution to access the internet quickly and reliably.

There have been issues with the procurement process in this period. The planned renewal of the APUC framework no longer meets our project milestones.

The tender is now out on another framework and project contingency used to allow the key milestone date to be met. That is, to allow delivery and payment within the academic financial year (the end of July). The installation period is likely to start later than originally scheduled, and this may mean installation at the College could potentially be in the next academic year 2019/20.

Helpdesk Software Replacement

The ICT Helpdesk system was implemented to record user issues and requests, and is increasingly used by other teams across UHI such as Estates and Libraries. It is increasingly becoming a limitation both with functionality and the cost of adding additional administration users.

Therefore, a project has been initiated to provide a helpdesk system that can improve common workflows, reporting on trends and tickets, more self-services for resolution, as well as provide a more easy to use interface and improved channel delivery e.g. chat.

This is progressing into the procurement phase currently. With a review on-going to decide whether to enter into a tender with competition or whether supplier(s) available via direct award, through wider education Shared Services, meets the criteria.

UHI ICT Services Review – *Commercial in Confidence*

A review has been undertaken of how ICT Services was delivered across the UHI last year. The college ICT team were actively involved in the review.

One of the key outputs was the creation of a Regional ICT Committee with managers across the partnership responsible for ICT collectively owning the recommendations and requirements. The ICT Services Manager, as well as taking the Wi-Fi improvements forward, is also looking into the dispersion of roles and responsibilities across the wide range of ICT services delivered within UHI. This is initially being led by the UHI Service Delivery Manager, who is creating a Service Catalogue to detail what and how each service is being delivered across the partnership.

Board of Management

Subject/Title:	Estates and Campus Services Report
Author: [Name and Job title]	Martin Kerr, Estates and Campus Services Manager
Meeting:	Finance and General Purposes Committee
Meeting Date:	7 June 2018
Date Paper prepared:	25 May 2018
Brief Summary of the paper:	The Report sets out the main developments in the last year in the following areas: Capital Projects Contract Management Estates Helpdesk development
Action requested: [Approval, recommendation, discussion, noting]	Noting
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	
Resource implications:	Yes / No If yes, please specify:
Risk implications:	Yes / No If yes, please specify: Operational: Organisational:
Equality and Diversity implications:	Yes/No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	Estates Staff/SMT

Status – [Confidential/Non confidential]	Non Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]			
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Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)		Its disclosure would constitute a breach of confidence actionable in court (S36)	
Its disclosure would constitute a breach of the Data Protection Act (S38)		Other (please give further details)	
For how long must the paper be withheld? (express either as the time which needs to pass or a condition which needs to be met.)			

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Introduction

The purpose of this document is to set out the progress made and the opportunities taken by the Estate & Campus Services over the past year. Some good progress has been made to support the development and maintenance of the College estate and refocus GTFM our hard FM contract provider.

Estates Mission Statement

Following team meetings and assessments of current practices and focus within the estates team. We developed an estates team mission statement that was more aligned to our Strategic plan.

“Inverness College Estates team’s desire is to maximise the students experience by striving for excellence when managing and maintaining these iconic facilities. This will be achieved by holding service providers accountable and continually looking at ways to become more efficient and effective in delivering our support during our students’ journey.”

The EMS has been our reference point when reviewing Helpdesk development, contract management and delivery of the service.

Capital Projects

In 2017/18 the estates team facilitated three in-house capital projects. All are now complete and in full operation. For 2018/19 The estates team have two main projects; refurbishment of Scottish School of Forestry tractor shed and Longman demolition support.

- The recladding of Scottish school of forestry tractor shed – Removal of asbestos side and roof sheeting to convert the building into a more useful teaching area. Construction will start on 2nd July completion planned for mid-September 2018.
- Support the demolition of Longman campus. This project has been more of a supporting role for the main Project Manager Gardiner and Theobald. This will progress with the appointment of a preferred demolition contractor. This has included facilitating controlled access to the site, preparation and progression of service disconnections and managing site security until handover to the demolition contractor. Project plan is for this site to be clear by October/November 2018.
- We have a number of preparation projects also running to establish feasibility and costings for future modifications of both sites to maximise class sizes and flexibility as the college curriculum changes in future years.

Contract Management - GTFM

On review of current performance of GTFM our Hard FM provider we identified a number of opportunities for improvement. The college has been using finance pressure to focus GTFM to provide a contract compliant service to the college in line with the expected standards. This has been effective in speeding up responses to reactive maintenance and closing off of helpdesk tickets.

This focus is on the following areas:-

- PPM statutory inspection Audits.
An Initial audit was undertaken by the college in December 2017. With 2 follow up audits required to confirm that all statutory inspections and maintenance requirements were being undertaken. The initial audit system highlighted a number of failures with general preventative maintenance not being completed, poor or no schedules. GTFM have now updated all their PPMs and will be subject to independent audit by GTEIL in July.
A joint weekly PPM audit is carried out every Friday to ensure ongoing compliance.
- Weekly joint site inspections. – Campus inspection.
- Long Term issues – Are now being addressed under the monthly Campus Technical meeting. Good progress has been made on a number of issues such as room temperature control and high water temperatures.

Contract Management – Soft FM

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

- Cleaning contract. Monthly contractor meetings were re-introduced and new contract audits have been undertaken by the contractor. This approach gives the college clear evidence of contractor performance monitoring. Contractor has introduced a number of changes to work zones and staff rotation following these reviews. Customer satisfaction surveys have also been launched to obtain the voice of the customers. Action plans have been drawn up to improve any shortfalls. Following these improvements the current contract holder has been rewarded a contract extension of one year.
- Catering and hair & beauty Group 2 equipment PPM contracts have been established. This has brought a number of separate companies undertaking corrective and preventative maintenance to a single source. PPM schedules have been agreed and monthly review meeting planned.
- Winter Gritting and snow clearing set up in October 2017. This went well with good communication systems set up over the winter period. Some initial issues were addressed quickly by the contractor. A wash up meeting is planned at the end of May to review performances and any lessons learned to be built into the 2nd contract year.
- Waste management and PAT testing contracts are now ready for awarding following framework contract procedures.

All other soft FM including grounds maintenance is undertaken in house.

College HelpDesk Development

The estates service desk portal was introduced in August 2017. This has been a significant development in capturing helpdesk requests and follow through back to the customer. All Estates requests can now be monitored to look at completion rates, duration ticket are open and prioritised.

Improvements include:-

- Tickets can now be assigned to individual officers.
- Weekly schedule is now being drawn up with time allocations.
- Customer is informed of any updates to their ticket.

Next stage of development includes working with ICT and a number of other members of UHI to develop a new help desk system. This will allow better planning of PPM and customer support tasks.

Estates PM Schedule

Throughout the year the Estates officers have been undertaking more PM inspections for group 2 assets and the nursery and eblock at the SSF. All safety inspections have been scheduled for the summer recess as they are primarily being undertaken by external contract due to specialist skills.

Team Development

On review of the department in October 2017 we identified a number of areas to work on to improve our service. By using the new mission statement we have identified the following areas.

- Planning
- Helpdesk management
- Contract Management
- Communication

The first three have already been covered within the paper. The fourth communication is a key aspect of how the estates team moving forward at all levels.

- SMT – I have taken the opportunity within the Operational Management Group meeting to update estates progress with Capital plans, helpdesk changes and GTFM performance.
- GTFM / IC Monthly meeting were focussed on ongoing GTFM failures. The meeting has been developed so GTFM progress is charted on completion rates. IC are now presenting more detail on Projects, helpdesk performance and contract management.
- Weekly planning meeting have been established where PM, Events and helpdesk task are assigned and a schedule developed.
- The weekly inspections between GTFM and the campus team has given an opportunity for feedback on particular tasks. But more importantly it is being used for setting standards by both teams.
- Standard Operating Procedures are in development to ensure clarity and consistency.

In Summary

The main drive over the last year has been to realign GTFM performance to our expectations. We have turned a corner, and while improvements and a reversal of the downward spiral is now evident, there is still some way to go. The estates team have been a key player in this process. The next 6 months will continue focusing on

our procedures and application of contracts under our control. With the relocation of the officers to the main estates team office communication and management of the helpdesk will improve. This will allow the helpdesk team to support the officers and identify further development of the team and systems.

Board of Management

Subject/Title:	Scottish Colleges Foundation Update from April 2018 Meeting
Author: [Name and Job title]	Fiona Mustarde, Director of Finance
Meeting:	Finance and General Purposes Committee
Meeting Date:	7 June 2018
Date Paper prepared:	4 June 2018
Brief Summary of the paper:	To provide the committee with the final version of the applications that were submitted to the Scottish Colleges Foundation for their meeting on 25 April 2018 and update the committee on the outcome of the Trustees meeting.
Action requested: [Approval, recommendation, discussion, noting]	Noting
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	Strategic plan – investment
Resource implications:	Yes ALF funding enables projects to progress
Risk implications:	Yes If yes, please specify: Operational: spend level to be contained within budget, lack of investment has operational impacts Organisational:
Equality and Diversity implications:	No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A

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

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Scottish Colleges Foundation

Executive summary

This report is to ensure that the committee have sight of the final version of the bids submitted to the meeting of the Trustees on 25 April 2018 and to update the committee on the outcome of that meeting.

Submission Information

There were a total of eight bids submitted to the Scottish Colleges Foundation meeting in April 2018. The bids are listed below, along with the respective values and the outcome of the Trustees decision.

ALF bids April 2018	Value £	Outcome
CAD suite replacement	20,700	Approved in full
Curriculum resources	107,111	Approved £105,000
ICT requirements	17,460	Approved in full
PGC marketing	10,000	Approved in full
Research Facilitator	42,000	Approved in full
Sports Pitch	16,000	Approved in full
LEAD 4	24,840	Approved but query on VAT
Research	92,957	Approved in full
Total funding requested	331,068	

The grant offer letters were received on 4 June confirming the above.

Some points to note are as follows.

- A minor reduction for curriculum resources as the Trustees felt that some items requested should be met by College funds.
- The amount on the offer letter in respect of the LEAD 4 development does not include VAT but this will be queried with the solicitor.
- An amended table to be provided for the research bid along with confirmation of funding timescales.

The final research bid of £92,957 was not circulated in advance of the Trustees meeting due to time constraints. However it is not a new bid as it relates to the previous bid that was submitted in September 2016 for £93,000 in respect of research funding support. That bid was supported by the Trustees but not approved at the time pending further detail on projects. This bid was to address that further information request.

Scottish Colleges Foundation (“SCF”) Princes Exchange 1 Earl Grey Street Edinburgh EH3 9EE Scottish Charity Number SC044621		<u>Project Funding Application Form</u>	
Application Date:		<u>9 April 2018</u>	
Applicant:		<u>Inverness College UHI</u>	
Project Title:		<u>CAD Suite Replacement</u>	
Contact Person:		<u>Fiona Mustarde</u>	
Contact Details:		<u>Fiona.Mustarde.ic@uhi.ac.uk</u> <u>01463 273260</u>	
Authorised Support:	Signatory	Professor Christopher O’Neil	Principal and Chief Executive Officer
This section to be completed for new projects seeking funding			
Summary of project: CAD technology is continually moving forward and is reliant on high spec, modern hardware to provide the required performance. We require our CAD suite to replicate the software 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			
Estimated total project cost:		<u>£20,700</u>	
Amount of funding requested:		<u>£20,700</u>	
Amount of funds requested from elsewhere and the sources of that possible funding:		<u>0</u>	
Date funds required by:		<u>30 June 2018</u>	
Project timescale:		<u>31 July 2018</u>	

<p>Confirmation of project fit with College's strategic objectives:</p> <p>Indication of how the requested funding would fit with SCF's charitable purposes</p>	<ul style="list-style-type: none"> • Opportunity and growth in curriculum – This will enable us to ensure that the tools used in curriculum delivery facilitate modern practices and support leading software packages. • Opportunity and growth in sustainability – using the latest technology to enhance the learning experience increases our reputation and leads to a positive impact on student recruitment.
<p>Additional supporting information:</p>	<p>This funding will enable replacement of 23 high end PCs capable of delivering latest CAD software requirements. The new devices will be lower power, reducing the heat output in room and saving on power costs. They will also have latest Solid State Disk technology. Allowing students to get logged in and working much more quickly than the current devices.</p> <p>We are also looking to replace the large desktop units with a smaller form factor which will allow more space on desks for other work, and provide a potentially more flexible working space in this CAD suite.</p>
<p>This section to be completed for supplementary funding for a previously approved project</p>	
<p>Additional funding requested:</p>	
<p>Reason for supplementary funding:</p>	

To be completed by Scottish Colleges Foundation:

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

Administration)		
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Scottish Colleges Foundation (“SCF”) Princes Exchange 1 Earl Grey Street Edinburgh EH3 9EE Scottish Charity Number SC044621		<u>Project Funding Application Form</u>	
Application Date:		<u>9 April 2018</u>	
Applicant:		<u>Inverness College UHI</u>	
Project Title:		<u>Curriculum Resources</u>	
Contact Person:		<u>Fiona Mustarde</u>	
Contact Details:		Fiona.Mustarde.ic@uhi.ac.uk <u>01463 273260</u>	
Authorised Support:	Signatory	Professor Christopher O’Neil	Principal and Chief Executive Officer
This section to be completed for new projects seeking funding			
Summary of project: Investment in new/replacement teaching equipment required to deliver programmes in line with course approval requirements which provide our students with the best experience possible. This helps to prepare students effectively for future careers by utilising equipment and technologies commonly used in the workplace. This investment will enable the College to maintain learning environments that are inspiring and that are taking forward new standards as set by awarding bodies and maximise capacity.			
Civil Engineering degree programme £26,092: <ul style="list-style-type: none"> To provide students with laboratory exercises in the core topic of Structures. These are essential for delivery of the level 9 topics in AY 18/19 and essential for all degree levels to meet JBM accreditation requirements. Cussons CST Structures Teaching System + package - CST101 Deflection of Beams and Cantilevers, CST102 Bending Moments in a Beam, CST103 Shear Force in a Beam, CST104 Bending Stress in a Beam, CST106 Equilibrium of a Simply Supported Beam, CST111 Portal Frame Deflections and Reactions, CST113 Pin-Jointed Frameworks. Estimate £13,131 To provide students with laboratory exercises in soil testing. This is desirable in AY 18/19 and will be essential for AY 19/20 to meet JBM accreditation requirements. Complete direct / residual shear system VJT2760 and essential accessories. Plus supporting PC / Laptop. Estimate £8,982. To provide students with laboratory exercises in hydrological engineering. This is desirable in AY 18/19 and will be essential for AY 19/20 to meet JBM accreditation requirements. 			

Complete Fluid Mechanics Laboratory - F1-10 with F1-10 Accessory F1-13 Flow Over Weirs. Estimate £3,979

Electrical/Mechanical £6,900:

- Replace obsolete equipment (20+ years old). Recent changes in manufacturing coupled with growth of MA (Electrical/Mechanical) numbers lead to this essential need both to update to current specification and to meet growth. Programmable logic controllers and associated equipment for use with SEMTA, FE and HE students. PLCs training bundle CPU1214C and School package KTP400 Basic / XB005. Estimate £3,400.
- Replacement of a wide range of hand tools heavily utilised in our workshops across a range of levels from first year apprentices through to HNC engineering students approximate total cost £1,500
- Renewal of inspect and test board in workshops to meet current regulations and replaced equipment at end of life £2,000

Engineering Craft £14,416:

In order to deliver quality teaching provision and ensure students gain appropriate practical experience using tools they will encounter in the workplace, a number of items of equipment need to be replaced.

- Power hacksaw £4,702
- Pillar drill £2,782
- Hydraulic floor press £432
- Various hand tools approximately £6,500 in total

Construction £9,200:

In order to deliver quality teaching provision and ensure students gain appropriate practical experience using tools they will encounter in the workplace, a number of items of equipment need to be replaced.

- Plumbing hand tools for both workshops. This will allow both workshops to be used at the same time without one of the classes being disadvantaged as another class is using the tools that are required. Estimate £3,500
- Joinery. Investment in six air cleaning machines and two detail sanders and extractors will provide a safer working environment by reducing the level of dust in the workshop environment. Estimate £2,000
- Joinery. Purchase of new power and hand tooling 3 routers, 1 nail gun, 12 battery drills, hand saws for 6 class groups. Estimate £3,700

Hair and Beauty £16,512:

Our HE award frameworks have been revised with new content in many of the units for delivery from Sept 18. Our electrical equipment needs to be replenished to ensure that we can meet the new standards and provide our students with access to current electrical equipment that reflects industry standards. HE beauty programmes are in demand and are consistently performing above national benchmark. To maintain our currency and quality it is essential that we update our specialist HE electrical equipment.

- 2 x Micro current £1,159 each
- 2 x Micro dermabrasion £4,392 each
- 2 x G5 £2,182 each
- 2 x 1nfra red £244 each

- 2 x Paraffin Wax units £62
- 2 x Audio Sonic £162 each
- Moisture meter for the skin £30
- Woods light £80

Natural and Applied Sciences £18,892:

Forestry curriculum teaching equipment.

- There is a need to enhance the reliability of the chainsaws we have in stock, but also to increase the range of size, make and model to suit the diversity of our students. (Easier for some students to use certain models than others due to their height, centre of gravity etc) Estimate £5,242.
- Trommel for recycling soil and bark in nursery. This is required for the delivery of the forestry nursery production curriculum and will improve sustainability and reduce costs. Estimate £2,000
- Single drum winch. The winch we currently utilise is on loan from another stakeholder. This is used for assisting in felling dangerous trees and removing large logs. It is utilised in teaching and demonstrations at FE level. Estimate £3,000
- Bench saw and thickener/planer. Investment in these tools will improve sustainability and reduce costs. This will enable us to better process wood for future sale thereby increasing income potential to generate income to support future development. Estimate £2,650

Successful delivery of our Forestry curriculum is heavily dependent on a wide ranging fleet of vehicles from all terrain vehicles and tractors for use off road through to minibuses for transporting students. Due to the age of some of the vehicles in the Forestry fleet, maintenance is becoming increasingly expensive due to repair requirements. There are currently two quad bikes in our fleet and we plan to replace one of these during the next six months. The requirement is for a replacement Kawasaki quad bike. Estimate £6,000.

Hospitality £15,099:

To invest in a new Rational 20 grid oven to enhance the student learning experience and maintain currency by replicating modern industry practice. This equipment is the most widely used in industry in restaurants, hotels, hospitals etc. and is the market leader in this field. Exposing students to this will enable them to be work ready and more attractive to potential employers.

The main operating uses are to prepare and cook meals, and serve meals between 30 and 200 using a plated delivery service. 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.

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 whilst in a supportive environment. They can then apply the learning from these experiences back in the workplace.

Estimate including installation £15,099.

Estimated total project cost:	<u>£107,111</u>
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Amount of funding requested:	<u>£107,111</u>
Amount of funds requested from elsewhere and the sources of that possible funding:	<u>Nil</u>
Date funds required by:	<u>Staged from June to September 2018</u>
Project timescale:	<u>May to September 2018</u>
<p>Confirmation of project fit with College's strategic objectives:</p> <p>Indication of how the requested funding would fit with SCF's charitable purposes</p>	<ul style="list-style-type: none"> • Opportunity and growth in curriculum – This will enable us to ensure that the tools used in curriculum delivery replicate modern working practices that the students will experience • Opportunity and growth in sustainability – 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. • Opportunity and growth in organisational development – 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. <p><u>These objectives are a direct fit with the advancement and promotion of further and higher education.</u></p>
Additional supporting information:	
This section to be completed for supplementary funding for a previously approved project	
Additional funding requested:	£
Reason for supplementary funding:	

To be completed by Scottish Colleges Foundation:

Additional information for Grant Applications	
Amount of Grant	£

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

Scottish Colleges Foundation (“SCF”) Princes Exchange 1 Earl Grey Street Edinburgh EH3 9EE Scottish Charity Number SC044621		<u>Project Funding Application Form</u>	
Application Date:		<u>9 April 2018</u>	
Applicant:		<u>Inverness College UHI</u>	
Project Title:		<u>Curriculum Resources</u>	
Contact Person:		<u>Fiona Mustarde</u>	
Contact Details:		<u>Fiona.Mustarde.ic@uhi.ac.uk</u> <u>01463 273260</u>	
Authorised Support:	Signatory	Professor Christopher O’Neil	Principal and Chief Executive Officer
This section to be completed for new projects seeking funding			
Summary of project: New ICT teaching equipment (smart technology) – 3 and replacement of 6 other non-smart screens. Now that we are fully embedded in our campus buildings, we are identifying areas for improvement. In some instances this is the installation of technology in areas that were not previously identified as having this requirement, and in others it is replacing old equipment that has reached the end of its’ useful life. Both have the potential to impact significantly on the learning experience. Installing new equipment will significantly broaden the scope for teaching in those rooms and increase flexibility. The replacement of old screens will offer some protection against disruption from equipment failure.			
Estimated total project cost:		<u>£17,460</u>	
Amount of funding requested:		<u>£17,460</u>	
Amount of funds requested from elsewhere and the sources of that possible funding:		<u>0</u>	
Date funds required by:		<u>30 June 2018</u>	
Project timescale:		<u>31 July 2018</u>	

Confirmation of project fit with College's strategic objectives:	<ul style="list-style-type: none"> • Opportunity and growth in curriculum – This will enable us to ensure that the tools used in curriculum delivery facilitate modern practices and support leading software packages. • Opportunity and growth in sustainability – using the latest technology to enhance the learning experience increases our reputation and leads to a positive impact on student recruitment. • Opportunity and growth in organisational development – investment in this equipment will facilitate the upskilling of staff and also help to attract and retain high calibre staffing
Indication of how the requested funding would fit with SCF's charitable purposes	
Additional supporting information:	<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	
Additional funding requested:	
Reason for supplementary funding:	

To be completed by Scottish Colleges Foundation:

Additional information for Grant Applications	
Amount of Grant	£

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

Scottish Colleges Foundation (“SCF”) Princes Exchange 1 Earl Grey Street Edinburgh EH3 9EE Scottish Charity Number SC044621		<u>Project Funding Application Form</u>	
Application Date:		<u>9 April 2018</u>	
Applicant:		<u>Inverness College UHI</u>	
Project Title:		<u>LEAD Phase 4 Management Development Programme</u>	
Contact Person:		<u>Lindsay Ferries Director of Organisational Development</u>	
Contact Details:		Lindsay.ferries.ic@uhi.ac.uk <u>01463273221</u>	
Authorised Support:	Signatory	Signature Christopher J O’Neil	Title Principal and Chief Executive Officer
This section to be completed for new projects seeking funding			
Summary of project: LEAD 4 Management Development. Building on the success of the management development and training that has taken place during LEAD 1 to 3 we have developed a LEAD 4 programme to take into account areas of development as identified in our IIP annual report and by way of other internal investigations and audits. The main focus for LEAD phase 4 is centred on four themes: <ul style="list-style-type: none"> a) Management communications b) Providing constructive feedback c) Managing performance improvement d) Managing staff development We are acutely aware that the quality of our student experience is dependent on the contribution of every member of staff, not just those directly involved in curriculum delivery. By investing in LEAD 4 this gives clear recognition to our staff and stakeholders of the importance of our people in providing excellent experiences for all our learners and our desire to grow and capitalise on the staffing resources we have.			
Estimated total project cost:		<u>£20,700 plus VAT</u>	

Amount of funding requested:	<u>£20,700 plus VAT</u>
Amount of funds requested from elsewhere and the sources of that possible funding:	
Date funds required by:	<u>September 2018</u>
Project timescale:	<u>May - September</u>
Confirmation of project fit with College's strategic objectives:	<u>See attached</u>
Indication of how the requested funding would fit with SCF's charitable purposes	<u>This project has the potential to impact on all six of the College strategic objectives of opportunity and growth but is most closely aligned with professional practice, organisational development and sustainability.</u>
Additional supporting information:	<u>See attached</u>
This section to be completed for supplementary funding for a previously approved project	
Additional funding requested:	£
Reason for supplementary funding:	

To be completed by Scottish Colleges Foundation:

Additional information for Grant Applications		
Amount of Grant approved:	£	
Approved by Board or Delegated Authority:	Date:	Contact:
Additional Information if necessary:		
Funds Released	Date:	Contact:

(completed by Foundation Administration)		
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Scottish Colleges Foundation (“SCF”) Princes Exchange 1 Earl Grey Street Edinburgh EH3 9EE Scottish Charity Number SC044621		<u>Project Funding Application Form</u>	
Application Date:		<u>9 April 2018</u>	
Applicant:		<u>Inverness College UHI</u>	
Project Title:		<u>Marketing for the new postgraduate qualification on global entrepreneurship</u>	
Contact Person:		<u>Fiona Mustarde</u>	
Contact Details:		Fiona.Mustarde.ic@uhi.ac.uk <u>01463 273260</u>	
Authorised Support:	Signatory	Professor Christopher O’Neil	Principal and Chief Executive Officer
This section to be completed for new projects seeking funding			
Summary of project: <p>A new Postgraduate Certificate in Global Entrepreneurship has been developed to meet the needs of the small business sector. The 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.</p> <p>Investment in initial marketing is required to reach out to the potential markets and raise awareness of this new opportunity. Active engagement with the business community is essential in order to promote the value of this learning. The target learners will need to be convinced of the added value that this programme can bring to their business thereby justifying their investment of both time and cost. Leaflets and postcards have already been produced but other key marketing streams identified are:</p>			

<ul style="list-style-type: none"> • Social Media Campaign (Including International) • High profile business event attendance/presentations/stalls/banners • Website assets (film/testimonials and photographs) 	
Estimated total project cost:	<u>£40,000</u>
Amount of funding requested:	<u>£10,000 (marketing only)</u>
Amount of funds requested from elsewhere and the sources of that possible funding:	<u>College investment</u>
Date funds required by:	<u>June 2018</u>
Project timescale:	<u>First intake January 2019</u>
Confirmation of project fit with College's strategic objectives: Indication of how the requested funding would fit with SCF's charitable purposes	Strategic Objective 2.1: 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. This promotes learning experiences directly relevant to career aspirations.
Additional supporting information:	The new qualification is designed to support: <ul style="list-style-type: none"> • Early stage small business leaders • Experienced small business leaders • Senior decision makers • Experienced business professionals, seeking to develop a new venture. 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.
This section to be completed for supplementary funding for a previously approved project	
Additional funding requested:	£
Reason for supplementary funding:	

To be completed by Scottish Colleges Foundation:

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

Scottish Colleges Foundation ("SCF") Princes Exchange 1 Earl Grey Street Edinburgh EH3 9EE Scottish Charity Number SC044621		<u>Project Funding Application Form</u>	
Application Date:		<u>19 April 2018</u>	
Applicant:		<u>Inverness College UHI</u>	
Project Title:		<u>Research Development</u>	
Contact Person:		<u>Fiona Mustarde</u>	
Contact Details:		Fiona.Mustarde.ic@uhi.ac.uk T: 01463 273260 M: 07795 332402	
Authorised Support:	Signatory	Signature	Title
This section to be completed for new projects seeking funding			
Summary of project: <p>The College has continued to develop and expand its research and knowledge exchange activity during 2017/18, meeting, and in some areas exceeding, planned targets. Funding for research projects usually requires some match support from the College to enable leverage of that funding, although it should be noted that the College has been successful in securing some 100% funded projects, for example Horizon 2020 and some types of Research Council grants. Securing fully funded projects is evidence of the growing degree of excellence and reputation in our research centres.</p> <p>As anticipated in the 17/18 operational plan, the number of projects (including funded research studentships), which have successfully secured funding has markedly increased. To secure these projects a proportion of match funding was required from the College. For the period 2017-18, the projects, total project cost for 17-18 and associated match funding is shown in the table below:</p>			

Project Title	Overall Income	Total project cost	Foundation request
	2017-2018	2017-2018	2017-2018
AS ³ IG - Salmon stocks in Scotland (RLI)	£98,000	£103,000	£5,000
BBSRC Farm-Wild (RLI)	£16,929	£169,842	£10,000
Crayfish eDNA detection (RLI)	£11,200	£11,200	£5,841
SAMS/SAIC eDNA fish cages (RLI)	£48,583	£60,729	£12,146
Upper Garry (RLI)	£29,750	£29,750	£2,500
MRes(RLI)	£17,400	£18,653	£2,900
PhD(RLI)	£5,520	£6,520	£1,000
PhD(RLI)	£18,418	£26,542	£8,124
PhD (CRRS)	£2,509	£3,509	£1,000
PhD (Forestry)	£10,000	£14,353	£4,353
Squirrels & Forest Operations	£48,500	£60,500	£12,000
Raptors & Forest Operations	£58,373	£60,873	£2,500
Reindeer & Socio-Ecological role	£2,500	£3,600	£1,100
NPA – FOBIA (Forestry)	£38,987	£59,979	£20,993
Staff REF focused activities (paper writing/collaboration/conferences)	£8,500	£12,000	£3,500
	£415,168	£641,050	£92,957
Estimated total project(s) cost:	£641,050		
Amount of funding requested:	£92,957		
Amount of funds requested from elsewhere and the sources of that possible funding:	<u>As explained above, the funding requested is to match fund specific projects within the 2017-18 operational year. This match funding was part of the planned growth of research in the College.</u>		
Date funds required by:	<u>July 2018</u>		
Projects timescale:	<u>2017-18 operation period.</u>		
Confirmation of project fit with College's strategic objectives:	<u>The growth of research is a key strategic objective for the College, and the projects detailed and the required associated match funding are a central part of this growth.</u>		
Indication of how the requested funding would fit with SCF's charitable purposes	Opportunity and Growth in Research and Innovation We will build upon our successes in research by strengthening our impact and excellence and growing our regional and international reputation. We will continue to support and grow an innovative and inspired postgraduate researcher community. Our research will directly inform innovation and entrepreneurship activity in key sectors regionally and internationally.		

	Opportunity and growth in sustainability – This projects allow the College to support staff and research students and enhance capacity for an excellent submission to REF 2021.
Additional supporting information:	This application builds on the information supplied in the application submitted in September 2016 and discussed by the Trustees at the next meeting. Whilst not an exact match in terms of categorisation, due to an increased number of phd studentships and development of projects, these are precisely the activities the College is committed to investing in to grow our research capacity.
This section to be completed for supplementary funding for a previously approved project	
Additional funding requested:	£
Reason for supplementary funding:	

To be completed by Scottish Colleges Foundation:

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

Scottish Colleges Foundation ("SCF") Princes Exchange 1 Earl Grey Street Edinburgh EH3 9EE Scottish Charity Number SC044621		<u>Project Funding Application Form</u>	
Application Date:		<u>9 April 2018</u>	
Applicant:		<u>Inverness College UHI</u>	
Project Title:		<u>Research Facilitator</u>	
Contact Person:		<u>Fiona Mustarde</u>	
Contact Details:		Fiona.Mustarde.ic@uhi.ac.uk T: 01463 273260 M: 07795 332402	
Authorised Support:	Signatory	Professor Christopher O'Neil	Principal and Chief Executive Officer
This section to be completed for new projects seeking funding			
Summary of project: The College has identified a need to recruit a Research Development Facilitator to facilitate and support the development of research and innovation at Inverness College UHI. This is not a role that exists within our current establishment and is a direct result of the growth that we have experienced combined with our continued ambition to grow our research activity, foster strong linkages with our teaching curriculum and provide progressive opportunities across all levels of education. This post will be offered on a fixed term basis, in keeping with similar roles elsewhere, which will enable the College to evaluate the effectiveness of this approach and ensure that development is sustainable. Key Responsibilities of this role will include: <ul style="list-style-type: none"> • Research Development: project proposal, preparation and submission • Facilitation of research systems and processes, including financial controls • Knowledge Exchange and Innovation support and development activity • Research promotion and Networking • Team working and Facilitation 			
Estimated total project cost:		<u>£126,000</u>	

Amount of funding requested:	<u>£42,000 in year 1</u>
Amount of funds requested from elsewhere and the sources of that possible funding:	<u>This post will work towards becoming self-sustaining</u>
Date funds required by:	<u>Staged payments on successful recruitment</u>
Project timescale:	<u>August 2018 start</u>
<p>Confirmation of project fit with College's strategic objectives:</p> <p>Indication of how the requested funding would fit with SCF's charitable purposes</p>	<p><u>This project is a key fit with both curriculum and research and innovation as it will enable the College to build on the foundations already in place and ensure that the College is best placed to secure new opportunities.</u></p> <p><u>Opportunity and Growth in curriculum</u> 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; To strengthen progression routes through the entirety of our curriculum, identifying access and exit points and enabling progression through further education, higher education and postgraduate study</p> <p><u>Opportunity and Growth in Research and Innovation</u> We will build upon our successes in research by strengthening our impact and excellence and growing our regional and international reputation. We will continue to support and grow an innovative and inspired postgraduate researcher community. Our research will directly inform innovation and entrepreneurship activity in key sectors regionally and internationally.</p> <p><u>Opportunity and growth in sustainability</u> – This post will allow the College to further develop project income streams and provide consistent, quality guidance to research staff to ensure that project funding bids are high quality leading to successful outcomes.</p>
Additional supporting information:	The College's development provided the catalyst to expand our already well-established and successful research base, building on our specialisms in freshwater biodiversity, forestry and remote and rural studies. The College's research activity contributed to the high scores achieved by the university as a whole in the last Research Excellence Framework (REF). However, we have reached the stage where the success achieved in both project activity and recruitment of research students means that our existing support services for research activity are overstretched.
This section to be completed for supplementary funding for a previously approved project	

Additional funding requested:	£
Reason for supplementary funding:	

To be completed by Scottish Colleges Foundation:

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

Scottish Colleges Foundation (“SCF”) Princes Exchange 1 Earl Grey Street Edinburgh EH3 9EE Scottish Charity Number SC044621		<u>Project Funding Application Form</u>	
Application Date:		<u>9 April 2018</u>	
Applicant:		<u>Inverness College UHI</u>	
Project Title:		<u>Campus Sports Development Project: phase 1 design brief</u>	
Contact Person:		<u>Fiona Mustarde</u>	
Contact Details:		<u>Fiona.Mustarde.ic@uhi.ac.uk</u> <u>01463 273260</u>	
Authorised Support:	Signatory	Professor Christopher O’Neil	Principal and Chief Executive Officer
This section to be completed for new projects seeking funding			
Summary of project: The campus sports development project is led by a steering group comprising of a range of partners, including Highlands and Islands Enterprise, The Highland Council and Sportscotland, and chaired by the College. The aim is to develop appropriate sports facilities on the Inverness Campus that align with the objectives of developing education, research and community involvement. The installation of a synthetic sports pitch is the agreed first phase of this development. This project is being developed for a phased approach to enable incremental achievement within funding constraints. The first stage of phase 1 requires a detailed design brief to be developed with commitment from Highland Council and Highlands and Islands Enterprise to share the cost with Inverness College UHI.			
Estimated total project cost:		<u>£48,000 (including VAT) Phase 1 Design Brief only</u>	
Amount of funding requested:		<u>£16,000</u>	
Amount of funds requested from elsewhere and the sources of that possible funding:		<u>Collaborative project between Inverness College UHI, Highland Council and Highlands and Islands Enterprise, equal share of costs.</u>	
Date funds required by:		<u>May 2018 (to be advised on contract award)</u>	
Project timescale:		<u>Estimated completion of design work August 2018</u>	

Additional funding requested:	£
Reason for supplementary funding:	

To be completed by Scottish Colleges Foundation:

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

Board of Management

Subject/Title:	Scottish Colleges Foundation Update from April 2018 Meeting
Author: [Name and Job title]	Fiona Mustarde, Director of Finance
Meeting:	Finance and General Purposes Committee
Meeting Date:	7 June 2018
Date Paper prepared:	4 June 2018
Brief Summary of the paper:	To provide the committee with the final version of the applications that were submitted to the Scottish Colleges Foundation for their meeting on 25 April 2018 and update the committee on the outcome of the Trustees meeting.
Action requested: [Approval, recommendation, discussion, noting]	Noting
Link to Strategy: Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> • compliance • partnership services • risk management • strategic plan • new opportunity/change 	Strategic plan – investment
Resource implications:	Yes ALF funding enables projects to progress
Risk implications:	Yes If yes, please specify: Operational: spend level to be contained within budget, lack of investment has operational impacts Organisational:
Equality and Diversity implications:	No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A

Status – [Confidential/Non confidential]	Non confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should not 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

Scottish Colleges Foundation

Executive summary

This report is to ensure that the committee have sight of the final version of the bids submitted to the meeting of the Trustees on 25 April 2018 and to update the committee on the outcome of that meeting.

Submission Information

There were a total of eight bids submitted to the Scottish Colleges Foundation meeting in April 2018. The bids are listed below, along with the respective values and the outcome of the Trustees decision.

ALF bids April 2018	Value £	Outcome
CAD suite replacement	20,700	Approved in full
Curriculum resources	107,111	Approved £105,000
ICT requirements	17,460	Approved in full
PGC marketing	10,000	Approved in full
Research Facilitator	42,000	Approved in full
Sports Pitch	16,000	Approved in full
LEAD 4	24,840	Approved but query on VAT
Research	92,957	Approved in full
Total funding requested	331,068	

The grant offer letters were received on 4 June confirming the above.

Some points to note are as follows.

- A minor reduction for curriculum resources as the Trustees felt that some items requested should be met by College funds.
- The amount on the offer letter in respect of the LEAD 4 development does not include VAT but this will be queried with the solicitor.
- An amended table to be provided for the research bid along with confirmation of funding timescales.

The final research bid of £92,957 was not circulated in advance of the Trustees meeting due to time constraints. However it is not a new bid as it relates to the previous bid that was submitted in September 2016 for £93,000 in respect of research funding support. That bid was supported by the Trustees but not approved at the time pending further detail on projects. This bid was to address that further information request.

Scottish Colleges Foundation (“SCF”) Princes Exchange 1 Earl Grey Street Edinburgh EH3 9EE Scottish Charity Number SC044621		<u>Project Funding Application Form</u>	
Application Date:		<u>9 April 2018</u>	
Applicant:		<u>Inverness College UHI</u>	
Project Title:		<u>CAD Suite Replacement</u>	
Contact Person:		<u>Fiona Mustarde</u>	
Contact Details:		<u>Fiona.Mustarde.ic@uhi.ac.uk</u> <u>01463 273260</u>	
Authorised Support:	Signatory	Professor Christopher O’Neil	Principal and Chief Executive Officer
This section to be completed for new projects seeking funding			
Summary of project: CAD technology is continually moving forward and is reliant on high spec, modern hardware to provide the required performance. We require our CAD suite to replicate the software 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			
Estimated total project cost:		<u>£20,700</u>	
Amount of funding requested:		<u>£20,700</u>	
Amount of funds requested from elsewhere and the sources of that possible funding:		<u>0</u>	
Date funds required by:		<u>30 June 2018</u>	
Project timescale:		<u>31 July 2018</u>	

<p>Confirmation of project fit with College's strategic objectives:</p> <p>Indication of how the requested funding would fit with SCF's charitable purposes</p>	<ul style="list-style-type: none"> • Opportunity and growth in curriculum – This will enable us to ensure that the tools used in curriculum delivery facilitate modern practices and support leading software packages. • Opportunity and growth in sustainability – using the latest technology to enhance the learning experience increases our reputation and leads to a positive impact on student recruitment.
<p>Additional supporting information:</p>	<p>This funding will enable replacement of 23 high end PCs capable of delivering latest CAD software requirements. The new devices will be lower power, reducing the heat output in room and saving on power costs. They will also have latest Solid State Disk technology. Allowing students to get logged in and working much more quickly than the current devices.</p> <p>We are also looking to replace the large desktop units with a smaller form factor which will allow more space on desks for other work, and provide a potentially more flexible working space in this CAD suite.</p>
<p>This section to be completed for supplementary funding for a previously approved project</p>	
<p>Additional funding requested:</p>	
<p>Reason for supplementary funding:</p>	

To be completed by Scottish Colleges Foundation:

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

Administration)		
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Scottish Colleges Foundation (“SCF”) Princes Exchange 1 Earl Grey Street Edinburgh EH3 9EE Scottish Charity Number SC044621		<u>Project Funding Application Form</u>	
Application Date:		<u>9 April 2018</u>	
Applicant:		<u>Inverness College UHI</u>	
Project Title:		<u>Curriculum Resources</u>	
Contact Person:		<u>Fiona Mustarde</u>	
Contact Details:		Fiona.Mustarde.ic@uhi.ac.uk <u>01463 273260</u>	
Authorised Support:	Signatory	Professor Christopher O’Neil	Principal and Chief Executive Officer
This section to be completed for new projects seeking funding			
Summary of project: Investment in new/replacement teaching equipment required to deliver programmes in line with course approval requirements which provide our students with the best experience possible. This helps to prepare students effectively for future careers by utilising equipment and technologies commonly used in the workplace. This investment will enable the College to maintain learning environments that are inspiring and that are taking forward new standards as set by awarding bodies and maximise capacity.			
Civil Engineering degree programme £26,092: <ul style="list-style-type: none"> To provide students with laboratory exercises in the core topic of Structures. These are essential for delivery of the level 9 topics in AY 18/19 and essential for all degree levels to meet JBM accreditation requirements. Cussons CST Structures Teaching System + package - CST101 Deflection of Beams and Cantilevers, CST102 Bending Moments in a Beam, CST103 Shear Force in a Beam, CST104 Bending Stress in a Beam, CST106 Equilibrium of a Simply Supported Beam, CST111 Portal Frame Deflections and Reactions, CST113 Pin-Jointed Frameworks. Estimate £13,131 To provide students with laboratory exercises in soil testing. This is desirable in AY 18/19 and will be essential for AY 19/20 to meet JBM accreditation requirements. Complete direct / residual shear system VJT2760 and essential accessories. Plus supporting PC / Laptop. Estimate £8,982. To provide students with laboratory exercises in hydrological engineering. This is desirable in AY 18/19 and will be essential for AY 19/20 to meet JBM accreditation requirements. 			

Complete Fluid Mechanics Laboratory - F1-10 with F1-10 Accessory F1-13 Flow Over Weirs. Estimate £3,979

Electrical/Mechanical £6,900:

- Replace obsolete equipment (20+ years old). Recent changes in manufacturing coupled with growth of MA (Electrical/Mechanical) numbers lead to this essential need both to update to current specification and to meet growth. Programmable logic controllers and associated equipment for use with SEMTA, FE and HE students. PLCs training bundle CPU1214C and School package KTP400 Basic / XB005. Estimate £3,400.
- Replacement of a wide range of hand tools heavily utilised in our workshops across a range of levels from first year apprentices through to HNC engineering students approximate total cost £1,500
- Renewal of inspect and test board in workshops to meet current regulations and replaced equipment at end of life £2,000

Engineering Craft £14,416:

In order to deliver quality teaching provision and ensure students gain appropriate practical experience using tools they will encounter in the workplace, a number of items of equipment need to be replaced.

- Power hacksaw £4,702
- Pillar drill £2,782
- Hydraulic floor press £432
- Various hand tools approximately £6,500 in total

Construction £9,200:

In order to deliver quality teaching provision and ensure students gain appropriate practical experience using tools they will encounter in the workplace, a number of items of equipment need to be replaced.

- Plumbing hand tools for both workshops. This will allow both workshops to be used at the same time without one of the classes being disadvantaged as another class is using the tools that are required. Estimate £3,500
- Joinery. Investment in six air cleaning machines and two detail sanders and extractors will provide a safer working environment by reducing the level of dust in the workshop environment. Estimate £2,000
- Joinery. Purchase of new power and hand tooling 3 routers, 1 nail gun, 12 battery drills, hand saws for 6 class groups. Estimate £3,700

Hair and Beauty £16,512:

Our HE award frameworks have been revised with new content in many of the units for delivery from Sept 18. Our electrical equipment needs to be replenished to ensure that we can meet the new standards and provide our students with access to current electrical equipment that reflects industry standards. HE beauty programmes are in demand and are consistently performing above national benchmark. To maintain our currency and quality it is essential that we update our specialist HE electrical equipment.

- 2 x Micro current £1,159 each
- 2 x Micro dermabrasion £4,392 each
- 2 x G5 £2,182 each
- 2 x 1nfra red £244 each

- 2 x Paraffin Wax units £62
- 2 x Audio Sonic £162 each
- Moisture meter for the skin £30
- Woods light £80

Natural and Applied Sciences £18,892:

Forestry curriculum teaching equipment.

- There is a need to enhance the reliability of the chainsaws we have in stock, but also to increase the range of size, make and model to suit the diversity of our students. (Easier for some students to use certain models than others due to their height, centre of gravity etc) Estimate £5,242.
- Trommel for recycling soil and bark in nursery. This is required for the delivery of the forestry nursery production curriculum and will improve sustainability and reduce costs. Estimate £2,000
- Single drum winch. The winch we currently utilise is on loan from another stakeholder. This is used for assisting in felling dangerous trees and removing large logs. It is utilised in teaching and demonstrations at FE level. Estimate £3,000
- Bench saw and thickener/planer. Investment in these tools will improve sustainability and reduce costs. This will enable us to better process wood for future sale thereby increasing income potential to generate income to support future development. Estimate £2,650

Successful delivery of our Forestry curriculum is heavily dependent on a wide ranging fleet of vehicles from all terrain vehicles and tractors for use off road through to minibuses for transporting students. Due to the age of some of the vehicles in the Forestry fleet, maintenance is becoming increasingly expensive due to repair requirements. There are currently two quad bikes in our fleet and we plan to replace one of these during the next six months. The requirement is for a replacement Kawasaki quad bike. Estimate £6,000.

Hospitality £15,099:

To invest in a new Rational 20 grid oven to enhance the student learning experience and maintain currency by replicating modern industry practice. This equipment is the most widely used in industry in restaurants, hotels, hospitals etc. and is the market leader in this field. Exposing students to this will enable them to be work ready and more attractive to potential employers.

The main operating uses are to prepare and cook meals, and serve meals between 30 and 200 using a plated delivery service. 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.

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 whilst in a supportive environment. They can then apply the learning from these experiences back in the workplace.

Estimate including installation £15,099.

Estimated total project cost:	<u>£107,111</u>
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Amount of funding requested:	<u>£107,111</u>
Amount of funds requested from elsewhere and the sources of that possible funding:	<u>Nil</u>
Date funds required by:	<u>Staged from June to September 2018</u>
Project timescale:	<u>May to September 2018</u>
<p>Confirmation of project fit with College's strategic objectives:</p> <p>Indication of how the requested funding would fit with SCF's charitable purposes</p>	<ul style="list-style-type: none"> • Opportunity and growth in curriculum – This will enable us to ensure that the tools used in curriculum delivery replicate modern working practices that the students will experience • Opportunity and growth in sustainability – 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. • Opportunity and growth in organisational development – 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. <p><u>These objectives are a direct fit with the advancement and promotion of further and higher education.</u></p>
Additional supporting information:	
This section to be completed for supplementary funding for a previously approved project	
Additional funding requested:	£
Reason for supplementary funding:	

To be completed by Scottish Colleges Foundation:

Additional information for Grant Applications	
Amount of Grant	£

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

Scottish Colleges Foundation (“SCF”) Princes Exchange 1 Earl Grey Street Edinburgh EH3 9EE Scottish Charity Number SC044621		<u>Project Funding Application Form</u>	
Application Date:		<u>9 April 2018</u>	
Applicant:		<u>Inverness College UHI</u>	
Project Title:		<u>Curriculum Resources</u>	
Contact Person:		<u>Fiona Mustarde</u>	
Contact Details:		<u>Fiona.Mustarde.ic@uhi.ac.uk</u> <u>01463 273260</u>	
Authorised Support:	Signatory	Professor Christopher O’Neil	Principal and Chief Executive Officer
This section to be completed for new projects seeking funding			
Summary of project: New ICT teaching equipment (smart technology) – 3 and replacement of 6 other non-smart screens. Now that we are fully embedded in our campus buildings, we are identifying areas for improvement. In some instances this is the installation of technology in areas that were not previously identified as having this requirement, and in others it is replacing old equipment that has reached the end of its’ useful life. Both have the potential to impact significantly on the learning experience. Installing new equipment will significantly broaden the scope for teaching in those rooms and increase flexibility. The replacement of old screens will offer some protection against disruption from equipment failure.			
Estimated total project cost:		<u>£17,460</u>	
Amount of funding requested:		<u>£17,460</u>	
Amount of funds requested from elsewhere and the sources of that possible funding:		<u>0</u>	
Date funds required by:		<u>30 June 2018</u>	
Project timescale:		<u>31 July 2018</u>	

<p>Confirmation of project fit with College's strategic objectives:</p> <p>Indication of how the requested funding would fit with SCF's charitable purposes</p>	<ul style="list-style-type: none"> • Opportunity and growth in curriculum – This will enable us to ensure that the tools used in curriculum delivery facilitate modern practices and support leading software packages. • Opportunity and growth in sustainability – using the latest technology to enhance the learning experience increases our reputation and leads to a positive impact on student recruitment. • Opportunity and growth in organisational development – investment in this equipment will facilitate the upskilling of staff and also help to attract and retain high calibre staffing
<p>Additional supporting information:</p>	<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>
<p>This section to be completed for supplementary funding for a previously approved project</p>	
<p>Additional funding requested:</p>	
<p>Reason for supplementary funding:</p>	

To be completed by Scottish Colleges Foundation:

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

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

Scottish Colleges Foundation (“SCF”) Princes Exchange 1 Earl Grey Street Edinburgh EH3 9EE Scottish Charity Number SC044621		<u>Project Funding Application Form</u>	
Application Date:		<u>9 April 2018</u>	
Applicant:		<u>Inverness College UHI</u>	
Project Title:		<u>LEAD Phase 4 Management Development Programme</u>	
Contact Person:		<u>Lindsay Ferries Director of Organisational Development</u>	
Contact Details:		Lindsay.ferries.ic@uhi.ac.uk <u>01463273221</u>	
Authorised Support:	Signatory	Signature Christopher J O’Neil	Title Principal and Chief Executive Officer
This section to be completed for new projects seeking funding			
Summary of project: LEAD 4 Management Development. Building on the success of the management development and training that has taken place during LEAD 1 to 3 we have developed a LEAD 4 programme to take into account areas of development as identified in our IIP annual report and by way of other internal investigations and audits. The main focus for LEAD phase 4 is centred on four themes: a) Management communications b) Providing constructive feedback c) Managing performance improvement d) Managing staff development We are acutely aware that the quality of our student experience is dependent on the contribution of every member of staff, not just those directly involved in curriculum delivery. By investing in LEAD 4 this gives clear recognition to our staff and stakeholders of the importance of our people in providing excellent experiences for all our learners and our desire to grow and capitalise on the staffing resources we have.			
Estimated total project cost:		<u>£20,700 plus VAT</u>	

Amount of funding requested:	<u>£20,700 plus VAT</u>
Amount of funds requested from elsewhere and the sources of that possible funding:	
Date funds required by:	<u>September 2018</u>
Project timescale:	<u>May - September</u>
Confirmation of project fit with College's strategic objectives:	<u>See attached</u>
Indication of how the requested funding would fit with SCF's charitable purposes	<u>This project has the potential to impact on all six of the College strategic objectives of opportunity and growth but is most closely aligned with professional practice, organisational development and sustainability.</u>
Additional supporting information:	<u>See attached</u>
This section to be completed for supplementary funding for a previously approved project	
Additional funding requested:	£
Reason for supplementary funding:	

To be completed by Scottish Colleges Foundation:

Additional information for Grant Applications		
Amount of Grant approved:	£	
Approved by Board or Delegated Authority:	Date:	Contact:
Additional Information if necessary:		
Funds Released	Date:	Contact:

(completed by Foundation Administration)		
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Scottish Colleges Foundation (“SCF”) Princes Exchange 1 Earl Grey Street Edinburgh EH3 9EE Scottish Charity Number SC044621		<u>Project Funding Application Form</u>	
Application Date:		<u>9 April 2018</u>	
Applicant:		<u>Inverness College UHI</u>	
Project Title:		<u>Marketing for the new postgraduate qualification on global entrepreneurship</u>	
Contact Person:		<u>Fiona Mustarde</u>	
Contact Details:		Fiona.Mustarde.ic@uhi.ac.uk <u>01463 273260</u>	
Authorised Support:	Signatory	Professor Christopher O’Neil	Principal and Chief Executive Officer
This section to be completed for new projects seeking funding			
Summary of project: <p>A new Postgraduate Certificate in Global Entrepreneurship has been developed to meet the needs of the small business sector. The 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.</p> <p>Investment in initial marketing is required to reach out to the potential markets and raise awareness of this new opportunity. Active engagement with the business community is essential in order to promote the value of this learning. The target learners will need to be convinced of the added value that this programme can bring to their business thereby justifying their investment of both time and cost. Leaflets and postcards have already been produced but other key marketing streams identified are:</p>			

<ul style="list-style-type: none"> • Social Media Campaign (Including International) • High profile business event attendance/presentations/stalls/banners • Website assets (film/testimonials and photographs) 	
Estimated total project cost:	<u>£40,000</u>
Amount of funding requested:	<u>£10,000 (marketing only)</u>
Amount of funds requested from elsewhere and the sources of that possible funding:	<u>College investment</u>
Date funds required by:	<u>June 2018</u>
Project timescale:	<u>First intake January 2019</u>
Confirmation of project fit with College's strategic objectives: Indication of how the requested funding would fit with SCF's charitable purposes	Strategic Objective 2.1: 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. This promotes learning experiences directly relevant to career aspirations.
Additional supporting information:	The new qualification is designed to support: <ul style="list-style-type: none"> • Early stage small business leaders • Experienced small business leaders • Senior decision makers • Experienced business professionals, seeking to develop a new venture. 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.
This section to be completed for supplementary funding for a previously approved project	
Additional funding requested:	£
Reason for supplementary funding:	

To be completed by Scottish Colleges Foundation:

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

Scottish Colleges Foundation ("SCF") Princes Exchange 1 Earl Grey Street Edinburgh EH3 9EE Scottish Charity Number SC044621		<u>Project Funding Application Form</u>	
Application Date:		<u>19 April 2018</u>	
Applicant:		<u>Inverness College UHI</u>	
Project Title:		<u>Research Development</u>	
Contact Person:		<u>Fiona Mustarde</u>	
Contact Details:		Fiona.Mustarde.ic@uhi.ac.uk T: 01463 273260 M: 07795 332402	
Authorised Support:	Signatory	Signature	Title
This section to be completed for new projects seeking funding			
Summary of project: <p>The College has continued to develop and expand its research and knowledge exchange activity during 2017/18, meeting, and in some areas exceeding, planned targets. Funding for research projects usually requires some match support from the College to enable leverage of that funding, although it should be noted that the College has been successful in securing some 100% funded projects, for example Horizon 2020 and some types of Research Council grants. Securing fully funded projects is evidence of the growing degree of excellence and reputation in our research centres.</p> <p>As anticipated in the 17/18 operational plan, the number of projects (including funded research studentships), which have successfully secured funding has markedly increased. To secure these projects a proportion of match funding was required from the College. For the period 2017-18, the projects, total project cost for 17-18 and associated match funding is shown in the table below:</p>			

Project Title	Overall Income	Total project cost	Foundation request
	2017-2018	2017-2018	2017-2018
AS ³ IG - Salmon stocks in Scotland (RLI)	£98,000	£103,000	£5,000
BBSRC Farm-Wild (RLI)	£16,929	£169,842	£10,000
Crayfish eDNA detection (RLI)	£11,200	£11,200	£5,841
SAMS/SAIC eDNA fish cages (RLI)	£48,583	£60,729	£12,146
Upper Garry (RLI)	£29,750	£29,750	£2,500
MRes(RLI)	£17,400	£18,653	£2,900
PhD(RLI)	£5,520	£6,520	£1,000
PhD(RLI)	£18,418	£26,542	£8,124
PhD (CRRS)	£2,509	£3,509	£1,000
PhD (Forestry)	£10,000	£14,353	£4,353
Squirrels & Forest Operations	£48,500	£60,500	£12,000
Raptors & Forest Operations	£58,373	£60,873	£2,500
Reindeer & Socio-Ecological role	£2,500	£3,600	£1,100
NPA – FOBIA (Forestry)	£38,987	£59,979	£20,993
Staff REF focused activities (paper writing/collaboration/conferences)	£8,500	£12,000	£3,500
	£415,168	£641,050	£92,957
Estimated total project(s) cost:	£641,050		
Amount of funding requested:	£92,957		
Amount of funds requested from elsewhere and the sources of that possible funding:	<u>As explained above, the funding requested is to match fund specific projects within the 2017-18 operational year. This match funding was part of the planned growth of research in the College.</u>		
Date funds required by:	<u>July 2018</u>		
Projects timescale:	<u>2017-18 operation period.</u>		
Confirmation of project fit with College's strategic objectives:	<u>The growth of research is a key strategic objective for the College, and the projects detailed and the required associated match funding are a central part of this growth.</u>		
Indication of how the requested funding would fit with SCF's charitable purposes	Opportunity and Growth in Research and Innovation We will build upon our successes in research by strengthening our impact and excellence and growing our regional and international reputation. We will continue to support and grow an innovative and inspired postgraduate researcher community. Our research will directly inform innovation and entrepreneurship activity in key sectors regionally and internationally.		

	Opportunity and growth in sustainability – This projects allow the College to support staff and research students and enhance capacity for an excellent submission to REF 2021.
Additional supporting information:	This application builds on the information supplied in the application submitted in September 2016 and discussed by the Trustees at the next meeting. Whilst not an exact match in terms of categorisation, due to an increased number of phd studentships and development of projects, these are precisely the activities the College is committed to investing in to grow our research capacity.
This section to be completed for supplementary funding for a previously approved project	
Additional funding requested:	£
Reason for supplementary funding:	

To be completed by Scottish Colleges Foundation:

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

Scottish Colleges Foundation ("SCF") Princes Exchange 1 Earl Grey Street Edinburgh EH3 9EE Scottish Charity Number SC044621		<u>Project Funding Application Form</u>	
Application Date:		<u>9 April 2018</u>	
Applicant:		<u>Inverness College UHI</u>	
Project Title:		<u>Research Facilitator</u>	
Contact Person:		<u>Fiona Mustarde</u>	
Contact Details:		Fiona.Mustarde.ic@uhi.ac.uk T: 01463 273260 M: 07795 332402	
Authorised Support:	Signatory	Professor Christopher O'Neil	Principal and Chief Executive Officer
This section to be completed for new projects seeking funding			
Summary of project: The College has identified a need to recruit a Research Development Facilitator to facilitate and support the development of research and innovation at Inverness College UHI. This is not a role that exists within our current establishment and is a direct result of the growth that we have experienced combined with our continued ambition to grow our research activity, foster strong linkages with our teaching curriculum and provide progressive opportunities across all levels of education. This post will be offered on a fixed term basis, in keeping with similar roles elsewhere, which will enable the College to evaluate the effectiveness of this approach and ensure that development is sustainable. Key Responsibilities of this role will include: <ul style="list-style-type: none"> • Research Development: project proposal, preparation and submission • Facilitation of research systems and processes, including financial controls • Knowledge Exchange and Innovation support and development activity • Research promotion and Networking • Team working and Facilitation 			
Estimated total project cost:		<u>£126,000</u>	

Amount of funding requested:	<u>£42,000 in year 1</u>
Amount of funds requested from elsewhere and the sources of that possible funding:	<u>This post will work towards becoming self-sustaining</u>
Date funds required by:	<u>Staged payments on successful recruitment</u>
Project timescale:	<u>August 2018 start</u>
<p>Confirmation of project fit with College's strategic objectives:</p> <p>Indication of how the requested funding would fit with SCF's charitable purposes</p>	<p><u>This project is a key fit with both curriculum and research and innovation as it will enable the College to build on the foundations already in place and ensure that the College is best placed to secure new opportunities.</u></p> <p><u>Opportunity and Growth in curriculum</u> 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; To strengthen progression routes through the entirety of our curriculum, identifying access and exit points and enabling progression through further education, higher education and postgraduate study</p> <p><u>Opportunity and Growth in Research and Innovation</u> We will build upon our successes in research by strengthening our impact and excellence and growing our regional and international reputation. We will continue to support and grow an innovative and inspired postgraduate researcher community. Our research will directly inform innovation and entrepreneurship activity in key sectors regionally and internationally.</p> <p><u>Opportunity and growth in sustainability</u> – This post will allow the College to further develop project income streams and provide consistent, quality guidance to research staff to ensure that project funding bids are high quality leading to successful outcomes.</p>
Additional supporting information:	The College's development provided the catalyst to expand our already well-established and successful research base, building on our specialisms in freshwater biodiversity, forestry and remote and rural studies. The College's research activity contributed to the high scores achieved by the university as a whole in the last Research Excellence Framework (REF). However, we have reached the stage where the success achieved in both project activity and recruitment of research students means that our existing support services for research activity are overstretched.
This section to be completed for supplementary funding for a previously approved project	

Additional funding requested:	£
Reason for supplementary funding:	

To be completed by Scottish Colleges Foundation:

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

Scottish Colleges Foundation (“SCF”) Princes Exchange 1 Earl Grey Street Edinburgh EH3 9EE Scottish Charity Number SC044621		<u>Project Funding Application Form</u>	
Application Date:		<u>9 April 2018</u>	
Applicant:		<u>Inverness College UHI</u>	
Project Title:		<u>Campus Sports Development Project: phase 1 design brief</u>	
Contact Person:		<u>Fiona Mustarde</u>	
Contact Details:		<u>Fiona.Mustarde.ic@uhi.ac.uk</u> <u>01463 273260</u>	
Authorised Support:	Signatory	Professor Christopher O’Neil	Principal and Chief Executive Officer
<p style="text-align: center;">This section to be completed for new projects seeking funding</p>			
Summary of project: <p>The campus sports development project is led by a steering group comprising of a range of partners, including Highlands and Islands Enterprise, The Highland Council and Sportscotland, and chaired by the College. The aim is to develop appropriate sports facilities on the Inverness Campus that align with the objectives of developing education, research and community involvement. The installation of a synthetic sports pitch is the agreed first phase of this development.</p> <p>This project is being developed for a phased approach to enable incremental achievement within funding constraints. The first stage of phase 1 requires a detailed design brief to be developed with commitment from Highland Council and Highlands and Islands Enterprise to share the cost with Inverness College UHI.</p>			
Estimated total project cost:		<u>£48,000 (including VAT) Phase 1 Design Brief only</u>	
Amount of funding requested:		<u>£16,000</u>	
Amount of funds requested from elsewhere and the sources of that possible funding:		<u>Collaborative project between Inverness College UHI, Highland Council and Highlands and Islands Enterprise, equal share of costs.</u>	
Date funds required by:		<u>May 2018 (to be advised on contract award)</u>	
Project timescale:		<u>Estimated completion of design work August 2018</u>	

Additional funding requested:	£
Reason for supplementary funding:	

To be completed by Scottish Colleges Foundation:

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