

## Board of Management

Meeting	Finance and General Purposes Committee
Date and time	Thursday 5 December 2019 at 11.00 a.m.
Location	Boardroom, 1 Inverness Campus

College Secretary  
28 November 2019

### AGENDA

#### Welcome and Apologies

#### Apologies – Neil Stewart

#### Declarations of Interest

#### ITEMS FOR DECISION

- 1. MINUTES**  
Minutes of Meeting of the Finance and General Purposes Committee held on 26 September 2019
- 2. OUTSTANDING ACTIONS**  
Action List
- 3. POLICIES**  
Covering report by Director of Finance  
FE Fee Waiver Policy
- 4. FUNDING APPLICATION TO THE FOUNDATION**  
Report by Director of Finance

#### ITEMS FOR DISCUSSION

- 5. BUSINESS DEVELOPMENT UPDATE**  
Report by Director of External Relations
- 6. FINANCE MONITORING REPORT - OCTOBER 2019**  
Report by Director of Finance **TO FOLLOW**

7. **CAPITAL MONITORING REPORT - OCTOBER 2019**  
Report by Director of Finance
  8. **FINANCE SYSTEM STATUS UPDATE (CONFIDENTIAL)**  
Verbal update by Director of Finance
- 

#### **ITEMS FOR NOTING**

9. **GTFM REPORT (Confidential)**  
Report by Director of Organisational Development
10. **ESTATES AND CAMPUS SERVICES REPORT**  
Report by Estates and Campus Services Manager
11. **AOCB**
12. **DATE OF NEXT MEETING**  
Thursday 5 March 2020 at 9.00 a.m.

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

## Board of Management

**MINUTES of the MEETING of the FINANCE AND GENERAL PURPOSES COMMITTEE held in Room 201d, Inverness Campus on Thursday 26 September 2019.**

**PRESENT:** Andy Gray, Kelly Mackenzie, Chris O'Neil, Tom Speirs,  
**CHAIR:** Neil Stewart  
**APOLOGIES:** Carron McDiarmid, Gavin Ross, Brian Henderson, Director of External Relations  
**ATTENDING:** Depute Principal Planning & Student Experience  
Depute Principal Academic Development  
Director of Finance  
Director of Organisational Development  
Secretary to the Board of Management

*In absence of either the Chair or Vice-Chair of the Finance and General Purposes Committee, the meeting was chaired by the Chair of the Board of Management, Neil Stewart. It was agreed that the Board of Management would be asked to approve any decisions arising from the Finance and General Purposes Committee meeting at the next Board meeting on 10 October 2019.*

### 1. MINUTES

The Minutes of the meeting of the Finance and General Purposes Committee held on 6 June 2019 were **ACCEPTED** as a correct record and it was **RECOMMENDED** that they be approved and signed by the Chair.

### 2. OUTSTANDING ACTIONS

Two items dated 7 December 2017 on the Outstanding Actions list were discussed. The Director of Finance advised that a lack of staffing had meant a delay in these items being completed.

The Committee noted that the Director of Finance herself was leaving the College at the end of December and it might take some time to recruit and provide appropriate training for her replacement. It was **AGREED** that the timescale for preparation of a Finance Monitoring Report would be extended by six months to April 2020.

It was **AGREED** that the Director of Finance and the Director of Organisational Development would produce a joint paper on the debt recovery position for the next Financial and General Purposes Committee on 5 December 2019.

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

### 3. SFC FINANCIAL FORECAST RETURNS (FFR) 2019

The Director of Finance spoke to her report.

She referred to the annual requirement for colleges to complete a Financial Forecast Return (FFR) to the SFC. This formed part of the SFC's financial health monitoring framework. The FFR provided financial projections over a six year period, the current academic year (as at June) and the following five years. The 2019 FFR spanned the period to 2023-2014. In line with SFC guidance, the draft FFR 2019 had to be signed by the Principal and submitted by 27 September.

The Committee noted that there were a number of factors which could impact the financial forecast and it was **AGREED** that the Director of Finance would prepare a report for the next committee identifying a 'worst case' scenario.

The Board recognised that SFC's stringent requirements had the potential to skew the true financial position not just for Inverness College UHI but colleges across the sector. After discussion, the Committee **AGREED** to recommend that the Board of Management approve the submission of the FFR subject to it being submitted with a strongly worded statement highlighting Board concerns. It was **AGREED** that the Director of Finance would draft a statement for approval by the Board.

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

The Director of Finance spoke to her report and explained the reasons behind the proposed applications to the Scottish Colleges Foundation for funds. It was **NOTED** that upgrades were needed for both ICT equipment and AV Equipment in the Lecture Theatre.

After discussion regarding the level of sums sought, the Committee **AGREED** to recommend that the Board approve the submission of the application to the Scottish Colleges Foundation.

#### 5. **FINANCE MONITORING REPORT JULY 2019**

The Director of Finance spoke to a joint report prepared by herself and the Finance Manager.

The purpose of the report was to provide the Committee with an update on the corporate financial position of the College for the year 2018/19 as at July 2019. The position is prior to year-end adjustments.

The Committee **NOTED** the report and welcomed assurances by the Director of Finance that the reporting format was currently under review and would change in the future with the aim of providing enhanced information to committee members.

#### 6. **CAPITAL MONITORING REPORT 2019/20**

The Director of Finance spoke to her report and provided the committee with information on the plans to utilise the 2019/20 capital budget. The Committee **NOTED** the position.

**7. FINANCE SYSTEM STATUS UPDATE**

The Director of Finance spoke to her report and explained that there had been considerable difficulties with the upgrade of the College's finance system predominantly caused by lack of progress within UHI's Core Project Team.

The Committee noted the concerns and it was **AGREED** that the Director of Finance and the Director of Organisational Development would prepare a letter to be submitted by the Board to UHI seeking immediate assistance in relation to this matter. The draft letter would be prepared for approval by the Board at the next Board meeting on 10 October 2019.

**8. STRATEGIES - REVIEW OF PROGRESS**

The Director of Finance advised that a detailed strategy paper would be prepared for the next Board meeting on 10 October 2019.

The Committee **NOTED** that in addition, the Principal's report (also for discussion at the next Board meeting) would include a review of strategies.

**9. BUSINESS DEVELOPMENT REPORT (CONFIDENTIAL)**

The Director of Finance spoke to the Director of External Relations' report in her absence.

The Committee **NOTED** the performance report for 2019/19 and the outcome of the CITB contract.

The Committee wished to formally acknowledge the excellent work of the Director of External Relations in handling the CITB issue.

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

**10. UPDATE ON ACCOUNTS AND EXTERNAL AUDIT PROCESS 2018/19**

A report by the Director of Finance provided the Committee with an update on the final accounts and external audit process for the 2018/19 financial year.

**11. REVENUE BUDGET RE-FORECAST 2019/20**

A report by the Director of Finance provided the Committee with a re-forecasted revenue budget for 2019/20 using funding information and allocations confirmed post budget approval.

**12. ESTATES AND CAMPUS SERVICES REPORT**

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

**13. AOCB**

None.

**14. DATE OF NEXT MEETING**

Thursday 5 December 2019 at 9.00 a.m.

## Outstanding Actions from Finance and General Purposes Committee

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

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

## BoM F&amp;GP

<b>Subject/Title:</b>	FE Fee Waiver Policy
<b>Author:</b> [Name and Job title]	Fiona Mustarde, Director of Finance
<b>Meeting:</b>	BoM F&GP
<b>Meeting Date:</b>	5 December 2019
<b>Date Paper prepared:</b>	2 October 2019
<b>Brief Summary of the paper:</b>	To inform the committee of the changes to the revised FE Fee Waiver Policy. Track changes are switched on and the Director of Finance will answer any queries the panel may have.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	The committee is asked to discuss the revised FE Fee Waiver Policy and approve this for progression to the next stage of approval.
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	
<b>Resource implications:</b>	Yes / No <b>If yes, please specify:</b>
<b>Risk implications:</b>	Yes / No <b>If yes, please specify:</b> Operational: Organisational:
<b>Equality and Diversity implications:</b>	Yes/No <b>If yes, please specify:</b>
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	The policy was discussed at Scrutiny Panel (10 September 2019), then at SMT (19 September 2019). Following approval by BoM F&GP committee the policy will progress to full BoM for final approval.

<b>Status</b> – [Confidential/Non confidential]	Confidential/Non confidential		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	Yes/No		
*If a paper should <b>not</b> be included within “open” business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)		Its disclosure would constitute a breach of confidence actionable in court (S36)	
Its disclosure would constitute a breach of the Data Protection Act (S38)		Other (please give further details)	
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Inverness College, University of the Highlands and Islands

# Further Education Fee Waiver Policy

**Reference: PL/CS/2019/003**

Lead Officer (Post):	Director of Finance
Responsible Office/ Department:	Finance
Responsible Committee:	Board of Management F&GP Committee
Review Officer (Post):	TBC – Single Policy Environment
Date policy approved:	18/12/2018
Date policy last reviewed and updated:	Click or tap to enter a date.
Date policy due for review:	01/06/2019
Date of Equality Impact Assessment:	01/05/2018
Date of Privacy Impact Assessment:	n/a

This policy covers the 2019-20 academic year.

For all our up-to-date policies, please visit our [website](#).

Accessible versions of this policy are available upon request.

## Policy Summary

Overview	This policy is required to set out a regional approach to Further Education Fee Waivers for Inverness College and all academic partners in the University of the Highlands and Islands.
Purpose	The policy will provide a framework for a consistent and coherent methodology for the awarding of Scottish Funding Council and discretionary fee waivers for further education courses.
Scope	This policy applies to all academic partners who run further education courses.
Consultation	This policy was developed by a Policy Ownership Group, made up of practitioners from across the University of the Highlands and Islands network. Endorsement was received from the Finance Directors Practitioner Group and Partnership Council, before the policy went through local consultation and approval by College Boards of Management.
Implementation and Monitoring	Academic partners will be responsible for implementing and monitoring the policy. Analysis will be carried out of the policy's impact by staff from the Vice-Principal for Further Education's office.
Risk Implications	The policy reduces risk for the University and academic partners by creating a streamlined process and a community of practice for staff. Students will also benefit from a consistent approach across all partners.
Link with Strategy	
Impact Assessment	Equality Impact Assessment: Assessed – No further action to be taken.
	Privacy Impact Assessment: n/a

## 1. Policy Statement

1.1 This document sets out the policy for the awarding of Further Education fee waivers in Inverness College University of the Highlands and Islands. This policy refers to Scottish Funding Council policy and guidelines on fee waivers, which is reviewed annually. A position is also set out for the awarding of discretionary fee waivers from a College's individual budget.

## 2. Definitions

2.1 Scottish Funding Council ("SFC") - SFC is the national, strategic body that is responsible for funding teaching and learning provision, research and other activities in Scotland's colleges and universities. SFC gives funding to colleges and universities with guidance on how the funds should be distributed to students.

## 3. Purpose

3.1 This policy sets out a robust and transparent framework for the awarding Further Education course fee waivers at the College.

3.2 The policy will create an equality of experience for students across the partnership, whilst allowing individual colleges the flexibility to respond to local needs.

### 3.3 SFC Funded Fee Waivers

The core of this policy is based on the SFC Guidance on Fee Waiver Grant Policy and any associated annexes and appendices. The current SFC Guidance can be accessed [here](#). The majority of fee waivers will be funded by SFC.

### 3.4 Discretionary Fee Waivers

Students attending the University of the Highlands and Islands will have a parity of experience through the use of SFC Fee Waivers. Under exceptional circumstances and subject to individual budgets, colleges have the power to award discretionary fee waivers.

3.4.1 Categories of Discretionary Fee Waivers include but are not limited to:

- Staff development, where a course is an essential part of an approved staff development plan
- Additional academic requirements, where the College stipulates compulsory completion of an additional qualification as part of the main course
- Exceptional requirements, where College Senior Management identify a significant local benefit to use of Discretionary Fee Waivers

3.4.2 Colleges should endeavour to create parity of experiences for students across the region through their use of discretionary fee waivers.

3.4.3 Due consideration should be given to the impact of discretionary fee waiver usage on other colleges in the University of the Highlands and Islands partnership.

## 4. Scope

4.1 This Policy applies to all applicants for further education courses (full-time and part-time), except for the courses set out in Section 5 below.

4.2 Applicants for higher education courses should refer to the [Higher Education Fees Policy](#). Higher education courses are normally Level 7 and above on the [SCQF Framework](#).

## 5. Exceptions

5.1 Courses outwith the scope of this policy are:

- All leisure courses
- All commercial courses
- SVQ courses

5.2 Please refer to the accompanying Fee Waiver Procedures for further information and an eligibility flowchart.

## 6. Notification

6.1 Staff engaging with Fee Waivers should be familiar with this policy and all relevant SFC policies.

6.2 Annual changes to SFC policies will be cascaded to staff by line managers and hyperlinks in the policy updated to reflect the most recent guidance.

6.3 Any changes in SFC policy or national legislation will be reflected in this policy.

6.4 The policy will be publicly available on the College's website, along with other current policies.

## 7. Roles and Responsibilities

7.1 The College's most senior Financial Officer has overall responsibility for the implementation of this policy and the management of Fee Waivers, including the approval of Discretionary Fee Waivers.

7.2 Staff administering Fee Waivers are responsible for ensuring up-to-date SFC guidance is followed.

7.3 Awarding of Discretionary Fee Waivers will be recorded and reported on annually to the Finance Directors Practitioner Group.

## 8. Legislative Framework

[Further and Higher Education \(Scotland\) Act 2005](#)

[Equality Act 2010](#)

[Scottish Government: Costs of Learning Student Funding Guide](#)

## 9. Related Policies, Procedures, Guidelines and Other Resources

9.1 This policy should be read in conjunction with SFC Fee Waiver policies and guidance. The up-to-date information can be accessed [here](#).

9.2 University of the Highlands and Islands Further Education Fee Waiver Procedures

9.3 University of the Highlands and Islands Further Education Student Funding Support Policy

9.4 [College Access and Inclusion Strategy](#)

## 10. Version Control and Change History

Version	Date	Approved by	Amendment(s)	Author
0				S Greig
1				
2				

## Board of Management

<b>Subject/Title:</b>	Funding Application to the Foundation
<b>Author:</b> [Name and Job title]	Fiona Mustarde, Director of Finance
<b>Meeting:</b>	Finance & General Purposes
<b>Meeting Date:</b>	5 December 2019
<b>Date Paper prepared:</b>	2 December 2019
<b>Brief Summary of the paper:</b>	To provide the committee with the proposed application to be submitted to the Scottish Colleges Foundation in respect of the College share of capital funding towards the development of a sports pitch at Inverness Campus.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Approval
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	Strategic plan – supports the college to provide a suitable learning experience
<b>Resource implications:</b>	Yes <b>If yes, please specify:</b>
<b>Risk implications:</b>	Yes <b>If yes, please specify:</b> Operational: Organisational: Reputational risk if College unable to provide capital funding
<b>Equality and Diversity implications:</b>	No <b>If yes, please specify:</b>
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	N/A

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

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## **Scottish Colleges Foundation**

### **Executive summary**

The committee is requested to approve the attached bid for onward submission to the Scottish Colleges Foundation.

### **Background information**

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

In order to ensure appropriate governance over the use of these funds, it was agreed that proposed bids to the Foundation should be approved by this Committee prior to submission.

### **Submission Information**

There is one application which has been prepared for submission to the next meeting of the Trustees due to take place in January 2020. This application is in respect of the College contribution towards the capital cost of creating artificial sports pitches at Inverness Campus. The sports pitch business case was approved at the Board of Management meeting on 10 October 2019. If approved the application, attached, will be submitted along with a copy of the business case.

For information, the Trustees have not met for a number of months and therefore the two applications approved at the September F&GP will also be considered at the January meeting.



## Board of Management

<b>Subject/Title:</b>	Business Development Update
<b>Author:</b>	Georgina Parker, Director of External Relations
<b>Meeting:</b>	Finance & General Purposes Committee
<b>Meeting Date:</b>	5 December 2019
<b>Date Paper prepared:</b>	27 November 2019
<b>Brief Summary of the paper:</b>	<ul style="list-style-type: none"> <li>• The number of Modern Apprenticeships in learning has increased to 593.</li> <li>• An allocation £409K for FWDF for 2020/21 has been confirmed and delivery has commenced. Applications to the value of £230K have been secured to date.</li> <li>• Short course income to October is approximately £72K been there are no budget reports to date.</li> <li>• The first ICUHI KTP associate has been recruited, in association with NTS Mar Lodge.</li> <li>• A second KTP has been approved, in partnership with Tilhill, part of the BSW Group.</li> <li>• Income and expenditure reports are unavailable for the commercial food and beverage service. Local monitoring values are provided.</li> </ul>
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	That the board notes the year-to-date performance in relation to business development.
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	Compliance: <ul style="list-style-type: none"> <li>• SDS audit</li> <li>• SFC audit</li> </ul> New opportunity: <ul style="list-style-type: none"> <li>• Target Reserve FWDF funding 2019/20</li> <li>• Further growth in Modern Apprenticeship contract</li> <li>• AMCF funding</li> <li>• Additional bid opportunities</li> </ul> Risk Management: <ul style="list-style-type: none"> <li>• Apprenticeship funding from SDS post-Brexit</li> <li>• Discontinuation of Apprenticeship Levy dependent upon election outcome</li> </ul>
<b>Resource implications:</b>	Yes / No <b>If yes, please specify:</b>
<b>Risk implications:</b>	Yes / No <b>If yes, please specify:</b> Operational: <ul style="list-style-type: none"> <li>• Failure to resource FWDF funded courses</li> </ul> Organisational: <ul style="list-style-type: none"> <li>• Reputational risk associated with CITB administration</li> </ul> Financial:

	<ul style="list-style-type: none"> <li>Failure to claim all CITB funding</li> </ul>		
<b>Equality and Diversity implications:</b>	Yes/No If yes, please specify:		
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	n/a		
<b>Status</b> – [Confidential/Non confidential]	Commercially confidential		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	Yes		
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## Board of Management

<b>Subject/Title:</b>	Capital Budget Monitoring Year to 31 March 2020
<b>Author:</b> [Name and Job title]	Eilidh Turner, Accountant Fiona Mustarde, Director of Finance
<b>Meeting:</b>	<b>Finance and General Purposes Committee</b>
<b>Meeting Date:</b>	5 December 2019
<b>Date Paper prepared:</b>	2 December 2019
<b>Brief Summary of the paper:</b>	To update the committee on progress against the 2019/20 capital plan. The capital year runs from April to March.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Discussion
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	Compliance – adherence to the Financial Memorandum with UHI as RSB, Strategic plan – investment in buildings and equipment
<b>Resource implications:</b>	Yes <b>Expenditure must be contained within the allocated capital budget from SFC/UHI. UHI capital can only be utilised on buildings.</b>
<b>Risk implications:</b>	Yes <b>If yes, please specify:</b> Operational: spend level to be contained within budget, lack of investment has operational impacts Organisational: over/underspend could impact on future budget allocations
<b>Equality and Diversity implications:</b>	No <b>If yes, please specify:</b>
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	N/A

<b>Status</b> – [Confidential/Non confidential]	Non confidential		
<b>Freedom of Information</b> Can this paper be included in “open” business* [Yes/No]	Yes		
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## Capital Expenditure Monitoring 2019/20 to March 2020

### Executive summary

The committee is requested to discuss the capital expenditure monitoring for 2019/20.

### Capital Grant Allocations 2019/20

The capital grant allocations for 2019/20 are shown in the table below.

Grant Funding	2019/20 Allocation
	£
FE Capital and Maintenance Grant	72,943
HE Capital Grant	170,979
<b>Total Capital Grant</b>	<b>243,922</b>

Expenditure	
Estates Maintenance (allocated to Revenue)	<b>72,943</b>
Buildings	170,979
<b>Total Planned Capital Expenditure</b>	<b>170,979</b>

### FE Capital

This capital allocation would normally be split between revenue maintenance and capital for works and/or equipment. In 2018/19 £70,000 was allocated to revenue maintenance and £63,940 for capital expenditure.

Due to the reduction in the 2019/20 capital allocation to Inverness amounting to a total of £72,943 for FE, it was agreed that this would be wholly allocated to revenue maintenance.

### 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 main HE capital allocation can only be applied to buildings works and cannot be used, for example, to purchase equipment. However the BIS element can be used on either buildings or equipment provided it is connected to research.

The allocation of the capital maintenance grant to academic partners for 2019/20 is allocated on the basis of student activity measured by FTEs taken from the 2018/19 mid-year student FTEs. The 2019/20 capital maintenance allocation for Inverness College UHI is £170,979 (2018/19 £187,412). The BIS allocation for Inverness College has been confirmed as £12,378.

At a recent UHI Finance Directors Practitioners Group (FDPG), there was discussion about amending some of the BIS allocations as the amount awarded to some partners is at too low a level (eg £2,969) to be of any reasonable use. It was agreed that it may be possible to reallocate between capital maintenance and BIS provided that the total funding for each partner remained the same.

### Position as at 30 November 2019

The table below shows the position as at 30 November 2019.

	<b>2019/20 Allocation</b>	<b>Nov 2019 Position</b>	<b>Uncommitted</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Buildings	170,979	37,830	133,149
	<b>170,979</b>	<b>37,380</b>	<b>133,149</b>

A programme of painting work was undertaken over the summer/autumn periods at the Main Campus and the Early Years Education and Childcare Centre as well as works carried out under the ACN system by GTFM in the Construction area.

### Longman Demolition Project

The demolition of the former Longman campus commenced mid-January 2019 following confirmation offer of funding to UHI on Friday 20 December 2018. The total project cost is circa £1.36m including project management fees which are being met directly by SFC.

This project is being monitored through the monthly Longman Disposal Project Board.

The table below summarises the financial position as at 30 November 2019.

	<b>BUDGET</b>	<b>COMMITTED</b>	<b>ACTUAL</b>
Demolition	976,248	1,097,624	1,060,288
Vodafone Engineer	24,000	62,648	52,928
Insurance / Legals	78,720	57,000	50,628
Contingency	115,461	11,554	11,554
<b>TOTAL COST (INCLUSIVE OF VAT)</b>	<b>1,194,429</b>	<b>1,228,926</b>	<b>1,175,398</b>

Key points to note are as follows:

1. Excludes project management and other elements paid directly to G&T by SFC
2. Disconnection charges relating to utilities included against contingency
3. Change control forms approved for additional commitment against demolition
4. Notification of option to tax now submitted to HMRC.
5. Although the commitment shows spend greater than the budget, we have already claimed VAT of £104,516 from HMRC (not reflected in these figures) and will make a further claim in December 2019.
6. Commitment refers to costs as per IC and does not include the final position for builders works.

## Board of Management

<b>Subject/Title:</b>	Campus Services Report
<b>Author:</b> [Name and Job title]	Lindsay Ferries, Director of Organisational Development
<b>Meeting:</b>	Finance and General Purposes Committee
<b>Meeting Date:</b>	December 2019
<b>Date Paper prepared:</b>	19 November 2019
<b>Brief Summary of the paper:</b>	Developments over the last quarter in relation to campus matters.
<b>Action requested:</b> [Approval, recommendation, discussion, noting]	Noting
<b>Link to Strategy:</b> Please highlight how the paper links to, or assists with:: <ul style="list-style-type: none"> <li>• compliance</li> <li>• partnership services</li> <li>• risk management</li> <li>• strategic plan</li> <li>• new opportunity/change</li> </ul>	
<b>Resource implications:</b>	Yes / No <b>If yes, please specify:</b>
<b>Risk implications:</b>	Yes / No <b>If yes, please specify:</b> Operational: Organisational:
<b>Equality and Diversity implications:</b>	Yes/No <b>If yes, please specify:</b>
<b>Consultation:</b> [staff, students, UHI & Partners, External] and provide detail	

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

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

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

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



## Campus Services Report

### Key developments:

#### Carbon Management Plan

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

- A number of low/no cost actions have been implemented, these include: - Compressed air management, non-essential external lighting reduction, Building Management System programming changes and additional preventative maintenance for energy saving have been introduced by GTFM. The impact on the draw on utilities is largely seasonal and dependent on the academic calendar. The full impact of these changes will therefore be available at the end of Academic Year 2019/2020. We are monitoring monthly utilisation at the monthly joint operational meeting.
- We are engaging in the campus wide Active travel plan led by HIE. Actions taken by the College include alternative travel systems and expansion of bike storage facilities. A joint active travel officer is being scoped alongside the cycling intern to provide sufficient resources to take this forward. Both posts fully funded by external grant.
- Installation of electric car charging points is progressing alongside our FM contractor to make the necessary adjustment and electricity connections.
- Spec for replacement and procurement of current pool car fleet is in the early stages of development alongside the college procurement and finance team..
- Lifecycle replacement of lighting to LED is ongoing in all three carparks

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

#### Waste Management

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

Actions:

The college has moved from 53% (Q1 2018) of wasted being recycling to 73% (Q3 2019).  
Next steps-

- Northern recycling waste Audit in April 2019 has highlighted a number of further opportunities for the college to improve waste segregation. An action plan involving HISA has been agreed to close the gap.

- A college Northern Recycling site visit planned for 21 Nov 2019 to understand the waste journey so that this can be promoted with all college users.
- Green week 23rd September 2019 – 27 September 2019
  - Activities range from Smoke free campus, Meat free Mondays, home energy management and active travel – bike home tour and green jog.
- 2020 action plan being drafted to be issued January 2020.

## Capital Projects and Carbon Management

### Longman demolition

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

### 2019 Projects

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

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

### Classroom capacity

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

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

### An Lochran Research Lab

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

Estimated cost: £79,002.00  
Source of Funding: HE Capex budget

### Small projects

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

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

### Electric Car Charging Units

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

Estimated cost: £20,000.00  
 Source of Funding: Being sought from Energy saving trust.

### **Leasing Agreements**

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

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

### **Carpark safety and security**

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

### **Pool Car replacement**

Pool cars 4 off Ford Focus expires 26<sup>th</sup> July 2020 following 36 month hire period.  
 Minibuses 3 off Ford Transit expires 6<sup>th</sup> December 2020 following 36 hire period  
 Estates Van 1 off Ford Transit on monthly hire at present.  
 Funding options being reviewed to determine way forward. Project meeting to be set up with procurement, finance and estates.

### **Campus Travel Plan**

Inverness Campus travel steering group has been established to review how the full campus moved forwards. Funding and placement of a Campus travel officer has been ongoing. Agreement has been made for the individual to be employed by IC but located at HIE An Lochan. Funding has been secured by Campus travel steering group members for 2 years.  
 New college cycling interns started 23<sup>rd</sup> September. She has been working on bid funding for new bike maintenance areas and servicing of college lease bikes.

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

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

- Helpdesk protocol agreement.

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

- Clarification on water risk assessment has been confirmed with SFT and a review meeting was held. An interim control system is in place to ensure compliance with L8 water regulations. Awaiting dates for follow up a meeting with SFT and GTEIL to agree a water management plan.

- Annual PPM audit has been undertaken to satisfy the college that GTFM are undertaken all Statuary requirements and performing appropriate PPM activities and inspections. There has been a steady improvement in the last year however we still have concerns with control of contractors. GTFM have been asked for an improvement action plan.

### **Contract Management – Soft FM**

Soft FM contracts are issued and managed by the 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:-

- New Cleaning contractor Pristine Ltd now in place with good feedback from customers.
- Exiting cleaning contract requiring continuous management by the college estates team. Exit report sent to Mears awaiting response.
- Painting contracts have undertaken July and October plans. Campus review to be undertaken in December to draw up next year's works schedule.
- Catering and hair & beauty Group 2 equipment PPM contract has been in place for two years. A contract review with procurement is complete. Contract has been extended with the exception of coffee machines. A further recommendation to part lease in line with asset replacement programme has been agreed with SMT as a cost effective option.
- Winter Gritting and Snow clearing contract in place since October 2017. Review completed and extended for a further year based on fixed prices.
- Waste management Contractor has been working well and has been a key member of the colleges waste reduction campaign. This contract is now up for review.
- Landscaping contract terminated by mutual agreement. New strategy agreed to including retraining of estates officer team.
- PAT testing contract awarded last year and has ran well.

### **College HelpDesk Development**

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

### **Estates PM Schedule**

PM inspections have been well established. We are currently looking on how we transfer data to the new UHI system. On hold until Unidesk system is fully implemented. Following on from the PPM audits of our Hard FM providers GTFM. A schedule will be developed to undertake similar auditing of the IC assets in the New Year.