



Meeting of the Finance and General Purposes Committee

Meeting to be held
On Tuesday 10 March 2020
At 1330 hours in the Board Room

A G E N D A

Number	Item	Presented By	Action Required: Decision, Discussion, For Noting
F.20.01.01	(i) Resignations	Mrs C Fair	Noting
	(ii) Appointments		
F.20.01.02	Apologies for Absence	Mrs C Fair	Noting
F.20.01.03	Any Additional Declarations of Interest including specific items on this Agenda	Mr M Easton	Noting
F.20.01.04	Draft Minutes of Finance and General Purposes Committee meeting held on 26 November 2019*	Mr M Easton	Decision
F.20.01.05	Draft Matters Arising/Action Sheet from Finance and General Purposes Committee meeting held on 26 November 2019 *	Mrs C Fair	Noting
F.20.01.06	Emerging Issues		
	(i) Proposed Closure of Outreach Centres at Buckie and Keith	Mr D Patterson	Noting
	(ii) Arrangements for Committee Effectiveness Review for 2020	Mrs C Fair	Noting
F.20.01.07	2019-20 Financial Forecast Return – comparison v budget	Miss S McInnes	Noting
	(i) Management Accounts to 31 January 2020 *		
F.20.01.08	Managing Finance across UHI*	Miss S McInnes	Discussion
F.20.01.09	Estates Update	Mr D Duncan	Noting
F.20.01.10	Policies Due for Review	Miss S McInnes	Discussion
RESERVED ITEMS			
F.20.01.11	Draft Reserved Minutes of Finance and General Purposes Committee Meeting held on 26 November 2019 *	Mr M Easton	Decision

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F.20.01.12	Reserved Matters Arising of Finance and General Purposes Committee Meeting held on 26 November 2019 *	Mrs C Fair	Noting
F.20.01.13	Update on 19/20 Budget and 4 Year Financial Plan - verbal	Mr D Patterson	Discussion
F.20.01.14	Update on 20/21 Budget - verbal	Mr D Patterson	Discussion
F.20.01.15	Risk Register	Miss S McInnes	Discussion
F.20.01.16	Date of next meeting – 9 June 2020	Mrs C Fair	Noting

**Finance and General Purposes Committee
Draft Minutes of Meeting held on
Tuesday 26 November 2019 at 10.00am in the Boardroom**

Present:

Mr Murray Easton (Convenor)	Mr Joe Bodman
Mr Peter Graham	Mr Nathan Sanderson
Mr David Patterson	Mrs Rosemary McCormack

In Attendance:

Mrs Deborah Newton
Miss Michaela Munro
Mrs Cathie Fair (Clerk)
Mrs Kelly Strachan (Minutes)

Item		Action	Date
F.19.5.01	(i) Resignations		
1.1	There have been no resignations received.		
	(ii) Appointments		
1.2	There have been no new appointments.		
F.19.5.02	Apologies for Absence		
2.1	Apologies were received from Mr Jim Knowles and Miss Carolyn Webster.		
F.19.5.03	Any Additional Declarations of Interest including specific items on this Agenda		
3.1	There were no additional declarations of interest.		
F.19.5.04	Draft Minutes of Finance and General Purposes Committee Meeting held on 10 September 2019		
4.1	Subject to minor revision, the minutes were accepted as a true record and approved by the Committee: Proposed: Mrs Rosemary McCormack Seconded: Mr Peter Graham		
F.19.5.05	Matters Arising/Actions Sheet from F&GP Meeting held on 10 September 2019		
5.1	The majority of actions were completed. F.19.2.12 – Policy Review Update remains outstanding. F.19.4.11 – Review of Terms of Reference of F&GP is Agenda item F.19.5.10		

F.19.5.06	Emerging Issues		
6.1	Following interviews last week, a new Financial Director has been appointed. Shelly McInnes is due to start on 2 December 2019.		
F.19.5.07	Q1 Management Accounts - verbal		
7.1	Miss Munro provided an overview of the accounts. At time of the meeting staffing costs are slightly below budget, with the overall forecast for the year in line with the budget previously set out. Miss Munro was questioned about the cash flow position. Current bank balance £774k with the final payment of £500K due for the replacement boiler. Confirmation of additional funding from CITB from apprenticeships. However, this does not affect the 18-19 statutory accounts. Income for funded posts invoiced and currently awaiting a payment of £125k. Clarity sought over payment schedule for funding from UHI which is not flowing according to plan eg FWDF. There should be a formal process for allocation of funding. Certain streams need to be invoiced whilst others flow naturally.		
ACTION	Miss Munro to advise Mr Graham and Mr Easton when funds are outstanding.	Miss Munro	29-11-2019
F.19.5.08	Finance and General Purposes Committee's Annual Report to the Board		
8.1	This item is reserved and the Minute held in confidence.		
F.19.5.09	Annual Report on Procurement		
9.1	Miss Munro and Mr Patterson updated the committee on the main factors of the report – <ul style="list-style-type: none"> i) There has been a saving of £367k in procurement. ii) 51% of our spending has been through the APUC framework. Questions were raised on whether local area contractors are utilised for supplies for the College. At the moment there are alternative companies under contract, but that local providers would be consulted when the time came for contracts to be renewed.		

F.19.5.10	Review of Terms of Reference of F&GP Committee		
10.1 ACTION	Mr Easton to provide Mrs Fair with feedback before the Board of Management meeting on 16 December 2019 when Standing Orders and Terms of Reference are due for renewal.	Mr Easton	10-12-2019
RESERVED ITEMS			
F.19.5.11	Draft Reserved Minutes of Finance and General Purposes Committee Meeting held on 10 September 2019		
11.1	This item is reserved and the Minute held in confidence.		
F.19.5.12	Reserved Matters Arising/Action Sheet of Finance and General Purposes Committee Meeting held on 10 September 2019		
12.1	This item is reserved and the minute held in confidence.		
F.19.5.13	Draft Annual Statutory Accounts 2018-19		
13.1	This item is reserved and the minute held in confidence.		
F.19.5.14	Review of External Auditors' Annual Report		
14.1	This item is reserved and the minute held in confidence.		
F.19.5.15	Update on 19/20 Budget and 4 Year Financial Plan		
15.1	This item is reserved and the minute held in confidence.		
F.19.5.16	Risk Register		
16.1	This item is reserved and the minute held in confidence.		
F.19.5.17	Date of Next Meeting		
17.1	10 March 2020		
	<i>Meeting closed at 12.10pm</i>		

Action Sheet/Matters Arising from Finance and General Purposes Committee Meeting Held on 26 November 2019

		ACTION	DATE	UPDATE
	Q1 Management Accounts			
7.1	Miss Munro to advise Mr Graham and Mr Easton of funds outstanding from UHI.	Miss Munro	As required	
F.19.5.10	Review of Terms of Reference of F&GP			
10.1	Mr Easton to provide Mrs Fair with feedback prior to Board meeting on 16-12-2019.	Mr Easton	10-12-2019	Completed

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Committee	Finance & General Purposes Committee (FGPC)
Subject	Reconfigured Finance Service
Action requested	<input type="checkbox"/> For information only <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input type="checkbox"/> For approval
Brief summary of the paper	<p>This paper reports on recent work by the partnership executive to explore options for operating finance services across the partnership differently to improve effectiveness and reduce costs.</p> <p>The work was initially carried by finance directors from across the partnership and then discussed by the partnership council on 5th February and at FERB on 12 February 2020.</p>
Resource implications (If yes, please provide details)	No immediate implications, but in the meantime the proposal could produce some efficiencies.
Risk implications (If yes, please provide details)	Yes. The proposal, by increasing the resilience of the finance services across the partnership could reduce risk.
Date paper prepared	19/02/2020
Date of committee meeting	27/02/2020
Author	Niall McArthur, Director of Corporate Resources Max Brown,
Link with strategy Please highlight how the paper links to the Strategic Plan, or assist with: <ul style="list-style-type: none"> • Compliance • National Student Survey • partnership services • risk management • other activity [e.g. new opportunity] – please provide further information. 	Financial Sustainability

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<u>Equality and diversity</u> Does this activity/ proposal require an Equality Impact Assessment?	No
<u>Data Protection</u> Does this activity/ proposal require a Data Protection Impact Assessment?	No Click or tap here to enter text.
Island communities Does this activity/ proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?	No Click or tap here to enter text.
Status (e.g. confidential)	No
Freedom of information Can this paper be included in "open" business?*	Yes
Consultation How has consultation with partners been carried out?	N/A

* If a paper should **not** be included within 'open' business, please highlight below the reason.

Its disclosure would substantially prejudice a programme of research	<input type="checkbox"/>	Its disclosure would substantially prejudice the effective conduct of public affairs	<input type="checkbox"/>
Its disclosure would substantially prejudice the commercial interests of any person or organisation	<input type="checkbox"/>	Its disclosure would constitute a breach of confidence actionable in court	<input type="checkbox"/>
Its disclosure would constitute a breach of the Data Protection Act	<input type="checkbox"/>	Other [please give further details] Click or tap here to enter text.	<input type="checkbox"/>

For how long must the paper be withheld? Click or tap here to enter text.

Introduction

The following paper aims to give FGPC an update on discussions and meetings held to date on the potential for a reconfigured or common finance service across the partnership.

Papers that were presented to Partnership Council and FERB are attached.

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Development of a common finance service

This further education regional board discussed potential changes to the finance services to the partnership at its meeting in November 2019.

The attached partnership council paper reports on a workshop for finance directors that was held on 31 January. Since the workshop, the partnership council has considered the paper.

The view of the Council was that further work would need to be undertaken before we could commit definitely to creating a single service. The council agreed with the finance directors that there were more immediate benefits that could be gained by proceeding immediately to changes that did not require changes in employment as would be required in a single service. As noted in the paper these could include the development of common systems and procedures and the sharing of finance directors between academic partners. The council's view was that this could be implemented more quickly and could help create a more resilient service.

Two colleges are currently exploring a shared director post and potential wider collaboration. The council agreed we should encourage further use of shared posts and shared specialisms as we develop a common system.

The council also agreed to explore whether the implementation of Tech One – the finance system that is to be introduced by the partnership – could be accelerated in order to make it easier to have common procedures.

In the workshop with finance directorate there were some concerns as to the amount of change that was possible without structural change in the university. The view of the partnership council was that we should collectively support the way forward and ensure that that changes were implemented.

Recommendation

The further education regional board is asked to:

- note the discussions described in the partnership council paper,
- note the partnership council recommendation that we proceed immediately to implement a common service, including encouraging and facilitating shared posts while exploring the case for deeper changes in the longer term, and
- endorse the partnership council approach.

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Annex a – paper considered by partnership council on 5 February 2020

Common finance service

Purpose

The purpose of this paper is to update Partnership Council on the progress to scope and develop options for a common finance service. It seeks commitment from these committees to move to the collective management of finance through the establishment of a common finance service.

This work is at a very early stage and more analysis and discussion is required, but there is an opportunity to significantly push forward with a common service if there is the appetite to deliver it.

Background

In early autumn of 2019, the Further Education Regional Board tasked the executive to develop a compelling case for a common finance service. This objective was echoed within the recommendations of the assembly programme board. A paper was taken to partnership council in January highlighting the necessity to push this work forward at pace and outlining the significant capacity issues in regard of the finance services as it is currently configured.

The finance directors met and discussed this request at their practitioners group meeting in January and organised a further discussion on 31 January to discuss this proposal specifically. A basic baseline data request was issued to all partners to help contextualise the discussion, the details of which are noted below. The work is defined around two core principles.

1. That all partners must have access to the finance services that they require, when they require it,
2. That the service is as efficient and effective as possible.

The board of Sabhal Mòr Ostaig have made clear that they will not participate in common professional support services as they require such services to be delivered in Gaelic. They have been included within the work for completeness only.

Baseline information

A basic baseline information request was distributed to all partners. Orkney and SMO did not provide the information requested. The requests asked for the number of FTE staff, their job titles and finance systems that partners have in place. The data shows that:

- There are 69.22 FTE finance staff within the partnership
- Viewed as a single cohort they are arguably top heavy, with;
 - 20.9 FTEs at a Director / Head of / Leader level
 - 21.97 FTEs at an officer level
 - 25.35 FTEs at an assistant level
- That smaller colleges have only two or three finance staff, so have little or no resilience within their arrangements
- That the partnership uses the following finance systems
 - Access Dimensions
 - SUN Accounts
 - Symmetry
 - Integra
 - SAGE
 - SAGE line 50

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- SAGE 200 cloud
- Netsuite
- Blu

Considerations about the baseline information

There was a recognition that this analysis of financial staff is very basic, and that further work is needed before a properly robust picture of the capacity of the finance service across the partnership can be delivered. However, it is seen as a fair representation at this stage.

The main points to note from the discussion were:

- That we have enough finance staff across the partnership to manage the financial business better if they could be differently co-ordinated and aligned.
- That senior finance staff are responsible for other areas of the business in their respective institutions. This is true of all partners, with the list of other areas getting longer in the smaller partners. Therefore, senior finance capacity must be understood in this light.
- That there is a lack of middle tier (officer level) staff. This means that many of the value-add functions within finance (for example the ability to properly analyse and manipulate finance data, look at profit and loss on courses etc.) is lacking.
- That core specialist areas, such as VAT, Payroll are either outsourced, or where they are undertaken in house, are not resilient as they rely on single people in single partners.
- That small colleges, with only a couple of staff, cannot give up FTE staff to a central structure, it would make them less resilient, not more. (However, if they were able to receive support from the central structure this might, arguably, change.)
- All finance directors present recognised the benefit of having a single high quality finance system across the partnership, which may well be TechOne (the system that the university is planning to implement), but given the history of this project, partners were waiting for its adoption and testing before committing to move to the new system.

Progressing to a common service

The finance directors considered the ways in which the partnership could move to a common finance service and the barriers that currently exist in making this a reality. The discussion focussed on three areas, short, medium and long term changes, though, with enough capacity, these could be pursued concurrently

Policy, practice and procedures

As is common across the partnership, there are few or no standard ways of undertaking similar work, resulting in variation between partners. This impacts, for example, on the equality for staff and students, the ability to accurately aggregate to a regional level, to compare information between partners, to take advantage of collective need (for example contracting on a partnership rather than a partner basis). Three priority areas were identified that could be considered to harmonise how we work across the partnership and take advantage of any collective action. These are:

1. Internal benchmarking could be undertaken, particularly in respect of common areas of expenditure and through the co-ordination of contacts. Sharing best practice across finance departments, and considering collective contractual arrangements, are likely to reduce costs and improve the equity for students and staff. It would allow for the clearer examination and reporting of the variation of costs, and the reasons for this, across the partnership.
2. Financial policies and regulations are different across the partnership. These could be standardised in the main to provide a coherent and consistent manner in which finance is regulated and undertaken by governing bodies across the partnership. Aligning policy and regulation would ensure equity for staff and students.

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3. Financial reporting is not standardised across the partnership so accurate comparative analysis between partners is not always possible, neither is the accurate aggregation of financial information to a regional level. Standardising financial reporting would provide an accurate financial basis upon which to plan.

The directors noted that, given the different constitutional arrangements of the partners (incorporated, non-incorporated, local authority managed etc.), full harmonisation and standardisation of policies and reporting is not possible.

Specialist teams

The finance directors discussed several areas of financial expertise that are required by the partnership and the tasks that are currently underfunded or not provided that would significantly contribute to the running of the partnership.

Payroll, VAT, procurement and bad debt are all areas that require specialist knowledge and expertise to deliver. There is a mixed picture across the partnership as to whether there is internal provision for these areas at partners or whether they are outsourced to external contractors. There was agreement that where these were delivered internally (by larger partners) service provision was only one person deep, so carried risk and a lack of resilience.

There was agreement that a single internal team could be developed to deliver, for example, payroll services to all partners. This would require existing payroll staff to be brought together, perhaps under the employment of a single partner, who would then provide the service to all. This would create greater resilience in the service and ensure all partners had access to the required specialist services.

It was also noted that these areas could be outsourced to an external provider, though this carries its own set of risks and the benefits and risks of consolidated internal provisions versus outsourced provision would need to be considered in detail.

It was also agreed that the finance service, as current constituted, lacked the ability to employ enough mid-grade finance staff to undertake key analytical work, such as a proper understanding of the profit and loss on courses or the efficiency of teaching. Employing and organising as individual entities, no one partner has the resources to have dedicated staff undertaking these sorts of detailed roles, whereas this would be deliverable if we planned with the collective resource as a single service, for the benefit of all partners.

Co-ordinating a single service for UHI

The finance directors present, whilst not wishing to speak for their colleagues who were not, all agreed that there was a limit to the efficiencies of any common service within the current governance arrangements of the partnership. Whilst there is a difference of opinion about a more merged or integrated partnership, the inescapable truth is that running as fourteen separate institutions, however well that is managed as a partnership, will remain far less efficient than as a single institution. Their view was that this inherent inefficiency must be recognised by the Scottish Government and SFC in the overall funding mechanism if the political will does not exist to merge the partnership.

There was a lack of belief amongst participants that ultimately, principals and governing bodies would agree to the delivery of a common service within a partnership framework. In the end, partners will always choose to employ their own Finance Director rather than rely on a common partnership wide service. Shared posts have been trialled in the past and they have not ultimately stuck. There was also a lack of understanding as to why the discussions about a VAT group, which is significant in respect of common services, have seemingly stalled.

There was also agreement that the financial realities of the partnership make the current model unsustainable, particularly if funding continues to decrease as is forecast. The financial sustainability of the partnership is an immediate problem, not one that can be pushed to next year and substantive action is required now.

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Undertaking the harmonisation of policies, procedures and reporting as noted above, for example, is of benefit but will not deliver the answer to the financial sustainability question in of itself.

However, finance directors did recognise that there is an opportunity to make substantive change to how we operate given that there are several finance posts, some at the most senior level, vacant or temporarily filled. That some colleges do have areas of expertise now that could be built upon to provide partnership wide services, that would be more effective and efficient in the medium to longer term.

It was generally agreed that a single finance director could provide comprehensive financial director level service to more than one partner. The main practical barrier to this is the other tasks that finance directors are asked to perform. The development, for example, of a partnership wide estates service would free up finance director capacity that they could invest to improve the finance service offered across the partnership as well as the improvement to the management of the estate that a dedicated service would bring.

Conclusions

That it is more than likely that the partnership currently has adequate resources invested within finance departments to provide a more effective, more efficient and more comprehensive finance service to all fourteen institutions within the partnership if finance staff were organised as a common service rather than operating within their current silos.

That harmonisation across policy, regulations, procedures and reporting will be of benefit and is therefore necessary work. However, it is detailed and will take time and capacity to deliver and in of itself will not begin to address the wider questions of financial sustainability that the partnership faces.

That all partners are carrying risk as they are currently configured as teams and key areas are a single person deep in many areas. The reconfiguration of staff within a common service would help to mitigate this risk, if the sharing of resources for the common service can be effectively delivered.

That key to releasing the capacity of senior finance staff across the partnership is the understanding of the other duties that they are currently responsible for. Whilst this was not discussed in detail, the management and oversight of estates should be prioritised as part of the broader common professional services workstream.

That filling the current senior posts that are vacant is not the best use of resource as there is already enough senior finance capacity to cover these posts (should their time be released). Of greater benefit would be further investment in mid-level finance staff to enhance the ability of the finance service to complete in-depth financial analysis to aid decision making or vacant posts are taken as savings.

That the considerations of VAT are key for the formation of a common service and the discussions to form a VAT group have fundamental implications for this. This work needs to be progressed to a conclusion.

That the greatest barrier to the development of a common finance service, is the belief that Principals and governing bodies will not support the implementation of common services and will renege on agreements made now in due course.

Next steps

If Partnership Council and the Further Education Regional Board agree to progress work on a common finance service, then the following actions will be taken:

- Develop a technical workstream to harmonise policy, procedure, regulation and reporting.
- Undertake a skills-based analysis of current finance staff and identify the gaps in capacity as viewed as a common partnership service.

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- Work with finance directors to identify developments within other service areas that will release their capacity.
- Create a better understanding of the VAT implications of such a common service, both within and out-with a VAT group.
- Develop a model of how such a common service would be funded so it does not disadvantage some partners over others.
- Develop the metrics of how a service would be measured and evaluated by partnership council.
- Work with HRPG to consider the options for deploying staff inside a common service.
- Identify how current vacancies can be covered by existing staff in the short-term.
- Develop the service level agreement that will apply across the partnership
- Consider the governance agreements required for inclusion within the partnership agreement to ensure the service is not built on goodwill alone.

Recommendations

Partnership council is asked to:

- Note the discussions that have been held to date with finance directors and the proposed next steps.
- Note the intention to bring forward the consideration of estate management within the partnership as part of the common professional services assembly workstream.
- Confirm their commitment to the development and implementation of common services
- Agree to consider recruitment to finance posts in light of the developing arrangements for common services.

FGPC is asked to discuss the report.

Committee:	F&GP			
Subject/Issue:	Estates Update			
Brief summary of the paper:	Regular update on estates matters.			
Action requested/decision required:	For noting.			
Status: (please tick ✓)	Reserved:		Non-reserved:	✓
Date paper prepared:	5 th March 2020			
Date of committee meeting:	10 th March 2020			
Author:	Derek Duncan			
Link with strategy: Please highlight how the paper links to, or assists with: compliance. partnership services risk management strategic plan/enabler other activity (eg new opportunity) – please provide further information.	Risk Register ID Moray/8: College Estate not fit for purpose			
Equality and diversity implications:	YES – DDA compliance in terms of access to all parts of the building.			
Resource implications: <i>(If yes, please provide detail)</i>	Planning will consider the latest 3-year forecast on SFC capital and maintenance funding.			
Risk implications: <i>(If yes, please provide detail)</i>	Failure to have in place regular planned regular maintenance will lead to significant deterioration of the College estate and additional cost and risk to the safety of College staff, students and visitors.			

Estates Update March 2020

Overview

The College has continued to experience a range of estates problems due to the age and condition of the buildings. An extended period of poor weather since the start of autumn 2019 resulted in further challenges.

Good progress is however being made with the first phase of the roof repair project and overall, compliance and routine maintenance is working well with support from APUC in relation to contract renewals.

Aluminium Composite Material (ACM) Cladding Update

The College provided a data return to the Scottish Funding Council on 21st February outlining the use of ACM composite cladding systems within the College estate. ACM cladding is currently installed on 2 buildings:

- LRC gable end to a level of 2m from ground level.
- Technology Centre extension upper floor from a height of approximately 6m from ground level to the roof line.

Following the data submission, the College received official confirmation that its use of ACM cladding is outside of scope of the SFC's project and therefore the College will be recorded as a nil return.

The regulations in Scotland are different from the rest of the UK with a particular restriction on buildings with floor levels above 12m. The College does not operate any building in scope of the current regulations.

In summary, there is no immediate requirement to undertake any further work in relation the use of ACM cladding, but the College will continue to review the guidance.

Fire Risk Audit Action - Estates Work

Fire risk audit work covers:

- Routine items such as fire door replacement (Darroch and Allan is progressing this).
- Complex issues which require external consultancy support.

Tender documentation has been completed with the support of APUC for the provision of external consultancy services to manage and certify repair work across a range of the more complex fire audit actions. The age and nature of the buildings means that further detailed survey work is also required to scope out the extent of repairs to contain fire and smoke within ceilings, walls and ventilation systems.

AGBC Estates Issues

Poor weather conditions resulted in 2 significant near-miss incidents involving the AGBC building:

- On 13th January 2020, aluminium flashing was dislodged from the roof of the AGBC building during storm Brendan. Parts of the flashing landed outside main reception leading to an emergency closure of the building until 15th of January. This work will be covered by the College insurers.

- On 21st February 2020, part of the metal signage on the west side of the AGBC building was dislodged during high winds and landed on the ground directly below at the west park area. The area was safely contained and the College remained open.

Darroch and Allan provided emergency response to both incidents under existing reactive maintenance cover, limiting the time the College was closed.

Procurement of a structural engineer to provide the specification of the repair works is on-going, as instructed by the loss adjuster.

Given these incidents, further assurance will be obtained in relation to all AGBC external metalwork and cladding.

Victoria Art Building

The Victoria Art building is Grade B Listed and has required a number of external repairs. Room VA7 was closed on safety grounds in December 2019 due to issues with ceiling plaster which will require further investigation. Temporary access arrangements have been put in place to allow safe access to the Dark Room area and provide separate access for contractors.

A full survey is required in order to determine the scope of repair works to be undertaken over the summer. This work will require external consultancy to ensure compliance with the listed status.

Roof Repairs Contract

Graham and Sibbald Surveyors were appointed as external consultants to manage the College roof repair programme in 2019, with Faskin Group Ltd appointed the successful bidder to carry out the repairs.

Phase 1 covering Grange and Birnie wings is now nearing completion and work will now focus on planning the next phase.

Further problems with the Grange Wing roof pitched roof were identified in February following the ingress of water into the Grange Wing corridor. A quotation for these repairs is currently under consideration.

Asbestos Survey

A complete site asbestos survey report was submitted by Environtec on 30th December 2019. This report provides information related to high priority work for which the initial planning is now underway. A tender process will be required to appoint of a contractor to manage the removal of asbestos from high risk areas. This work is likely to be disruptive and limited to the summer holiday period.

Routine Estates Compliance Maintenance

The College has in place arrangements for both statutory and general planned maintenance activities. This covers issues such as grounds maintenance through to complex servicing of plant systems such as the gas boiler systems.

The College estate continues to see a range of routine faults with leaking roofs, faulty heating controls, lighting systems, ventilation systems and guttering which has taken up a significant time to investigate and repair over the last few months.

Campbell Controls annual inspection of the heating control system highlighted issues with the Culbin Wing gas plant which is now approximately 29 years old. The heating control panel spares are likely to be available for approximately 1 further year and therefore planning needs to start on a replacement system.

Backlog Maintenance Planning

The College will now plan for the 20/21 maintenance programme with an increase in capital and maintenance funding likely. This work will continue to focus on the SFC condition survey.

Issues which need to be looked at include:

- Phase 2 of the roof repair project.
- Continuation of the fire risk audit action work.
- Asbestos removal 1st phase targeting high priority areas.
- Air conditioning system upgrades (initial scoping exercise to plan replacement of R22 refrigerant systems).
- Scoping exercise for the Culbin Wing gas plant and associated ventilation system.
- Local area network cabling upgrades.
- Flooring repairs
- Victoria Art building conservation repairs
- Lighting replacement (G013)

A full plan will be developed in response to the 20/21 capital and maintenance funding allocation.