

West College Scotland

CORPORATE DEVELOPMENT COMMITTEE

**TUESDAY 19 FEBRUARY 2019 at 4.00 p.m. in
Room 116 (Estates Room), Renfrew Building, Paisley Campus**

AGENDA

General Business

1. Apologies
2. Declaration of Interests
3. Minutes of the meeting held on 23 October 2018 Enclosed MN
 Actions from the minutes Enclosed MN
4. Matters arising from the minutes
 (and not otherwise on the agenda)

Main Items for Discussion and/or Approval

**Agenda Items 6, 7 & 8 are deemed to be reserved under
the Freedom of Information Act as being commercially sensitive**

5. Economic Data Update Paper 5 AD
 Allan Dick, Economic Development Manager, will
 present this item
6. International Strategy Paper 6 SR
7. Internal Audit Report: Internal Communications Paper 7 DOH
8. Alternative Income: Update Paper 8 SR
9. Risk Paper 9 LC
10. Any other business

Next meeting: Tuesday 7 May 2019 at 4.00 p.m., Paisley Campus

Gwen McArthur
Secretary to the Committee

CORPORATE DEVELOPMENT COMMITTEE

MINUTES: 23 October 2018

Present: Mark Newlands (in the Chair), Liz Connolly, Jim Hannigan and Jennifer Johnston.

Attending: Sara Rae (Director of Business, Enterprise and Innovation), Diarmid O'Hara (Director of Communications, Policy and Planning) and Gwen McArthur (Secretary to the Committee).

Apology: Keith McKellar.

CDM175 WELCOME

The Chair welcomed the members and attending officers to the meeting, and particularly Liz Connolly, in her new role as Principal.

CDM176 DECLARATION OF INTERESTS

None.

CDM177 MINUTES

The minutes of the meeting held on 22 May 2018 were approved.

CDM178 ACTIONS FROM THE MINUTES

The Committee noted the actions taken since the last meeting.

CDM179 REMIT, MEMBERSHIP AND DATES OF MEETINGS IN 2018/19

The Committee noted its remit, membership and dates of meetings in 2018/19.

CDM180 WEST OF SCOTLAND SKILLS SURVEY (CDM 167, 157)

The Director of Communications Policy and Planning informed the Committee that the report, 'Our Workforce, Our Future', had been published on 1 October 2018 and copies had been sent to all Board members. This report provided an analysis of the feedback obtained from the survey of organisations in and around the West region. The Committee was pleased to note that this report had been well received by a range of stakeholders and organisations and had been picked up in various press and media outlets.

The Committee was pleased that the report had received such wide coverage and had been so well received and congratulated the team on producing such a clear and useful report. In particular the Committee commended Drew McGowan, Policy Officer, for his significant input to the survey and the analysis

of the feedback obtained; and Lyndsay Crawford who undertook the graphic design for this publication.

CDM181 ETHICAL APPROACH TO BUSINESS/SUSTAINABILITY AND CSR (CDM117)

The Committee noted a paper proposing a way forward for the College to make clear its ethical approach to business. It was proposed that a general statement on business ethics should be included within a statement on the College's approach to Sustainability and Corporate Social Responsibility (CSR).

In considering this matter the Committee was of the view that the College needed to have a robust framework in place, but one that could also be flexible enough to allow the College to adapt to changing circumstances. It was acknowledged that external circumstances and perceptions could change rapidly. It was considered that there were some political aspects that needed to be taken into account in this framework, and it would also benefit from the inclusion of a statement on safety, which was wider than health and wellbeing.

The Committee welcomed this statement on Sustainability and Corporate Social Responsibility and, subject to some minor amendments, **approved** this.
[Action: DOH]

CDM182 AWARDS CENTRAL UPDATE (CDM168)

The Director of Communications, Policy and Planning provided the Committee with an update on progress in developing a West College Scotland Awards Central portal. An Awards Central page was under development for the staff intranet and a test page was already in place. This would provide information to all staff about the various awards that they could apply for and also provide updates on progress with applications that had been made and awards achieved. The success of this approach would depend on staff buy-in and it was the intention to take this to the Senior Management Team (SMT) next, to get their support, and then to roll-out to staff across the College to let them see the benefits this site offered.

The Committee welcomed this initiative and supported the approach being taken. It was suggested that there should be a page on the College website that showcased the successful awards achieved by staff and students in the College. It was also suggested that more information could be included on the site highlighting the benefits this approach could bring.
[Action: DOH]

CDM183 STRATEGIC RISK REGISTER

The Committee noted the Strategic Risk Register. In discussion the Committee queried if Brexit should be included as a separate risk on the Strategic Risk Register. It was noted that the Director, Business, Enterprise and Innovation, was a member of a group established by the Scottish Funding Council (SFC)

which was looking into this matter and particularly the impact this could have on colleges. The SFC had provided some data on this matter but some further research would need to be conducted to fully assess the potential impact this could have on West College Scotland. It was acknowledged that there were still a number of uncertainties around Brexit which would not be clarified until it was known what deal, if any, the UK Government agreed with the European Union.

As a first step it was proposed that the Principal and Director produce a paper highlighting the potential impact of Brexit on the College based on the information known at present. This paper could be presented to the Board at its December meeting where a decision could be taken about how the Board wished to take this matter forward and if it should be a separate risk on the Strategic Risk Register. The Committee **agreed** with this approach.

[Action: LC; SR]

CDM184 SCHEDULE OF BUSINESS 2018/19(CDM171)

The Committee noted its proposed schedule of business for session 2018/19 and **agreed** the following adjustments:

- An update report on Customer Relationship Management be brought to the May meeting;
- The discussion on WCS Brand be moved from the February to the May meeting.

[Action: LC]

CDM185 AUDIT SCOTLAND REPORT: SCOTLAND'S COLLEGES 2018

The Committee noted the Audit Scotland Report: Scotland's Colleges 2018.

CDM186 NEXT MEETING

Tuesday 19 February 2019 at 4.00 p.m. at the Paisley Campus.

RESERVED BUSINESS

The following items are deemed to be reserved under the Freedom of Information Act as being commercially sensitive.

[REDACTED]

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GMcA/5.11.18/Final

Corporate Development Committee: Meeting of 23 October 2018

Actions from the Minutes

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
23 Oct 2018	CDM180 167	West of Scotland Skills Survey – final report to be brought to next meeting	D O'Hara	'Our Workforce, Our Future' published on 1 October and issued to all Board members	Complete
	CDM181 117	Ethical Approach to Business, Sustainability and CSR – some minor amendments to be made and then statement to be issued	D O'Hara	Statement finalised and issued to Board for information at its December meeting	Complete
	CDM182 168	Awards Central – suggestions for including a page on College website; and also more information on benefits this approach could bring to be included on staff intranet	D O'Hara	Director, Communications, Policy and Planning to take forward	Complete
	CDM183	Strategic Risk Register – a paper highlighting potential impact Brexit could have on College to be presented to next Board meeting	L Connolly S Rae	Paper prepared and issued to Board for consideration at its December meeting	Complete
	CDM184 171	Schedule of Business 2018/19 – adjustments to be made to schedule	L Connolly	Revised schedule to be brought to next meeting	February meeting
	CDM187 138	Customer Relationship Management System – progress report to be provided to May meeting	S Rae		May meeting
		Actions from previous minutes			
22 May 2018	CDM169	Alternative Income – Committee to be updated on i.Commercial activities ii.Flexible Workforce Development Fund iii. Development funding	S Rae	Update provided to October meeting	Complete

12 Dec 2017	CDM 150.2 96, 85	Developing an International Strategy – Committee to monitor developments	S Rae	Update provided to December 2017 meeting	Updates to be provided on a regular basis
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GMcA/29.11.18

TITLE: **ECONOMIC DATA UPDATE**

Background: This paper provides an overview of key economic and labour market trends relating to the business of the College

Action: The Committee is invited to discuss the contents of the paper and the associated presentation

Lead: Allan Dick, Economic Development Manager

Status: Open

West College Scotland

Economy and Labour Market Update

February 2019

Scotland

Output & Growth

Scotland's economic performance continued to grow 2018 with growth similar to 2017, however growth remains below the long run trend rate. Latest data shows Scotland's GDP grew by 0.2% in real terms during the third quarter of 2018, revised down from the first estimate of 0.3%. The equivalent growth rate for the UK as a whole was 0.6%.

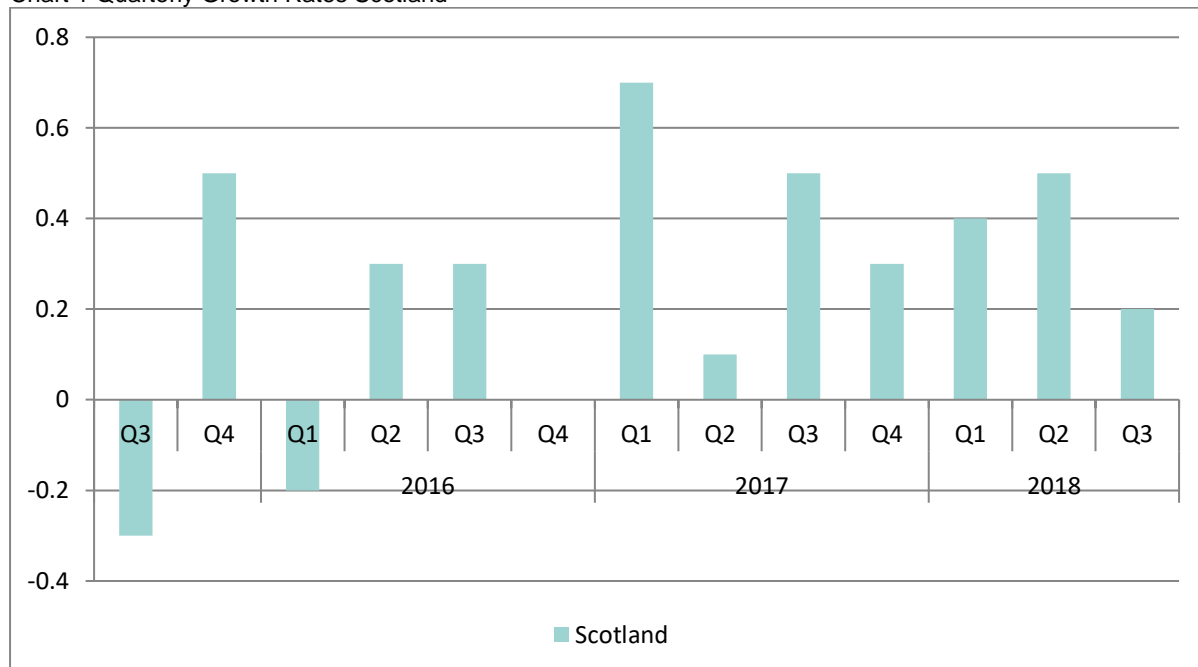
Compared to the same quarter last year, Scotland's GDP has grown by 1.3%, revised down from the first estimate of 1.5%. Equivalent UK growth over the year was 1.5%.

The largest single contribution to growth this quarter came from the Construction sector, which has seen growth revised up from 2.7% to 2.9% in the latest quarter. The largest contribution to the downward revision to headline growth was in the Electricity & Gas sector due to updated data for electricity generation being lower than originally estimated

Using the expenditure approach, the largest contribution to GDP growth over the year has been household consumer spending, which is the largest category of demand in the economy and usually makes the largest contribution.

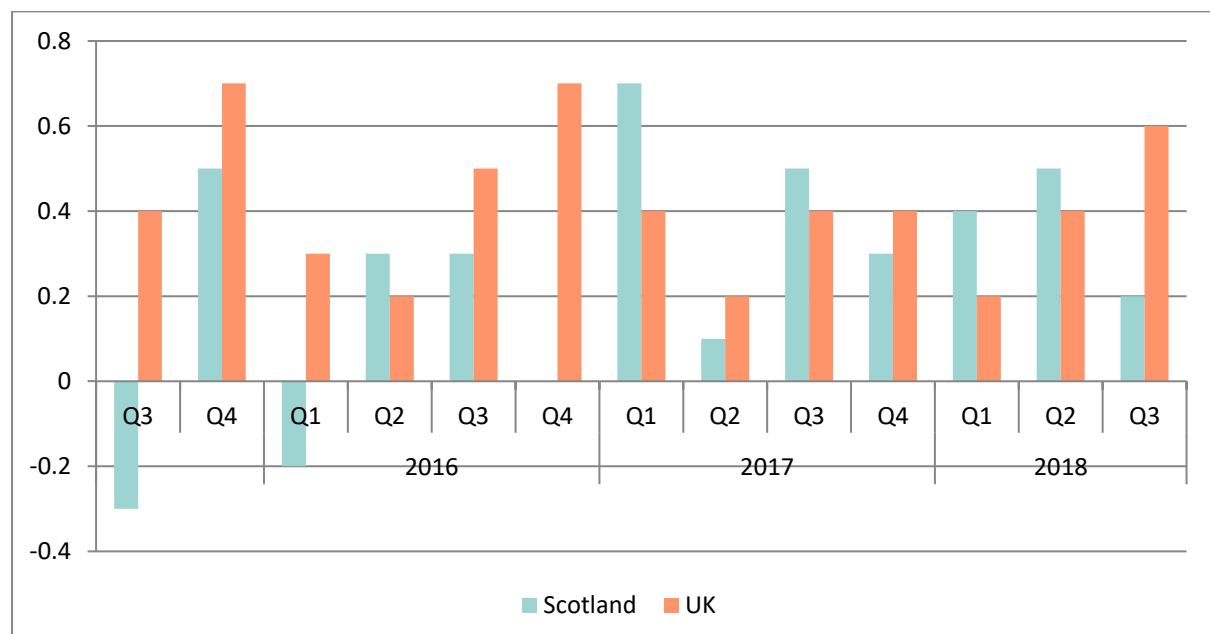
Over the latest year, the level of households' spending has continued to increase at a faster pace than disposable income.

Chart 1 Quarterly Growth Rates Scotland



The UK economy as a whole grew more quickly than Scotland in Quarter 3 2018 the first time since the Quarter 4 in 2017 following 2 quarters of faster growth (Chart 2). UK GDP grew 0.6% in the third quarter of 2018, up from 0.4% growth in Q4 2017. In the third quarter of 2018, Scotland's economy is estimated to have grown by 1.3% over the year compared to the third quarter of 2017. This has been revised down from the first estimate of 1.5% published on 19 December. Over the same period UK GDP grew by 1.5%. Compared to the same quarter last year, Services has grown by 1.3%, Production has grown by 1.4% and Construction has grown by 2.0%.

Chart 2 Quarterly Growth Rates Scotland Comparison with UK



Output & Growth Future Prospects

The outlook for the Scottish economy remains subdued similar to the picture at the start of 2018 with independent forecasters suggesting growth will quicken over the forecast horizon but will remain below Scotland's long run trend growth rate of just below 2%.

However, there is variation among independent forecasts for Scotland. For example, in 2018 the forecast for growth varies between 0.7% and 1.3% and in 2019, it varies between 0.8% and 1.6%. (Chart 3)

Independent forecasts continue to expect the uncertainty from Brexit to weigh on business investment decisions and consequently on economic growth. The Bank of England in early February 2014⁹ reduced its estimate for UK growth to 1.2% for 2019

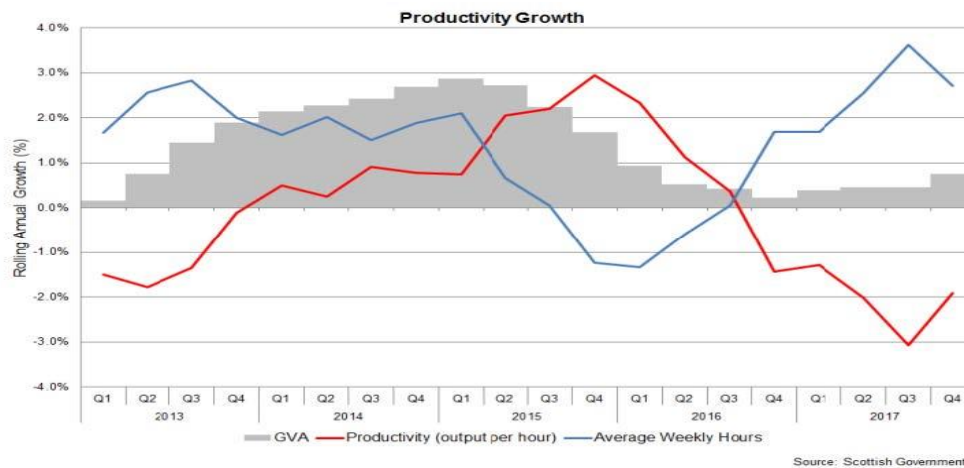
Independent forecasters point to a number of drivers for this subdued level of growth over the forecast horizon. A key factor influencing the medium-term outlook continues to be the expectation of weak productivity growth, and its downward pressure on wage growth. Wage growth forecasts remain relatively weak for Scotland, despite high employment and low unemployment by historical standards. With inflation forecast to fall over the course of this year and next, there is the potential for the squeeze on real wage growth and household finances to ease. The strengthening in global economic activity alongside the relatively low value of Sterling should continue to provide a stronger backdrop for export and investment activity, while the strengthening of sentiment and activity in the oil and gas sector should also be more supporting of growth.

Chart 3 Output Growth Estimates

Output Growth Estimates	2018		2019		2020	
	Scotland	UK	Scotland	UK	Scotland	UK
Scottish Fiscal Commission (Dec 18)	0.7%		0.8%		0.9%	
Fraser of Allander Institute (Sept 2018)	1.3%		1.4%		1.4%	
PWC (Dec 18)	1.0%	1.3%	1.2%	1.6%		1.8%
EY Item Club (Dec 18)	0.8%	1.5%	1.6%	1.3%	1.0%	1.5%
OBR		1.4%		1.5%		1.7%
Bank of England		1.4%		1.2%		

Productivity

Productivity Growth in Scotland (Chart4)



Scotland's productivity rank among OECD member countries is ranked in the third quartile, in 19th position of 36 countries. Improving Scotland's productivity is central to achieving the twin aims of [Scotland's Economic Strategy](#) (SES): improving economic competitiveness and tackling inequality.

Scotland has a target of ranking in the top quartile of OECD member countries

Labour productivity (output per hour worked) brings together economic output and labour input and is an important indicator of economic performance.

With output growth below trend in 2017 and the labour market continuing to perform strongly, productivity growth weakened in 2017.

Latest data for Q3 2018 show that on a rolling annual basis, comparing the most recent four quarters to the previous four quarters, labour productivity decreased by 4.0% in real terms. Over the last decade since the start of the financial crisis, Scotland's labour productivity has increased by average of 0.7% per year. This compares to average annual growth of 0.2% in the UK as a whole.

Scottish Labour Market

Scotland's labour market has strengthened in 2018 in contrast to the relatively subdued output performance of the economy over 2016-17. The number of people employed in Scotland is now near the record high, while the unemployment rate reached a record low of 3.6%. These two indicators suggest that the Scottish labour market is in good health.

Latest data for Sept -Nov 2018 show that the number of people in employment is 2.641million slightly down on the last 12 months but still close to a record high.

Mirroring this strong performance, Scotland's unemployment rate has been on a downward trend in 2017, falling to 3.6%. Both the employment and unemployment rates remain close to their record levels and are comparable the UK averages. The employment rate in Scotland is 75.3% compared to a UK average of 75.8%, whilst the unemployment rate is 3.6% in Scotland compared to 4.0% in UK. The differential is driven by male employment as both female employment and unemployment figures perform better than the comparable UK figures.

Economic inactivity (those not working and not seeking or available for work) in Scotland also fell in year to Nov 2018 by 0.3% to 21.9% and is close to the UK average of 21.0%. Compared to the UK, Scotland now has a slightly lower employment rate and unemployment rate. That said, it does retain slightly a higher rate of economic inactivity (i.e. those neither in work nor seeking work) than the UK as a whole.

Chart 4 Employment Rate 16-64 Scotland and UK

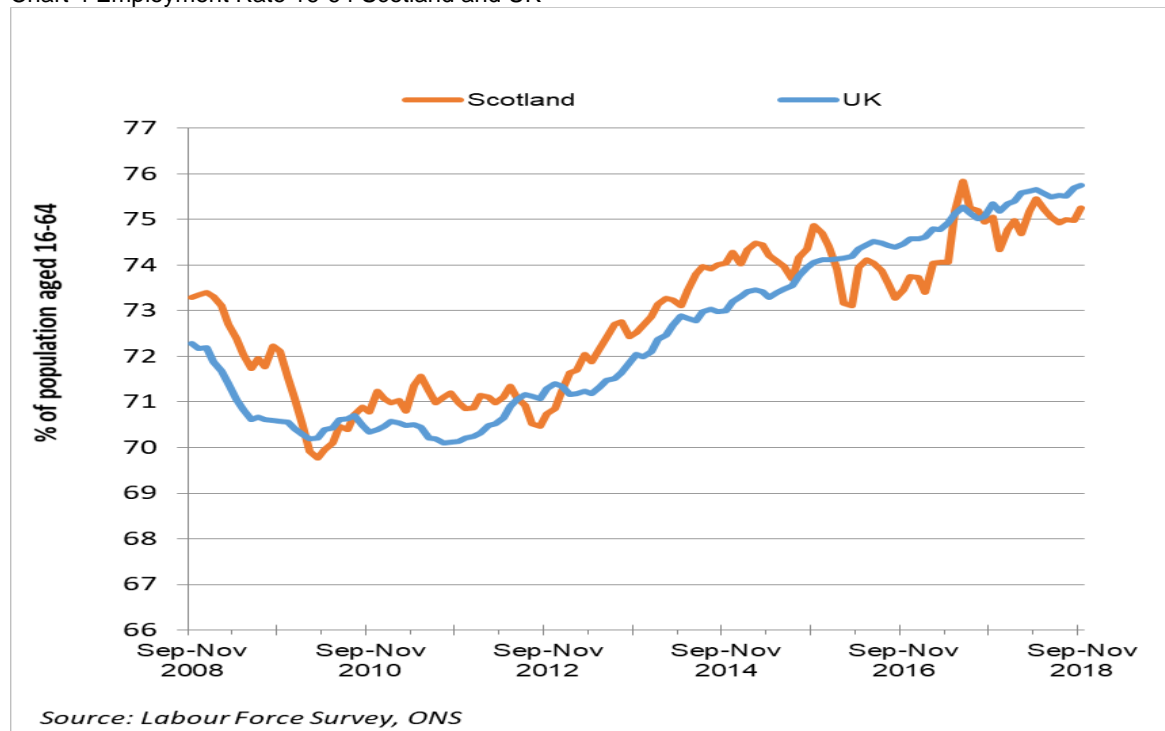
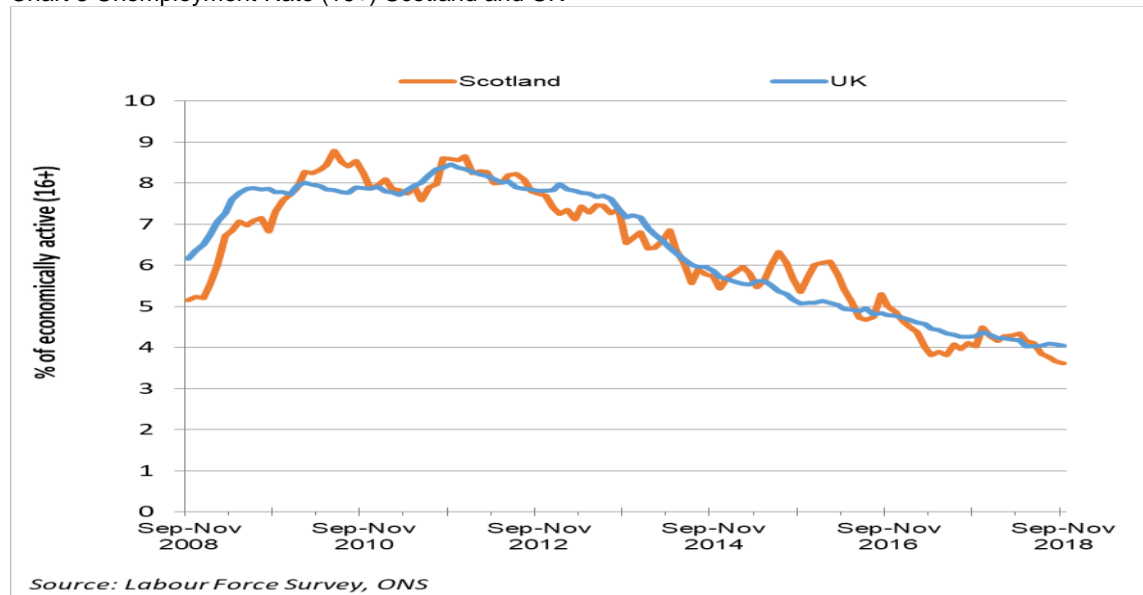


Chart 5 Unemployment Rate (16+) Scotland and UK



Youth Employment

The level of youth unemployment has reduced from 52,000 in Jan-Mar 2014 to 32,000 in Sept – Nov 2018, a decrease of 20,000 (38.5 per cent) since the Jan-Mar 2014 baseline. Chart 6 shows the long-term trend in the youth (16-24) unemployment level (excluding those in full-time education) from the Labour Force Survey, ONS.

There are 566000 16-24 year olds in Scotland, 343000 in employment and 32000 unemployed and 191000 inactive of which a high proportion are in FT education. Within the Labour market Scotland outperforms the UK on youth employment, unemployment and inactivity rates:

- Higher youth employment rate (60.7% vs. 56.0%)
- Lower youth unemployment rate (8.4% vs. 12.1%)
- Lower youth inactivity rate (33.7% vs. 36.3%)

Chart 6 Youth Unemployment Rate Scotland

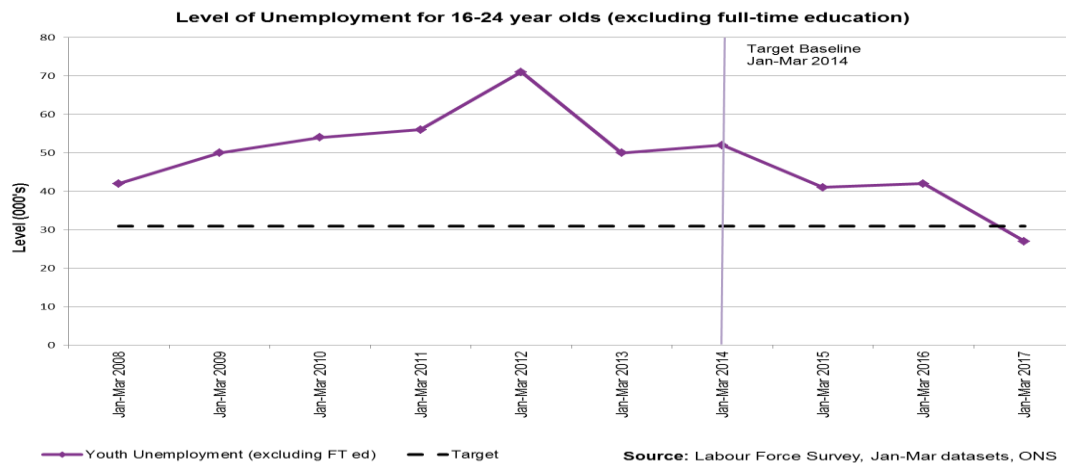
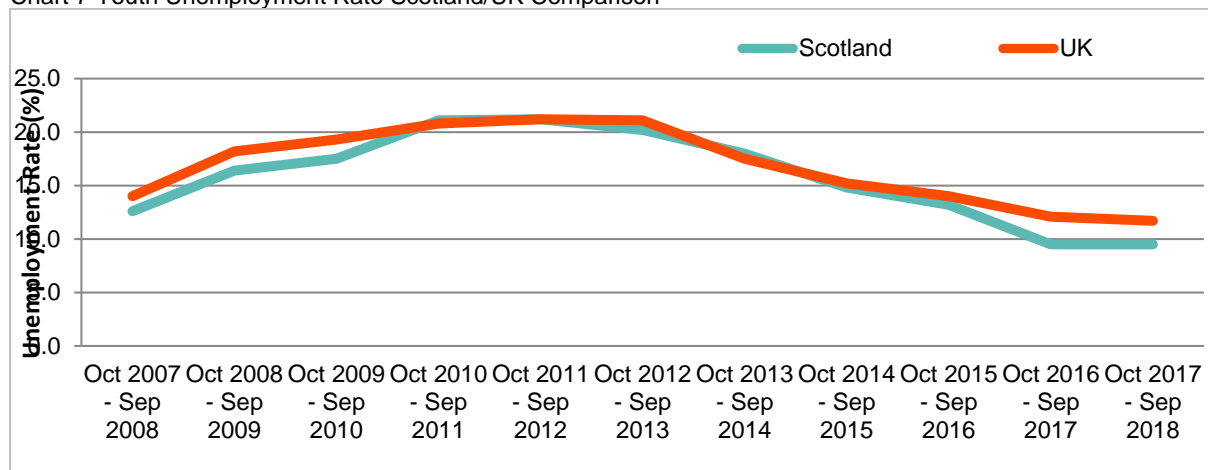


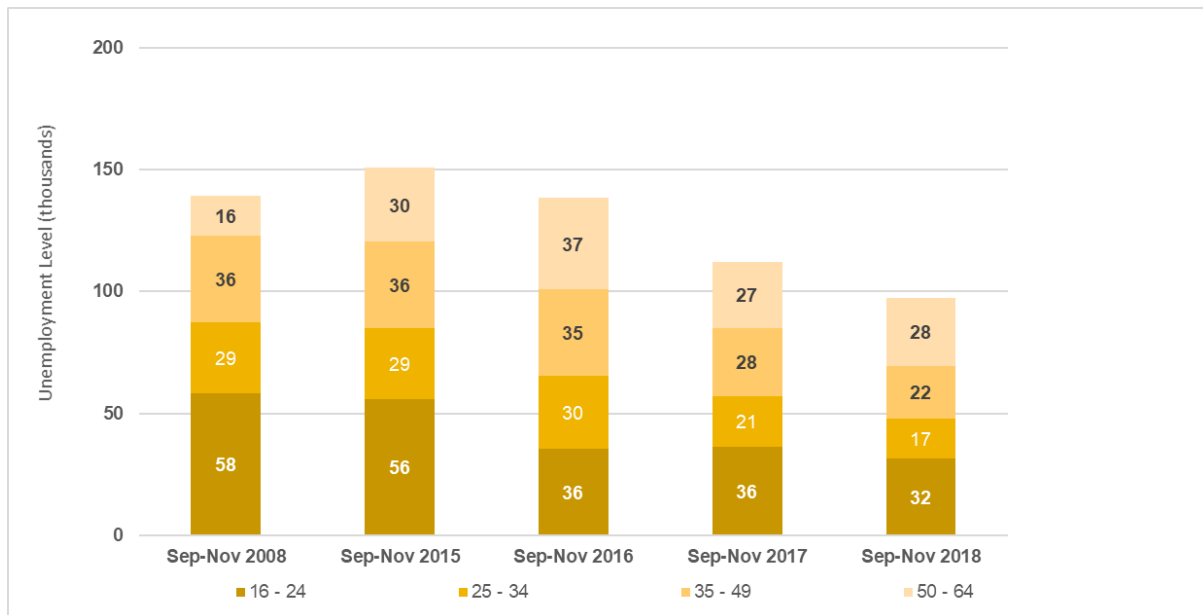
Chart 7 Youth Unemployment Rate Scotland/UK Comparison



Unemployment by Age

Chart 8 shows the stock of unemployed people in Scotland by age. The largest age group is those aged 16-24, the youth unemployed, with the other three age group sharing similar levels of unemployment. We can also see how the age of the unemployed has changed over time. Relative to the height of the financial crisis in 2008 we now have far more people aged 50-64 who are unemployed. Since 2008 the number of people aged 50-64 unemployed has doubled from 14000 to 27000 similarly, there are levels of youth unemployment now than in previous years falling from 55000 to 38000. Indeed, Scotland's rate of youth unemployment is at a record low of 8.4%. This is also the lowest rate of youth unemployment of any region or nation of the UK

Chart 8 Unemployed people in Scotland by Age



West Region

Population

There were 438,760 people living in the West Region in 2016. This was 4,000 more than in 2006, an increase of 0.9%. This was in contrast to growth of 5.3% across Scotland.

There has been some population growth in East Renfrewshire (4.5%) and Renfrewshire (2.7%) over the past decade, but this has been offset by the declines of 3.8% and 1.7% in Inverclyde and West Dunbartonshire respectively

In the period from 2016- 2026 three quarters of local authority areas (24 councils) are expected to see growth, with the remainder projected to face depopulation over the next decade. Across the West Region East Renfrewshire will experience the 4th highest level of growth whilst Inverclyde will experience the 2nd highest rate of de- population.

As a whole the West Region will experience growth of only 1.6% in comparison to a Scottish wide rise of 3.2% (if we exclude East Ren the West will remain static). By comparison the three highest areas of growth are Mid & East Lothian and Edinburgh (Chart 9)

Population growth in the West Region over the coming decade will be concentrated amongst older age groups, with the fastest rate of increase expected for the over 75s.

Declines are expected across all age groups under the age of 50.

When we look at the key 16-24 demographic all areas of Scotland will face a decline in population with double digit falls in Inverclyde & Renfrewshire. Perversely in relative terms the West Region compares more favourably with Scotland than for total population. A fall of 8.4% in comparison with a 9% fall in Scotland.(Chart 10)

SIMD2016

The Scottish Index of Multiple Deprivation 2016 is tool for identifying areas of poverty and inequality.

The West Region contains some of the most deprived areas of Scotland including the most deprived area within Ferguslie Park Paisley however there are areas across all our Local authority areas there is significant deprivation with Inverclyde and West Dunbartonshire the 2nd and 3rd most deprived local authorities within Scotland by share of 20% datazones. People who live in the most deprived areas are most likely to experience conditions which limit their opportunities in life

The maps that follow highlight each datazone in the West Region with the most deprived in dark red and the least deprived in dark blue

Chart 9 Total Population Change 2016-2026

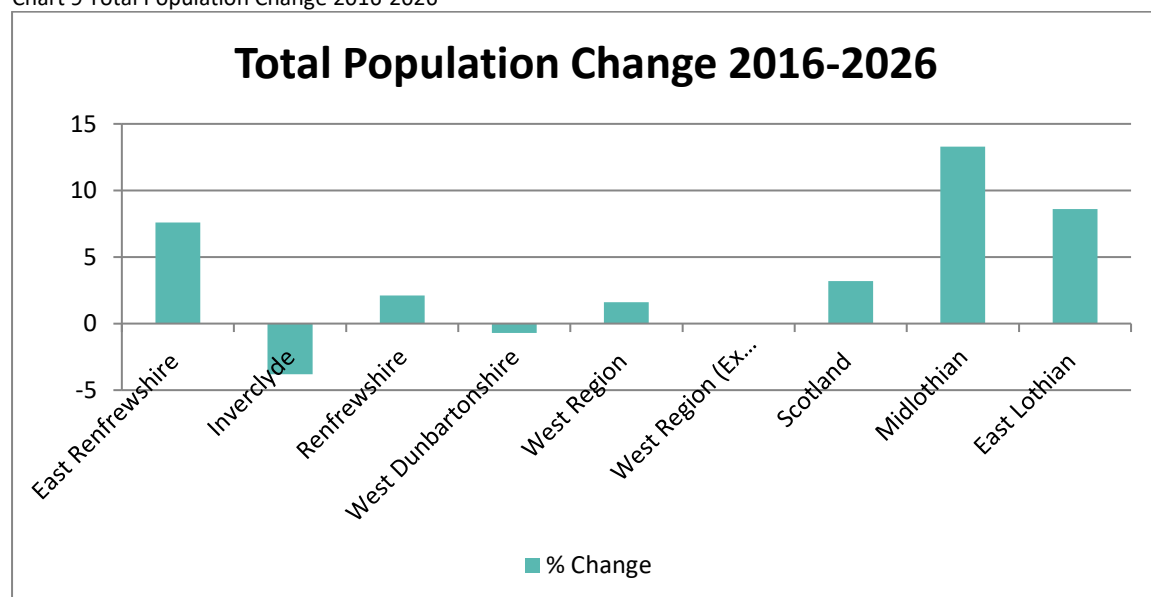
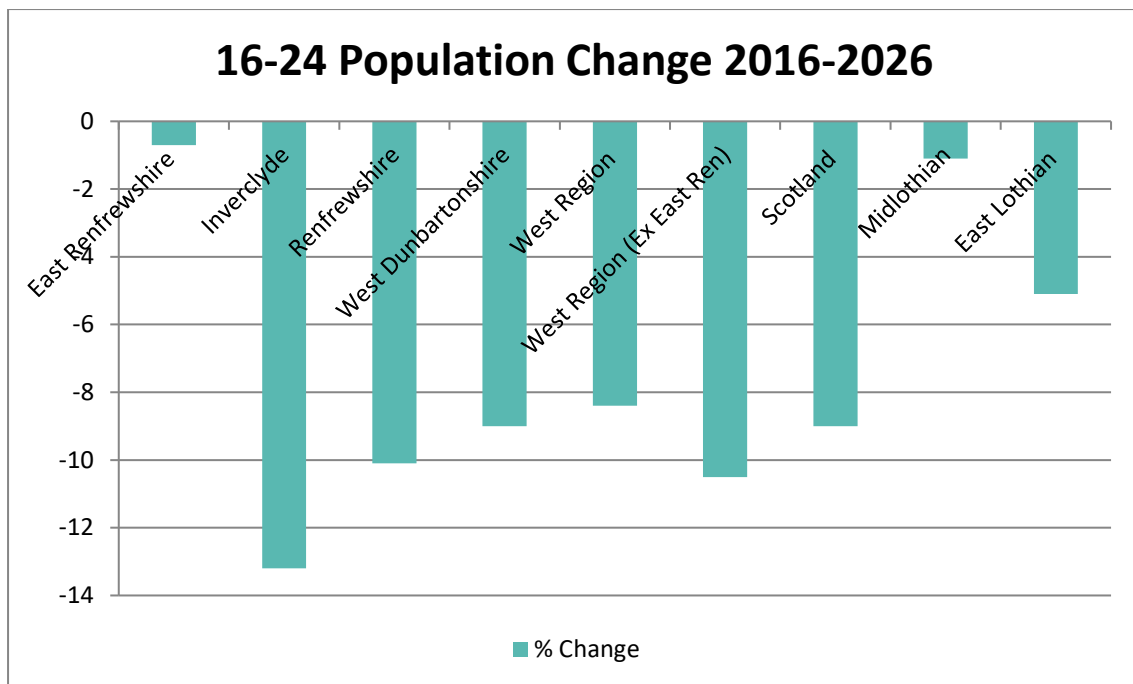
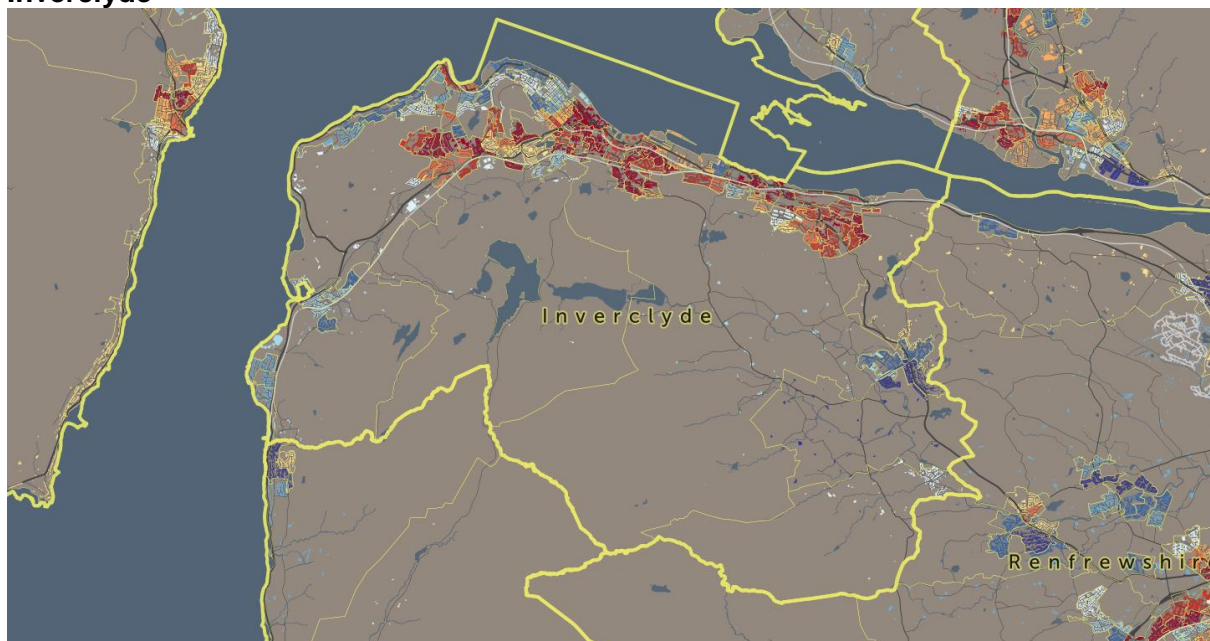


Chart 10 Population Change 16-24 Age 2016-2026

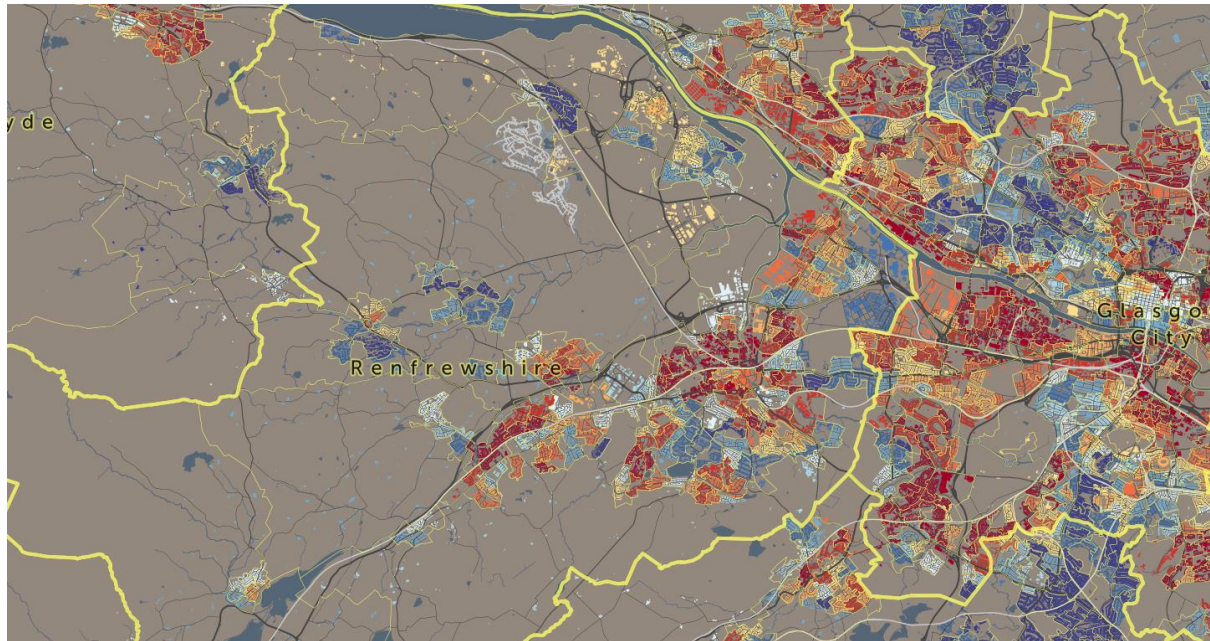


SIMD 2016

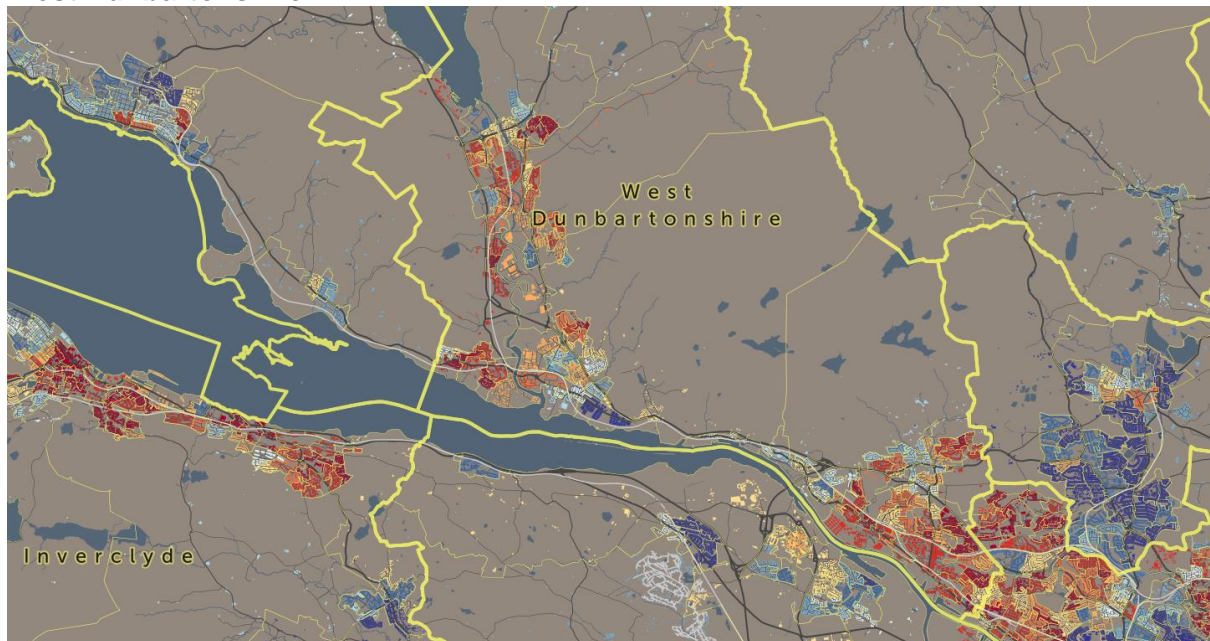
Inverclyde



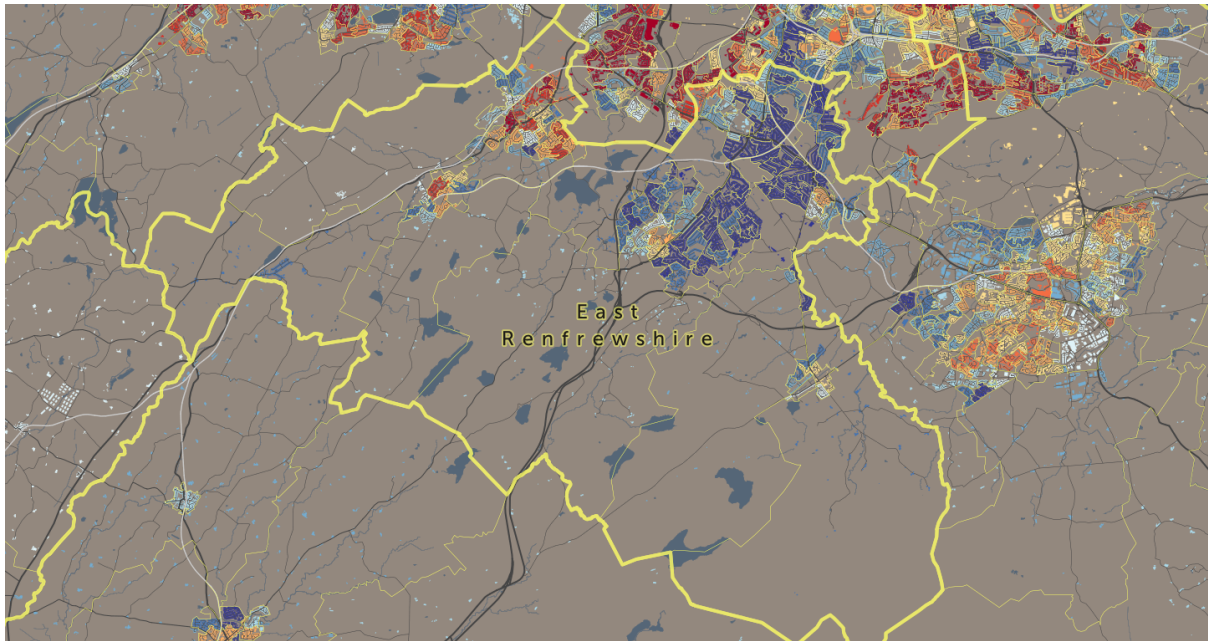
Renfrewshire



West Dunbartonshire



East Renfrewshire



West Region

Output & Growth

In relation to the Scottish economy, the West Region is characterised by high productivity and low GVA in all four local authorities. The region has a mixed urban and rural economy and based on 2015 data, the region contributed £8,135 million in GVA around six per cent of output for Scotland and the seventh highest of the 14 regions. At 14% of regional output (2015 figures), the Manufacturing sector contributed the highest sectoral output for the region, followed by Wholesale and retail trade (11%), Real estate (11%) and Human health (11 %). Regional productivity (measured as GVA per job, 2017) was £46,790, this was above the Scotland average of £45,900 and the third highest productivity of all the regions.

Of the four local authorities Renfrewshire made the greatest contribution to the national economy in 2015 (3% of total GVA). The output from Renfrewshire was approximately the same as the combined contribution of West Dunbartonshire (1%), Inverclyde (1%) and East Renfrewshire (1%).

All four local authorities were in the top ten for productivity. East Renfrewshire had the fifth highest productivity (£50,270) of all local authorities in Scotland. West Dunbartonshire was

sixth (£47,076), followed by Inverclyde (£46,508) and Renfrewshire (£45,748) in eighth and tenth respectively

GVA growth in the West Region is forecast to average 1.4 % between 2017 and 2027. This is slower than forecast growth for Scotland (1.7 %) and that of the UK (2.0%). The pace of growth is expected to slow in the short term as the consumer sector loses momentum in the face of rising inflation, businesses investing cautiously due to Brexit-related uncertainty, and fiscal policy remaining tight.

West Region

Workforce

Across our wider economic region (Clyde Valley) the total no of jobs is 847200 while within our region (West Region) there are 166700 jobs (Chart 11)

The West Region economy is relatively more dependent on the public sector for employment, Public administration, health and education combined account for 34% of employment in the region, compared to 29% across Scotland.

The largest sectors (Chart 10) of the economy Health, Business Services , Education & Retail, account for 38% of all jobs across the private and public sector, hospitals are the single largest employers in the region and the source of over 9,500 jobs.

(Chart 11)

EMPLOYEE JOBS BY INDUSTRY

Employee Jobs By Industry 2018	West Region	% of Total	Glasgow City Region	% of total	Scotland	% of total
Agriculture, forestry & fishing	600	1	2300	0	75000	3
Mining, Quarrying & Utilities	1200	1	17000	2	69600	3
Manufacturing	13500	9	56300	6	181300	7
Construction	9600	5	52000	6	137200	5
Motor trades	3600	2	14500	2	45600	2
Wholesale	4600	3	26400	3	78600	3
Retail	18500	11	79500	9	244400	10
Transport & storage (inc postal)	5100	6	39200	4	104600	4
Accommodation & food services	16800	6	53900	7	205120	8

Information & communication	4100	2	26700	3	63300	2
Financial & insurance	2700	3	31600	4	86200	3
Property	2400	1	12700	2	33600	1
Professional, scientific & technical	8800	5	53000	6	166900	7
Business administration & support services	9300	9	89000	11	184700	7
Public administration & defence	10600	7	58800	6	151700	6
Education	16000	8	61500	7	193700	8
Health	30000	16	148000	18	412700	16
Arts, entertainment, recreation & other services	8500	5	37500	4	106500	4
Total	165600		856900		2540700	

Source SDS RSA Oct 2018

(Chart 12)

Top Employing Sectors 2018

Sector	East Renfrewshire	Inverclyde	Renfrewshire	West Dunbartonshire	West Region	Scotland
1 st	Retail	Retail	Retail	Retail	Retail	Retail
2 nd	Education	Health	Education	Public Admin & Defence	Education	Health
3 rd	Public Admin & Defence	Education	Health	Health	Health	Education

(Chart 13)

Growth Sector Employment 2018

	West Region	Scotland
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Food and Drink	2950	118000
Financial and Business Services	12000	230000
Life Sciences	1670	17000
Energy	950	70000
Sustainable Tourism	11500	206000
Creative Industries	3640	77000
All Growth Sector	32710	718000
Total Employment (all sectors)	169000	2589500

Skills Challenges for Key Sectors

Chemical Sciences

- Supply of science and engineering skills is problematic due to the highly competitive labour market
- The impact of emerging technologies could drive the shift in qualification needs higher
- There is a shortage of technical apprentices
- There is sporadic demand for contract support due to plant shutdowns and manufacturing turnarounds

Construction

- Growth dependent on recovery of lending to private sector and public infrastructure spending
- Integrating construction processes with technological developments (e.g. 'smart cities' will drive long-term growth
- Ageing workforce meaning a high level of replacement demand for experienced skilled labour

Creative Industries

- Skills gaps and shortages, particularly around ICT skills

- The importance of communication skills, digital and computing skills
- Demand and expectations at entry level
- Business skills linked to commercial sustainability

Energy

- Coal, oil and gas production expected to fall, due to low domestic reserves and high costs of extraction relative to imports
- Future demand for skills and the potential skills gaps and shortages in the sector
- Encouraging more graduates to enter the sector, improving their skills and general upskilling of the workforce

Engineering

- Future demand for skills and the potential skills gaps and shortages in the sector
- Encouraging more graduates to enter the sector, improving their skills and general upskilling of the workforce
- Increasing automation and technology improvements will remove some traditional jobs

Financial Services

- Attraction and retention of top talent, especially at entry level and alternative entry routes
- Work readiness of new entrants
- Developing key skills for the sector, including digital and technological skills
- Improving sector engagement with skills development and the SIP

Food and Drink

- Raising the profile and image of the sector
- Increasing leadership and management excellence
- Developing skills for business improvement and skills for business growth

Health and Social Care

- Wider demographic changes, such as the ageing population, will drive increased demand in the long run
- Sector attractiveness, including low pay
- Technical skills in key health occupations and ICT skills

ICT/Digital

- The demand for individuals with ICT and digital technologies skills, across sectors, is predicted to grow
- Challenges in recruiting enough people with the right skills and STEM proficient
- Pace of change in technical competencies, including software, content development and coding

Life Sciences

- Constant change in skills requirements of the workforce, requiring agility in the education system

- Demand for the right blend of business and commercial skills
- Further development of the talent pool needs to be aligned with the changing expectations and business opportunities
- Demand for a higher level of skills of an interdisciplinary nature

Tourism

- Skills gaps in management, leadership and business skills
- Customer service skills gaps
- Sector attractiveness, including low pay
- Increasing automation and technology improvements will remove some traditional jobs, need to improve digital skills

SDS Jobs& Skills in Scotland Nov 2017

West Region

Labour Market

Unemployment has been falling steadily across our Region for the last 4 years with each local authority area experiencing a fall in individuals claiming Job Seekers Allowance Aged 16-64 of more than 45% and in the 16-24 age grouping of more than 60%. In both instances this was a greater fall than in Scotland as a whole.

As a proportion of the total population the areas with higher than average unemployment within our region are West Dunbartonshire and Inverclyde which are significantly above the Scottish average for both adult and youth employment whilst East Renfrewshire is significantly below.

The introduction and staggered roll out of Universal Credit by DWP has made accurate comparison over time and geography difficult

Across the region there are 8370 adults 16-64 Job Seeking claimants including those claiming Universal Credit with the highest number residing in Renfrewshire

Area	Number Dec 2018	Number Dec 2017
East Renfrewshire	715	645
Inverclyde	2510	2440
Renfrewshire	3160	3100

West Dunbartonshire	1985	1990
West Region	8370	8175

Across the region there are 1530 young people 16-24 Job Seeking claimants including those claiming Universal Credit with the highest number residing in Inverclyde

Area	Number Dec 2018	Number Dec 2017
East Renfrewshire	150	150
Inverclyde	510	440
Renfrewshire	530	555
West Dunbartonshire	340	370
West Region	1530	1515

Source Nomis January 2019

Note:

Under Universal Credit a broader span of claimants is required to look for work than under Jobseeker's Allowance. As Universal Credit Full Service is rolled out in particular areas, the number of people recorded as being on the Claimant Count is therefore likely to rise.

Future Policy, Economic and Labour Market Drivers & Context

National

Brexit

Brexit remains the single biggest Government Policy impacting upon the UK and Scottish economy. Article 50 was signed setting a “exit” date of March 2019. The continuing and increasing uncertainty on the nature of our “exit” from the EU and the nature of future trade relationships with the EU will continue to have an impact upon the growth and confidence in the Scottish and UK economy for a number of years ahead

Apprenticeship Levy

The Apprenticeship Levy was introduced from 1st April 2017. The Flexible Workforce Development Fund (FWDF) delivered by the FE sector is part of the Scottish Government response to the Levy and the second year of delivery by College has commenced with the maximum value of training available to Levy payers rising from £10k to £15k .

Scotland Act 2016

The Scotland Act 2016 has further devolved powers to Scotland with the main powers relating to taxes and welfare .

Public Finance & Tax Powers

Once all the powers of the Scotland Act are in place the tax revenues raised in Scotland will account for broadly 50% of the devolved spend in Scotland. The Scottish and UK Governments have agreed a Fiscal Framework for a transitional period until 2021/22 which includes a process for the block grant and additional borrowing powers for Scotland

Welfare & Employability Powers

The Scottish Government has significant control over a range of existing welfare benefits in Scotland accounting for 15% of all welfare spend and the powers to re structure and amend the value of such benefits

The Scottish Government received additional powers over aspects of Employability from April 2017 including programmes to support vulnerable groups and the long term unemployed, including those with disabilities and health conditions. The Scottish Government has contracted with suppliers via SDS for 3 years contracts to deliver the Scottish Fair Start Programme of Employability support from April 2018. The contract in the West Region is being delivered by the Wise Group

Scottish Government Programme & Policy

The Scottish Government programme and policy ambitions will have an impact upon the Scottish Economy and Labour market including:

Childcare

The Scottish Government is committed to nearly doubling the Early Learning and Childcare entitlement to 1140 hours per annum per child from 600 hours by 2021. To deliver this commitment Scotland will need to have a Childcare workforce trained and available to meet this demand. To this end the SG is making the commitment that:

- Nurseries in disadvantaged areas benefit from additional teacher or degree qualified early learning professional by 2018
- New training & induction programme for childminders by Sept 2017

The SG has published (March 2017) A 2017/18 Action Plan: The Expansion of Early Learning & Childcare In Scotland <http://www.gov.scot/Resource/0051/00515637.pdf>
The Scottish Government reiterated this commitment within its recent Programme of Government (Sept 2017) by stating

“...take the next steps towards the near doubling of funded early learning and childcare, including setting out minimum levels of multi-year funding to deliver the expansion and provide certainty to our councils and providers”

Digitalisation

Digital technologies remain at the forefront of Government policy and are recognised as making a significant contribution to Scotland's economic potential.

The Scottish Government is in the process of developing a Digital Learning and Teaching Strategy for Scotland which aims to improve the confidence of teachers, learners and parents in using technologies for education

<http://www.gov.scot/Topics/Education/Schools/ICTinLearning/DLTStrategy>

The SG has published (March 2017) Scotland's Digital Strategy and as part of it announced a £36M 3year Digital Growth Fund to address the current undersupply of digital skills

<http://www.gov.scot/Resource/0051/00515583.pdf>

Apprenticeship Family

<https://www.skillsdevelopmentscotland.co.uk/what-we-do/our-products/modern-apprenticeships/>

Modern Apprenticeships (MA)

The Scottish Government reiterated its commitment to grow the number of Modern Apprenticeships in Scotland in the recently published Programme for Government stating it was *“continuing to increase the number of modern apprenticeships, to meet our commitment of 30,000 by 2020”* increasing from the 2018/19 target of 28000

Foundation Apprenticeships (FA)

FAs provide the opportunity for pupils in the senior phase of secondary school, S4 to S6, to combine industry recognised vocational qualifications alongside academic qualifications. The SG has announced a target of 5000 FA starts by 2019 with target of 3200 starts in 2018/19

The following frameworks are currently available for 2018/19 delivery,

- Social Services and Healthcare
- Social Services Children and Young People
- Civil Engineering
- Engineering
- Financial Services
- Software Development
- Hardware/System Support
- Business Skills
- Food & Drink Technologies
- Accountancy
- Creative Digital Media
- Scientific Technologies

Graduate Level Apprenticeships (GLA)

GLAs provide work-based learning opportunities up to Master's degree level for employees. They have been created in partnership with industry and the further and higher education sector. Individuals who participate in the scheme are able to access the same learning opportunities as those who go down the traditional route of direct entry into college or university. Apprentices can progress to the highest level of professional qualifications with a range of entry and exit points from a Higher National Diploma (SCQF level 8)) to a Master's degree (SCQF level 11). Graduate Level Apprenticeships are available ICT, Cybersecurity, Data Services, Civil Engineering, Engineering, Business Management, Construction & Built Environment and for 2019 Accountancy

Regional

City Deal

<http://www.glasgowcityregion.co.uk/#home>

<http://www.renfrewshire.gov.uk/citydeal>

<https://www.inverclyde.gov.uk/business-and-trade/citydeal>

<https://www.west-dunbarton.gov.uk/business/regeneration/infrastructure-investment-plan/bowling/>

<http://www.eastrenfrewshire.gov.uk/glasgowcitydeal>

The Glasgow City Region City Deal will fund major infrastructure projects; create thousands of new jobs and assist thousands of unemployed people back to work; improve public transport and connectivity; drive business innovation and growth and generate billions of pounds of private sector investment.

The City Deal will support the local area to achieve its shared long-term vision for the local economy through:

Improved infrastructure

£1.13 billion fund to support the delivery of 20 projects across the region including Inchgreen, Inverkip and Ocean Terminal Inverclyde; Exxon Site West Dunbartonshire and

Airport Access , Glasgow Airport Investment Area and Clyde and Renfrew Waterfront
Renfrewshire and M77 Strategic Corridor East Renfrewshire

Of the 8 projects within our Region all bar the Inchgreen and the Airport Access have agreed
Outline Business Cases and are preparing their Full Business Cases as of June 2018
Details of the Outline Business Cases can be accessed on the WCS “o”drive

[O:\wcs\Open To ALL\Glasgow City Region City Deal](#)

West Region Update

Greenock Ocean Terminal

The project to create a visitor centre and berthing facility expects to cost £14.7m as part of the £1bn Glasgow City Region City Deal, is funded equally by the Scottish and UK governments. It estimates that over 150,000 passengers could pass through Greenock Ocean Terminal delivering £26m in annual visitor and crew spend to the Scottish economy. The planned completion date for the visitor centre is Spring/Summer 2020.

Clyde Waterfront and Renfrew Riverside (approved by Scottish Minister Nov 2018)

The project expects to create more than 2300 jobs and inject £867million into the regional economy, ranking it one of the top performing economic growth projects in the Glasgow City Region City Deal. The project will see construction of the first opening road bridge over the River Clyde, linking Renfrew and Yoker.

The Exxon Site

The project will cost £27.897m over the next seven years. It will transform the site near Bowling with a major industrial and commercial development, and create a road to provide an alternative route in and out of West Dunbartonshire

Advanced Manufacturing Innovation District Scotland (AMIDS)

The Glasgow Airport Investment Area City Deal project will deliver the Advanced Manufacturing Innovation District Scotland (AMIDS) in Inchinnan

It will be home to two new national innovation centres; the National Manufacturing Institute for Scotland (NMIS) and a Medicines Manufacturing Innovation Centre (MMIC) which will be the catalyst for the development of Scotland's advanced manufacturing and life sciences sectors, providing support for businesses of all sizes and connecting all of Scotland's engineering universities and colleges

National Manufacturing Institute for Scotland (NMIS)

The Scottish Government will invest £48 million in NMIS with £8 million from the University of Strathclyde. This is in addition to the £8.9 million announced in June 2017 for the Lightweight Manufacturing Centre as a first step towards the wider centre. Renfrewshire Council will provide a further £39.1 million through the Glasgow City Region Deal to support wider infrastructure work at the site.

Medicines Manufacturing Innovation Centre (MMIC)

The industry-led centre will offer pharmaceutical companies from start-ups to multinationals a unique service to develop new manufacturing techniques which speed up bringing new drugs to market. The global market is worth £98 billion and this investment will put Scotland and the UK at the forefront of technology and innovation in medicine manufacturing, aiming to attract £80million of research and development investment in the next ten years. Eighty high skilled jobs will be established at the Centre by 2023 with a further 90 jobs created or retained in companies during the design and build phase and post-construction.

Growth in life sciences

Establishment of world class research and development and commercialisation facilities.

Supporting business innovation

Providing additional business incubator and grow-on space for entrepreneurs across the region enabling more small and medium enterprises to grow.

Tackling unemployment

Creation of thousands of new jobs and establishment of programmes to provide targeted support to 16-24 year olds and vulnerable residents, and testing new ways of boosting the incomes of people on low wages to make them more self-reliant.

Reference

SDS

Regional Skills Assessments Updated Oct 2018

<https://www.skillsdevelopmentscotland.co.uk/publications-statistics/>

The purpose of Regional Skills Assessments is to provide a single, agreed evidence base on which to base future investment in skills, built up from existing evidence. They should:

- support the Scottish Funding Council and Regional Colleges in negotiating Regional Outcome Agreements
- provide a framework for aligning Skills Development Scotland's investment in individuals and businesses
- assist partners in planning their strategic investment in skills
- highlight gaps in national and regional skills evidence

RSA have been produced at Regional, Local Authority and City Deal area and can be accessed at the Skills Development Scotland website

Skills Investment Plans

<https://www.skillsdevelopmentscotland.co.uk/publications-statistics/>

To support the development of the Growth Sectors Skills Development Scotland have developed Skills Investment Plans for each of the growth sectors. The Skills Investment Plans have been developed with stakeholders and partners. They set out the key skills needs priorities that will support the sector's future growth ambitions.

SDS have updated a number of STEM related SIPS including: Digital, Engineering , Life and Chemical Sciences. They have also developed and published a new Health & Social Care SIP and a Regional SIP for the the Glasgow City Region

TITLE: RISK

Background: The strategic risk register was considered by the Board at its meeting on 4 February 2019. No changes were made to the risk register and there has been no further update to it since then. The risk register is attached.

The Committee is asked to consider the risks identified and the mitigating actions being taken and if there are any further additions or amendments to be made to it.

Action: The Committee is asked to review the current strategic risk register in light of the matters discussed at the meeting and to propose any amendments and/or additions, or any re-phrasing, to be made to this register.

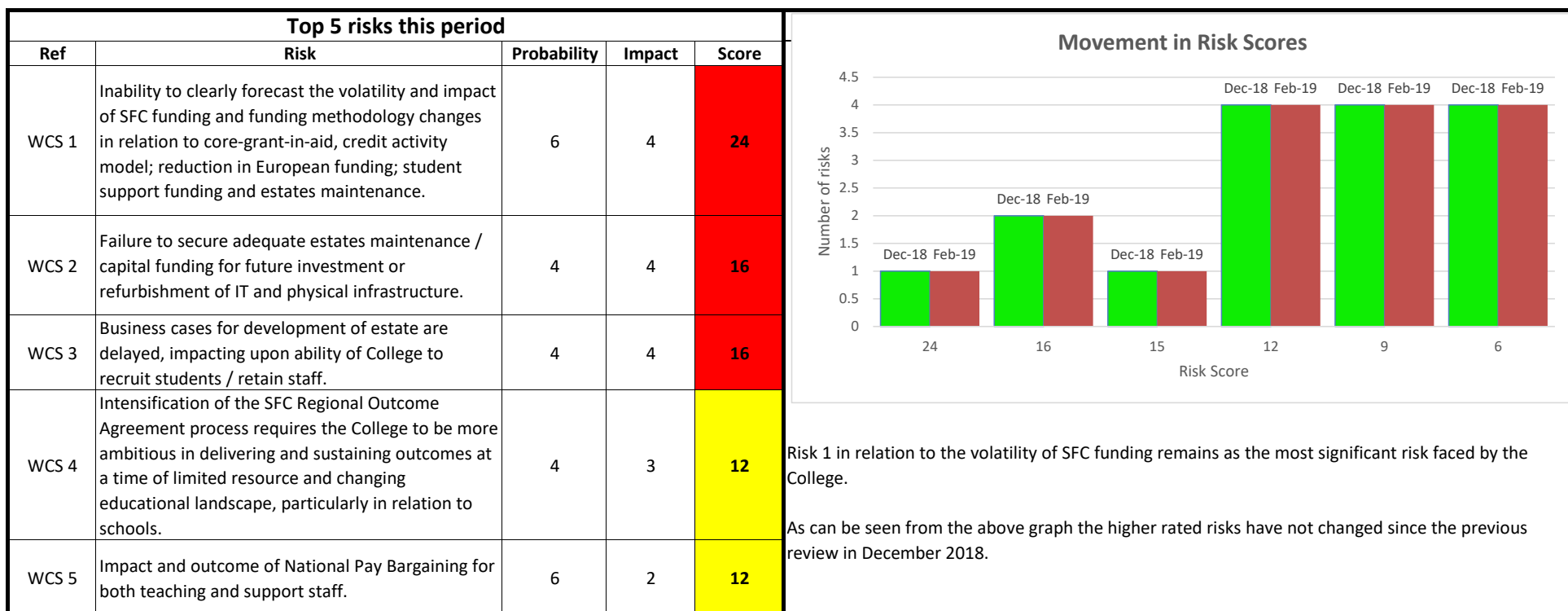
Lead: Liz Connolly, Principal

Status: Open

Strategic Risk Register Dashboard Report

Risk register reference date:
Board / Committee review date:

Dec-18
Feb-19



WEST COLLEGE SCOTLAND STRATEGIC RISK REGISTER 2018-19

				Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
Risk No.	Risk Reference	Strategic Priority	Risk	Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
1	WCS 1	1,2,3,11	Inability to clearly forecast the volatility and impact of SFC funding and funding methodology changes in relation to core-grant-in-aid, credit activity model; reduction in European funding; student support funding and estates maintenance.	6	4	24	<p>1) Detail of 2018-19 final SFC funding received on 18 May 2018. This shows a level of core funding which is not greater than in 2017-18; a reduction in the level of activity the College will be required to deliver; a change in the estates funding methodology which will impact upon College operations; and no specific funding in order to meet the cost of any annual pay increases. The College will continue to face a number of financial challenges arising from this settlement. The detail of 2019-20 SFC funding is currently awaited.</p> <p>2) 2018-19 budget approved in conjunction with 5 year future financial scenario planning and detailed assumptions.</p> <p>3) Transition Plan submitted to SFC in order to address future financial challenges. Initial version of Plan submitted to SFC in August 2018 with further update provided to SFC in November 2018 following on from Board of Management consideration in October 2018..</p> <p>4) Robust financial forecasting including production and review of monthly management accounts.</p> <p>5) Estates Strategy including objective to improve / rationalise the College estate utilising estate maintenance funding.</p> <p>6) Commercial Development Group reporting to Corporate Development Committee with focus on maintaining and growing income including ESF activity.</p> <p>7) Robust monitoring of current and future curriculum delivery plans (CMAF) including staffing requirements.</p> <p>8) Significant work undertaken to embed Workforce Planning into College operations / planning.</p> <p>9) Active College representation and involvement in external SFC review groups - funding methodology, Director of Finance network; credit review; access and inclusion; rural and remoteness premium; and student funding.</p>	6	4	24	VP Operations / VP Educational Leadership
2	WCS 2	1,2,3,11	Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure.	5	4	20	<p>1) College Estate Strategy submitted to SFC, reviewed by internal audit and subject to annual review on implementation and progress by Board of Management Estates Committee.</p> <p>2) 2018-19 final funding for estates now split into lifecycle maintenance and high priority maintenance. Reduction in lifecycle maintenance will present College with operational challenges as financial modelling assumed flat cash settlement in future years. There is also a need to understand the basis of estates maintenance funding allocation beyond 2018-19.</p> <p>3) WCS participation in SFC/sector Capital Working Group.</p> <p>4) Outline Business Case for Greenock updated and submitted to the SFC in December 2018 following Board of Management approval. Implications of recently published Inverclyde local development plan now being considered and College is engaging with partners in relation to this.</p> <p>5) Outline Business Case for Paisley submitted to the SFC and feedback received from the SFC. Discussion with partner organisations remains ongoing in relation to the collaborative aspects of the proposals, and an updated OBC for Paisley will require to be submitted to SFC.</p> <p>6) SFC have issued the outcome of a national College estate condition survey. College has discussed and obtained agreement with SFC as to how the 2018-19 high priority maintenance funding will be applied.</p>	4	4	16	VP Operations

				Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
Risk No.	Risk Reference	Strategic Priority	Risk	Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
3	WCS 3	1,2,3,11	Business cases for development of estate are delayed, impacting upon ability of College to recruit students / retain staff.	5	4	20	1) The College continues to actively engage with SFC, SFT and other key stakeholders. 2) College Estate Strategy highlights required estate investment for consideration by SFC and Scottish Government. 3) Outline Business Case for College estate in Paisley submitted to the SFC. Response received from SFC in regard to Paisley OBC and the College is currently engaging with partners in relation to the collaborative aspects of any proposals. 4) Outline Business Case for Greenock updated and submitted to the SFC in December 2018 following Board of Management approval. Implications of recently published Inverclyde local development plan now being considered and College is engaging with partners in relation to this. 5) Ongoing prioritisation of College estates funding in a way which links to priority projects, with update reports being provided to each meeting of the Board of Management Estates Committee. 6) Ongoing involvement in sector/SFC capital working group enables WCS input to ongoing discussions in relation to SFC estates maintenance allocation methodology and capital allocations. 7) Ongoing engagement with SFC in relation to implementation of national estate condition survey review and future direction of travel.	4	4	16	VP Operations
4	WCS 4	1, 3, 5, 6	Intensification of the SFC Regional Outcome Agreement process requires the College to be more ambitious in delivering and sustaining outcomes at a time of limited resource and changing educational landscape, particularly in relation to schools.	5	4	20	1) Improving working relationships with local authorities and school head teachers in order to access attainment funding in support of College activities in this area. 2) Continued engagement with SFC in relation to ROA monitoring" for current and future years. 3) Robust internal monitoring, tracking and reporting procedures in place, including through College operational planning process and ongoing monitoring through the Board of Management and sub-committees. 4) Detailed curriculum development planning and review process which has been subject to review by internal audit. 5) Blended approach to delivery of teaching and learning including distance and online learning allowing College to address changes in recruitment and delivery. 6) Curriculum offering is reviewed to ensure employer and student needs are met and appropriate courses delivered.	4	3	12	VP Educational Leadership

				Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
Risk No.	Risk Reference	Strategic Priority	Risk	Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
5	WCS 5	3, 11	Impact and outcome of National Pay Bargaining for both teaching and support staff.	6	3	18	1) WCS representation and involvement in national college Employers Association and national joint negotiating committee (NJNC). 2) Financial impact assessment / planning scenarios with the financial impacts of National Bargaining subject to ongoing discussion with the SFC. 3) 2018-19 final SFC funding included an allocation in order to meet the cost of national bargaining. Further information and understanding of how this will be funded in and beyond 2018-19 is required. 4) Business Continuity Planning considers impact of industrial action, with specific plans in place. 5) Local trade union consultation and negotiating committees for support and teaching staff continuing to meet on an ongoing basis in order to maintain positive College industrial relations. 6) Robust college sector and WCS communications plan. 7) Local workforce planning arrangements subject to positive internal audit review (June 2018). 8) Support staff pay award for 2018/19 has now been settled.	6	2	12	Principal
6	WCS 6	2, 3	Failure to maintain or acquire and use IT systems and infrastructure to support the digital ambitions of the College.	4	4	16	1) IT Strategy, Policies / Procedures and system access processes in place. The Finance and General Purposes Committee have reviewed progress achieved in delivering the IT Strategy as at Year 2 and are satisfied with progress given the level of resource available to the College - although recognise that the College digital ambitions are being constrained by the level of SFC funding. Strategic dialogue with the SFC is therefore ongoing in an effort to secure the required level of funding in order to deliver College digital ambitions. 2) Staff and student feedback and evaluation procedures in place. 3) IT Contingency Plan in place with regular review. 4) Embedded IT incident review process. 5) Review of College cyber resilience undertaken and significant work carried out to ensure college gains Cyber Essentials Plus accreditation by required deadline in accordance with Scottish Government guidelines. 6) Development of College Digital Strategy. 7) Funding bid developed based on above work for submission to SFC to ensure IT systems are fit for purpose. 8) College has achieved cyber essentials plus accreditation.	4	3	12	VP Operations
7	WCS 15	1,2,3,11	Failure to deliver the financial and/or non-financial objectives outlined in the College transition plan "Future Proofing Our College".	4	4	16	1) Transition plan has been developed by the College and discussed in detail with the SFC. 2) Board of Management have approved the Transition Plan and financial objectives are monitored through the F&GP Committee. Board of Management monitor overall plan achievement. 3) Projects have been initiated in line with the plan and are directed by a specific member of SMT. 4) Detailed delivery plan has been created to allow milestones to be set and monitoring to take place.	3	4	12	Principal

				Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
Risk No.	Risk Reference	Strategic Priority	Risk	Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
8	WCS 16	1, 3, 5, 6, 11	Failure to prepare for the anticipated impact upon the College of Brexit including loss of European funding, loss of students / staff and access to exchange programme funding (Erasmus / Leonardo).	5	3	15	1) Board of Management has established a working group to review the available data on the impact of Brexit and to make recommendations to the Board. 2) College is a member of a Colleges Working Group on Brexit allowing access to latest intelligence specific to the College sector. 3) Close liaison with SFC on future funding arrangements post 2021 when current funding due to end. 4) SMT briefing paper discussed and checklist of likely impacts being completed to identify potential risk areas.	5	3	15	Principal
9	WCS 8	2, 9, 11	Unable to develop and commence implementation of an Estate Strategy that achieves the agreed criteria for size, quality, flexibility and carbon emissions	3	4	12	1) Estate Strategy 2016-2026 approved by Board of Management and submitted to SFC and now being implemented. 2) Improvements to infrastructure and equipment are actioned and updated annually based on funding available. 3) Minimise possibility of unplanned closures through regular maintenance of physical assets. 4) On going discussions with funders and other stakeholders to identify potential funding / development opportunities. 5) College wide condition survey work undertaken to assist with identification of areas of investment . 6) Internal audit review (May 2017) of Asset Management included positive review of work undertaken to develop and implement the College Estate Strategy 2016-26. 7) 2018-19 final funding for estates now split into lifecycle maintenance and high priority maintenance. Reduction in lifecycle maintenance will present College with operational challenges as financial modelling assumed flat cash settlement in future years. Discussions with the SFC on nature of spend under high priority maintenance and agreement reached on areas of priority spend. There is also a need to understand the basis of estates maintenance funding allocation beyond 2018-19. 8) Board of Management Estates Committee consider progress in implementing the Estate Strategy on an ongoing basis, with an annual review undertaken to demonstrate progress achieved.	3	3	9	VP Operations
10	WCS 9	3, 4, 11	Inability to maintain positive staff relations	4	3	12	1) Internal audit report (June 2018) on Workforce Planning confirmed substantial progress made in addressing Audit Scotland recommendations. 2) Clear procedures for communication in place in order to engage with Trade Unions and all staff across the College. 3) Developed procedures for staff engagement and negotiations. 4) Staff engagement session and staff surveys undertaken on regular basis allowing issues to be addressed early. 5) Local trade union consultation and negotiation committees in place for teaching and support staff and meet on an ongoing basis 6) Board of Management considered the College Workforce Development Plan and approach at the December 2018 meeting.	3	3	9	Principal

				Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
Risk No.	Risk Reference	Strategic Priority	Risk	Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
11	WCS 11	5, 6, 8, 11	Inability to specify, deliver and effectively implement an approach to generation of alternative income	3	4	12	1) Development of strong partnerships with local employers and stakeholders. 2) Operation planning process used to identify potential opportunities for income growth. 3) Adaption of course portfolio to meet student / employer needs. 4) Financial strategy and planning in place to address resource needs and redirect as required. 5) Review of resources required within Curriculum Development Planning procedure. 6) Annual financial target is agreed and monitored by the Corporate Development Committee. 7) Commercial Development Group reporting to Corporate Development Committee.	3	3	9	Principal
12	WCS 7	2, 11	Inadequate business continuity / cyber resilience planning leading to material interruptions to service delivery.	3	4	12	1) Internal audit report on Business Continuity Planning highlighted areas for development. Action has been taken to address the audit recommendations with updates provided to the Audit Committee. 2) Internal audit have carried out IT security health check with aim of preparing the College to answer requirements of Governments Cyber resilience Strategy. Action plan in place to address recommendations made. 3) Incident response plan has been updated and communicated to all relevant staff. 4) Effective estate response procedures to incidents. 5) Adequate insurance cover to assist in recovery after an incident. 6) Risk assessment process well embedded at strategic level now being further embedded at operational level. Review of risk appetite undertaken by Board and SMT. 7) Planned preventative maintenance regime in place including fire and intruder alarms. 8) College has achieved Cyber Essentials Plus accreditation..	3	3	9	VP Operations
13	WCS 10	3, 4,	Failure to implement a systematic approach to workforce planning resulting in lack of appropriate resources and skills to achieve strategic priorities	4	3	12	1) Internal working groups have been set up to develop College workforce Plan and associated reporting requirements. 2) Detailed teaching resource planning through use of curriculum mapping tool (CMAP). 3) Resourcing of support staff structures reviewed on an ongoing basis by Executive Management Team to ensure alignment with operational and strategic priorities. 4) Itrent HR and Payroll software developed to provide staff data and reports. 5) Professional Development Policies are aligned to strategic priorities. 6) Roll out of College CPD review process is ongoing and supports succession planning, leadership development and assists in mitigating the impact of the loss of key staff. 7) Internal audit reviewed workforce planning as part of 2017-18 audit plan.	3	2	6	VP Educational Leadership VP Operations

				Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
Risk No.	Risk Reference	Strategic Priority	Risk	Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
14	WCS 13	11	Inability to ensure a holistic response to data and information governance, including compliance with the General Data Protection Regulations (GDPR).	3	3	9	1) External briefings provided to SMT on principles and practicalities of implementing GDPR. 2) Establishment of College working group on implementation of GDPR requirements. This group has oversight of the information risk assessment process. 3) Update reports to SMT and OD&HR Committee on progress made. 4) Active engagement across the College to ensure collaborative approach. 5) Data Protection concepts and principles embedded within the operations of the College. 6) Working with other Colleges to pool resources and minimise duplication of effort. 7) Data protection Officer appointed to the College.	3	2	6	Principal
15	WCS 12	1,2,3,11	Failure to invest sufficient resource (financial / staff) into delivery of College Carbon Management Plan (CMP) resulting in negative publicity and failure to achieve ROA outcomes.	3	3	9	1) Approval of CMP by Board of Management in October 2016 with this subsequently being submitted to the SFC. The Board of Management Estates Committee also consider progress made in implementing the CMP on an ongoing basis, with a formal annual review undertaken. 2) Specific resource - staff and funding - allocated to allow CMP to be implemented. 3) Development of Sustainability Group involving board, staff and student representatives. 4) Annual Scottish Government report on carbon management and wider sustainability issues now reported on for second year. 5) College on target to achieve objectives of CMP including 10% reduction in emissions.	2	3	6	VP Operations
16	WCS 14	1, 3, 5, 6	Normal business activities are unduly affected due to the complexity of sequencing estates investment works	4	2	8	1) Detailed resource planning involving all relevant parties at an early stage for project work undertaken. 2) Level of investment at a stage where no material impact on activities. 3) Knowledge base within current staff to be able to identify issues.	3	2	6	VP Operations

STRATEGIC PRIORITIES

1. We will provide education and training in inspirational and innovative ways to engage and meet the diverse needs of our students.
2. Education and training will be delivered to students in high quality College facilities, in their place of work or through the development and use of digital technologies.
3. We will provide the highest quality of teaching and tailored support to maximise our students' opportunities to achieve success and progress to employment and further study.
4. We will support the development of our staff and teams to achieve successful outcomes for themselves, our students and the College.
5. We will develop our curriculum and services to ensure they align with and support Scotland's key economic sectors. We will ensure that our students are equipped with the relevant training, qualifications and essential skills they need for employment and life.
6. We will develop meaningful partnerships; connections and alliances with business and industry to ensure employers are directly involved and invest in educational and skills development across the west.
7. We will become a strategic resource and valued partner with our stakeholders, building relationships, leveraging resources and capabilities to design, develop and deliver our products and services.
8. We will proactively look for new partners and new areas of activity, which will allow us to grow and develop our income to reinvest in our core business for the benefits of our students, our staff and our communities.
9. We will grow our reputation both nationally and internationally. Our reputation will be based on the quality of our teaching, outcomes for our students and our willingness to strive for and set the highest standards across all areas of our work.
10. We are committed to taking a leadership role in the West Region and together with our partners and stakeholders, tackle the significant social and economic deprivation, which still characterise many of our communities.
11. We will deliver a sustainable, effective and efficient service to our communities, through the implementation of sound governance, leadership, planning and management.

Probability	Score	Impact	Score
Almost Certain	6	Catastrophic	4
Very Likely	5	Critical	3
Likely	4	Marginal	2
Possible	3	Negligible	1
Very Unlikely	2		
Remote Chance	1		

Risks - Probability x Impact Score Grid

Almost Certain 6	6	12	18	24
Very Likely 5	5	10	15	20
Likely 4	4	8	12	16
Possible 3	3	6	9	12
Very Unlikely 2	2	4	6	8
Remote Chance 1	1	2	3	4
	Negligible 1	Marginal 2	Critical 3	Catastrophic 4