

West College Scotland
CORPORATE DEVELOPMENT COMMITTEE
TUESDAY 9 MARCH 2021 at 4pm
Via TEAMS

AGENDA

General Business

1. Apologies
2. Declaration of Interests
3. .1 Minutes of previous meetings: Enclosed Chair
 - HRCDC Committee – 4 November 2020
 - FGP Committee – 24 November 2020
 - Joint FGP and Audit Committee – 24 November 2020
 - Asset and Infrastructure Committee – 8 December 2020
- .2 Actions arising from the Minutes Enclosed Chair
4. Matters arising from the Minutes
(and not otherwise on the agenda)

Main Items for Discussion and/or Approval

5. Review of Committee Remit Paper 5 SG
6. Vice Principal Update Report Paper 6 DA
7. People Strategy Paper 7 NS
8. Modern Slavery Statement – Annual Review Paper 8 NS
9. Equality, Diversity & Inclusion Mainstreaming Report Paper 9 NS
10. Procurement Strategy Paper 10 AR
11. [REDACTED] Paper 11 AR
(restricted item)
12. Review of Financial Regulations Paper 12 AR
13. Management Accounts to 31 January 2021 Paper 13 AR

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|-------------------------------------|----------|-------|
| 14. [REDACTED]
(restricted item) | Paper 14 | DA/MJ |
| 15. [REDACTED]
(restricted item) | Paper 15 | DA/MJ |
| 16. Strategic Risk Register Review | Paper 16 | AR |

Items for Information

- | | | |
|---|----------|----|
| 17. Estates and Sustainability 2020/21 Update | Paper 17 | MJ |
| 18. Information Technology 2020/21 Update | Paper 18 | MJ |
| 19. Schedule of Business 2020/21 | Paper 19 | AR |
| 20. Any other business | | |

Next meeting: 1 June 2021, Venue: TBC

Shirley Cowan
Secretary to the Committee

HR and CORPORATE DEVELOPMENT COMMITTEE

MINUTES: Wednesday 4 November 2020 at 4.00 p.m. via Teams

MEMBERS: Mark Newlands (in the Chair), Jim Hannigan, Linda Johnston, Sabira Akram, David Mark.

IN ATTENDANCE: Stephanie Graham (Vice Principal Educational Leadership), Sara Rae (Assistant Principal, Enterprise and Skills), David Gunn (Director Organisational Development and HR), Waiyin Hatton (Chair of the Board), Shirley Gordon (Secretary to the Committee).

APOLOGIES: Liz Connolly.

CDM266 DECLARATIONS OF INTERESTS

The following declarations of interest were recorded and noted:

- Liz Connolly: Trustee of the West College Scotland Foundation.
- Jim Hannigan: Skills Development Scotland.
- Sabira Akram: Scottish Qualifications Authority.
- Waiyin Hatton: Wai Beyond, People and organisational development consultancy; Harvey McMillan, People and organisational development consultancy; Action Against Stalking; Colleges Scotland (Board member).

CDM267 MINUTES

The Chair welcomed everyone to the meeting being held via Teams. The minutes of the meeting held on Tuesday 15 September 2020 **were approved**.

The actions from the minutes **were noted**.

CDM268 MATTERS ARISING FROM THE MINUTES (NOT OTHERWISE ON THE AGENDA)

There were no other matters arising from the minutes not otherwise on the agenda to be considered.

CDM269 UPDATE ON MOBILISATION GROUP

The Director Organisational Development and HR provided an update on staff and students who had tested positive for Covid-19 and reported that the Scottish Government asked for a weekly update on this data. He led the Committee through the submission made to the Scottish Government on Monday 26 October 2020 which included data from the beginning of the Academic Session on 21 September 2020. This submission would also be provided at weekly meetings of the Mobilisation Group.

Mr Gunn explained that such reporting to the Scottish Government allowed a weekly coordinated synopsis for Ministers of what was happening in the college sector in terms of positive cases in the same way as they did for Universities. It would be a clear part of the evidence base for further decision-making as Scotland moved through the pandemic and the Scottish Government intended publishing

this management information at a Scotland-level but not by individual institution. He described the definitions of the weekly data collected including the following:-

- Total Cases - Since start of academic session.
- New Cases - Previous week (Friday to Thursday).
- Current staff isolating - as a result of a positive test confirmed with Public Health.
- New Self Isolating - Number of staff self-isolating since previous week.

Mr Gunn added that the Health and Safety Executive (HSE) had conducted an announced inspection visit of Hairdressing, Beauty Therapy and Make Up Artistry on the Paisley campus. This had included:

- A pre-inspection meeting where the role of the Mobilisation Group was outlined as well as a thorough review of the internal measures / procedures in place at the College in relation to the management of Covid-19.
- A pre walk round meeting between College staff and HSE staff where there was the opportunity to summarise the College Covid-19 intranet pages, OH self-assessment, Risk Assessments, Test and Protect protocols and the sanitisation regime.
- The walk round tour itself (trade unions representatives did not go on the tour (for social distancing reasons).

All went well including the social distancing of staff and students. There would be no written feedback but both Inspectors offered to answer any queries on Covid-19 issues going forward and declared themselves to be comfortable with everything seen. They had also agreed with the College decisions not to take temperatures and not to use fogging machines.

The Committee was reassured by the outcome of the HSE visit and commended the practices being undertaken on campuses.

To clarify a point made earlier about the national weekly data collection, the Vice Principal Educational Leadership explained that, although the number of students and staff who had tested positive and who had been on campus in the last two weeks was gathered, it was not published in this way.

The Committee noted the data provided.

CDM270

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CDM271 RISK STRATEGY AND REGISTER

The Chair reported that the Committee considered risk in relation to the activities within its remit. Risk was considered by the Board and all the Board Committees at each of the meetings. This meant that emerging risks were quickly identified, and mitigating actions agreed. In relation to the risks pertinent to its remit, the Committee must be confident that these have been identified and mitigating actions agreed.

Mr Gunn presented the College Strategic Risk Register for consideration and provided an update on the actions taken by the College to embed risk management across the organisation. The latest update of the Strategic Risk Register was considered by the Board at its meeting held on Monday 5 October 2020 and a copy of that was noted.

The Committee noted the report and agreed that no amendments were required at this time in relation to the activities within its remit.

CDM272 REPORTS FROM SUB COMMITTEES

Minutes from the meetings of the Sub-Committees were attached for the Committee's consideration including:

LJCNC Lecturing: 3 June 2020, 3 September 2020, 9 September 2020

LJCNC Support: 3 June 2020, 9 September 2020

EDI: 24 September 2020

Health & Safety: 23 September 2020

Mr Gunn provided an update on campus catering and explained that the College continued to liaise with catering staff and trade unions about the future model of on campus catering provision. A significant reduction in demand for catering services had been apparent since the campuses re-opened for the 2020-21 session on 21 September 2020. This was due to the fact that Scottish Government Covid-19 guidance stated that only essential activity should take place on site and so the number of students and staff attending all campuses was significantly reduced. It was anticipated that the limited “grab and go” service model currently in place would not require the return of all catering staff to support its delivery. The level of demand for catering would be kept under review and, as a result of this, the College was engaging with catering staff and trade unions in relation to voluntary severance, redeployment and reduced hours. The Committee recognised the challenging circumstances and welcomed the in-house options being explored for staff affected.

The Committee noted the 7 sets of minutes.

CDM273 COMMITTEE MEMBERSHIP – EXTENSION TO CO-OP TENURE

The Committee was asked to note that the tenure of co-opted member, David Mark, expired on 28 February 2021 and approve his reappointed for a further one year (1 March 2021 to 29 February 2022). The HRCDC Chair would ask the Chair of the Board to present this for approval to the Board meeting scheduled for Monday 14 December 2020.

The Committee recommended approval to the Board of David Mark’s reappointment or a further one year (1 March 2021 to 29 February 2022).

CDM274 UPDATE ON NATIONAL BARGAINING

The Director Organisational Development and HR provided an update on the current status of national pay bargaining for Lecturing Staff and Support Staff. National Colleges Scotland Employers Association negotiations with teaching staff, in relation to a 2020-21 pay award, had concluded with an agreed consolidated 2% pay increase. However, support staff trade unions had lodged a dispute procedure with the Colleges Scotland Employers Association regarding application of the previous pay agreement for the period to the end of August 2020, and this required to be considered in progressing negotiations for the 2020-21 support staff pay award. Negotiations with support staff trade unions remained ongoing in relation to a 2020-21 pay award.

The Committee noted the status of the national pay bargaining.

CDM275 ANY OTHER BUSINESS

- Date of next meeting: Wednesday 10 February 2021 – 4 till 6pm.

FINANCE AND GENERAL PURPOSES COMMITTEE

MINUTES: Tuesday 24 November 2020

PRESENT: John Leburn (in the Chair), Angela Wilson, Liz Connolly.

ATTENDING: David Alexander (Vice Principal Operations), Alan Ritchie (Director of Finance), Vivienne Mulholland (Head of Finance and Student Funding), Waiyin Hatton (Chair of the Board of Management), Shirley Gordon (Secretary to the Committee).

APOLOGIES Jim Hannigan.

FPM357 DECLARATIONS OF INTERESTS

- Jim Hannigan - Skills Development Scotland.
- Liz Connolly - Trustee of the West College Scotland Foundation.
- Angela Wilson – West Dunbartonshire Council.
- David Alexander - Board member of the Scottish Funding Council and as Chair of the Scottish Funding Council Audit and Compliance Committee.
- Waiyin Hatton: Wai Beyond, People and organisational development consultancy; Harvey McMillan, People and organisational development consultancy; Action Against Stalking; Colleges Scotland (Board member).

FPM358 MINUTES

The Chair welcomed everyone to the meeting. The minutes of the meeting held on Tuesday 8 September 2020 were **approved**.

FPM359 ACTIONS

The Committee **noted** a report on actions taken since the last meeting and updates were reported.

FPM360 MATTERS ARISING FROM THE MINUTES (NOT OTHERWISE ON THE AGENDA)

There were no matters arising not already covered on the agenda.

FPM361 VICE PRINCIPAL UPDATE REPORT

The Vice Principal Operations provided an overview of the report highlighting the following:

- Funds arising from net depreciation – The 2020-21 West College Scotland budget (approved by the Finance and General Purposes Committee on 9 July 2020 and subsequently by the Board of Management on 20 July 2020) detailed that cash arising from net depreciation was available to be utilised during the current financial year. Mr Alexander reported that it had been agreed with the SFC that this would be applied towards meeting three College priorities during 2020-21 and he summarised these.
- 2020-21 SFC funding – The SFC had issued four circular announcements since the previous Finance and General Purposes Committee meeting of 8 September 2020 and Mr Alexander summarised the detail of these.
- College Voluntary Severance scheme – Any voluntary severance costs required to be funded by the College's own cashflow and this remained the position despite acknowledgement within the recently published *SFC Phase 1 Review of Coherent Provision and Sustainability* that a sector Transformation Fund may be required to support colleges and universities over the coming period. Mr Alexander outlined the

voluntary severance costs incurred by the College to date explaining that all were in line with the Board of Management approved voluntary severance scheme.

- Ongoing West College Scotland engagement with the SFC – The College required to ensure there was ongoing engagement with the SFC during 2020-21 regarding the revised business that was to be in place under the Business Transformation Plan agreement. Mr Alexander reported that a further meeting took place between the College and the SFC on 13 November 2020 regarding the 2020-21 College business model and he updated on these discussions.
- National bargaining and Job Evaluation – Mr Alexander provided an update on the current status of national pay bargaining for Lecturing Staff and Support Staff. National Colleges Scotland Employers Association negotiations with teaching staff, in relation to a 2020-21 pay award, had concluded with an agreed consolidated 2% pay increase. Negotiations with support staff trade unions remained ongoing in relation to a 2020-21 pay award.

The SFC had set aside an annual recurrent revenue funding allocation to fund any pay implications arising from September 2018 as a result of the implementation of national college sector job evaluation. Indicative allocations for individual colleges outlined at this time related to calculations which were undertaken during 2018-19, which would require revision at the point the project was concluding.

- Implementation of the Pentana System - The College now had a dedicated internal resource in place to support the rollout of the system and undertake training for administrators and users of Pentana. Implementation of the system had been continuing with the core focus of system use being to support reporting on and monitoring of College 2020-21 operational plans. The organisation planning framework and associated reporting was being reviewed in alignment with this and Mr Alexander summarised the next steps in the development of the Pentana system.

The Committee noted the report.

FPM362

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[REDACTED]

[REDACTED]

FPM363 FINANCIAL STATEMENTS TO 31 JULY 2020

The Director of Finance presented the College Financial Statements for the year to 31 July 2020 for review and approval for presentation to the Joint Audit / Finance and General Purposes Committee.

Mr Ritchie provided an overview of the 2019-20 Financial Statements which encompassed:

- A summary of financial reporting requirements;
- An overview of the final year end position,
- A reconciliation of the College April Management Accounts forecast as presented to the Finance and General Purposes Committee, to the audited position as at 31 July 2020; and
- Consideration of balance sheet movements.

Mr Ritchie added that the Financial Statements for the year ended 31 July 2020 had been audited by Mazars LLP and the 2019-20 Annual Audit Report, along with the associated Letter of Representation, would be considered by the Joint Audit / Finance and General Purposes Committee.

The Committee discussed the wealth of detail contained in the Performance and Accountability Reports and the Chair commended the open and transparent way in which

the reports had been written. He made some drafting and contextual suggestions which may add to the consistency and understanding of the information presented and Mr Ritchie agreed to incorporate these. **{ACTION – AR}**

The Finance and General Purposes Committee reviewed and approved the 2019-20 Performance and Accountability Reports and Financial Statements for presentation to the Joint Audit / Finance and General Purposes Committee.

FPM364 MANAGEMENT ACCOUNTS TO 31 OCTOBER 2020

The Director of Finance presented the Management Accounts for the three-month period to 31 October 2020.

Mr Ritchie provided the Committee with an overview of factors with potential to impact the accounts and highlighted budget efficiencies to be achieved and the year-to-date position; the adjusted operating position of the College which was a key indicator of financial sustainability; and key risks which may have an impact on the financial position of the College.

Mr Ritchie responded to a question about ESF funding explaining the national context and challenges.

The Finance and General Purposes Committee approved the Management Accounts as at 31 October 2020.

FPM365 PROCUREMENT – 2019-20 ANNUAL REPORT AND STRATEGY UPDATE

The Head of Finance and Student Funding provided:

- An annual update in relation to the implementation of the College Procurement Strategy;
- The 2019-20 Procurement Annual Report; and
- An update on work being undertaken to develop a new College Procurement Strategy which will cover the period 1 August 2021 to 31 July 2025.

The Committee welcomed the actions that the College planned to take during the 1 August 2020 to 31 July 2021 period in order to make further progress in achieving current Procurement Strategy objectives and commended the Head of Finance and Student Funding for the clear progression made so far.

The Finance and General Purposes Committee:

- **Considered the progress made in delivering College Procurement Strategy objectives;**
- **Approved the 2019-20 College Procurement Annual Report for publication; and**
- **Considered the proposed approach to development of an updated College Procurement Strategy for the period 2021 to 2025.**

FPM366 [REDACTED] - Restricted Item

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

FPM367 ANNUAL UPDATE REPORT ON TAXATION MATTERS

The Head of Finance and Student Funding presented an update in relation to College taxation matters for 2019-20.

Ms Mulholland highlighted the main areas of taxation the College engaged with on an annual basis explaining that most of the taxation matters were of a routine nature and the College had a sufficient level of in-house expertise to deal with most of them, however, professional advice was taken from legal experts and / or specialist tax accountants where required.

The Finance and General Purposes Committee noted the report.

FPM368 STRATEGIC RISK REGISTER REVIEW

The Director of Finance reported that, in accordance with the Corporate Governance Code, the College Board of Management was tasked with ensuring a framework of risk management and control was in place.

The Director of Finance presented the College Strategic Risk Register explaining that the Senior Management Team continued to review it. In carrying out that review process, Mr Ritchie summarised the considerations / adjustments that had been made recently and highlighted the mitigating controls across all risks that had been updated to take account of the outcomes of internal / external audit reports and any relevant Scottish Government/Scottish Funding Council announcements.

The Chair recorded his thanks to the Senior Management Team and noted that, based on knowledge of the current operating environment, it did not consider there was a requirement to amend the top five risks or the associated risk pre and post mitigation scoring, therefore, there had been no changes to the remaining strategic risk scores.

The Finance and General Purposes Committee reviewed and approved the College Strategic Risk Register and in doing so considered:

- **The risks included in the register;**
- **The revised risk rating both pre and post mitigation;**
- **Whether any other risks should be considered for removal;**
- **Whether any new risks should be considered for inclusion; and**
- **The progress made in further developing the College Risk Management framework.**

FPM369 REPORT ON SFC ANALYSIS OF THE 2018-19 ANNUAL ACCOUNTS OF SCOTLAND'S COLLEGES AND UNIVERSITIES

The Director of Finance reported that on 15 October 2020, the Scottish Funding Council published a summary analysis of the 2018-19 annual accounts for the college and university sectors and summarised some of the highlights of the SFC report.

Mr Ritchie explained that the SFC recognised the current very dynamic situation as colleges and universities continued to explore and implement measures to address the financial impact of the Covid-19 pandemic. The SFC would continue to support organisations through this process and would be monitoring individual institutions for early signs of financial difficulties. The SFC anticipated providing a further update on the sector position once it had analysed the colleges' financial forecasts covering the period 2019-20 through to 2022-23.

The Finance and General Purposes Committee considered and noted the SFC report.

FPM370 SCHEDULE OF BUSINESS 2020-21

The Committee thanked Mr Ritchie and his finance team for the excellent quality of all reports which made often difficult financial content concise and accessible.

The Committee **noted** its schedule of business for 2020-21 as summarised by the Director of Finance.

FPM371 ANY OTHER BUSINESS

- No other business items were raised.
- Date of next meeting - Tuesday 2 March 2021.

**JOINT MEETING OF AUDIT COMMITTEE AND
FINANCE AND GENERAL PURPOSES COMMITTEE**

MINUTES: Tuesday 24 November 2020

Present: John McMillan (in the Chair)

Audit: Andrew Hetherington, Graeme Bold and Wai Wong.

FGP: John Leburn, Angela Wilson and Liz Connolly.

Attending: David Alexander (Vice Principal Operations), Alan Ritchie (Director of Finance and Estates), Vivienne Mulholland (Head of Finance and Student Funding), Shirley Gordon (Secretary to the Committee).

Attending by invitation:

Lucy Nutley, Susie Graham (Mazars – External Auditors).

Stephen Pringle (Wylie & Bisset – Internal Auditors).

Apologies: Jim Hannigan.

AFM28 [REDACTED] - **Restricted Item**

[REDACTED]

[REDACTED]

[REDACTED]

AFM29 WELCOME

The Chair welcomed members, attending officers and auditors (internal and external) to the joint meeting of the Audit Committee and Finance and General Purposes Committee.

AFM30 DECLARATIONS OF INTERESTS

- John McMillan and Liz Connolly: Trustees of the West College Scotland Foundation.
- Jim Hannigan: Skills Development Scotland.
- David Alexander: Scottish Funding Council Board member and Chair of the SFC Audit and Compliance Committee.
- Angela Wilson: West Dunbartonshire Council.

AFM31 MINUTES

The minutes of the joint meeting of the Audit Committee and Finance and General Purposes Committee held on 19 November 2019 **were noted (having already been approved at each of the Committees)**.

AFM32 ACTIONS FROM THE MINUTES

The Committee **noted** that all actions arising from the previous minutes had been completed.

AFM33 EXTERNAL AUDIT REPORT AND LETTER OF REPRESENTATION 2019-20

The external auditors, Mazars, presented their report on the audit of the financial statements for the year ending 31 July 2020 and their letter of representation 2019-20 was considered.

Ms Nutley summarised the audit conclusions. She explained that the scope of their year-end work (including identified significant audit risks and other areas of management judgement) was as outlined in their Audit Strategy Memorandum which she had presented to the Audit Committee on 21 May 2020. Since Mazars issued that Audit Strategy Memorandum, the UK had been subject to the continued challenges and restrictions of COVID-19 and they had reviewed their Audit Strategy Memorandum and concluded that the original significant audit risks and other areas of management judgement remained appropriate. She acknowledged the difficulties encountered by the College team during accounts preparation and audit and expressed her thanks for the assistance of the finance team during the audit.

She led the Committee through the report and highlighted that the auditors had delivered an unqualified opinion concerning the:

- Financial statements for the year ending 31 July 2020;
- Regularity of income and expenditure (in all material respects the expenditure and income recognised in the financial statements had been applied for the purposes intended); and
- Remuneration and staff report, performance report and governance statement.

The external auditors also concluded that the College had:

- Effective arrangements, including budgetary control, that helped the Board members scrutinise finances;
- Adequate financial planning arrangements in place, although there remained a challenging funding environment going forward, with further efficiencies required in order to achieve an adjusted breakeven financial position;
- A need for significant capital investment to maintain building standards and therefore ensure continued revenue income based on student numbers. Funding had not yet been secured from the SFC to support significant College estates developments during the year and thus the risk of reduced performance as a result of a deteriorating estate remained;
- Governance arrangements in place that provided appropriate scrutiny of decisions made by the Board; and
- An effective framework in place that supported progress towards the achievement of value for money.

and this led to the Audit Report being unqualified.

In response to a question, Ms Nutley explained that the report contained a matter of emphasis section in relation to the valuation of the property portfolio of the Strathclyde Pension Fund. This matter was not unique to the College and would apply to all colleges who participated in the Fund. It did not impact the operations of the College. The Committee noted that the valuation issue may have an impact upon future employer contributions levels.

In response to a question about Going Concern, Ms Nutley noted that the auditors had considered this risk due to uncertainties over the College's ability to deliver its credit target following the closure of campuses at the outset of the COVID-19 pandemic and the continuation of European Social Funding (ESF). Whilst uncertainty still existed with the termination of ESF funding anticipated in July 2023, no reduction in funding was made in the current year as a result of COVID-19 and the College was able to successfully deliver its credit target. Mazars had considered the longer-term financial sustainability of the College in their Wider Scope work. She added that satisfactory assurance had been obtained that the College had enough resources to enable it to continue operations for a period of twelve months from the date of signing of the financial statements.

The Chair congratulated the College for being as adaptive, agile and flexible as possible given the financial and operational challenges of 2020. The dedication to students and their continued learning via digital / blended methods had, out of necessity, been developed on an ad hoc basis and demonstrated tremendous effort and commitment.

Ms Nutley thanked attending officers and their teams for the quality of the information provided and the constructive working relationship they enjoyed throughout the audit process.

The Committee recognised and welcomed that the external auditors were proposing an unqualified opinion concerning the financial statements, the regularity of income and expenditure, remuneration and staff report, performance report and governance statement.

The Committee approved for presentation to the Board of Management the:

- **Audit report to the Board of Management and the Auditor General for Scotland for the year ended 31 July 2020.**
- **The letter of representation.** **[Action: AR]**

AFM34 PERFORMANCE AND ACCOUNTABILITY REPORT/FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2020

The College Financial Statements for the year to 31 July 2020 were presented by the Vice Principal Operations for review and approval for presentation to the Board of Management. The report provided an overview of the 2019-20 Financial Statements and encompassed:

- Financial reporting requirements;

- An overview of the final year end position, reconciling the College April Management Accounts forecast as presented to the Finance and General Purposes Committee, to the audited position as at 31 July 2020;
- The College's underlying adjusted operating position as at 31 July 2020; and
- Consideration of balance sheet movements.

Mr Alexander confirmed that the Financial Statements for the year ended 31 July 2020 had been audited by Mazars LLP and referred to the associated 2019-20 Annual Audit Report along with the associated Letter of Representation that had been considered earlier.

The acting Chair of the Finance and General Purposes Committee reported that FGPC members discussed the wealth of detail contained in the Performance and Accountability Reports earlier and he commended the open and transparent way in which the reports had been written. Some drafting and contextual suggestions which may add to the consistency and understanding of the information presented had been suggested and Mr Ritchie agreed to incorporate these where appropriate.

The Chair recorded his thanks on behalf of the Committee to the finance team for this excellent work in what had been a difficult year.

The Joint Audit / Finance and General Purposes Committee reviewed and approved the 2019-20 Performance and Accountability Report and Financial Statements for presentation to the Board of Management.
[Action: DA]

AFM35 VALUE FOR MONEY REPORT 2019-20

The Director of Finance explained that the Audit Committee remit included the requirement *"To review and advise the Board of the Internal Auditor's and External Auditor's assessment of the effectiveness of the College's financial and other internal control systems, including controls specifically designed to prevent or detect fraud or other irregularities as well as those for securing economy, efficiency and effectiveness (value for money)"*.

In fulfilling this remit, the College had an approved Value for Money Policy and this annual Value for Money report had been prepared to assist the Joint Audit and Finance and General Purposes Committee in formulating its conclusions in respect of the College's arrangements for securing value for money during 2019-20. This was in accordance with the College Value for Money Policy and was required as part of the 2019-20 Financial Statements approval process.

Mr Ritchie led the Committee through the College's Value for Money (VFM) Policy objectives to ensure Best Value was achieved and that continuous improvement could be demonstrated in the efficiency and effectiveness of all activities. He summarised the College Best Value Indicators which included:

- Teaching - Student Survey
- West College Scotland Business Transformation Plan - Future Proofing our College
- Business Process Improvement
- Business Continuity
- Risk Management

- Estate Management
- IT Infrastructure and Service Delivery
- Internal Audit

In response to a question, the Director of Finance explained that the College had an approved Workforce Development Plan in place which was designed to assist with transforming the current workforce into what was required to deliver both the future curriculum and support services. During 2019-20 individual departmental workforce plans had been discussed and agreed with the relevant managers allowing the overall workforce plan to be developed into an operational tool. The implementation of the College Workforce Plan was monitored by the HRCDC Committee.

Regarding the National Student Survey, Mr Ritchie explained that was an important indicator of students' perceptions of the value for money offered by the College. Due to the impact of Covid-19 and the resultant national lockdown the College was unable to participate in the 2019-20 national student survey but intended on participating fully in the 2020-21 national survey. He added, however, that through Student Experience Advisors, the College had been gathering feedback on student related issues over 2019-20. Across a broad range of areas, students provided positive feedback with respondents agreeing or strongly agreeing.

The Joint Audit and Finance and General Purposes Committee considered and approved the report based on the steps taken by the College to secure value for money during 2019-20.

AFM36 SFC CREDIT ACTIVITY 2019-20: AUDIT REPORT AND CERTIFICATE

Stephen Pringle (Wylie & Bisset) presented the results of the SFC Credit (student activity) Audit for 2019-20 which included the audit certificate.

Mr Pringle reported that Wylie & Bisset were appointed to carry out the 2019-20 audit of student activity (Credits) and he led the Committee through the results of that audit work against each of the 12 key risk areas highlighted by the SFC in their guidance.

Mr Pringle added that Wylie & Bisset had concluded:

- The student data returns had been compiled in accordance with all relevant guidance;
- Adequate procedures were in place to ensure the accurate collection and recording of the data; and
- On the basis of their testing they could provide reasonable assurance that the FES return contained no material mis-statement.

Mr Pringle confirmed that the audit certificate was unqualified and was in the format set out in the audit guidance. The audit certificate was submitted to the SFC on 2 October 2020 in line with the required reporting deadline.

The Committee thanked the auditor for a thorough audit and report.

The Committee:

- **Noted the four low level audit recommendations and management responses.**
- **Approved the 2019-20 Credit Audit Report and Certificates.**

AFM37 STUDENT SUPPORT FUNDS 2019-20 – AUDIT REPORTS AND CERTIFICATES

Stephen Pringle (Wylie & Bisset) presented the outcomes from the 2019-20 Student Support Fund audits. The College operated several student support funds which were subject to independent audit and Mr Pringle reported that Wylie & Bisset were appointed to carry out the 2019-20 audits of the College student funding expenditure against the relevant SFC or SAAS guidance and to report on their work. This assignment covered the audits of:

- Student Support Funds – which encompassed the following:
 - ❖ Scottish Funding Council (SFC) Student Support Fund which includes bursary,
 - ❖ childcare and discretionary funds; and
 - ❖ Student Awards Agency for Scotland (SAAS) Discretionary Fund.
- Educational Maintenance Allowances (EMA).

Mr Pringle added that the auditors had concluded that:

'We have examined the books and records of West College Scotland and have obtained such explanations and carried out such tests as we considered necessary. On the basis of our examination and of the explanations given to us, we report that the information set out in these forms is in agreement with the underlying records. We also report that, in our opinion, the College used these funds in accordance with the guidance issued by the SFC. We are satisfied that the systems and controls of the administration and disbursement of these funds are adequate.'

He confirmed that the audit did not make any recommendations as to the operation of either fund and Wylie & Bisset had issued unqualified audit opinions for all funds.

The Committee approved the:

- a) Audit Report on Student Support Fund 2019-20; and**
- b) Audit Report on Educational Maintenance Allowance 2019-20.**

AFM38 INTERNAL AUDITORS ANNUAL REPORT 2019-20

The Director of Finance presented the Internal Auditor's Annual Report and provided further background information in considering approval of the Financial Statements. He explained that the report would also be submitted to the Scottish Funding Council (SFC).

Mr Ritchie explained that Scott Moncrieff were the College internal auditors until 31 July 2020 and had provided a report covering the year to 31 July 2020. The report was considered and approved by the Audit Committee at its 21 May 2020 meeting by which point the internal auditors had completed their 2019-20 audit plan. The College received confirmation from Scott Moncrieff in October 2020 that they were not aware of any factors since the report was

presented to the May 2020 Audit Committee that required them to change the content and conclusion contained within their annual report.

The key extract from the report was in relation to the overall internal audit opinion based on the work undertaken during the year which was as follows:

"In our opinion West College Scotland has a framework of controls in place that provides reasonable assurance regarding the organisation's governance framework, internal controls, effective and efficient achievement of objectives and the management of key risks".

Scott Moncrieff had included a note that their audit fieldwork was undertaken prior to the Covid-19 pandemic and that work was the basis on which they formed the above opinion. The nature and timing of the amendments to governance, risk and internal control arrangements as a result of Covid-19 should be carefully considered by the Audit Committee for any impact on the governance statement and related commentary.

The Joint Committee noted the content of the Internal Auditor's Annual Report 2019-20.

AFM39 2019-20 ANNUAL REPORT FROM AUDIT COMMITTEE TO BOARD OF MANAGEMENT

The Chair presented the Annual Report to the Board of Management which detailed the work carried out by the Audit Committee during the period 1 August 2019 to 31 July 2020. The Annual Report was a requirement of both the Scottish Funding Council (SFC) Financial Memorandum and the Scottish Public Finance Manual and complied with the requirements of those documents.

Mr McMillan led the Committee through the report noting that despite the governance and operational challenges faced by the College, the 2019-20 schedule of Committee business was completed within the year.

The Committee considered and approved the content of the Annual Report from the Audit Committee to the Board of Management.

[Action: AR]

AFM40 STRATEGIC RISK REGISTER REVIEW

The Director of Finance explained that under the Corporate Governance Code, the Board of Management was tasked with ensuring a framework of risk management and control was in place and he presented the College Strategic Risk Register for consideration.

The Director of Finance presented the College Strategic Risk Register explaining that the Senior Management Team continued to review it. In carrying out that review process, Mr Ritchie summarised the considerations / adjustments that had been made recently and highlighted the mitigating controls across all risks that had been updated to take account of the outcomes of internal / external audit reports and any relevant Scottish Government/Scottish Funding Council announcements.

Members recorded their thanks to the Senior Management Team and noted that, based on knowledge of the current operating environment, it did not consider there was a requirement to amend the top five risks or the associated risk pre and post mitigation scoring, therefore, there had been no changes to the remaining strategic risk scores.

The Chair agreed that the comprehensive format and content of the Register gave members confidence that actions were being taken to mitigate identified risks.

The Joint Audit / Finance and General Purposes Committee reviewed and approved the College Strategic Risk Register and in doing so considered:

- **The risks included in the register;**
- **The revised risk rating both pre and post mitigation;**
- **Whether any other risks should be considered for removal;**
- **Whether any new risks should be considered for inclusion; and**
- **The progress made in further developing the College Risk Management framework.**

AFM41 ANNUAL REVIEW OF EXTERNAL AUDITORS - Audit Committee Members Only

[REDACTED]

[REDACTED]

[REDACTED]

AFM42 ANY OTHER BUSINESS

The Chair thanked members of the Committee, attending officers and auditors for their attendance. No other business items were raised.

ASSET AND INFRASTRUCTURE COMMITTEE

MINUTES: Tuesday 8 December 2020

Present: Nick Allan (in the Chair), Liz Connolly, John McMillan, Andrew Hetherington, Jenifer Johnston.

Apologies: None received.

Attending: David Alexander (Vice Principal Operations), Stephanie Graham (Vice Principal Educational Leadership), Alan Ritchie (Director of Finance), Peter Thorne (Head of Estates), Shirley Gordon (Secretary to the Committee), Martin Joyce (Director of Infrastructure), Brian Stobbs (Head of IT), Waiyin Hatton (Board Chair).

EM437 WELCOME

The Chair welcomed everyone to the meeting and thanked them for their attendance via Teams. Mr Allan welcomed Brian Stobbs, recently appointed as Head of IT.

EM438 DECLARATIONS OF INTERESTS

- John McMillan and Liz Connolly - Trustees of the West College Scotland Foundation.
- David Alexander - member of the Council of the Scottish Funding Council (SFC) and Chair of the SFC's Audit and Compliance Committee.
- Waiyin Hatton: Wai Beyond, People and organisational development consultancy; Harvey McMillan, People and organisational development consultancy; Action Against Stalking; Colleges Scotland (Board member).

EM439 MINUTES

The minutes of the meeting held on Wednesday 16 September 2020 **were approved**.

EM440 ACTIONS FROM THE MINUTES

The Committee **noted** a report on actions taken since the last meeting and updates were reported.

EM441 Matters Arising

The following matters arising were reported:

- Room Utilisation – Mr Alexander reported that, usually at this time of year, a room utilisation study would be undertaken. This had not been commissioned during November 2020 due to the obvious disruption caused by the Covid-19 pandemic. The College would keep the possibility of undertaking utilisation reviews going forward, but it was unlikely that this would be viable prior to summer 2021.
- Regional Outcome Agreement 2020-21 - Mr Alexander reported that, on 1 December 2020, the Scottish Funding Council published guidance for an Interim Regional Outcome Agreement for 2020-21 and a 2019-20 Self Evaluation Report. The guidance set out a new framework for the Interim

2020-21 document with a submission date of the end of January and this would be discussed in further detail at the Board meeting scheduled for 14 December 2020.

The Committee noted the update.

EM442 Emerging Opportunities Report

The Vice Principal Operations provided an update on emerging opportunities and partnership engagement and summarised progress to date in considering emerging estates opportunities and models with partners in Renfrewshire, West Dunbartonshire and Inverclyde:

- ❖ Renfrewshire - the Executive Management Teams of the College and Renfrewshire Council had periodic meetings scheduled throughout the year in order to discuss areas of collaboration, integration and development. The latest meeting took place on 18 November 2020, at which Renfrewshire Council provided an update in relation to:
 - the ownership and development intentions for the Chivas Brother site; and
 - their participation with the College and the University of the West of Scotland in a SFC funded review to map current and future education and curriculum synergies and consider possible innovative estates and co-location proposals arising from this.

Mr Alexander confirmed that the SFC had agreed to fund this piece of work and had agreed to communicate further with all partners in the New Year.

- ❖ West Dunbartonshire – Mr Alexander reported that the College continued to work closely with the local authority, healthcare, business and communities to create a joined up approach to investment in the local environment and infrastructure, which would ensure the campus was a bridge to required wider regeneration and development, contributing to a successful town centre.
- ❖ Inverclyde - Mr. Alexander outlined the steps that the College was continuing to take in engaging with Peel Ports – in their capacity as a lead partner with Riverside Inverclyde – and Inverclyde Council - in relation to the OBC proposals for a new build campus at East India Dock. Mr Alexander confirmed that Inverclyde Council had initiated a new Local Development Plan review process for the area encompassing the East India Dock site and the College was now engaging with this. The current position in relation to College Outline Business Cases (OBCs) for Greenock and Paisley:
- ❖ Paisley Campus OBC – a meeting took place between the College Executive Team and SFC Officers on Friday 13 November 2020. At this meeting it was confirmed that the SFC still wished a curriculum review to proceed with local partners - these being the University of the West of Scotland and Renfrewshire Council – in order for the Paisley OBC to progress. The SFC had advised that the broad remit of this review would

be to map current and future education and curriculum synergies and consider possible innovative estates and co-location proposals arising from this which may further inform the Paisley OBC. Partners would, therefore, again be asked to commit to it being progressed during 2021. The SFC had committed to funding the exercise and to providing all partners involved with the draft scope for review and final agreement during the coming period.

- ❖ Greenock OBC – Mr Alexander outlined the current position in seeking to progress approval of the College OBC for development of a new build campus at the East India Dock site in Greenock. Mr Alexander added that the partnership work required by the SFC in order to progress the Paisley OBC may also inform this process to some extent.

The Committee discussed the report at length and the following points were clarified:

- ❖ In September 2020, the College received an update report from West Dunbartonshire Council which included a level of detail on the cost aspect of the District Heating System. The College met with a representative of the Council in October 2020 to gain further clarification on the update provided and Mr Alexander summarised the position reached in relation to governance, cost of connection, cost of supply, carbon saving and procurement / legal matters. The Committee agreed there remained significant areas for the College to comprehend and address in considering the viability of this project and whether it could be progressed. Members welcomed that a further meeting was scheduled with the Council to discuss these matters on 11 December 2020.
- ❖ Mr Alexander and Mr. Joyce met with representatives of Inverclyde Council on 19 November 2020 to discuss the ongoing review of the Local Development Plan previously put in place during 2019 for the area covering the East India Dock site which was being reconsidered following the upholding of a legal challenge from a housing developer. He agreed to circulate an article about the legal challenge for members information. **{ACTION – DA}**
- ❖ It was agreed that a briefing paper incorporating a timeline would be helpful to inform new Committee and Board members on the extensive engagement which had taken place within Inverclyde given the extent and complexity of this. Mr Alexander committed to providing this. **{ACTION – DA}**
- ❖ Mr. Alexander confirmed that the partnership curriculum review was to be fully funded by the SFC and that they would appoint someone to lead this project.
- ❖ The Committee commended the significant programme of engagement with partners in seeking to progress emerging estates opportunities and models that the College had undertaken and continued to undertake.

The Committee noted the update.

EM443

– Reserved Item

[Redacted]

[Redacted]

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EM444 IT Update

The Director of Infrastructure provided an update in relation to IT Department developments, projects and funding.

Mr Joyce led the Committee through a summary of Service development, support for teaching and learning, infrastructure developments, security and resilience, IT Project updates (and the associated annual development budget) and the College IT Strategy.

The Committee welcomed hearing that the new Student IT Helpdesk was now fully operational and currently accessible daily at the Greenock Finnart Street, Clydebank and Paisley campuses with support being provided to students by students. The Student IT Team was currently also supporting the distribution of Chromebook and laptop devices from each campus location.

In response to a question, Mr Joyce reported that work had commenced on the preparation of a new IT Strategy to cover the period until 2025 which reconciled to the period covered by the current College Corporate Strategy. It was intended the updated IT Strategy would also align with both the College Digital Strategy and the national college sector framework “Digital Ambition for Scotland’s Colleges”.

Regarding WIFI, Mr Joyce explained that the College had procured wireless network equipment that would replace and enhance provision across all campus locations. Work commenced during October 2020 on replacing the existing wireless access points and configuration and deployment of this new wireless equipment remained ongoing, with a target completion date of April 2021. Additional network cable installations were also required to support this, and the IT team continued to work with a specialist contractor on arrangements for that element.

The Asset and Infrastructure Committee reviewed and noted the update.

EM445 2019-20 Climate Change Report

The Director of Infrastructure highlighted College outcomes in meeting the Scottish Government annual climate change reporting requirements.

Mr Joyce led the Committee through the College Annual Climate Change Report (as required by Section 44 of the Climate Change Act which placed duties on public bodies). He highlighted:

- Progress made by the College in reducing the level of carbon dioxide it generated.
- Levels of interaction with other public and private sector organisations.
- Sustainability projects undertaken during the year.

Mr Joyce summarised actions the College would continue to take and, in response to a question, confirmed that included the continued education of students and staff on the effects of carbon emissions on the College (and working with EAUC to assess what further resources could be used) as well as investing in energy efficient lighting and other projects where there was a positive return on investment should funding allow this investment.

The Asset and Infrastructure Committee noted the report.

EM446 Estates Maintenance Plan and Sustainability Update

The Director of Infrastructure provided an update in relation to:

- Scottish Funding Council (SFC) estate maintenance funding, including allocation of additional 2020-21 high priority maintenance funding;
- The College Estate Maintenance Plan 2020-21;
- Transfer of activity from YMCA Building to the Renfrew Road Campus;
- The impacts and actions arising in relation to managing Covid-19; and
- Carbon management and sustainability projects.

Mr Joyce played a video which showed a walk-round of the internal refurbishment works in order to relocate activity from the Centre for Performing Arts to the Inchinnan Building on the main Paisley Campus and members welcomed this excellent preview.

It was also confirmed the College had issued a formal notice to terminate the current lease of the existing YMCA premises.

Mr Thorne summarised the College procurement / tender processes to appoint contractors and highlighted the works being undertaken by the existing chartered building surveyors across College estate currently.

The Principal confirmed that ongoing discussions at SMT and Mobilisation Group meetings remained key in ensuring the continued safety of all staff and students during the Covid-19 pandemic and confirmed that national guidelines were (and would continue to be) adopted at all times.

The Asset and Infrastructure Committee:

- **Considered the update provided in relation to the College estates maintenance plan and associated funding for 2019-20 and 2020-21.**
- **Considered the update on the work undertaken in order to relocate activity from the Centre for Performing Arts to the Inchinnan Building on the main Paisley Campus.**
- **Considered the progress being made in progressing carbon management and sustainability projects.**

- **Noted that the College continued to have robust ongoing arrangements in place in responding to the challenges arising from covid-19 restrictions**
- **Reviewed and considered the overall report.**

EM447

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]



EM448 Strategic Risk Consideration

The Director of Finance explained that under the Corporate Governance Code, the Board of Management was tasked with ensuring a framework of risk management and control was in place.

Mr Ritchie presented the College Strategic Risk Register explaining that the Senior Management Team continued to review it. In carrying out that review process, Mr Ritchie summarised the considerations / adjustments that had been made recently and highlighted the mitigating controls across all risks that had been updated to take account of the outcomes of internal / external audit reports and any relevant Scottish Government/Scottish Funding Council announcements.

Mr Ritchie added that, based on knowledge of the current operating environment, the SMT did not consider there was a requirement to amend the top five risks or the associated risk pre and post mitigation scoring, therefore, there had been no changes to the remaining strategic risk scores.

The Asset and Infrastructure Committee reviewed and approved the College Strategic Risk Register and in doing so considered:

- **The risks included in the register;**
- **The revised risk rating both pre and post mitigation;**
- **Whether any other risks should be considered for removal;**
- **Whether any new risks should be considered for inclusion; and**
- **The progress made in further developing the College Risk Management framework.**

EM449 Scottish Government Consultation - Draft Infrastructure Investment Plan 2021-22 to 2025-26

The Director of Infrastructure provided an update on the draft Infrastructure Investment Plan for Scotland 2021-22 to 2025-26.

Mr Joyce led the Committee through the consultation process undertaken by the Scottish Government which sought to consult on some key aspects before the Plan was finalised later this year. He explained that Colleges Scotland had co-ordinated an overall sector response to the consultation document (which was included with the Committee papers) and WCS provided a contribution to inform this.

The Asset and Infrastructure Committee reviewed and considered the draft plan and consultation process undertaken by the Scottish Government.

EM450 Our Digital Ambition for Scotland’s Colleges

The Director of Infrastructure provided an update on the recent publication of the “Our Digital Ambitions for Scotland’s Colleges” by Colleges Scotland, Jisc and the College Development Network (CDN).

Mr Joyce explained that the Digital Ambition for Scotland’s Colleges was published in September 2020 and developed by the college sector to provide evidence on the sector’s digital intentions. He led the Committee through the overall vision of the Digital Strategy which had four main priorities and three main areas for targeted improvement and action.

In response to a question, Mr Joyce explained that the College had separate Digital and IT Strategies and, while the current Digital Strategy was being kept under review through the work of the College Digital Strategy Group, a new IT Strategy was currently in the embryonic stages of being written.

The Asset and Infrastructure Committee reviewed and considered the Digital ambitions document.

EM451 Schedule of Business 2019-20

The Director of Infrastructure outlined how the Schedule of Business for 2020-21 enabled the Committee to fulfil its remit and summarised business items coming up.

The Committee noted its schedule of business for 2020-21.

EM452 Any Other Business

- Date of Next meeting: **Tuesday 9 March 2021.**
- Jen Johnston reported that it would be her last meeting as she had resigned as a Board member effective from 1 January 2021 to take up the role of Communications and Public Affairs Manager at Colleges Scotland. The Committee thanked her for her constructive input throughout her tenure and wished her well in the future.

CORPORATE DEVELOPMENT COMMITTEE – ACTIONS FROM THE MINUTES

HRCDC Committee: Actions from the Minutes

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
15 Sept 2020 and 4 Nov 2020	CDM260	Update on Mobilisation Group - data was being captured regarding any positive Covid-19 test results amongst either staff or students and was presented to the Senior Management Team - summary of that to the meetings of the Committee.	D Alexander		Covered under Vice Principal Update report
5 May 2020	CDM250	MULTI-GENERATIONAL WORKFORCE STRATEGY The Committee agreed that: 1 - the Multi-Generational Workforce Strategy be further modified as described in the minute. 2 - for further consideration in September.	N Smith	Was considered at September 2020 meeting and agreed that the Multi-Generational Workforce Strategy be considered in greater detail at a future meeting.	People Strategy presented at 9 March 2021 Corporate Development Committee meeting and action plan to deliver this during 2021-22 will take account of Multi-Generational Workforce Strategy. Multi-Generational Workforce Strategy will be encompassed by the new/updated People Strategy to cover the period 2022-2025m which it is proposed be presented to the Corporate Development Committee in March 2022.

Asset and Infrastructure Committee: Actions from the Minutes

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
8 Dec 2020	EM442	Emerging Opportunities Report - Inverclyde Council - the ongoing review of the Local Development Plan previously put in place during 2019 for the area covering the East India Dock site - circulate an article about the legal challenge for members information.	D Alexander	Article duly circulated 9/12/20	Complete
	“	In respect of the estates opportunities and partnership models discussed, it would be useful to provide a briefing note to ease understanding of the complexity and extent of the ongoing considerations within Inverclyde.	D Alexander		Agenda Item 15 (Estates Outline Business Case Update) of the 9 March 2021 Corporate Development Committee meeting provides an update on this matter. Updates will be provided at Corporate Development Committee meetings on an ongoing basis.
16 Sept 2020	EM426	Emerging Opportunities Report – WDC District Heating System: An update report to be provided to the December 2020 meeting of the Committee.	M Joyce		Considered at December 2020 meeting - keep under review. Update provided under Agenda Item 17 (Estates and Sustainability 2020/21 Update) of 9 March 2021 Corporate Development Committee meeting.

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
	EM425	Monitoring of Regional Outcome Agreement Objectives Update report to be provided following any subsequent changes to SFC guidance on 2020-21 ROA priorities.	D Alexander		Future meetings
	EM430	IT Strategy An update report on key IT projects be provided at future meetings of the Committee, adopting a similar format and approach to that provided for Estates Maintenance projects.	M Joyce		Considered at December 2020 meeting – ongoing – will be considered at each Committee.
9 July 2020 FGPC	FPM313	Scottish Government / College Cyber Resilience Framework Update would be provided on progress at the next meeting of the Committee.	D Alexander	Update provided at the September and December 2020 meetings with commitment to keep Committee updated on future progress.	Ongoing – Future meeting Covered on an ongoing basis under <i>Information Technology 2020/21 Update report</i> at Corporate Development Committee meetings.
and 10 Sep 2019	“	Expansion Programme Board for the redevelopment and extension of the Golden Jubilee National Hospital: A further update would be provided to the Estates Committee.	D Alexander	Update report provided to Committee with new Director of Infrastructure undertaking to bring any updates to the attention of the Committee as required.	Considered at December 2020 meeting – keep under review. Covered on an ongoing basis under <i>Estates and Sustainability update</i> at Corporate Development Committee meetings.

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
“	EM398	College Estate Strategy 2016-2026 - Progress Report: Proposed to refresh the Estate Strategy 2016-2026 document over the course of 2020-21 in order to reflect change, and changing, operating environment.	D Alexander		Considered at December 2020 meeting - keep under review. Refresh of 10-year Estate Strategy document will progress as possible over the coming period during 2021.
10 Dec 2019	EM388	Outline Business Cases: i) Scope for planned work to be circulated to members when available. ii) Updates to be given as appropriate.	D Alexander	Update provided to Committee on work undertaken to date on OBC and engagement with SFC and other key stakeholders.	Considered at December 2020 meeting - keep under review. Updates will be provided at Corporate Development Committees meetings on an ongoing basis. Agenda Item 15 (Estates Outline Business Case Update) of the 9 March 2021 Corporate Development Committee meeting provides an update on this matter.
	EM389	Centre for Performing Arts: Update to be given on the Centre for Performing Arts project.	M Joyce	Update report provided to the September and December 2020 Committee meetings with updates to be provided until the project is complete in February 2021	Considered at December 2020 meeting - keep under review. Update provided under Agenda Item 17 (Estates and Sustainability 2020/21 Update) of 9 March 2021 Corporate Development Committee meeting.

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
10 Sep 2019	EM352334	Paisley OBC – College to continue collaborative discussions and to progress dialogue with SFC, Renfrewshire Council and UWS regarding possible opportunities for collaboration.	L Connolly D Alexander	Update on planned SFC review exercise to inform future College curriculum and the role of wider educational partners in developing this in order to inform College OBCs provided at September and December 2020 meetings. Scope for planned work with SFC and educational partners to be circulated to members when available.	Considered at December 2020 meeting – keep under review. Agenda Item 15 (Estates Outline Business Case Update) of the 9 March 2021 Corporate Development Committee meeting provides an update on this matter. Updates will be provided at Corporate Development Committee meetings on an ongoing basis.

Finance & General Purposes Committee: Actions from the Minutes

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
24 Nov 2020	FPM363	Financial Statements To 31 July 2020 - some drafting and contextual suggestions which may add to the consistency and understanding of the information presented - Mr Ritchie agreed to incorporate these.	A Ritchie	Financial Statements updated to incorporate required changes	Complete Presentation of amended document to the Board of Management approved at meeting on 14 December 2020
19 Nov 2019	FPM292	Operational Planning - Vice Principal to keep the Committee apprised of progress in relation to Pentana.	D Alexander		Updates to be provided at 2020-21 Committee meetings.

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
27 May 2019 and 19 Nov 201	FPM257.2 226.1 and FPM2911	Business Transformation Plan - Committee to be kept informed of progress with discussion with SFC.	L Connolly	Update provided as part of discussion on 2019-20 and 2020-21 Budget and Financial Strategy.	Updates will continue to be provided to the Corporate Development Committee and the Board of Management on College engagement with the SFC regarding implementation on the Business Transformation Plan during 2020-21.

Title: **REVIEW OF COMMITTEE REMIT**

Background: The Committee is asked to consider and approve the following:

- Corporate Development Committee Remit; and
- Corporate Development Committee membership.

Following approval of a committee restructure at the Board of Management meeting held on 1 February 2021, the Corporate Development Committee is asked to consider and approve its remit and membership in accordance with the principles approved by the Board.

Action: The Committee is requested to consider and approve the Committee remit and membership.

Lead: Shirley Gordon, Secretary to the Committee

Status: Open

West College Scotland

Board of Management

Corporate Development Committee

Statement of Purpose

The Board of Management provides the principal governance mechanism through which all activities are managed in accordance with relevant legislation and regulations, as well as ensuring that systems are in place to provide efficiency, effectiveness, and economy. The Board of Management has delegated some of its responsibilities to certain committees.

The main purpose of the Corporate Development Committee is to:

- Have strategic oversight of finance, procurement, human resources and organisational development, communications, marketing and matters of a general nature that do not fall to other standing Committees, ensuring solvency, sustainability, efficiency, and innovation.
- Advise on the strategic implementation, review and development of required strategies and policies that reflect best practice and improve organisational performance, ensuring appropriate and effective controls and processes are in place.
- Ensure the College manages all assets and resources in accordance with Scottish Government and Scottish Funding Council requirements.

1. Remit

- a) To have strategic oversight of the overall management of the College's resources – finance, people, procurement, information technology and property.
- b) To consider and advise the Board of Management on the development and implementation of College policy and strategy, including but not limited to the following areas:
 - Communication and Marketing
 - People
 - Health and Safety
 - Estate
 - Carbon management and sustainability
 - Information Technology
 - Finance
 - Procurement

Ensuring progress is monitored in delivering strategic outcomes in these areas.

Finance

- c) To consider and advise the Board of Management on key strategic financial and management matters including:
 - solvency of the College
 - cashflow
 - effectiveness and appropriateness of the utilisation of College resources
 - financial strategy, budgeting, financial monitoring and forecasts

- banking arrangements and approval of bank signatories
 - investments and borrowing
 - taxation
 - pension arrangements
 - approval of contracts between the values of £250,000 and £500,000
- d) To consider and recommend the College's annual financial statements and associated reports for approval to the Board of Management at a joint meeting with the Audit Committee.
- e) To ensure adherence to statutory requirements related to the College's financial affairs and compliance with the Financial Memorandum, Scottish Public Finance Manual (SPFM) and related guidance (including Accounting Policies in the Financial Statements) and to provide the Board of management with assurance on these matters.
- f) To review College Financial Regulations on an annual basis, or more frequently if required and recommend these to the Board of Management for approval.

Human Resources and Organisational Development

- g) To have strategic responsibility for oversight of and compliance with employment, health and safety, data protection and freedom of information legislation, advising the Board of Management on the operation and implementation of effective and efficient policies and systems in the following areas, advising the Board of Management on these areas as required:
- equality, diversity and inclusion
 - learning and development
 - employee relations
 - health, safety and wellbeing
 - workforce planning
 - payroll
 - voluntary severance schemes
 - freedom of information and data protection

Assets and Infrastructure

- h) To consider and advise the Board of Management on key strategic infrastructure matters including:
- monitoring and review of the overall management and development of College property and information technology, ensuring that a comprehensive register of land, buildings and infrastructure assets is maintained and assurance is given to the Board of Management that the correct procedures are followed in respect of Exchequer funded assets.
 - maintenance of estate and information technology in an efficient and effective manner, in accordance with a planned maintenance programme which is consistent with approved strategy and associated financial projections.
 - the implementation and development of carbon management and sustainability plans to address Scottish Government climate change requirements and ensure awareness of local, national, and global environmental matters.
 - consideration and approval of information technology initiatives and innovations as required and the promotion of the effective and efficient use of IT services and assets.

Marketing and Communications

- i) To consider and advise the Board of Management on key strategic matters relating to marketing and communications including:
 - the implementation, development and review of marketing and communication strategies
 - policies which enable the College to build its reputation.
- j) To consider risk relating to the matters that fall within the Committee's remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.
- k) Any other matters as required by the Board of Management.
- l) The Committee can request representatives of other organisations to attend meetings if/as required.

2. Membership

Category

The Principal and a minimum of four members of the Board of Management, one of whom will Chair.

One Staff member (non-teaching)

One Student member

The Committee is empowered to co-opt additional members, subject to approval by the Nominations Committee. Such members will normally be appointed for one year, will be subject to annual review, and may be re-appointed annually up to a maximum of 8 years.

In Attendance

Vice Principal Operations

Secretary

Directors / Senior Management Team as required

Director of Finance

Director of Infrastructure

Director of Communications, Policy & Planning

Director Organisational Development & HR

Internal Auditor (Wylie Bisset)

External Auditor (Mazars)

The Chair and Vice Chair of the Committee will be members of the Board of Management.

Chair, Vice Chair, and members appointments to the Committee will be between 3 to a maximum of 5 years, providing systematic opportunities for Committee members to serve on another Committee.

Members of the Audit, Corporate Development and Learning and Teaching Quality Committees can request to attend other Committees' meetings as observers, providing opportunities to gain more understanding of the respective Committees' issues.

The Committee is empowered to co-opt additional members, subject to approval by the Nominations Committee. Such members will normally be appointed for one year, will be

subject to an annual review, and may be re-appointed annually for up to a maximum of 8 years.

The Chair of the Board of Management will be an ex- officio member of the Committee.

The Committee is empowered to invite other members of the Executive / Senior Management Team to attend meetings of the Committee.

3. Frequency of Meetings

The Committee will meet at least four times per year.

4. Quorum

A quorum will be no less than 50% of Board members on the Committee.

5. Secretariat

The Secretary to the Board of Management.

Papers for meetings will be sent out electronically 7 days in advance of the meeting.

The Committee will report to the Board of Management and the minutes of its meetings will be circulated to the Board for information.

6. Review

The Remit will be subject to review annually.

Meetings – 4 per annum plus 1 Joint Audit / CDC (Remaining Meetings for 2020 / 21 – Tuesday 9 March and Tuesday 1 June)

Category	Name
The Principal and a minimum of four members of the Board of Management, one of whom will Chair.	Nick Allan (Vice Chair) Liz Connolly, Principal Jim Hannigan (Chair) Linda Johnston John Leburn Angela Wilson
One Staff member (non-teaching)	Steven Cairney - Support Staff
One Student member	Stefana Margarint
The Committee is empowered to co-opt additional members, subject to approval by the Nominations Committee. Such members will normally be appointed for one year, will be subject to annual review, and may be re-appointed annually up to a maximum of 8 years.	David Mark

In Attendance	Name
Vice Principal Operations	David Alexander
Secretary	Shirley Gordon

Directors / Senior Management Team as Required	Name
Director of Finance	Alan Ritchie
Director of Infrastructure	Martin Joyce
Director of Communications, Policy & Planning	
Director Organisational Development & HR	Natalie Smith
Internal Auditor (Wylie Bisset)	Graham Gillespie Stephen Pringle
External Auditor (Mazars)	Lucy Nutley Joanne Buchanan

Quorum	A quorum will be no less than 50% of Board members on the Committee.
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TITLE: VICE PRINCIPAL UPDATE REPORT

Background: This paper provides the Corporate Development Committee with updates in relation to the following matters:

- 2020-21 Scottish Funding Council (SFC) funding allocations
- The College voluntary severance scheme
- Ongoing engagement with the SFC
- National bargaining and job evaluation
- Human Resources
- Infrastructure
- Implementation of the Pentana system

Action: The Corporate Development Committee is invited to consider and note the report for information.

Lead: David Alexander, Vice Principal Operations

Status: Open

Vice Principal Update Report

1.0 Introduction

1.1 This paper provides the Corporate Development Committee with an overview of key updates relating to:

- 2020-21 Scottish Funding Council (SFC) funding allocations
- The College voluntary severance scheme
- Ongoing engagement with the SFC
- National bargaining and job evaluation
- Human Resources
- Infrastructure
- Implementation of the Pentana system

2.0 2020-21 SFC Funding

2.1 The SFC at a meeting of the sectors Finance Directors on 5 February 2021, announced that it would be distributing £13m of additional Sustainability Funding to assist with the negative impacts of Covid-19. This funding is to be distributed in line with the initial core teaching grant allocations for 2020-21. For West College Scotland this should result in an additional allocation of £1.2m to core grant funding. To date no SFC circular has been received with the SFC indicating that it will be issued in the first two weeks of March.

The SFC have issued the following circular announcements during 2020-21 - since the previous Finance and General Purposes Committee meeting which took place on 24 November 2020:

- **SFC/AN/05/2021 – Issued 19 February 2021**

Additional FE student support COVID-19 discretionary funding

The SFC announced £3 million of additional student support discretionary funding for colleges in financial year 2020-21 to support Winter payments for further education students in hardship due to COVID-19. West College Scotland received £265,430 of this allocation (8.8% of the college sector total), with this to be fully expended by 31 March 2021.

- **Circular SFC/AN/04/2021- Issued 19 February 2021**
In-year redistribution of student support funds 2020-21

This circular confirmed SFC would repurpose £5 million of unspent student support funds to enable additional discretionary funding to be available to colleges for COVID-19 related support. Uses can include tackling digital poverty and providing more students with necessary IT equipment and technology to succeed in the current online learning environment. West College Scotland received £500,802 of this allocation (10% of the college sector total) with this to be fully expended by 31 July 2021.
- **Circular SFC/AN/02/2021 – Issued 12 February 2021**
Additional funding in financial year 2020-21 for access to free sanitary products at colleges and universities.

This circular announced £1.3m of funding for colleges and universities, with the college sector receiving £357,250 in total. West College Scotland received £38,250 of this allocation (10.7% of the college sector total) with the requirement that the funding is fully expended by 31 July 2021. This is a reduction from the funding of £92,119 (a £53,869 reduction) that West College Scotland received for this purpose during the 2019-20 financial year.
- **Circular SFC/AN/01/2021 – Issued 27 January 2021**
Additional funding in financial year 2020-21 for college and university students' associations and unions

This circular confirmed additional funding for Students' Associations to provide support for students where it will have the greatest impact. A total of £401,250 was allocated to colleges for use by 31 July 2021, with West College Scotland Students Association receiving £33,000 (8.2%) of the total sector allocation.
- **Circular SFC/AN/21/2020 – Issued 18 December 2020**
Additional funding in Financial Year 2020-21 for student mental health and wellbeing support in colleges and universities

This circular confirmed additional funding of £1.32 million to help colleges and universities further support student mental health, wellbeing and welfare, with the impact of the current COVID-19 emergency being recognised. A total amount of £708,000 was allocated to the college sector for use by 31 July 2021, with West College Scotland receiving £47,000 (6.6% of the sector total).

2.2 *Agenda Item 13 (Management Accounts to 31 January 2021)* incorporates funding arising from these SFC circulars and the 'Sustainability Funding' announcement made since the previous Finance and General Purposes meeting on 24 November 2020 as required.

3.0 College Voluntary Severance Scheme

- 3.1 The College 2020-21 budget assumed that a minimum of £500,000 in staffing efficiencies would require to be achieved – with at least part of this saving requiring to be achieved through voluntary severance (VS). The SFC Financial Forecast Return (FFR) of June 2020 guidance stated that Colleges should assume that up to 6 months of any VS costs would be supported by the SFC during 2020-21.
- 3.2 However, as previously advised to the Finance and General Purposes Committee and Board of Management, the SFC subsequently advised that they have no budget cover to support the provision of VS funding to West College Scotland. The assumption therefore remains that any voluntary severance costs require to be funded by the College's own cashflow and this scenario is recognised within the College's financial forecasts as at 31 January 2021 (*Agenda Item 13*).
- 3.3 To date the College has incurred £468,000 of voluntary severance costs 15.9FTE (22 headcount) during 2020-21 to secure the required efficiency savings. These departures have been in accordance with the Board of Management approved voluntary severance scheme.

4.0 Ongoing West College Scotland Engagement with the SFC

- 4.1 The Finance and General Purposes meeting of 3 September 2019 and Board of Management meeting of 7 October 2019 approved actions, detailed within the '*Future Proofing our College*' business transformation plan, which required to be taken in order to deliver a sustainable financial operating position over the next five-year period.
- 4.2 The SFC committed to a change in the College business model from 2020-21, confirming a reduction in core credit activity of 5,000 for West College Scotland – from 157,855 to 152,855 - when compared with 2019-20. The SFC did not reduce the teaching funding associated with this credit activity - meaning an increase in £ per credit for West College Scotland which equates to 8.6% - from £255 in 2019-20 to £277 in 2020-21. This reflected discussions SFC had with the College to recognise a movement towards higher cost curriculum activity over the course of previous years. As a condition of this change, the College was advised it must reduce its level of third-party distance learning activity from 2020-21.
- 4.3 However, due to the ongoing impacts of the COVID-19 lockdown restrictions, the College has now been advised by the SFC that 2020-21 third party distance learning activity levels can remain at 2019-20 levels during without any associated change in funding for the year. A further meeting is scheduled to take place with SFC on 9 March 2021 to discuss the curriculum delivery model and the levels of third-party distance learning that can be put in place for 2021-22. The Committee will be updated at its meeting of any changes in the SFC position following the meeting to be held earlier that day.

5.0 National Bargaining and Job Evaluation

- 5.1 On 18 March 2016 the Colleges Scotland Board approved the creation of an Employers' Association. This Association has representation from all colleges as employers and has full authority in relation to national bargaining but remains within the Colleges Scotland structure. The Employers Association nominated ten representatives to take forward national bargaining discussions with teaching and support trade unions through a National Joint Negotiating Committee (NJNC). The Vice Principal Operations and Director of Finance are two of those nominated representatives for 2020-21.
- 5.2 Formal agreement was previously reached with the EIS for a 2% cost of living pay award to cover the period 1 September 2020 to 31 August 2021. The College 2020-21 financial projections therefore take account of this. A similar pay offer has been made to support staff trade unions for the 2020-21 period, and a response is currently awaited.
- 5.3 The EIS have lodged a formal dispute with the Colleges Scotland Employers Association regarding concerns they have expressed in relation to Instructor/Assessor roles replacing Lecturer posts at some colleges (not West College Scotland). The EIS have also decided to ballot their members on taking industrial action in relation to this matter and an update will be provided at the Corporate Development Committee meeting.
- 5.4 National Support Staff Job Evaluation
For support staff, the process of national job evaluation is progressing. The Scottish Funding Council (SFC) has set aside an annual recurrent revenue funding allocation of £12.4 million (equivalent to six percent of the overall sector support staff salary costs) to fund any pay implications arising from September 2018 as a result of the implementation of national job evaluation. Indicative allocations for individual colleges outlined at this time relate to calculations which were undertaken during 2019, and which will require revision at the point the project is concluding. The project progress at each key stage is as follows:
- Stage One – Role Outline Questionnaires
Stage One is the completion, agreement and submission of job role outline questionnaires, job descriptions and signatory sheets. This stage was largely completed by summer 2020 for all roles.
 - Stage Two – Role Analysis
Stage Two required the release of sector nominated Role Analysts to deliver role evaluation. This commenced in January 2020 and a total of 21 Role Analysts (19 FTE) were sanctioned for release. This part of the process remains ongoing and is now projected to be complete during the 2021 calendar year.

- Stage Three – Implementation

Stage Three is the implementation stage, during which the pay and grading of job evaluation will be discussed, developed and costed. All pay adjustments will be backdated to 1st September 2018. The timescale for completion of this stage remains under review but was planned to complete during 2021.

- Stage Four – Appeals

Stage Four is the appeal stage. Following implementation of pay and grade outcomes, there will be a right of appeal for employees against the outcomes of job evaluation. This is projected to run for a six-month period from the date of implementation of job evaluation outcomes and it is now estimated that this is likely to run into 2022. The actual timescale for completion of this final part of the process will obviously be dependent upon the number of appeals submitted.

5.5 Further updates will be provided to the Corporate Development Committee as this project progresses.

6.0 Human Resources

6.1 Trade Union Meetings

Meetings regularly take place throughout the year between the College and support and teaching staff trade unions. Recent meetings took place on 20 January 2021 and the main areas covered can be summarised as follows:

Items considered by the Teaching JCNC meeting included the:

- mobilisation and provision of IT equipment to students during the pandemic, with this being recognised positively;
- project to replace and upgrade teaching staff laptops;
- consideration of whether additional staff will require to be recruited in order to deliver the Young Person Guarantee and Transition Training Fund activity the College has now been asked to deliver during 2020-21;
- provision of additional funding to support students mental health;
- EIS ballot of their members regarding concerns they hold around Instructor/Assessor roles replacing Lecturer posts at other colleges; and
- health and safety preparations for gradual return to face-to-face teaching

Items considered by the Support Staff JCNC meeting included the:

- additional funding received under the Young Person Guarantee and the Transition Training Funds and to support student mental health, which was welcomed;
- challenges of homeworking, and the flexibilities available to staff working remotely during the pandemic;

- need to consider the outcomes of a staff survey undertaken by the College prior to the pandemic, with the College now considering the need to undertake a further survey given the timeline which has now passed since this was undertaken; and
- change of use for land at the East India dock site in Greenock, to enable educational developments to take place in support of the College new build campus proposals.

6.2 College Mobilisation Group

The College has a Mobilisation group in place which includes staff from across the organisation and trade union representatives. The Group meets on a weekly basis to consider operational matters associated with operating under the current covid-19 lockdown restrictions.

The College did not re-commence on site curriculum activity during January and February 2021 due to the impacts of the ongoing COVID-19 lockdown restrictions. The Scottish Government advised on 23 February 2021 that only College students whose return is time-sensitive and critical to the successful conclusion of their studies - where it is not possible to deliver remotely or postpone this activity - are able to return to campus. A maximum attendance level of 5% of all students was also set with this 23 February 2021 advice. The Mobilisation Group will continue to meet to consider the next steps following on from this.

6.3 Health and Safety Committee

The College Health and Safety Committee consists of a staff and trade union representatives from across the College and meets regularly throughout the year. The latest meeting took place on February 2021, with the main issues covered being:

- Covid -19 restrictions – and the guidance and risk assessments associated with any return to campus;
- Staff health and wellbeing
- the Paisley Refectory Fire and the events surrounding this (see *Section 7*, below);
- PAT Testing; and
- Health Surveillance

6.4 UK Government Job Retention Scheme

The College required to place 154 employees on furlough during the January and February 2021 period due to continuing COVID-19 lockdown restrictions. As the College moves to prepare campuses for the return of essential teaching going forward, it is likely that this number will decrease over the coming period.

7.0 Infrastructure

- 7.1 An update on key estates and information technology projects and developments is provided under *Agenda Items 14 (IT Incident Report); 15 (Estates Outline Business Case Update); 17 (Estates and Sustainability 2020/21 Update); and 18 (Information Technology Update)*. However, there is one recent particular estates matter highlighted within this report.

- 7.2 At approximately 8pm on Friday 5 February, Scottish Fire & Rescue (SF&R) responded to a fire alarm activation at the West College Scotland Paisley campus. On arrival, a small fire was discovered in an area adjacent to the main refectory kitchen which contained fridges, storage and a staff locker room. The fire was quickly brought under control with some minimal fire and smoke damage occurring. While investigations remain on-going, initial indications suggest that the fire was caused by an electrical fault and there is no suggestion of any malicious intent to cause damage. It is not anticipated that the fire will have any operational impact on the College and all necessary repairs will be undertaken as quickly as possible.
- 7.3 A Fire Safety Audit was undertaken by SF&R on Monday 15 February 2021. In summary, the Fire Officer stated that he felt confident that the College had a good grasp of, and were aware of, fire safety responsibilities.

8.0 Implementation of the Pentana System

- 8.1 As previously reported to the Finance and General Purposes Committee, Pentana is a management software solution being implemented and developed by the College. This system enables organisations to assign actions and monitor the delivery of plans using a centrally accessible Cloud based system in real time – with the intention being to enhance management information, corporate awareness and performance.
- 8.2 The College has been implementing the Pentana management system throughout the COVID-19 lockdown period and this is now operational, with the core focus of system use being to support reporting on and monitoring of College 2020-21 operational plans. The system has now also been extended to support the uploading of 2021-22 operational plans; monitoring of the College Strategic Risk Register; monitoring of the College Digital Strategy and review of the rolling audit action plan provided to the Board of Management Audit Committee.
- 8.3 Further updates on the implementation and development of the Pentana system will be provided to the Corporate Development Committee at future meetings.

9.0 Recommendation

- 9.1 The Corporate Development Committee is invited to consider and note the report for information.

TITLE: PEOPLE STRATEGY REFRESH 2021

Background: The Board of Management previously approved the College People Strategy 2016-2019. It was agreed that the previous Director, Organisational Development and HR would review and update the Strategy prior to retirement in February 2021 and this has been completed. The refreshed People Strategy document is now provided for review and consideration and incorporates tracked changes.

The five core objectives of the Strategy remain the same, and the focus over the next 12 months will be on the delivery an operational plan.

It is proposed that a report be provided to the March 2022 Corporate Development Committee meeting outlining progress in delivering the People Strategy over the 12 month period - and that an updated People Strategy covering the period to 2025 - in line with overall the College Strategy – also be presented at that time.

Action: The Corporate Development Committee are requested to consider:

- the refreshed 2021-22 People Strategy; and
- the proposed approach to reporting progress on the People Strategy and updating this in March 2022

and request that the Board of Management approve this.

Lead: Natalie Smith, Director, Organisational Development & HR

Status: Open

West College Scotland

People Strategy

2021-2022



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People Strategy 2021 -2022

1. Introduction

West College Scotland delivers learning and vocational training to the West Region of Scotland, a catchment area of 1.2 million people, representing 23% of the resident population of Scotland. We have an important presence and deep roots in our main towns of Paisley, Clydebank and Greenock. Our 'footprint' stretches from Oban to Barrhead.

West College Scotland is committed to taking a leadership role in the West of Scotland and, together with partners and stakeholders, tackling significant social and economic deprivation which still characterises many of the towns and communities across the region. The College works across local authority boundaries and engages formally with seven authorities.

As one of Scotland's largest Regional Colleges, we provide education and training to over 20,000 students. The College manages total funds of ~~almost~~ £70m and we employ ~~1120~~ almost 1,200 staff.

The College is one of the Region's largest employers and is uniquely placed to help shape the West Region's educational landscape and contributes to its social and economic development. The College adds £13m to the region's annual economic output and spends ~~£4.73~~ £4.73m in salaries every year.

At West College Scotland, we recognise the key role that Organisational Development and HR plays in the development, improvement and success of our College.

2. Strategic Priorities

~~Our vision of a "Collective ambition, pride and passion to be a vibrant and dynamic College – providing excellent education, training opportunities and services for our students, customers and communities" will be achieved by implementing the College's 11 Strategic Priorities. At the heart of our strategic priorities are our Ambitions, which include:~~

- ~~• To have an engaged, flexible and modern workforce that is proud to work for West College Scotland~~

~~This People Strategy is specifically aligned to and supports the implementation of the following Corporate level Strategic Priorities:~~

~~2.1. Inspirational and Innovative~~

Strategic priority 1

We will provide education and training in inspirational and innovative ways to engage and meet the diverse needs of our students.

Strategic Objectives 1 & 2:

- To ensure a culture of inclusiveness is embedded throughout the College, promoting equality, appreciating diversity and giving every student the chance to reach their full potential.
- To develop a culture of continuous self-evaluation, involving staff and students, which will focus on improvement and development.

2.2. Supporting Success

Strategic priority 4

We will support the development of our staff to achieve successful outcomes for ourselves, our students and the college.

Strategic Objectives 3, 4 & 7:

- To promote the continual professional development of staff, enhancing their capacity, capabilities, skills and expertise
- To support staff to work successfully with digital technologies
- To be an employer of choice, with positive staff relations at the heart of what we do, working in partnership with staff who are determined to make a difference and are committed to the purpose of the College.

2.3. Securing our future

Strategic Priority 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.

Strategic Objective 3:

- To ensure staffing and resources match curriculum development and support needs and meet activity targets effectively and efficiently.

The People Strategy will support the Strategic Priorities and Objectives through the following core Organisational Development and HR professional areas:

- Equality, Diversity and Inclusion: Strategic Priority 1
- Learning and Development: Strategic Priority 4
- Employee Relations: Strategic Priority 4
- Resourcing and Talent Planning: Strategic Priority 8
- Health Safety and Wellbeing: Strategic Priority 4

We are an innovative and ambitious College that wants to play an increasing role in a new landscape that will be re-shaped by changes in technology, demographics, digitisation and automation. We have identified 4 key strategic priorities:

- **PERSONALISATION**

We will deliver the skills solutions that employers are looking for and the learning outcomes that students want, in a way that suits individual students

- **COLLABORATION**

We will build the immersive relationships and make the connections that enhance value for customers and stakeholders by creating learning pathways, developing new delivery partnerships and integrating learning into wider local strategies.

- **AGILE AND ADAPTIVE**

We will develop the capability to respond to shifts in demand and seize new opportunities quickly putting in place specialist delivery capabilities

- **DIGITAL**

We will ensure that the College has the digital capacity and capabilities to deliver in a modern economy

The People Strategy will be implemented and delivered through the following core Organisational Development and Human Resources professional areas:

- Equality, Diversity and Inclusion
- Learning and Development
- Employee Relations
- Resourcing and Talent Planning
- Health, Safety and Wellbeing

3. Regional Outcome Agreement

The People Strategy also supports the implementation of the College Regional Outcome Agreement ~~2014-2017~~ 2020-21 in respect of the following ~~objectives~~ areas:

- ~~Efficient and Sustainable Regional Structures~~
- ~~High Quality and Efficient Learning~~
- ~~A Developed Workforce~~
- Health and Wellbeing
- Equalities and Inclusion
- Public Health Emergency

4. Organisational Development and HR Strategic Objectives

4.1. Equality, Diversity and Inclusion

4.1.1. Where are we now?

~~Equality is a fundamental principle which underpins College Strategy, procedures and processes.~~

Equality is a fundamental part of everything that we do. We are committed to creating a positive environment where everyone is treated with dignity and respect, and where stakeholders have an equal opportunity to reach their potential.

The College systematically mainstreams equality, diversity and inclusion in its relationship with staff and students. All policies are Equality Impact Assessed. The College assesses the fairness and effectiveness of equality policies through workforce monitoring. All staff have a sound understanding of equality and diversity through mandatory training.

4.1.2. Where do we want to be?

We aim to cultivate and maintain an inclusive ~~organisation~~ environment which respects and encourages diversity in all of its activities, as well as ensuring access regardless of an individual's protected characteristics.

4.1.3. How do we get there?

The College will be proactive in removing barriers ~~for its staff and students to enable them to achieve their potential~~ to enhance a personalised approach which supports how we adapt and respond to our diverse stakeholders. We will survey staff and students to prioritise actions we may need to take.

4.1.4. How will we recognise success?

The College will systematically review and monitor the advancement of equality, diversity and inclusion in all its processes for staff and students. The outcomes will be reported in the ~~Organisational Development and HR~~ Annual HR Report using recognised metrics.

4.2. Learning and Development

4.1.5.4.2.1. Where are we now?

The College has a comprehensive learning and development programme which meets short term business critical requirements ~~but needs to take a more structured longer term approach and year-on-year is building a long-term structured approach to building the skills capacity of the workforce. This work needs to continue~~ to ensure we create an environment and culture where individuals and teams can achieve their potential and ultimately the success of our students.

4.1.6.4.2.2. Where do we want to be?

As national policies, student and employer demand, and patterns of provision change, the College needs to be able to proactively identify a range of up-to-date and flexible courses which reflect the needs and meet the changing expectations of students and employers, enabling reskilling and upskilling for the future of work and a more digital world. Adapting to such changes in demand poses challenges for staff and managers who need to take responsibility for their own continuing professional development.

~~The challenges of “Putting Learners at the Centre — Delivering our ambitions for Post 16 Education” — and further working with joint partner organisations, will mean that staff need to continue to develop new skills and different ways of working.~~

We need to ensure that people at all levels of the organisation are motivated to learn, grow and prosper and that they possess and develop the skills, knowledge and experience required to fulfil ~~short and long term~~ the ambitions of the College. We support the delivery of the College’s strategy through the identification of strategic learning priorities and put plans in place to address them. ~~and are motivated to learn, grow and prosper.~~

The College recognises the need to develop the leadership potential of its managers in order to continue to succeed in an increasingly complex and financially constrained environment and equip them with the necessary skills and behaviours to achieve their potential ~~and maximise their talent~~, ensuring their effective leadership enables all employees to perform to the best of their capability.

4.1.7.4.2.3. How do we get there?

a) Identification of strategic learning priorities

- Determine strategic learning priorities through assessing gaps in workforce ability to deliver against College strategic objectives.

a)b) Develop Learning and Development Plans

- Collect and analyse data on learning needs and tailor learning offer as appropriate
- ~~Ensure career management process provides fair access of opportunity to all.~~
- Develop an action plan to address agreed strategic learning priorities
- Identify any reskilling or upskilling required for the future of work and put plans in place to address.

b)c) Design and Delivery of Learning and Development Interventions

- Ensure best use of innovative learning solutions to improve capability
- Provide a diverse learning approach to meet group and individual requirements across the organisation
- Manage learning and a training records system to highlight retraining requirements and safety critical skills in compliance areas.

c)d) Leadership Development

- Promote a culture in which leadership skills are valued and encouraged and are aligned to the strategic vision and values
- Develop approaches to enhancing leadership and management skills, with an emphasis on change management and preparing for the future of work
- Design and deliver leadership training and other interventions to ensure senior and potential leaders have appropriate experience and capability as individuals and as a Leadership-Senior Management Team to fulfil the Organisation's strategic ambitions.

e)e) Talent Management

- Work with employees and management to ensure talent management procedures are embedded at work appropriately
- Identify key roles, determine any gaps in succession planning and put plans in place to address them.
- Ensure succession processes provides fair access of opportunity to all

f) Digital

- Make the JISC Discovery Tool available to all staff in order to self-assess digital capability
- Ensure appropriate training, including online learning, is available to all staff in order to maximise the digital capability of the workforce and to support the delivery of the College Digital strategy
- Provide appropriate pedagogical digital training to facilitate the integration of digital platforms into curriculum offerings
- Embed the JISC Discovery Tool into the Continuing Professional Development Review (CPDR) process

e)g) Professional Standards

- Embed the Professional Standards for Lecturers into the (CPDR) process for teaching staff
- Source and develop appropriate pedagogical training for teaching staff
- Build further on the Development Journey for Lecturers
- Revise the CPDR process and embed frameworks such as JISC Discovery, Professional Standards for Lecturers, WCS Leadership Standards and a framework for Support Staff development within WCS.

4.1.8.4.2.4. How will we recognise success?

We will evaluate the learning impact. This shall be done by capturing and analysing data from learning and development interventions and through external accreditation.

We will also look for indicators of improvement in Staff Survey feedback.

We will monitor candidates appointed internally and externally.

4.3. Employee Relations

4.1.9.4.3.1. Where are we now?

The College has good working relations with recognised trade unions based on the values of mutual respect and trust. Formal channels of consultation and negotiation are based on Local Recognition and Procedure Agreements which include monthly Consultation and Negotiation meetings with trade union representatives during term time. Agreed Committee minutes are posted on the College intranet. ~~Board members are provided with copies of the minutes at meetings of the HR and Corporate Development Committee.~~ These formal arrangements are complemented by regular informal, open agenda meetings with trade union representatives. The College engages with trade unions at an early stage when proposing changes to procedures, practices and organisational design.

4.1.10.4.3.2. Where do we want to be?

The College wants to maintain positive employee relations at a local level in a challenging financial environment that has been significantly influenced by ~~the introduction of~~ national bargaining. The culture of the College reflects the ambitions and expectations outlined in the Building our Collective Future Framework, and this is demonstrated through employee behaviours and actions at all levels in the College.

4.1.11.4.3.3. How do we get there?

Formal collective arrangements complemented by regular informal, open agenda meetings with local trade union representatives will continue. Informal resolutions to disagreements and grievance will always be considered in the first instance.

The College will continue to share sensitive information with trade union representatives in the confidence that they will recognise the best interests of the College and their members.

We work with our recognised trade unions to build and influence the culture in line with the Building our Collective Future Framework.

4.1.12.4.3.4. How will we recognise success?

The College will measure the success of their approach to employee relations by monitoring the use of collective and individual procedures. This will be analysed in the Annual HR Report made available to the Board of Management and staff.

4.4. Resourcing and Talent Planning

4.1.13.4.4.1. Where are we now?

As a ~~publically~~publicly funded body, the College has ensured that its recruitment ~~and workforce planning procedures and workforce planning procedures~~ reflect good practice. The College operates a fair and objective recruitment and selection procedure which places emphasis on individual skills, abilities and experience. The College has been awarded the ~~“Two Tick Positive About Disability”~~Disability Confident Status, whereby candidates who meet the essential criteria are guaranteed an interview. Selection criteria are reviewed regularly to ensure that it is justifiable and essential for effective performance of the role.

4.1.14.4.4.2. Where do we want to be?

The College wishes to ensure that it secures, develops, retains and effectively manages enough teaching and support staff to provide quality education to students and employer clients within the resources available. It wishes to attract and engage diverse, talented individuals from different backgrounds, heritages, generations and lifestyles. We want to ensure that applicant behaviours and values are given equal importance to qualifications and skills during the recruitment and selection process.

The College wishes to be an “Employer of Choice” by becoming recognised for its ~~positive working environment and conditions of employment strong and participative culture, attractive conditions of employment and as an employer who cares about the health and wellbeing of its people.~~

The College wishes to develop and fully implement a strategic workforce planning framework to underpin and inform the future review and development of curriculum and support functions, taking account of all external and internal factors.

We want our staff to embrace digital technologies and new innovations for enhanced service delivery and effective working practices.

4.1.15.4.4.3. How do we get there?

The College will deliver a comprehensive and developmental induction programme to all new recruits which fully integrates people into our culture and quickly makes new recruits effective employees.

~~The College will review local terms and conditions of employment to ensure that it continues to attract and retain well-qualified, experienced and motivated staff and will promote the benefits including non-monetary rewards.~~

In particular the College recognises that many staff have domestic and other caring responsibilities which means they cannot commit to traditional working patterns. The College will ensure that its employment practices promote provisions for flexible working, part time working and other family

friendly procedures in order that staff may achieve an appropriate work life balance.

The College will develop an employer brand by identifying and articulating the organisation's core values and behavioural expectations. Existing and prospective employees will be advised about the organisations values and behavioural expectations. The college will ensure that the values and behavioural expectations permeate the College procedures and processes. It will develop ongoing communication and engagement plans to ensure that employees and other stakeholders understand and respect the organisations values and behavioural expectations; disseminating key messages. The College will utilise survey feedback tools and software to gather feedback from employees on their experiences, using the information gathered to make evident changes that improve the working lives of our staff. ~~listen to feedback from staff to inform decisions.~~ The College will assess the overall current and future resource and talent levels within ~~Faculties Sectors~~ and Departments through workforce planning. This will result in planning to fulfil resourcing and talent needs across the College.

The College will implement a Workforce Plan which complies with best practice as defined in Audit Scotland's Public Sector Workforce Good Practice Guide.

The Workforce Plan will be monitored by the College Executive and HR and the Corporate Development Committee.

The College will implement the outcomes of the National Job Evaluation Scheme for Support staff to ensure an equitable approach to reward management.

4.1.16-4.4.4. How will we recognise success?

~~The College will provide reliable and relevant management information by analysing resource data such as turnover, retention, new starts. This will be compared against national benchmarks. The information will be analysed in an Organisational Development and HR Annual Report which will be made available to the Board and staff. The College will collect and analyse responses from employee surveys.~~

The College will provide accurate, easily accessible real time management information through developing the full capacity of the iTrent Payroll and HR System. This will enable less manual analysis of resource data such as absence, turnover, retention, new starts, length of service and age profile. This will be compared against national benchmarks. The information will be analysed in an Annual HR Report which will be made available to the Board of Management and staff.

4.5. Health, Safety and Wellbeing

4.1.17.4.5.1. Where are we now?

The College is committed to maintaining a safe and healthy environment for students, staff, contractors and visitors in accordance with its statutory responsibility.

A Health and Safety Committee chaired by the Director, Organisational Development and HR is in place ~~has been established since merger~~ and includes both trade union and student representatives. Minutes are posted on the College intranet. Health and Safety Sub Committees have been established at ~~each of~~ the three College Campuses and these are chaired by an Assistant Principal.

~~The College commissioned Zurich Risk Engineering to carry out a review of current health and safety systems and processes against the key elements of the HSE Guidance HSG 65 "Managing Health and Safety" to assist with identifying good practices that can be replicated across the College and areas that may require further attention. Zurich submitted the report to the College in February 2015.~~

-The College has also been accredited with the Scottish Government's Healthy Working Lives Gold Award. This scheme is an outcome focused approach to support employers and employees to achieve a healthier and safer environment.

4.1.18.4.5.2. Where do we want to be?

The College will demonstrate that there is a robust system for managing health, safety and risk with clear accountability, to ensure compliance with statutory requirements. The College will maintain the Healthy Working Lives Gold Award accreditation and will continue to support wellness and wellbeing as well as providing supporting mechanisms when employees are unwell. Health and wellbeing initiatives will be provided in partnership with the Student's Association.

People managers are confident to discuss wellbeing matters with their employees and take appropriate action.

Employees believe that their wellbeing is important to, and supported by, the College.

4.1.19.4.5.3. How do we get there?

~~The College has developed an Action Plan to implement the Zurich Report and progress will be reported to the Organisational Development and HR Committee. The health and safety structure, policy and arrangements will be developed in line with the Health and Safety HSG 65 Guidance adopting the principles of Plan, Do, Check, Act. The College will continue to promote healthier life styles improving physical and mental health.~~

The health and safety structure, policy and arrangements will be developed in line with the Health and Safety HSG 65 Guidance adopting the principles of Plan, Do, Check, Act.

We will support managers and staff in maintaining and achieving appropriate levels of competency and knowledge in health and safety to enable effective risk management.

The College will implement the Employee Health and Wellbeing Strategy to support the delivery of health and wellbeing programmes and initiatives, including upskilling of managers to be more confident to initiate conversations relating to physical, social and mental wellbeing.

4.1.20.4.5.4. How will we recognise success?

The College will successfully ~~implement the Zurich Report and~~ maintain the Healthy Working Lives Gold Award ~~and. It will also~~ use recognised metrics to measure the success of the approach to health, safety and wellbeing. This will be analysed in ~~an Organisational Development and HR~~ the Annual HR Report made available to the Board and staff.

5. Implementation of People Strategy

~~The People Strategy will be implemented through the Annual College Operational Planning process. Ordinarily Plans will be drafted during January and February of each year. The Executive will approve the Plans in April of each year.~~

The People Strategy will be underpinned by a detailed implementation plan which sets out clear actions, timescales and measures of success.

6. Monitoring and Review of People Strategy

The ~~Organisational Development and HR Committee~~ Corporate Development Committee will be responsible for monitoring the implementation of the People Strategy on an Annual basis.

When reviewing progress, the Committee should:

1. Ensure that activities are kept within the parameters of the agreed strategic priorities;
2. Ensure that activities are consistent with the College's vision, ambitions, culture and values;
3. Keep under review internal and external changes which may require adjustments to the People Strategy or affect the ability to achieve the objectives.

TITLE: MODERN SLAVERY STATEMENT 2021

Background: The Board of Management previously approved the College Modern Slavery Statement in December 2018 and there is a requirement for this to be reviewed annually. The 2021 Statement has been updated with tracked changes shown and is being presented to the Corporate Development Committee for consideration prior to approval being sought at the Board of Management meeting on 22 March 2021.

There are minimal changes to the statement, namely an update to the title from 'APUC Supply Chain Code of Conduct' to 'Sustain Supply Chain Code of Conduct' and to enhance the section on the approach taken by the College regarding Disclosure Scotland's Protecting Vulnerable Groups scheme.

Action: The Corporate Development Committee are asked to consider the refreshed Modern Slavery Statement and request that the Board of Management approve publication of this.

Lead: Natalie Smith, Director, Organisational Development & HR

Status: Open

MODERN SLAVERY STATEMENT

The Modern Slavery Act 2015 requires the College to produce a statement setting out the steps they have taken to ensure that there is no modern slavery in their own organisation and in— their supply chains.

This statement is made pursuant to section 54(1) of the Modern Slavery Act 2015 and constitutes our slavery and human trafficking statement for the financial year ending 31 July 202019. ~~This statement was approved by the College Board of Management on 4 February 2019. We will review this statement annually.~~

OUR COMMITMENT

West College Scotland (WCS) adopts a zero-tolerance approach to slavery and human trafficking and is committed to protecting human rights. We will act ethically and responsibly in ~~all of all~~ our relationships by working with suppliers that share and adhere to this commitment. We will also put in place reasonable measures to ensure that slavery and human trafficking does not occur within our own organisation or our supply— chains.

OUR POLICIES ON SLAVERY & HUMAN TRAFFICKING

We operate ~~a number of several~~ policies which support our commitment to human rights and which set out ways that we will minimise the risk of slavery and human trafficking. These policies include our Sustainability and Social Responsibility Statement and Equal Opportunities Procedure.

OUR SUPPLY CHAINS

We are committed to ensuring that there is no modern slavery or human trafficking in our supply chains or in any part of our business. Our procedures reflect our commitment to acting ethically and with integrity in all our business relationships and to implementing and enforcing effective controls to ensure slavery and human trafficking is not taking place anywhere in our supply chains.

We purchase a wide range of goods and services from suppliers —including:

- ◆ ICT equipment and services
- ◆ Professional services
- ◆ Estates and facilities management goods and services
- ◆ Food and catering supplies
- ◆ Books and printing
- ◆ Teaching supplies
- ◆ Furniture and stationery
- ◆ Waste and recycling services

Procuring goods and services from suppliers linked to supply chains across the world presents risks of slavery and human trafficking. —We have put in place the following measures to mitigate this risk:

Advanced Procurement for Universities and Colleges (APUC)

The College ~~is a member of~~ ~~utilises the services of the sector collaborative procurement body,~~ ~~Advanced Procurement for Universities and Colleges (APUC) and utilises this expertise in to~~ procure goods and services, ~~and of which WCS is a member.~~ APUC requires all suppliers to ~~sign a~~ ~~commit to the Sustain~~ Supply Chain Code of Conduct confirming that ~~they~~ ~~it~~ does not use forced, involuntary or underage labour, provides suitable working conditions and treats employees fairly. APUC is a Founder Member of Electronics Watch, an independent monitoring organisation working to achieve respect for labour rights in the global electronics industry through socially responsible public purchasing in Europe.

~~The College WCS Procurement Team~~ currently utilises and is committed to the ~~APUC Sustain~~ Supply Chain Code of ~~Code Conduct and this~~ ~~to~~ underpins all tendering activity and supplier ~~adoption~~.

Regulated Procurements

Every regulated procurement process conducted by the ~~C~~college requires tenderers to disclose whether the bidder or any member of their organisation with decision-making powers has been convicted in the last five years of any offence under Part 1 of the Human Trafficking and Exploitation (Scotland) Act 2015, or under any provision referred to in the Schedule to that Act. Tenderers that confirm such a conviction will be excluded from the process unless they can successfully demonstrate that they have self-cleansed. The Sustainable Public Procurement Prioritisation tool has been used to review high-risk categories including estates, food and catering, information and communication technology, laboratories and travel.

Modern Slavery Statement

For procurement that does not take place through the APUC or other purchasing organisation frameworks (exceeding £50,000 for goods and services and £2,000,000 for works), this statement is included with all tender documents and potential suppliers are required to complete and sign our modern slavery certificate. This certificate requires tendering suppliers to set out the measures that they take to ensure that slavery and human trafficking does not take place in their own organisation or supply ~~chains~~

OUR PEOPLE

We have put in place the following measures to mitigate the risk of slavery or human trafficking taking ~~place~~ directly within our organisation:

Recruitment Practices

We carry out rigorous right to work checks for all new members of staff. When it is necessary to engage agency workers, we ~~encourage all staff to~~ use recruitment agencies who have met our rigorous procurement procedures.

All staff members and agency workers are required to be ~~in~~ members of Disclosure Scotland's Protecting Vulnerable Groups (PVG) ~~s~~Scheme. A PVG certificate contains all unspent and certain spent conviction information. It also contains any other non-conviction information that the police or other government bodies think is relevant. This information is checked during the recruitment process and the College will be made aware of any new convictions whilst an individual is working with the College.

Pay

We comply with all pay related legislation and the College is a Living Wage ~~Employer~~.

Working Conditions

Our Health and Safety Team oversee the College's compliance with health and safety legislation across our campuses. We are committed to fair working practices and publish a range of policies and procedures setting out our approach to health and safety, well-being at work and family friendly- ~~arrangements,~~ ~~rights~~.

Whistleblowing

All employees are encouraged to raise concerns about possible wrongdoing or malpractice within the College and will be protected from any reprisals should they choose to make such a disclosure. This commitment is set out in the College's Public Interest Disclosure Policy.

ADDITIONAL INFORMATION

Training

The College requires all procurement and HR managers to complete training on modern slavery as a module. This training will include Colleges purchasing practices, how to assess / identify the risk of slavery and human trafficking, what external assistance is available and what steps to take if manager suspects human trafficking and slavery to be taking place.

Awareness-raising Programme

As well as training relevant staff, the College has raised awareness of modern slavery issues by advertising the issues it raises on the staff and student intranet sites.

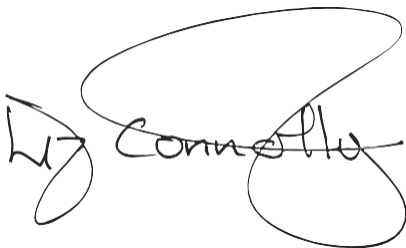
Breaches

Any alleged violations of human rights by our employees will be fully investigated and disciplinary action, up to and including dismissal, will be taken where appropriate. We will take action to address any human rights breaches identified in our supply chain, which may include terminating a supplier's contract where serious violations are discovered.

Our Effectiveness in Combatting Slavery and Human Trafficking

We will regularly review the effectiveness of the measures set out in this statement in combatting slavery and human trafficking.

This statement was approved on ~~4 February 2019~~ 22 March 2021 by the College's Board of Management who review and update it annually.

A handwritten signature in black ink that reads "Liz Connolly". The signature is written in a cursive style with a large, looping flourish at the end.

Liz Connolly

Principal and Chief Executive

TITLE: EQUALITY, DIVERSITY AND INCLUSION MAINSTREAMING REPORT 2021

Background: Section 149 of the Equality Act 2010 places a general duty (known as the Public Sector Equality Duty) on public authorities to have due regard to eliminating discrimination, harassment and victimisation; advancing equality of opportunity; and fostering good relations between persons who share a protected characteristic and those who do not. The legislation requires the College to publish a report every two years on the progress it has made with regard to the equality duty.

In line with statutory requirements the 2021 report is currently being prepared for publication by 30 April 2021. However, it is not currently possible to present the 2021 draft Report for consideration as the data for inclusion is in the process of being collated for initial review by the College Equality, Diversity and Inclusion Committee.

Given the timescales required for publication of the Report it is therefore proposed that the:

- Corporate Development Committee seek delegated authority from the Board of Management to approve the 2021 College Equality Report for publication by 30 April 2021; and
- draft College Equality Report 2021 be circulated to members of the Corporate Development Committee by email during April for review, to enable finalisation and publication by the required deadline of 30 April 2021.

Action: The Corporate Development Committee are requested to seek delegated authority from the Board of Management to approve the 2021 College Equality Report for publication by April 30 2021.

Lead: Natalie Smith, Director, Organisational Development & HR

Status: Open

TITLE: **PROCUREMENT STRATEGY 2021-2025**

Background: The purpose of this report is to present to the Corporate Development Committee the updated Procurement Strategy 2021-2025.

Action: The Corporate Development Committee is requested to approve the Procurement Strategy 2021-2025 for presentation to the Board of Management.

Lead: Alan Ritchie, Director of Finance

Status: Open

1. Introduction

- 1.1 In December 2016 the College Board of Management approved the College Procurement Strategy 2016-2020. The Board of Management has through the Annual Strategy and Procurement Update Report been kept informed of the progress that the College has made in regard its procurement activities and the changes to the legislative regime. These annual reports provided an update on the developments and achievements of the Procurement Department, and the wider College, in embedding the strategic procurement objectives set within the Procurement Strategy.
- 1.2 The Procurement Strategy 2021-2025 builds on the developments and innovations achieved to date, resets the procurement vision for the College and provides an understanding of the strategic objectives and priorities and how these will be achieved. The document supports the delivery of the College Corporate Plan 2019-2025, achievement of Regional Outcome Agreement priorities and improvements arising from the 2019 Procurement and Commercial Improvement Programme (PCIP) review.
- 1.3 The updated Strategy is based upon the latest guidance issued by the Scottish Government and by Advanced Procurement for Universities & Colleges (APUC). It identifies several on-going requirements and key outcomes going forward, focusing upon the importance of a College wide collaborative approach that is technology and process driven combined with performance management to deliver the required procurement improvements.
- 1.4 One of the key changes in the procurement landscape is the UK exit from Europe as from 31 December 2020. The latest Scottish Public Procurement Notice (11/2020) made it clear that the previous procurement procedures (to advertise contracts, observe minimum timescales and follow rules on technical specifications and award criteria) to which the College operates will remain fundamentally unchanged:
- Whilst public bodies will no longer be required to publish notices in the Official Journal of the European Union (OJEU), these notices will need to be published on a new UK e-notification system called Find a Tender Service (FTS[3]) instead.
 - Procurement threshold values for contracts subject to procurement legislation and for publishing notices, sometimes referred to as OJEU thresholds, remain unaltered. The next review of the thresholds will be implemented by January 2022
 - The requirement to afford equal treatment to bidders from countries which are signatories to the World Trade Organisation's Government Procurement Agreement will also remain.

1.5 Another change in the procurement landscape is the increased emphasis on how the College is utilising procurement to address longer term sustainability issues including the climate change crisis. The requirement to comply with the sustainable procurement duty has always been there and requires that before the College buys anything, it must think about how it can improve the social, environmental and economic wellbeing of the area in which it operates, with a particular focus on reducing inequality. These requirements were already built into the College operating procedures and the revised Procurement Strategy emphasises how going forward the College will continue to engage and address these requirements.

2. Procurement Strategy 2021-2025

2.1 Efficient and effective procurement has been identified as a key priority in seeking to meet best value requirements, achieve efficiencies and deliver required outcomes. The Procurement Strategy 2021-2025 applies to all goods, services and works which are procured throughout West College Scotland, and seeks to ensure procurement practices are developed on a continuous basis to meet the challenges ahead in line with strategic requirements.

2.2 The Strategy at Appendix A has been written based on the legislative requirements of the Procurement Reform (Scotland) Act 2014 and other relevant legislation.

2.3 The Strategy addresses in full the key elements of the legislation:

- To publish a Procurement Strategy and Action Plan.
- To maintain a public contract register on the College external website.
- To increase the scope of College regulated procurements.
- To publish an Annual Procurement Report.
- To meet the sustainable procurement duty.

2.4 The College has over the life of the previous Strategy achieved much, and it is upon these achievements that this Strategy is presented to the Committee for consideration. Over the course of the last 5 years the College has:

- Created a professional Procurement Team who have embedded themselves into the operation of the College.
- Moved from a 2014 Procurement Capability Assessment (PCA) score of 49% to 76% (Gold standard) under the 2019 Procurement and Commercial Improvement Plan (PCIP) assessment.
- Reduced the level on non-regulated expenditure from 43% to the current level of 31% with the aspiration to reduce this even further.
- Delivered financial savings of £80,000 per annum each year over the life of the Strategy.
- Increased the general awareness of staff of the requirement and benefits of undertaking compliant procurement exercises.
- Delivered a range of community benefits to the College including offer of IT equipment to students, provision of speakers from external organisations, student visits to suppliers' premises, on-site training by suppliers and reductions in packaging and transport impacts.

2.5 The next PCIP review is due to be completed by December 2021. The College plans to make progress following on from the 2019 assessment with emphasis on areas where further improvement can be made. These areas include the following:

- Further embedding of sustainable procurement.
- Continued development of contract and supplier management across all significant contracts.
- Development in the measuring of contract performance.
- Further increase of contract coverage for potential influenceable spend.

2.6 The Strategy sets four objectives with each one having several related actions enabling progress to be monitored. These actions along with the related timescale will be set out in an Action Plan which will be created for the start of the new academic year in August 2021.

2.7 The objectives identified in the Strategy are to:

1) Robust and Transparent Contract Renewal, Monitoring and Supplier Management Process

To adhere to the Scottish Government Procurement Journey guidance and ensure full compliance through application of the Procurement Reform (Scotland) Act 2014, the Public Contracts (Scotland) Regulations 2015 and the Procurement (Scotland) Regulations 2016.

2) Efficiency and Effectiveness

To secure value for money by working closely with the people who use the goods, services and supplies that the College requires to: (a) articulate their requirements early in the process; (b) deliver financial savings; (c) generate community and other benefits; and (d) identify and promote collaborative and shared services opportunities.

3) Sustainable Procurement

To embed sound ethical, social and environmental policies within the procurement function and to comply with relevant Scottish, UK and EC legislation in performance of the sustainable procurement duty. The College will treat all suppliers fairly, equally and without discrimination through making procurement transparent and accessible to all businesses especially Small and Medium Sized Enterprises (SMEs), the third sector and supported businesses.

4) Skills Enhancement

To seek out professional development opportunities to enrich and enhance experience and capability of procurement practitioners and to work with the supply chains to ensure continued value, managed performance and minimal risk throughout the life of contracts for the benefit of customers and students.

- 2.8 The key to the successful implementation of this Strategy is the continued engagement with all staff who are involved in the procurement of goods and services on behalf of the College. The Strategy is not only about the Procurement Department working in partnership with our staff but also requires collaboration with key partners across the wider education and public sector.
- 2.9 Through working together, the Procurement Strategy will significantly contribute to the future sustainability of the College through the reinvestment of resulting savings and efficiencies from procurement activities to enhance our students learning experiences and outcomes and to meeting the strategic objectives / priorities as set out in the College's, Mission, Vision, Values and Ambitions.

3. Next Steps

- 3.1 The Corporate Development Committee is requested to approve the Procurement Strategy 2021-2025 for presentation to the Board of Management.
- 3.2 Following approval of the Procurement Strategy 2021-2025 the College will:
- a) Transfer the objectives and actions onto the Pentana Management system for monitoring and reporting purposes.
 - b) Create the required Action Plan based upon the approved four strategic priorities including key performance indicators. This action plan will also be transferred onto the Pentana Management system for review and monitoring purposes.
 - c) Engagement and publicity with staff on the objectives of the new Strategy will be key and several meetings will be held with key stakeholder groups.
 - d) The Committee will be kept up to date through the Annual Strategy Update Report and the Annual Procurement Report.
 - e) Participate in the PCIP review due to be undertaken by December 2021



Procurement Strategy

2021-2025



COLLEGE CORPORATE PLAN 2019-2025

Our Vision

Collective Ambition

Pride and Passion

Inspirational and Innovative

Our Mission

Providing excellent education and training opportunities and services for our students, customers and communities

Our Strategic Objectives

Personalisation

Collaboration

Agile and Adaptive

Digital

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1. Executive Summary

- 1.1 Recognising that effective and efficient procurement will positively support the College in achieving its priorities, this Procurement Strategy provides a corporate vision, direction and focus for all procurement activities in the College.
- 1.2 The College's vision for procurement is *'To provide a professional customer focused service, driving legislative compliance, maximising the use of resources, promoting efficiencies and innovation, improving teamwork and communication across the College, capturing savings and adopting sustainable practices which enhance equality and diversity.'* The Procurement Strategy will therefore assist the College in demonstrating best value, continuous improvement, sound performance management, partnership working, community benefits and sustainable development.
- 1.3 The Procurement Strategy has been developed in line with College's Corporate Plan 2019-2025 which sets the College's strategic direction and priorities. The Strategy identifies the outcomes that the College aim to achieve, explains how it will deliver these outcomes and sets out the main challenges that the organisation will face across the next four years to July 2025.
- 1.4 As with all public sector organisations, the College is facing significant financial pressures. Procurement activity will be paramount in delivering service provision that has the greatest positive impact upon the students, staff and other stakeholder of the College.
- 1.5 The Procurement Strategy provides a clear and well-structured approach to the College's procurement activities outlining what will be done, how and when it will be achieved. In developing the Procurement Strategy, the following four strategic objectives have been set:

1) Robust and Transparent Contract Renewal, Monitoring and Supplier Management Process

To adhere to the Scottish Government Procurement Journey guidance and ensure full compliance through application of the Procurement Reform (Scotland) Act 2014, the Public Contracts (Scotland) Regulations 2015 and the Procurement (Scotland) Regulations 2016.

2) Efficiency and Effectiveness

To secure value for money by working closely with the people who use the goods, services and supplies that the College requires to: (a) articulate their requirements early in the process; (b) deliver financial savings; (c) generate community and other benefits; and (d) identify and promote collaborative and shared services opportunities.

3) Sustainable Procurement

To embed sound ethical, social and environmental policies within the procurement function and to comply with relevant Scottish, UK and EC legislation in performance of the sustainable procurement duty. The College will treat all suppliers fairly, equally and without discrimination through making procurement transparent and accessible to all businesses especially Small and Medium Sized Enterprises (SMEs), the third sector and supported businesses.

4) Skills Enhancement

To seek out professional development opportunities to enrich and enhance experience and capability of procurement practitioners and to work with the supply chains to ensure continued value, managed performance and minimal risk throughout the life of contracts for the benefit of customers and students.

- 1.6 This Procurement Strategy has been informed by Scottish Government statutory guidance with the support of the Further Education Centre of Procurement Excellence - Advanced Procurement for Universities and Colleges (APUC). It will be subject to an annual progress update which will be reported to the Board of Management.
- 1.7 The effectiveness and impact of this Strategy will also be measured via the Scottish Government Procurement and Commercial Improvement Programme (PCIP) which is currently undertaken every two years, thereby ensuring a culture of continuous improvement.
- 1.8 The Strategy was approved by the Board of Management on the 22 March 2021 and was subsequently published on the College website.

2. Introduction

- 2.1 As Scotland's second largest Regional College, West College Scotland provides education and training to almost 20,000 students. The College manages total funds of £70m and employs approximately 1,200 staff.
- 2.2 The College delivers learning and vocational training to the West Region of Scotland, a catchment area of 1.2 million people, representing 23% of the resident population of Scotland. The College has an important presence and deep roots in our main towns of Paisley, Clydebank and Greenock, and our footprint stretches from Oban to Barrhead. The College is committed to taking a leadership role in the West of Scotland and, together with partners and stakeholders, tackling significant social and economic deprivation which still characterises many of the towns and communities across the region.
- 2.3 The College is one of the Region's largest employers and is uniquely placed to help shape the West region's educational landscape and contribute to its social and economic development. The College wishes to exploit its scale and capacity to maximise its impact as a leader and influencer across the region and the wider College sector. While students are at the heart of what it does, the College wants to attract business at home and from abroad, and it seeks to build a reputation which is recognised for being innovative, enterprising and modern.
- 2.4 The College recognises the key role that procurement has in underpinning the development, improvement and success of the College. The successful implementation of this Strategy will only be achieved by those involved in the procurement of goods, services and works working in partnership internally, and externally, working collaboratively with partners across the wider education and public sector. Collaborative working will contribute to the future sustainability of the College activities and allow the reinvestment of the resultant savings and benefits to enhance student learning experiences and meet the College Corporate Plan objectives.
- 2.5 All public bodies, including colleges, have been tasked by the Scottish Government to develop their own net-zero plans to meet its key pledge to end the nation's contribution to the climate crisis by 2045. The College along with the wider public sector has significant purchasing power through which it can influence products, services, supply chains and investment decisions. Sustainable procurement is a key consideration for the College. The statutory [sustainable procurement duty](#) was introduced by the Procurement Reform (Scotland) Act 2014. This duty requires the College to consider how it can use the procurement process to improve the

economic, social, and environmental wellbeing of the College's area; to facilitate the involvement of small and medium enterprises, third sector bodies and supported businesses in the process; and to promote innovation.

- 2.6 This Procurement Strategy states how the College intends to comply with the sustainable procurement duty and will through the [Annual Procurement Report](#) show how its procurement policies and activities have taken into consideration or contributed to carbon emissions reduction targets, climate change adaptations and how the College is ensuring that its procurement activity is sustainable.
- 2.7 This Strategy provides the framework and direction to ensure that procurement is at the heart of addressing the Scottish Government policy objectives, and that the Procurement Department continues to develop and comply with all legislative requirements.

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3. Procurement Vision

'To provide a professional customer focused service, driving legislative compliance, maximising the use of resources, promoting efficiencies and innovation, improving teamwork and communication across the College, capturing savings and adopting sustainable practices which enhance equality and diversity.'

3.1 The role of the Procurement Department is to provide professional, qualified procurement expertise, advice and services for all spend with external suppliers. This will be undertaken in compliance with the Procurement Reform Act 2014, the Public Contract (Scotland) 2015 Regulations, the Procurement (Scotland) Regulation 2016 and any other legislative requirements.

3.2 The Department will procure all goods, services and works, with high ethical standards focussed on social, economic and environmental considerations by applying principles of sustainable procurement. As part of that role the Department will:

- Develop, promote and implement the Procurement Strategy, individual commodity procurement strategies and procedures.
- Comply with all equality legislation as it applies to procurement practices.
- Deliver value for money and quality to meet the end user's requirement.
- Maintain or enhance previous PCIP ranking scores.
- Monitor that modern slavery and human trafficking is not taking place in any parts of the College's supply chain.
- Embed relevant and proportionate sustainability requirements in the development of frameworks and contracts.
- Promote and engage in the implementation of relevant technology solutions, including e-procurement, to minimise purchase to pay costs.
- Engage effectively with Centres of Expertise and Scottish Government in relation to issues of policy, practice, information sharing and collaboration.
- Act as a central point of contact for College staff and our external suppliers in relation to all procurement and supply chain related topics.
- Maintain a comprehensive Contract Register.
- Maximise Community Benefits where appropriate and measure and monitor result.
- Compliance to Supplier Charter and promote Workforce Matters (Living Wage) in alignment to statutory guidance.

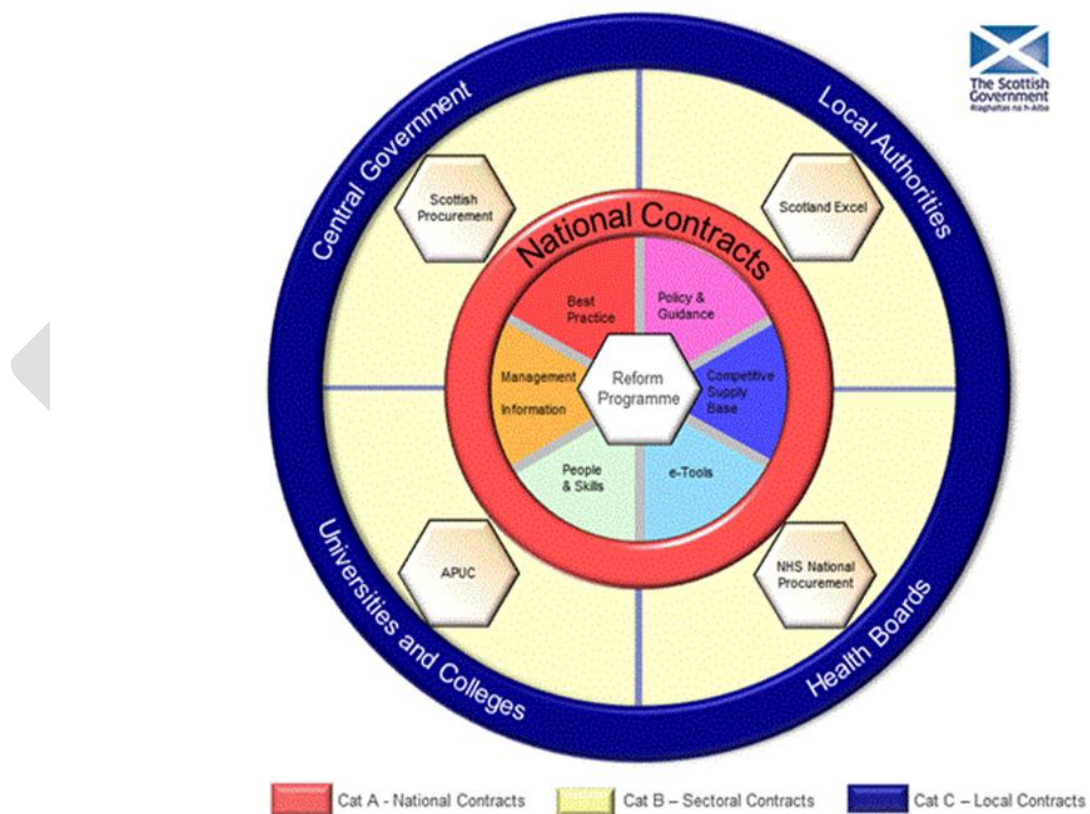
4. Strategy Context

4.1 Procurement is the process of acquiring goods, services or works. The process spans the whole life cycle of whatever is being purchased:

- From identification of needs and formation of a sourcing Strategy
- To options and supplier appraisals
- Through to the end of the contract or the useful life of an asset

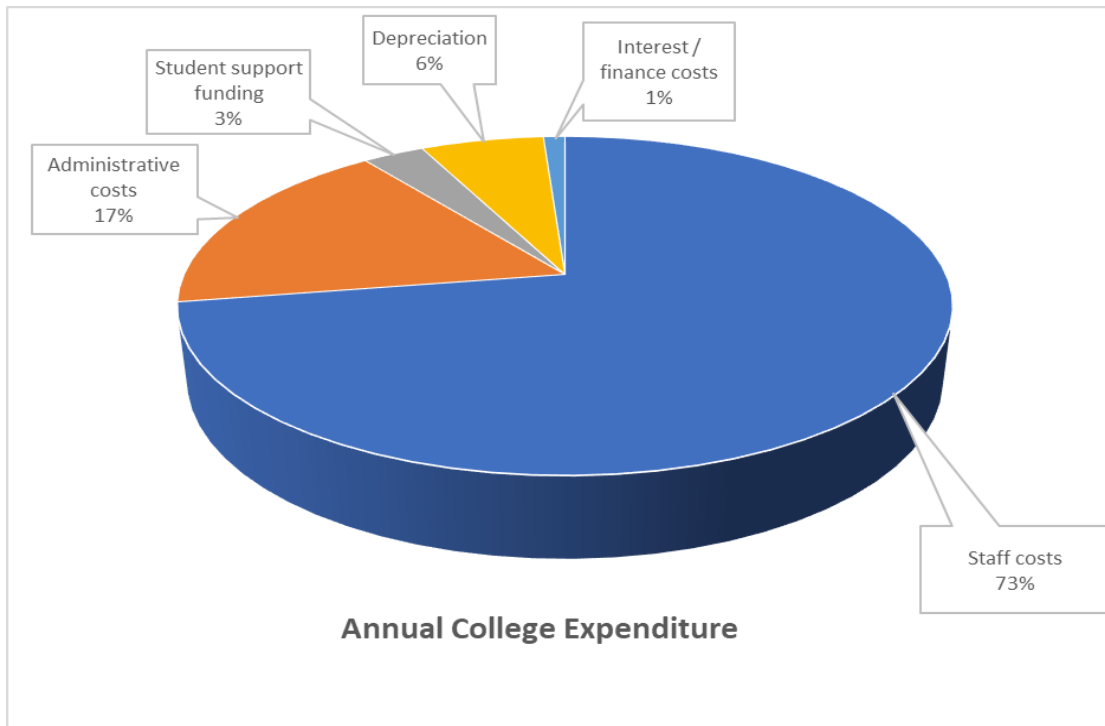
4.2 [Scottish Procurement and Property Directorate](#) is responsible for developing and overseeing a range of procurement activity, including implementing policy and setting up contracts and framework agreements for itself and the wider public sector in Scotland.

4.3 The diagram below shows the inter-relationship between the different public procurement organisations and their respective responsibilities.

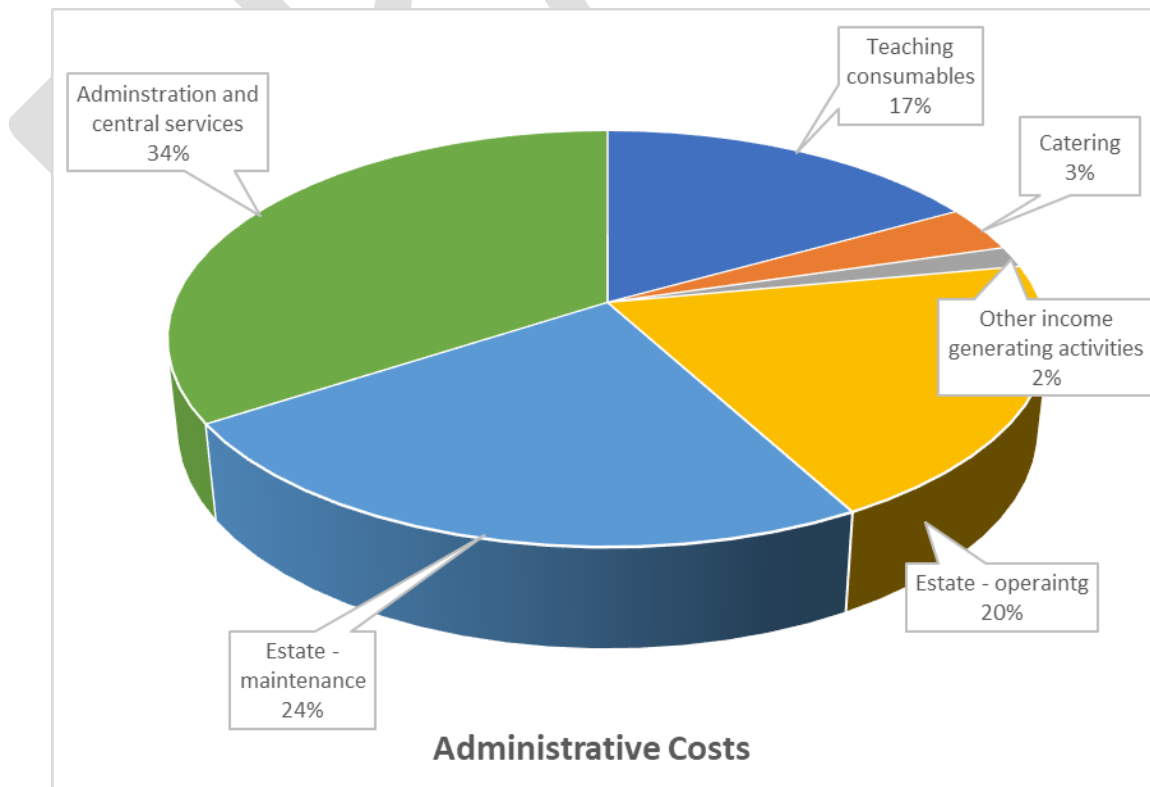


4.4 The Scottish Government in 2020 passed legislation which made the necessary changes to procurement regulations due to the UK leaving the European Union. The College will, in conjunction with APUC, continue to monitor and adapt to any further changes to procurement legislation over the life span of this Strategy.

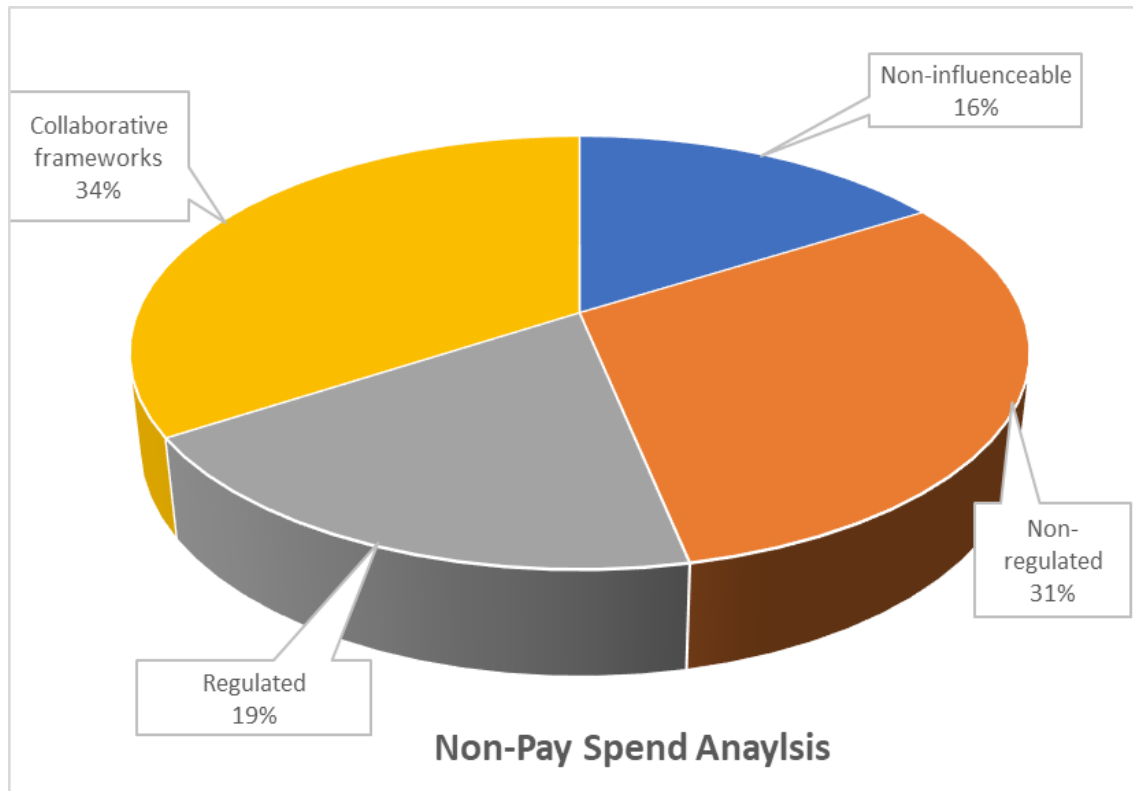
4.5 The College annually expends approximately £65m, with 100% of all spend processed through the finance system 'BluQube'. This expenditure is split as follows



4.6 The focus of this Procurement Strategy is to primarily influence the administrative costs incurred by the College which are split as follows:



4.7 Regarding how that College procures its goods and services the following chart provides an overview of the contractual arrangements in place:



4.8 As can be seen from chart at 4.7 above, 34% of non-pay expenditure is undertaken through collaborative contracts (operated by APUC or other centres of excellence and include national contracts for the provision of utilities). The College continues to increase the number and value of contracts which it creates with 19% of College spend now categorised as regulated. 16% of non-staff related expenditure is classified as non-influenceable spend and includes such items as exam fees, property rent and rates and VAT payments. For the College 69% of non-staff related expenditure is therefore subject to a form of contractual arrangement.

4.9 Non-regulated expenditure has been decreasing and now accounts for 31% of non-pay spend. This is due to the increasing levels of procurement engagement with stakeholders with key areas of development over the last Strategy being in relation to estates projects, catering supplies, recruitment services and IT software/hardware contract areas. This Strategy aims to continue and increase this level of procurement engagement thereby reducing the level of non-regulated procurement activity across the life of this Strategy.

4.10 The College will continue to use these policies, processes and procedures in delivering the Procurement Strategy objectives:

- [Scottish Model of Procurement](#)
- [Changes to European Directives](#)
- [Public Procurement Reform Programme](#)
- [Suppliers Charter](#)
- [EU Procurement Thresholds](#)
- [Procurement Journey](#)
- [PCIP](#)
- [Public Contracts Scotland](#)
- [Public Contracts Scotland – Tender](#)
- [Information Hub](#)

4.11 As a public sector body, the College advertise all contract opportunities with a lifetime value of £50,000 and above on the Scottish public sector portal (PCS). Suppliers must register with PCS to receive notification of possible contract opportunities. The supplier journey gives guidance and advice on tendering for public sector contracts in Scotland.

5. Strategic Objectives and Key Priorities

5.1 The four strategic procurement objectives which form the core of this Strategy are as follows and these will be fully embedded into all aspects of College operations:

1) Robust and Transparent Contract Renewal, Monitoring and Supplier Management Process

To adhere to the Scottish Government Procurement Journey guidance and ensure full compliance through application of the Procurement Reform (Scotland) Act 2014, the Public Contracts (Scotland) Regulations 2015 and the Procurement (Scotland) Regulations 2016.

This objective will be achieved by progressing the following key priorities:

- Developing and enhancing tools, templates, information and guidance for College staff involved in procurement, so skills will be further developed.
- Continuing to ensure that staff throughout the college continue to develop their procurement skills and training through provision of regular procurement awareness training to the Finance Team and to the wider College thereby developing working relationships within the College.

Success will be measured by:

- A reduction in non-regulated contractual spend.
- Production of an Annual Procurement Report including an update on how the College has complied with the Scottish Government's sustainable procurement duty.
- Ensuring procurement practices complies with legislation and good practice, as noted in the bi-annual PCIP review.

2) Efficiency and Effectiveness

To secure value for money by working closely with the people who use the goods, services and supplies that the College requires to: (a) articulate their requirements early in the process; (b) deliver financial savings; (c) generate community and other benefits; and (d) identify and promote collaborative and shared services opportunities.

This objective will be achieved by progressing the following key priorities:

- Developing and deploying procurement tools so that every procurement exercise continues to generate value for money.
- Ensuring feedback is secured from all procure exercises to inform improvements to process and practices

- Participating in the Scottish Government's Procurement and Commercial Improvement Programme (PCIP).
- Developing processes which make sure contracts are robust and robustly managed.
- Creating and having approved by the Senior Management Team a future year action plan and contract renewal calendar.

Success will be measured by:

- Reduced contract prices, without reduction in service, or getting more for the same price.
- Evidence maximising both cash and non-cash benefits from existing contracts and identifying new benefits like social and community benefits for any future contract opportunities.

3) Sustainable Procurement

To embed sound ethical, social and environmental policies within the procurement function and to comply with relevant Scottish, UK and EC legislation in performance of the sustainable procurement duty. The College will treat all suppliers fairly, equally and without discrimination through making procurement transparent and accessible to all businesses especially Small and Medium Sized Enterprises (SMEs), the third sector and supported businesses.

Complying with the College duties for sustainable procurement assists the College comply with other legislation that affects procurement, for example:

- The Equality Act 2010.
- The Climate Change (Scotland) Act 2009.
- The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2015.

The College will use the [sustainable procurement tools](#) to support all procurement. This will assist the College to:

- Identify risks and opportunities before commissioning suppliers.
- Understand the scope for sustainability outcomes.
- Optimise our ability to influence sustainable outcomes.

This objective will be achieved by progressing the following key priorities:

- Continued development of individual commodity strategies to embed sustainability into contracts, for example energy efficient product specifications.

- Maximising opportunities for SMEs, the third sector and supported businesses to participate in procurement.
- Develop internal training and guidance to reduce demand for goods and services by cutting down on waste and encouraging reuse and re-cycling and use of the least environmentally damaging goods and services.

Success will be measured by:

- Increase the number and value of contracts with sustainability objectives and criteria embedded in them.
- Embedding the sustainable procurement duty in processes to take full consideration of whole life costs, environmental and social impacts in assessment of value for money.
- Increased delivery of sustainable, environmental and social benefits.

4) Skills Enhancement

To seek out professional development opportunities to enrich and enhance experience and capability of procurement practitioners and to work with the supply chains to ensure continued value, managed performance and minimal risk throughout the life of contracts for the benefit of customers and students.

This objective will be achieved by progressing the following key priorities:

- Having in place a high calibre procurement team with a competency-based training and a skills development programme.
- Assess procurement team competencies and conduct staff / skills gap analysis and address any identified gaps by encouraging involvement with or attendance at training and development courses and events with results monitored and recorded.
- Through expenditure analysis, identify supplier risk levels and determine appropriate tactical and strategic approaches to supply markets and management.
- Continued development of procurement risk register using high/medium and low risk assessment methodology.
- Developing guidance to help all staff involved in procurement to understand roles and processes.
- Obtain regular customer input/feedback on contract and obtain regular supplier input/feedback on contracts to secure optimum value and opportunities.
- Continued promotion of the use of e-procurement tools.

Success will be measured by:

- Increased number of staff undertaking formal training and development in the year.
- Maintaining or improving PCIP score, currently at 76% (Gold Standard).
- Evidence of increased use of centrally procured frameworks.
- Evidence of maximising goods and services obtained through shared service arrangements.
- Evidence of increasing participation in Scottish Government user groups and intelligence gathering forums.

5.2 These objectives are measured and supported in three ways; through the Procurement Action Plan which will be developed each year, through the College involvement in the Scottish Government’s Procurement and Commercial Improvement Programme (PCIP) and through the publication of an Annual Procurement Report.

5.3 Each of the four procurement objectives has been mapped to:

- a) the five strategic areas as defined by the Scottish Governments’ Public Procurement Reform Agenda - Table (1)
- b) the College Strategic Plan 2019-2025 priorities – Table (2)

Table (1): Procurement objectives mapped to Public Reform Strategic Areas

	(1) Contract renewal and Monitoring	(2) Efficiency and Effectiveness	(3) Sustainable Procurement	(4) Skills Enhancement
Access	√	√		
Sustainability			√	√
Efficiency and Collaboration	√	√	√	
Savings and Benefits		√		
Capability	√		√	√

Table (2): Procurement objectives mapped to College Strategic Plan 2019-2025 Priorities

	(1) Contract renewal and Monitoring	(2) Efficiency and Effectiveness	(3) Sustainable Procurement	(4) Skills Enhancement
Personalisation				
Developing Bespoke solutions, Fast	√	√		
Raising Aspirations and Enabling Students to achieve outcomes		√		
Recruiting and Retaining Talented People	√	√		√
Collaboration				
Creating Learning Pathways		√		
Immersive Partnerships		√	√	
Delivering Inclusive Growth				√
Agile and Adaptive				
Developing new income opportunities				
Developing the Market	√	√		
Utilising Specialist Capabilities		√		
Managing for Resilience	√		√	√
Digital				
Using Data				√
Inspirational Learning			√	√
Developing the skills base				√

6. Strategy Compliance with the Procurement Reform (Scotland) Act 2014

6.1 To comply with Procurement Reform (Scotland) Act 2014, the College must observe several general duties and some specific measures which will be embedded in the Strategy Action Plan but are detailed below for clarity:

- **Contribute to the effective achievement of the college function and purpose**

The College will analyse its third-party expenditure and identify 'EU regulated procurements' and also 'Reform Act regulated procurements'. In addition, the College will identify all procurements above £25,000 in accordance with the Financial Memorandum with the Scottish Funding Council (SFC). The College will consider appropriate contract and supplier management to monitor and improve the regulated procurement outcomes.

- **Deliver Value for Money**

Value for money is not about buying the cheapest but is the balance between the lifetime cost of the purchase and the quality or performance of that product or service. Competition is a key component in demonstrating that a purchase represents value for money. When buying expensive items, e.g. high value equipment or specialist consultancy services, the need to demonstrate value for money is more important than for lower value purchases. It is for this reason that the College has in place many pre-tendered deals, and approved suppliers, across a wide range of product areas. Value for money comes as standard when you use these. This does not mean that they will always provide the very cheapest price but it does provide an assurance that you will get the best price available across the whole institution and a consistent quality from a reputable supplier with an interest in working with the College.

The College through its procurement processes and practice will consistently apply this principle.

- **Consult and engage with stakeholders affected by College procurement.**
 Where appropriate the Department will work with people who use College services, potential suppliers and others to help it design procurement activities. This can vary from market research to supplier engagement days or the design and piloting of services. For larger contracts the Department may involve people who use the services through ‘user intelligence groups’, and for other contracts the Department will match the involvement of people to the specific circumstances.
- **Negotiate with current suppliers to ensure payment of a Living Wage to their employees and throughout the supply chain**
 Living Wage payment and workforce matters will be encouraged in all relevant future contracts. West College Scotland became an accredited Living Wage employer in September 2017. This means that the College has made a commitment to pay at least the ‘real’ Living Wage to all directly employed staff and to address the payment of the ‘real’ Living Wage to contractors working on College premises.
- **Promote compliance with the Health & Safety at Work Act 1974 by contractors and subcontractors**
 West College Scotland wants to prevent or reduce any workplace factors that may cause ill health and injury and by managing risk proportionately, sensibly and practically. The College believes that it is important that those bidding for contracts are also able to show that they are responsible and respect any health and safety obligations. That is why it is a standard condition of College contracts that the contractor must keep to all laws that apply, all requirements of regulatory organisations and industry good practice. This includes any relevant health and safety law. Also, whenever a contractor’s staff are on College premises, under the terms of our standard contracts, they must keep to the College health and safety requirements.
- **Include community benefit clauses where possible in any contract opportunities.**
 The Department will consider community benefit opportunities at the development stage of all regulated procurements and handle these in one of two ways:

 - *Mandatory or contractual* – In this scenario the College will ask bidders to deliver community benefits (for example, targeted training, recruitment and other opportunities in the supply chain) as part of a contract specification. These requirements then form part of the tender evaluation and may be scored.

- *Voluntary* – The College will use this approach in cases where it is not appropriate to make community benefits a mandatory requirement for all bidders. The College will ask that voluntary community benefits are only offered where these do not place too much of a burden on the bidder but may result in the contract delivering extra value. Bidders will be asked to consider what community benefits they can offer as part of their bid. In this scenario community benefits are not part of the tender evaluation. Where a bid is accepted, any offer of community benefits is included in the contract to be signed by the bidder.

- **Ensure that the goods and/or services procured by contractors and subcontractors are fairly and ethically purchased.**

The College will continue to develop its contract and supplier management practices which are key to addressing this issue. The College will also continue to engage with APUC to monitor practices and mitigate potential risks associated with human rights and/or ethical procurement risks in the supply chain. Also, in line with legislative requirements the College will update our standard contract terms and conditions to allow for contract termination in the event of failure by a contractor to comply with its legal obligations in the fields of environmental, social or employment law.

- **Ensure that all contracts involving food are aimed at improving the health, wellbeing and education of the College community and promote the highest standards of animal welfare.**

The College buys a significant level of food directly through a range of catering frameworks to achieve a range of benefits. The College approach is to make sure that this keeps to government policies on healthy eating and nutrition, promoting fresh, seasonal, fairly traded and local produce and to UK buying standards. These standards take account of factors including, production, traceability, authenticity, origin, ethical trading, animal welfare, environmental standards and health and waste.

- **Ensure that the College pays invoices in 30 days or less to contractors**

The College are committed to prompt payment of invoices to contractors. The College are committed to paying valid invoices within 30 days of receipt and, as a condition of contract, will require this commitment to apply through the supply chain relating to the contract. This condition, when applied throughout the supply chain, must also make clear that if a subcontractor believes that invoices are not being paid within 30 days they can raise the issue directly with the College.

- The Procurement Manager will design a training programme to make sure all within the department are fully compliant with Scottish Government legislation and best practice.

DRAFT

7. Implementation, Monitoring, Reviewing and Reporting

- 7.1 The Strategy objectives and priorities will be monitored via an Annual Procurement Action Plan. Performance against the Annual Procurement Action Plan will be reviewed, reported and monitored annually by the Board of Management.
- 7.2 In accordance with requirements of the Procurement Reform Act, the College will publish an Annual Procurement Report as soon as practicable after the financial year end and this will describe how the College has discharged its obligations under the Act. The Annual Procurement Report will be reported to the:
- Board of Management
 - Wider public via publication on the College website and to the Scottish Government
- 7.3 In line with the statutory guidelines under the Procurement Reform (Scotland) Act 2014, the College will review the Strategy annually and will make such revisions as it considers appropriate to ensure continued alignment with College Strategic Plan 2021-2025. Any significant changes will be reported to the Board of Management.
- 7.4 The strategy owner is the Director of Finance. The Procurement Team is led by the Procurement Manager who is responsible to the Head of Finance and Student Funding. Further details of the procurement arrangements at the College can be found on the College [Procurement Hub](#) page of the intranet or on the [Procurement Section](#) of the internet.

Appendix 1 – Glossary

The categorisations of College procurement expenditure referred to within this Strategy are defined as follows:

- **Non-Pay Expenditure** – all College expenditure – both influenceable and non-influenceable – that does not include remuneration costs.
- **Non-Influenceable Spend** – expenditure that relates to fixed and statutory requirements – such as irrecoverable VAT, property rent and rates and examination fees.
- **Influenceable Spend** – all expenditure that the College has an ability to influence.
- **Framework Category A** - commodities used across the public sector, such as utility contracts / insurance / IT supplies, and which are negotiated under collaborative contracts at national level.
- **Framework Category B** - commodities such as food/cooking supplies and curriculum support materials, with the procurement being undertaken through framework arrangements with Advanced Procurement for Universities and Colleges (APUC), Scotland Excel (the Centre of Procurement Expertise for the local government sector) and other similar centres of procurement expertise.
- **Contract Category C** - those supplies and services sourced through procurement exercises undertaken by the College (WCS Local) and not associated with any collaborative framework.
- **Regulated and Non-Regulated Procurement** – under the Procurement Reform (Scotland) Act 2014 the definition of regulated procurement is contracts valued at £50,000 or above, excluding VAT for goods and services and £2,000,000 for works. Non-regulated procurements are those contracts below the £50,000 threshold.

[Redacted]

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- [Redacted]
- [Redacted]

[Redacted]

[Redacted]

Status: Restricted

TITLE: REVIEW OF FINANCIAL REGULATIONS

Background: The Corporate Development Committee remit includes the requirement

'to review College Financial Regulations on an annual basis, or more frequently if required and recommend these to the Board of Management for approval.'

The Board of Management approved the current College Financial Regulations in October 2020, following an annual review by the Finance and General Purposes Committee in September 2020.

However, following approval by the Board of Management on 1 February 2021 to amend Committee structure and remits, there is a need to update the College Financial Regulations further. This report therefore presents an updated set of College Financial Regulations for consideration by the Corporate Development Committee.

Action: The Corporate Development Committee are requested to consider:

- the updated College Finance Regulations; and
- the proposed revision to College accounting policy as applying to depreciation and capitalisation

and request that the Board of Management approve these.

Lead: Alan Ritchie, Director of Finance

Status: Open

Review of Financial Regulations

1. Introduction and Background

- 1.1 The Corporate Development Committee remit includes the requirement *'to review College Financial Regulations on an annual basis, or more frequently if required and recommend these to the Board of Management for approval.'*

The Board of Management approved the current College Financial Regulations in October 2020, following an annual review by the Finance and General Purposes Committee in September 2020.

- 1.2 On 1 February 2021 the Board of Management approved a revised Committee structure and remits. Given this, there is a need to update the Financial Regulations further to reflect these changes and to revise the document for other revisions that are now required. This report therefore presents an updated set of College Financial Regulations for consideration by the Corporate Development Committee.

2. College Financial Regulations – Proposed Amendments

- 2.1 A tracked change version of the College Financial Regulations is appended to this covering report to enable Committee members to clearly see where amendments are proposed. Page, section, and paragraph numbering will be updated/finalised once the document revisions have been concluded.

- 2.2 It is proposed to make the following general amendments to the Financial Regulations:

- revisions to reflect the new Board Committee structure where these are required throughout the document;
- updating web links to provide direct access to relevant current guidance and operational documents;
- including reference where required to the college sector wide insurance derogation which has recently been extended by the Scottish Government to 31 July 2024; and
- minor changes to the text where these improve presentation.

- 2.3 It is proposed to make changes to the following specific areas within the College Financial Regulations:

- Capitalisation and depreciation (pages 29 and 30)
- Senior Staff Authorisation (pages 46, 52 and 58)
- Scheme of Delegation/Financial Authorities (page 51)

More detail in relation to the changes proposed within each of these areas is provided in the sections which follow.

2.4 Capitalisation and Depreciation

2.4.1 The current Financial Regulations include the following statement:

'Grouped items - for example a suite of computers - with a group value of £5,000 or more, will also be capitalised.'

Following the SFC announcement in August 2020 '*Additional capital funding to support digital provision in AY 2020-21(Ref: SFC/AN/12/2020)*' which provided additional capital funding to the College for use in purchasing IT equipment for students, the College sought to engage with auditors on the above statement and the associated accounting policy currently in place to enable the necessary purchase of IT equipment to be capitalised in line with SFC requirements.

2.4.2 Following discussion with the College external auditors and advice received by the sector from Audit Scotland, it is proposed to change the accounting policy in this area regarding the capitalisation of equipment - and to expand the guidance relating to this area within the Financial Regulations in order that it outlines in slightly more detail:

- criteria for grouping assets together;
- the rationale for why the College would consider grouping assets together;
- the value of the expenditure that will be required before a grouping of assets is considered – now proposed as £20,000; and
- examples of when the College will group assets together.

2.4.3 The current accounting policy note relating to this area as stated in the College Financial Statements is as follows:

4) Equipment

Equipment costing less than £5,000 per individual item and motor vehicles costing less than £5,000 are written off to expenditure in the year of acquisition. All other equipment and vehicles are capitalised and carried at depreciated historical costs, which is used as a proxy for fair value. Capitalised equipment is depreciated over its useful economic life ranging from between 3 and 10 years on a straight-line basis. Depreciation methods, useful lives and residual values are reviewed at the date of preparation of each balance sheet.

It is proposed to amend the College accounting policy wording as follows:

4) Equipment

Equipment costing less than £5,000 per individual item and motor vehicles costing less than £5,000 are written off to expenditure in the year of acquisition. All other equipment and vehicles are capitalised and carried at depreciated historical costs, which is used as a proxy for fair value. Assets of lesser value may be capitalised where they form part of a group of similar assets purchased in the same financial year and costing over £20,000 in total. Capitalised equipment is depreciated over its useful economic life ranging from between 3 and 10 years on a straight-line basis. Depreciation methods, useful lives and residual values are reviewed at the date of preparation of each balance sheet.

2.4.4 The impacts arising from this proposed change are likely to be minimal. This is the first occasion in which the College has been specifically asked by the SFC to specifically capitalise expenditure in this way, and making the amendment to the Financial Regulations and accounting policy will enable the College to meet specific SFC funding and associated expenditure capital requirements where these arise. As outlined the above, these proposed changes relating to capitalisation and depreciation have been discussed and agreed with the College auditors.

2.5 Senior Staff Authorisation

2.5.1 The current College Financial Regulations refer at the following sections to the Vice Principal Operations having the authority to undertake certain authorisations:

- P45 Write off of bad debt
- P52 Purchase order authorisation levels
- P56/58 Authorisation of tender procedures

2.5.2 It is not proposed that the authorisation levels are changed. It is proposed to amend the current wording within the Financial Regulations to enable the same level of authorisation for both the Vice Principal Operations and the Vice Principal Educational Leadership, thus enabling both post holders to approve the same level of transactions.

2.6 Scheme of Delegation/Financial Authorities

2.6.1 In line with the Government's long-term commitment to ensure that Public Sector exit payments are fair and proportionate to employers, employees and taxpayers, *The Restriction of Public Sector Exit Payments Regulations 2020 ("the Regulations")* came into effect on 4 November 2020. This legislation set a £95,000 limit on exit payments ("the cap") for public sector authorities and officers as listed in the *Regulation*. The College Financial Regulations had been amended to reflect the £95,000 limit.

2.6.2 Following a review of the application of the £95,000 limit, the UK Government has concluded that it may have unintended consequences and thus the Regulations should ultimately be revoked. The regulations had originally been brought in to tackle the perceived issue of high earners in the public sector receiving significant, and sometimes repeat, severance payments only to be soon re-hired into a senior position elsewhere and to ensure prudent use of public money. Concerns were raised by employment lawyers and unions during consultations with the UK Government that the proposed cap of £95,000 would catch a much broader range of public sector workers. The cap was to be applied to pension entitlements, which, when combined with redundancy and notice payments, meant that a broad group of workers risked exceeding the £95,000 cap.

2.6.3 Treasury Directions have been published that now disapply the £95,000 limit until the Regulations have been revoked, therefore the College is proposing that the section within the Financial Regulations referring to this should be amended.

3. Conclusion and Next Steps

3.1 The Corporate Development Committee are requested to consider

- the updated College Finance Regulations; and
- the proposed revision to College accounting policy as applying to depreciation and capitalisation

and request that the Board of Management approve these.

Policy & Procedure	Financial Regulations
Policy Area	Finance
Version Number	1312
Approving Committee	Board of Management
Date of Approval	September 2020 <u>March 2021</u>
Date of Equality Impact Assessment	September 2020
Date of Next Review	September 2022 <u>March 2022</u>
Responsible Senior Manager	Director of Finance

History of Amendments

Date	Version	Summary of changes
November 2019	11	Updated to current operating procedures and clarification of procurement operations.
August 2020	12	Changes to reflect new structure and updated operating procedures
<u>March 2021</u>	<u>13</u>	<u>Revised Committee structure names amended; links to documents updated</u>

Policy Statement

The current approved version of the College Financial regulations is published on the West College Scotland staff intranet. Any revised version becomes effective as soon as it is published on the staff intranet.

Template documents and procedures associated with these Regulations can be accessed through the staff intranet.

Equality Statement

The College is committed to providing equal opportunities to ensure students, staff, customers and visitors are treated equally regardless of gender reassignment, race, religion or belief; disability; age; marriage and civil partnerships; pregnancy and maternity; sexual orientation; sex.

Please note this document is available in other formats, which can be requested by sending an email to – finance@wcs.ac.uk

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Relevant Documents and Organisations

Noted below are several documents and organisations referred to throughout the Financial Regulations. The relevant weblink is also included to ensure the most up to date documents are available to the users of these Regulations.

Relevant Documents	
FM	SFC Financial Memorandum with Fundable Bodies in the College Sector http://www.sfc.ac.uk/web/FILES/Guidance_Governance/Financial_Memorandum_with_the_College_Sector_-_1_December_2014.pdf
FReM	Financial Reporting Manual https://www.gov.uk/government/publications/government-financial-reporting-manual-2020-21
SPFM	Scottish Public Finance Manual https://www.gov.scot/Topics/Government/Finance/spfm/Intro
Audit Code	Audit Scotland Code of Audit Practice https://www.nao.org.uk/code-audit-practice/wp-content/uploads/sites/29/2020/01/Code_of_audit_practice_2020.pdf
SORP	Statement of Recommended Practice (SORP): Accounting for Further and Higher Educational Institutions https://www.universitiesuk.ac.uk/policy-and-analysis/reports/Pages/statement-of-recommended-practice-2019.aspx
Risk Management Strategy	College Risk Management Strategy risk-management-strategy-v30-final2-4221.pdf (westcollegescotland.ac.uk)
Whistleblowing Policy	Public Interest Disclosure (Whistleblowing) Policy and Procedure https://www.westcollegescotland.ac.uk/media/151856/public-interest-disclosure-policy-and-procedure-approved-sept-2017.pdf
Procurement Journey	Scottish Government Procurement Journey https://www.procurementjourney.scot/
Procurement Thresholds	Procurement Thresholds https://www.gov.scot/publications/new-eu-procurement-thresholds-from-1-january-2020/
Relevant Organisations	
SFC	Scottish Further and Higher Education Funding Council http://www.sfc.ac.uk/
ONS	UK Office of National Statistics https://www.ons.gov.uk/
SG	Scottish Government https://www.gov.scot/
OSCR	Office of Scottish Charity Regulator https://www.oscr.org.uk/

A GENERAL PROVISIONS

1 Introduction

- 1.1** The College was created under the provisions of the Further and Higher Education Act (Scotland) 1992 and was designated a Regional College under the Post-16 Education (Scotland) Act 2013. The College structure of governance is laid down in the instrument and articles of government, which may only be amended by application to the First Minister for Scotland. The College is accountable through its Board of Management which has ultimate responsibility for the effectiveness of its management and administration.
- 1.2** The College is an exempt charity by virtue of the Charities and Trustees Investment (Scotland) Act 2005. The College charity number is SCO21185 as registered with the Office of the Scottish Charity Regulator (OSCR).
- 1.3** The Scottish Funding Council (SFC) is the national strategic body which is responsible for funding teaching and learning provision, research and other activities in Scotland's colleges, universities and higher education institutions.
- 1.4** The Financial Memorandum between the SFC and the College sets out the terms and conditions under which grant funding is made available. The Board of Management is responsible for ensuring that SFC conditions of grant are met. As part of this process, the College must adhere to the SFC's Regional Outcome Agreement (ROA); the SFC Financial Memorandum (FM); the Scottish Government's Scottish Public Finance Manual (SPFM) (except where any special actions or derogations have been agreed with Scottish Ministers) and the SFC's Audit Code of Practice, which requires sound systems of financial and management control. The Financial Regulations of the College form part of this overall system of accountability and control and more information on wider regulatory documents is contained in Section 2.7.

2 Financial Regulations – Status and Context

- 2.1** To conduct business effectively, the College needs to ensure that it has sound financial management systems in place and that these systems are strictly adhered to. Part of this process is the establishment of Financial Regulations which set out the financial policies of the College.
- 2.2** The purpose of the Financial Regulations is to provide control over the totality of College resources and provide management with assurances that these are being properly applied in an accountable manner which:
- Maintains financial sustainability;
 - Achieves value for money;
 - Fulfils the responsibility for the provision of effective financial controls over the use of public funds;
 - Ensures compliance with all relevant legislation; and
 - Safeguards the assets of the College.
- 2.3** The Financial Regulations of the College form part of the overall organisational system of accountability and are subordinate to the College’s instruments and articles of government and to any restrictions contained within the SFC FM. The SFC’s interpretation of the FM will be final.
- 2.4** Compliance with College Financial Regulations is compulsory for all College staff, members of the Board of Management and members of Board of Management Committees. Any non-compliance with the Financial Regulations may be subject to disciplinary action. The Board of Management will be notified of such breaches as required through the Audit Committee.
- 2.5** The ~~Finance and General Purposes~~Corporate Development Committee is responsible for reviewing the College Financial Regulations, through the Director of Finance, and for advising the Board of Management of any changes necessary.

2.6 In exceptional circumstances the ~~Finance and General Purposes~~Corporate Development Committee may authorise a departure from the detailed provisions herein. Such departure must be reported to the Board of Management at the earliest opportunity.

2.7 The Financial Regulations should be read in conjunction with relevant guidance on accountability and propriety issued by the following bodies:

- The SFC – Financial Memorandum; Regional Outcome Agreement and wider funding guidance
- Audit Scotland – Audit Code of Practice; Internal Audit Manual
- National Audit Office or the Scottish Parliament Public Audit and Post-legislative Scrutiny Committee
- The UK Government - Financial Reporting Manual
- SORP Board - Statement of Recommended Practice (SORP): Accounting for Further and Higher Educational Institutions
- Scottish Government – Scottish Public Finance Manual.

Page 8 of this document provides links to the relevant guidance issued by these bodies.

B CORPORATE GOVERNANCE

3 The Board of Management

3.1 The Board of Management will meet the principles of good governance set out in the Good Governance Code for Scotland's Colleges, and the wider principles identified within these Financial Regulations.

3.2 The Board of Management is responsible for the management and administration of the College to ensure the provision of education that meets the needs of students, communities and partners. College financial responsibilities are to ensure that:

- Public funds are used in accordance with relevant legislation, the requirements of the SFC Financial Memorandum and for the purpose(s) which they are intended. Strategic, capital and other grant funding should only be used for the purposes for which it is provided by SFC;
- Subject to any legal requirement to observe confidentiality, the College will be open and transparent with the SFC and other stakeholders, and will give, or be prepared to give, a public justification of its decisions in relation to the use of public funds.
- The College strives to achieve best value and is economical, efficient and effective in the use of public funding;
- There is effective planning and delivery of the institution's activities in accordance with its mission and its Regional Outcome Agreement agreed with SFC;
- The College plans and manages its activities to remain sustainable and financially viable. A College is being managed on a sustainable basis if, year on year, it generates enough income to cover its costs and allow for maintenance of and investment in its infrastructure (physical, human and intellectual) at a level which enables it to maintain adaptive capacity necessary to meet future demands.
- The College has a sound system of internal management and control, including an audit committee, an effective internal audit service, and adequate procedures to prevent fraud or bribery;
- The College has an effective policy of risk management and risk management arrangements;

- The College has regular, timely, accurate and adequate information to monitor performance and account for the use of public funds. Such information will be made available to SFC on request, as necessary, for the exercise of its functions and to gain assurance;
- The College is engaged actively in continuously enhancing the quality of its activities and involves students and other stakeholders in these processes.

3.3 The Board of Management’s financial responsibilities are also to:

- approve the College strategic plan and SFC Regional Outcome Agreement;
- approve the annual audit report and financial statements;
- appoint, grade and determine the pay and conditions of service of the Principal;
- approve the appointment of the internal audit service;
- approve an annual budget, financial plans and regulations;
- approve the acquisition and disposal of property, subject the SFC approval; and
- determine tuition fees.

4 The Principal and Chief Executive

4.1 The Principal is accountable directly to the Board of Management for the proper conduct of the College's affairs. The Principal is also accountable directly to the SFC's Accountable Officer for the College's proper use of funds deriving from Scottish Ministers and compliance with the requirements of the SFC's Financial Memorandum. The Principal may be required to justify any of the College's financial matters to the Scottish Parliament Public Audit and Post-Legislative Scrutiny Committee. In particular, the College Articles of Governance charge the Principal with responsibility:

- for ensuring the proper and effective operation of financial, planning and management controls, and for giving effect to the Board's policies for securing the efficient, economical and effective management of all the College's income, assets and expenditure;
- arranging for presentation to the Board for approval an Annual Budget of income and expenditure, and to give regular updates on income and expenditure account, balance sheet and cash flow statements; and
- arranging for the preparation, audit and presentation to the Board the Accounts following the end of each financial year in compliance with the requirements of the Accounts Direction and encompassing Audit Scotland and the Scottish Funding Council direction.

4.2 The Principal shall demonstrate oversight of financial matters by signing the Statement of Corporate Governance, the College Annual Report and Financial Statements and the declaration pages of the Financial Forecast Return (FFR) and Financial Statement Return submitted to the SFC.

4.3 The Principal must inform the SFC's Accountable Officer without delay of any circumstance that is having, or is likely to have, a significant adverse effect on the ability of the College to deliver its education programmes, and other related activity, including delivery of the Regional Outcome Agreement with the SFC. The Principal must also notify SFC's Accountable Officer of any serious weakness, such as a significant and immediate threat to the institution's financial position, significant fraud or major accounting breakdown or any material non-compliance with any requirement of the SFC's Financial Memorandum.

5 Committee Structure

5.1 The Board of Management has ultimate responsibility for College financial matters but has delegated specific powers and processes to College Committees as detailed below. These Committees are accountable to the Board of Management and are as follows:

- Audit Committee
- ~~Human Resources and Corporate Development Committee~~
- ~~Asset and Infrastructure Committee~~
- ~~Finance and General Purposes~~Corporate Development Committee
- Learning, Teaching and Quality Committee
- Nominations Committee
- Remuneration Committee

5.2 The College Articles of Governance outline the purpose and scope of these Committees.

A full listing of these Board Committees, their remits and respective delegated authority is available on the College intranet (<https://www.westcollegescotland.ac.uk/college/about-us/board-of-management/>) or from the Secretary to the Board who can be contacted at Shirley.gordon@wcs.ac.uk

6 Financial Responsibility of Staff

6.1 Executive Team

The Executive Team of the College – which incorporates the Principal and Vice Principals - is responsible for the operational and financial management of the areas and activities they manage and control. They are advised by the Director of Finance on financial matters. The Executive Team is ultimately responsible for establishing and maintaining clear lines of responsibility within the areas they manage for all operational and financial matters including the delegation of day to day budget control to other budget managers and team leaders. The Executive Team shall provide the Director of Finance with such information as may be required to enable:

- compilation of the College's financial statements;
- implementation of financial planning and budgeting; and
- implementation of audit and financial reviews, projects and value for money

6.2 Vice Principal Operations

The Vice Principal Operations is responsible for strategic financial management and direction and advice to the Board, Principal and the Senior Management Team.

6.3 Director of Finance

Day-to-day financial administration is managed and controlled by the Director of Finance, who is responsible to the Vice Principal Operations for:

- preparing annual revenue and capital budgets and financial plans;
- preparing monthly and/or quarterly accounts, management information, monitoring and control of expenditure against budgets and all financial operations;
- preparing the College's annual accounts and other financial statements which the College is required to submit to other authorities;
- ensuring that the College maintains satisfactory financial systems;
- providing professional advice on all matters relating to financial strategy and planning,
- providing cash and resource returns to the SFC; and
- liaising with the internal and external auditors to implement audit strategies.

The Director of Finance will be assisted in carrying out these duties by the Head of Finance and Student Funding.

6.4 Assistant Principals and Directors

These budget holders are responsible to the Vice Principals or Principal (depending on the reporting structure of their roles) for the financial management of the areas and activities they manage and control. They are advised by the Director of Finance in executing their financial duties. The Director of Finance will also supervise and approve the financial systems operating within their departments, including the form in which accounts and financial records are kept. Assistant Principals and Directors are responsible for establishing and maintaining clear lines of responsibility within their departments for all financial matters. Where resources are devolved to other budget holders, they are accountable to their Director or Manager for their own budget.

6.5 All members of staff

All members of staff should:

- be aware of and have a general responsibility for the security of College property, for avoiding loss and for due economy and best value in the use of resources.
- ensure they are aware of the College's delegated authority limits, the value of purchases for which quotations and tenders are required and the associated procurement procedures;
- make available any relevant records or information to the Director of Finance or their authorised representative in connection with the implementation of College financial policies, these Financial Regulations and the system of financial control;
- provide the Director of Finance and/or Vice Principal Operations with such financial and other information as they may deem necessary, from time to time, to carry out the requirements of the Board of Management; and
- immediately notify the Director of Finance whenever any matter arises which involves, or is thought to involve, irregularities concerning, *inter alia*, cash or property of the College. The Director of Finance shall take such steps as considered necessary by way of investigation and report.

7 Risk Management

7.1 The delivery of College objectives is surrounded by uncertainty which poses both threats to success and offers opportunity for improved outcomes. Risk is defined as uncertainty of outcome, whether positive opportunity or negative threat of actions and events.

7.2 In considering risk, the College must recognise the environment within which it operates as a non-departmental public body. This environment includes compliance with the Scottish Public Finance Manual which requires that it is *“...necessary to develop a framework for assessing risks that evaluates both the likelihood of the risk being realised, and of the impact if the risk is realised. Risk assessment should be recorded in a way that demonstrates clearly the key stages of the process.”*

7.3 The SFC Financial Memorandum requires that the Board of Management complies with the principles of good governance set out in the Code of Good Governance for Scotland’s Colleges. The SFC also requires the governing body to ensure that:

- The College has an effective policy of risk management and risk management arrangements;
- Internal audit must provide the governing body and senior management of the College with an objective assessment of adequacy and effectiveness of risk management, internal control, governance and value-for- money; and
- The College undertakes careful appraisal of risks before accepting any contingent liability.

7.4 The College Risk Management Strategy therefore takes account of the requirements of the SFC Financial Memorandum and SPFM and is subject to independent review by auditors.

7.5 A detailed College strategic risk register is maintained to record risks and how they may be mitigated. In line with the College Corporate Strategy, the Board of Management requires that the Risk Management Strategy and supporting documentation include:

- the adoption of common terminology in relation to the definition of risk and risk management;

- the establishment of College-wide criteria for the measurement of risk, linking the threats to their potential impact and the likelihood of their occurrence, together with a sensitivity analysis;
- a decision on the level of risk to be accepted (risk appetite), together with tolerance levels expressed in terms of measurable outcomes;
- a decision on the level of risk to be covered by insurance;
- regular review at Teaching and Support Department level to identify significant risks associated with the achievement of key objectives and other relevant areas;
- development of risk management and mitigation plans for all significant risks, to include a designated 'risk owner' who will be responsible and accountable for managing the risk in question;
- regular reporting to the Board of Management of all identified risks; and
- an annual review of the implementation of risk management arrangements.

8 Whistleblowing

8.1 Whistleblowing in the context of the Public Interest Disclosure Act is the disclosure by an employee (or other party) about malpractice or potential instances of malpractice in the workplace. An individual can raise matters about a crime, civil offences (including negligence and breach of contract), miscarriage of justice, danger to health and safety or the environment, breach of the financial regulations and/or the cover-up of any of these matters. It does not matter whether the information is confidential, and the whistleblowing can extend to malpractice occurring in the United Kingdom and any other country or territory.

8.2 Normally, any concern about a workplace matter at the College should be raised by a member of staff with their line manager(s). However, the College recognises that the seriousness or sensitivity of some issues, together with the identity of the person the member of staff thinks may be involved, may make this difficult. If the member of staff does not wish to raise the matter in this way, it may be raised with a member of the SMT. If the concern relates to a member of the SMT the concern can be reported to the Principal. Any concerns that relate to the Principal can be raised with the Chair of the Board of Management via the Secretary to the Board who can be contacted via email at shirley.gordon@wcs.ac.uk

8.3 Detailed guidance on this is provided by the College Public Interest Disclosure (Whistleblowing) Policy and Procedure

<https://www.westcollegescotland.ac.uk/media/151856/public-interest-disclosure-policy-and-procedure-approved-sept-2017.pdf>
[public-interest-disclosure-october-2019.pdf \(westcollegescotland.ac.uk\)](#)

9 Code of Conduct

The College is committed to the highest standards of openness, integrity and accountability. It seeks to conduct affairs in a responsible manner, having regard to the principles established by the Committee on Standards in Public Life adopted and advocated by the Scottish Government. All Governing Body members and members of staff are expected to observe these principles as set out at Appendix 1.

Board members are also charity trustees and as such are subject to obligations imposed by charity legislation and Office of Scottish Charity Regulator (OSCR).

Members of the Board of Management and all staff members are also required to disclose interests in the College Register of Interests maintained by the Secretary to the Board and the Director of Finance. It is the responsibility of individual Board of Management members and staff to ensure that entries in the register relating to them are kept up to date regularly and promptly as required.

No person shall participate in a College procurement or be a signatory to a College contract where they have an interest in the activities of the other party.

9.1 Receiving and Making of Gifts or Hospitality

A gift is something voluntarily given or donated without the expectation of receiving anything in return and generally without preconditions. In the context of this guidance gifts received can be defined as the donation of cash or other resources or invitations to events with a current market value.

It is an offence under the Prevention of Corruption Act 1906 and the Bribery Act 2010 for Board members, members of Board Committees and members of staff to accept any gift or consideration as an inducement or reward for doing, or refraining from doing, anything in an official capacity or showing favour or disfavour to any person in an official capacity.

The guiding principles to be followed by Board members, members of Board Committees and all members of staff are:

- the conduct of individuals should not create suspicion of any conflict between their official duty and their private interest; and
- the action of individuals acting in an official capacity should not give the impression to

any member of the public, to any organisation with whom they deal or to their colleagues - that they have been, or may have been, influenced by a benefit to show favour or disfavour to any person or organisation.

Thus, Board of Management members, Board of Management Committee members and staff should not accept any gifts, rewards or hospitality - or have them given to members of their families - from any organisation or individual with whom they have contact in the course of their work that would cause them to reach a position whereby they might be, or might be deemed by others to have been, influenced in making a business decision as a consequence of accepting such gifts, rewards and/or hospitality. When it is not easy to decide between what is and what is not acceptable in terms of gifts or hospitality, the offer should be declined, or advice sought from the Director of Finance.

All Board of Management members, Board of Management Committee members and staff in receipt of gifts or hospitality are obliged to promptly notify, by email, the Director of Finance where the value of any gift or hospitality is more than £25.

Before any gifts with a value over £25 are made by the College or members of College staff, prior written approval requires to be obtained from the Principal or a Vice Principal.

C FINANCIAL MANAGEMENT AND CONTROL

10 Financial Planning

10.1 Responsibility

The Director of Finance is responsible for preparing annually a rolling medium term strategic financial forecast for approval by the Board of Management and for submitting a financial forecast return and cash forecast to the SFC. Financial plans should be consistent with the strategic plans approved by the Board of Management.

10.2 Budget Objectives

The Board of Management will from time to time, set budget objectives for the College. These will assist the Vice Principal Operations and the Director of Finance in preparing the financial plans for the College.

10.3 Resource Allocation

Resources are allocated annually by the Board of Management on the recommendation of the ~~Finance and General Purposes~~Corporate Development Committee and based on the above objectives (10.2). The Senior Management Team is responsible for the economic, effective and efficient use of resources allocated to them.

10.4 Budget Process

The Director of Finance is responsible for preparing annually:

- a detailed budget for the forthcoming financial year, for approval by the Board of Management on the recommendation of the ~~Finance and General Purposes~~Corporate Development Committee;
- a 12-month cash flow forecast, and balance sheet based on the annual SFC funding allocation and the 12-month budget;
- a list of major assumptions used in arriving at the budget and forecast;
- scenario plans to address potential material movements in the above assumptions and how the College would respond to these movements;
- a Financial Forecast Return (FFR) for submission to the SFC; and
- a medium term financial forecast.

Financial plans should be consistent with the SFC Regional Outcome Agreement, the College Corporate Plan and any other relevant College strategy documents as approved by the Board of Management. Following approval by the Board of Management the budget will be communicated to budget holders as soon as possible.

10.5 Budget Review

During the year the Director of Finance is responsible for submitting a revised Statement of Comprehensive Income and Expenditure Profit and Loss account forecast, cash flow forecast and projected year-end balance sheet to the ~~Finance and General Purposes~~ Corporate Development Committee for consideration before submission to the Board of Management for approval as required.

10.6 Capital Expenditure

Capital expenditure includes all expenditure on land, buildings, equipment, furniture and associated costs, whether they are funded from capital grants or capitalised for inclusion in the College's financial statements.

Where the College receives capital grant funding from the SFC, the Director of Infrastructure in conjunction with the Director of Finance will establish protocols with the College Executive for the inclusion of capital projects in a capital programme for approval by the Board of Management. These protocols will set out the information that is required for each proposed capital project as well as the financial criteria that they are required to meet.

The Director of Infrastructure will also establish procedures for the approval of any variations arising in relation to capital projects, including the notification of variations to the Scottish Funding Council, as laid down in Scottish Funding Council guidelines. The Director of Infrastructure is responsible for providing regular statements concerning all capital expenditure to the Board of Management for monitoring purposes.

Following completion of any major capital project with a value in excess of £500,000, a post-project evaluation requires to be submitted to the Board of Management including the actual expenditure against budget and reconciling funding arrangements where a variance has occurred as well as any other issues affecting completion of the project.

Where a project has a value more than £3m the SFC requires a formal post occupancy evaluation to be undertaken and submitted for review. Further guidance on the form and content of this type of review can be found at:

<http://www.sfc.ac.uk/web/FILES/Guidance/Post-Occupancy-Evaluation-Guidance.pdf>

10.7 Estate Development Programme

The estate development programme includes all expenditure on land, buildings, equipment, furniture and associated costs normally funded by SFC maintenance grants or from College funds. Expenditure of this type is approved by the Senior Management Team normally at the start of each year.

The Director of Infrastructure will establish protocols with the College Executive for the creation of the estate development programme. These will set out the information that is required for each proposed project as well as the financial criteria that they are required to meet. The Director of Infrastructure is responsible for providing regular statements concerning all estate development expenditure to the Senior Management Team, for monitoring purposes.

10.8 Other Major Developments Including Overseas Activity

Any new aspect of business, or proposed establishment of a company or joint venture, which will require an investment of more than £250,000 must be presented for approval to the ~~Finance and General Purposes~~ Corporate Development Committee. The College must have due regard to the relevant guidelines issued by the SFC.

The Director of Finance will establish protocols for any such major developments proposed, to enable them to be considered for approval. These will set out the information that is required for each proposed development including a business plan, using a risk-based approach which considers matters of ownership, accountability and governance, as well as the financial criteria that requires to be met.

11 Financial Control

11.1 Budgetary control

The control of income and expenditure within an agreed budget is the responsibility of the budget holder, who must ensure that monitoring is undertaken effectively. Budget holders are responsible to their Director/Assistant Principal for the income and expenditure appropriate to their budget. The Accountant allocated to the budget holder will ensure that they receive training in the use of the [College finance system](#) to allow them to actively monitor income and expenditure. Significant variances from agreed budgetary targets must be reported immediately to the Director of Finance by the budget holder concerned and, if necessary, corrective action taken.

A budget holder may delegate their overall budget or a proportion of it to delegated budget holders, subject to the approval of the Director of Finance. In this situation the budget holder and the delegated budget holder are both responsible for ensuring they have awareness of the requirements of the Financial Regulations.

11.2 Financial information

Budget holders are assisted in their duties by management information provided by the Finance Department. The Vice Principal Operations is responsible for supplying budgetary reports on all aspects of College finances to the ~~Finance and General Purposes~~[Corporate Development](#) Committee. These reports are then presented to the Board of Management as required, which has overall responsibility for College finances.

11.3 Changes to the approved budget

Changes proposed to the approved overall College budget surplus / (deficit) will be first considered by the ~~Finance and General Purposes~~[Corporate Development](#) Committee, which will make proposals to the Board of Management as required.

11.4 Virement

The virement of budgets must not lead to any net change in the overall annual budget for the College. Virement between budgets is permitted as set out below:

Movement	Authority
Between staff and non-staff budgets	Director of Finance and or Head of Finance and Student Funding.
Non-staff budgets under a budget holder	Accountant
Between non-staff budgets <£25,000	Principal Accountant
Between non-staff budgets >£25,000 to £100,000	Principal Accountant and Head of Finance and Student Funding
Between non-staff budgets >£100,001	Director of Finance and Head of Finance and Student Funding

11.5 Carry forward of budgets

The carry forward of balances of any budget from one year to another is not permitted.

12 Accounting Arrangements

12.1 Financial Year

The College financial year will run from 1 August until 31 July the following year.

12.2 Basis of accounting

The annual consolidated College financial statements are prepared on the historical cost basis of accounting modified by the revaluation of certain fixed assets, and in accordance with applicable accounting standards, the SFC Annual Accounts Directions and the Scottish Government SPFM.

The Accounts Direction issued by the Scottish Ministers via the SFC require that the annual accounts for a financial year shall:

- comply with the accounting principles and disclosure requirements of the edition of the Government Financial Reporting Manual (FReM), as approved by the Financial Reporting Advisory Board, which is in force for the financial year for which the accounts are prepared; and
- give a true and fair view of the state of the affairs of the College as at the end of the financial year, and of the net resource outturn, resources applied to objectives, recognised gains and losses, and cash flow.

12.3 Format of the financial statements

The financial statements are prepared in accordance with the current Statement of Recommended Practice (SORP): *Accounting for Further and Higher Education* and in accordance with applicable Accounting Standards, subject to any specific requirements of the SFC, and in accordance with the provisions of the Companies Act, as appropriate.

12.4 Capitalisation and depreciation

Assets are recorded in the Balance Sheet at depreciated replacement cost for land and buildings and at historic cost less depreciation for equipment in accordance with the Financial Reporting Manual. Buildings will be depreciated in equal instalments over their estimated remaining useful life, but subject to periodic revaluation. Land will not be depreciated.

Expenditure incurred on repair, refurbishment or extension of existing buildings will not be capitalised unless it can be demonstrated that the resultant value of the building, based on depreciated replacement value, is greater than the current book value.

Expenditure incurred on the acquisition of assets other than land and buildings will be recorded in the balance sheet where the acquisition cost including VAT per item is £5,000 or more.

~~Grouped items – for example a suite of computers – with a group value of £5,000 or more, will also be capitalised.~~

'Grouped assets' are a collection of assets which individually may be valued at less than £5,000 but which together form a single collective asset with a group value in excess of £20,000 because the items fulfil all the following criteria:

- the items are functionally interdependent;
- the items are acquired at about the same date within the same financial year and are planned for disposal around the same date; and
- each individual asset thus grouped has a value of over £250.

Examples of such a grouping of assets are:

- Assets acquired during the initial setting up of a new building or on refurbishment may also to be treated as 'grouped' for capitalisation purposes.
- Networked systems - Large collective networked system developments where individual items of computer hardware and/or software are purchased as part of a larger system and which will be used as a part of that system for the duration of their asset life.

The rationale for permitting such a form of 'grouping' is that:

- a) smaller items of expenditure ~~may~~ should be recognised as having a useful life ~~, in relation to the overall College Corporate Strategy~~ over several years, and as a result should be capitalised rather than written off in the current year; and
- b) the College will from time to time receive specific capital grant funding from such bodies as the Scottish Funding Council which it is likely to expend on smaller items of equipment. To comply with such grant conditions and treat these items as capital for accounting purposes, the College must be able to group such items together.

To justify the adoption of this approach, the items should all be purchased within a reasonable time frame (no more than ~~one~~ financial year), and the total combined cost of the individual assets should be no less than £20,000.

Capitalised assets other than land and buildings will be depreciated in accordance with the College's accounting policy on capitalised assets and depreciation.

Certain tangible assets will be revalued, normally land and buildings. Where such a policy is adopted it will be applied consistently to all tangible fixed assets of the same class, and the carrying amount should be the current asset value. A full valuation of land and buildings will take place at least every 5 years with an interim valuation in year 3.

Where an asset is found to have suffered impairment, the prospective impairment and background must be communicated to the SFC at the earliest opportunity. Valuation advice as to the amount of the prospective impairment must be obtained from a suitably qualified Valuer who has enough current local and national knowledge of the market and the skills and understanding to undertake the valuation competently. In all cases, the Valuer used must be a professional member of an appropriate body, such as the Royal Institution of Chartered Surveyors or the Institute of Revenues Rating and Valuation.

Depreciation periods will be set as follows:

Asset Class	Depreciation period
Land	Nil

Buildings	5 to 50 years
Leasehold property	Length of lease
Plant and equipment	3 to 10 years
Computers	3 years
Motor vehicles	3 years

12.5 Accounting Records

The Director of Finance is responsible for the retention of financial records. These should be kept in a form that is acceptable to the relevant authorities. Guidance on the retention of financial records which may be required in connection with the preparation and audit of accounts is set out in the SPFM.

The College is required by law to retain certain key documents for six years plus the current year. This list is not exhaustive but includes:

- official purchase orders
- paid invoices /cheques
- accounts raised
- bank statements
- copies of receipts
- payroll records

The Director of Finance will make appropriate arrangements for the retention of electronic financial records. Staff should ensure that retention arrangements comply with any specific requirements of external funding organisations. For auditing and other purposes, all financial documents should be retained for at least three years.

12.6 Public Access

Under the terms of the Freedom of Information (Scotland) Act 2002, the Board of Management is required to supply any person with a copy of the College's most recent financial statements within twenty working days of a request after such date as which the financial statements have been laid before and approved by the Scottish Parliament. The College will also make available the Annual Report and Financial Statements on the College's website. A printed copy will be available on request to the College. Previous annual financial statements are also available on the College website or by request to the Secretary to the Board who can be contacted via email at Shirley.gordon@wcs.ac.uk

12.7 European Structural Funds Funded Projects

An important aspect of European Structural Funds is the retention of all project records, in order to demonstrate a clear and transparent audit and procurement trail. Documentation relating to ESF funded projects will be retained by the relevant College department for the prescribed period.

12.8 Taxation

The activities of government and public bodies can give rise to tax liabilities, either directly on their own account or through contracts with other bodies where the tax system influences the terms of contracts. In assessing cost effectiveness in activities where tax considerations might be important, it should be borne in mind that savings arising from tax mitigation may arise at the expense of other taxpayers, or other parts of the public sector.

All individuals who qualify as employees for tax purposes must be paid through the College payroll system with tax deducted at source. No payment arrangements should be put in place that could be perceived, reasonably, as seeking to minimise the tax liability of either the individual or the paying organisation concerned.

Proposals to put in place non-standard tax management arrangements must be approved in advance by the SFC. The Director of Finance is responsible for advising managers, in the light of guidance issued by the appropriate bodies and relevant legislation as it applies, on all taxation issues, to the College. Therefore, the Director of Finance will issue guidance and instructions to departments as required on compliance with statutory requirements, including those concerning VAT and other corporate taxes. The Director of Organisational Development and HR is responsible for guidance on PAYE and National Insurance.

The Director of Finance is responsible for maintaining College tax records, making all tax payments, receiving tax credits and submitting tax returns by their due date as appropriate.

13 Audit Requirements

13.1 General

External auditors and internal auditors have authority to:

- access College premises at reasonable times;
- access all assets, records, documents and correspondence relating to any financial and other transactions of the College;
- require and receive such explanations as are necessary concerning any matter under examination;
- require any employee of the College to account for cash, stores or any other College property under their control; and
- access records belonging to third parties, such as contractors, when required.

The Director of Finance is responsible for drawing up a timetable for the audit of the financial accounts and will advise the staff and the external auditors accordingly. A joint meeting of the Audit and ~~Finance and General Purposes~~Corporate Development Committees, chaired by the Chair of the Audit Committee, will review the annual College Financial Statements. On their recommendation, the annual College Financial Statements will be submitted to the Board of Management for approval.

13.2 SFC

Where appropriate, the College must provide data returns requested by the SFC in accordance with the deadlines and standards specified.

13.3 External audit

Under the terms of the Public Finance and Accountability (Scotland) Act 2000, the Auditor General for Scotland is responsible for the appointment of the external auditors for the College. The primary role of external audit is to report on the institution's financial statements and to carry out such examination of the statements and underlying records and control systems as are necessary to reach their opinion on the statements and to report on the appropriate use of funds.

The external auditor is entitled to receive all notices of and other communications relating to any meeting of the governing body which any member of the governing body is entitled to receive. They are also entitled to attend any such meeting and to be heard at any meeting which they attend, on any part of the business which concerns them as auditors.

The external auditor must also be entitled to attend the meeting of the governing body or other appropriate committee at which the College annual report and financial statements are presented. The College's appointed external auditor has the right of direct access to the Principal, Chair of the Board of Management and the Audit Committee.

The external auditor is expected to attend, as a minimum, any meetings of the Audit Committee where relevant matters are being considered, such as planned audit coverage, the audit report on the financial statements and the audit management letter. It is the responsibility of the Secretary to the Board of Management to notify the external auditor of such meetings.

The external auditors, notwithstanding responsibilities to their clients, are expected to co-operate fully with any enquiries or routine monitoring that the SFC undertakes. The College must not in any way limit SFC's access to the College's external auditors.

13.4 Internal audit

The internal auditor is appointed by the Board of Management on the recommendation of the Audit Committee.

Internal audit provides an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. Internal audit provides an appraisal of the College's internal control system and takes the actions required to provide the Principal with a continuing assurance that College risk management, control and governance arrangements are adequate and effective. Internal audit assists the College accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The operation and conduct of the internal auditors require to comply with Public Sector Internal Audit standards.

The Principal is responsible for ensuring that appropriate internal control systems exist within the College, and for deciding whether to accept and implement internal audit findings and recommendations. The Principal has overall responsibility for ensuring that prompt and effective action is taken on audit recommendations, and that the risks resulting from any inaction are recognised and accepted. The College's appointed internal auditor has the right of direct access to the Principal, Chair of the Board of Management and the Audit Committee.

Internal audit evaluates compliance with the College's internal control system - including relevant regulations, guidance and procedures - as part of the review process. However, the primary responsibility for monitoring compliance rests with operational areas and their line management, up to and including the Principal.

Entities or individuals involved in the external audit of the College should undertake non-external audit related work for the College only in exceptional circumstances.

The College must have in place an effective internal audit service. The operation and conduct of the internal audit service must conform to the professional standards of the Chartered Institute of Internal Auditors. For incorporated colleges and Regional Boards, the operation and conduct of internal audit must comply with Public Sector Internal Audit Standards and, where relevant, the SPFM.

The College must inform the SFC when an internal auditor is appointed and must inform SFC immediately if the internal auditor is removed or departs before the end of their term of office.

The internal audit service must provide the governing body and senior management of the College with an objective assessment of adequacy and effectiveness of risk management, internal control, governance, and value-for- money.

The internal audit service must extend its review over all financial and other management control systems, identified by the audit needs assessment process. Internal audit must cover all activities in which the College has a financial interest, including those not funded by SFC. It must include review of controls that protect the College in dealings with organisations such as subsidiaries or associated companies, arms-length foundations, the Student Association, collaborative ventures and/or joint ventures with third parties.

The College appointed internal auditor will produce an annual report for the governing body on its' activities during the year. The report must include an opinion on the adequacy and effectiveness of the College's risk management, internal control, and governance. The report must be presented to the College's Audit Committee and subsequently to the Board of Management, and a copy sent to the SFC.

The internal auditor is expected to attend, as a minimum, any meetings of the Audit Committee where relevant matters of internal reporting and control are being considered.

13.5 Other audit services

The College, subject to the prior approval of the Audit Committee, can procure other audit services as required to comply with external funding or other stakeholder audit requirements.

13.6 Fraud, Bribery and Corruption

The College has made a clear commitment to ethical standards in public life through its [Anti-Bribery and Corruption Policy](https://intranet.westcollegescotland.ac.uk/reference/policiesprocedures/Anti-Bribery%20and%20Corruption%20Policy.pdf). A copy of this policy can be found on the College intranet.:- <https://intranet.westcollegescotland.ac.uk/reference/policiesprocedures/Anti-Bribery%20and%20Corruption%20Policy.pdf>

Fraud can be perpetrated by persons outside as well as inside an organisation and by collusion. The term fraud is commonly used to describe a wide variety of dishonest behaviour such as deception, forgery, false representation, and concealment of material facts. It is usually used to describe the act of depriving a person of something by deceit, which may involve the misuse of funds or other resources, or the supply of false

information. Computer fraud covers the use of information technology equipment to manipulate programs or data dishonestly – for example by altering, substituting or destroying records, or creating spurious records - or where the use of an IT system was a material factor in the perpetration of a fraud. The fraudulent use of computer time and resources is included in this definition.

All staff have a responsibility in relation to the prevention and detection of fraud, but the prime responsibility for designing, operating and reviewing control systems rests with the managers involved. Managers should consult the College finance function and internal audit where new control procedures are being set up or significant changes to existing procedures are being proposed.

Procedures set up to prevent and detect fraud must be carefully followed and monitored. Many frauds are due to failure to comply with existing control systems.

It is the duty of the Board of Management, Senior Management and all members of staff to notify the Director of Finance immediately whenever any matter arises which involves, or is thought to involve, irregularity, including fraud, corruption or any other impropriety. Further details can be found in the [Fraud and Corruption Policy and Procedure](#) and the Public Interest Disclosure (Whistleblowing) Policy and Procedure.

The Director of Finance shall immediately invoke the fraud response plan, which incorporates the following key elements:

- the Principal and the Audit Committee (through its Chair) will be notified of the suspected irregularity and shall take such steps as considered necessary by way of investigation and report;
- the Principal shall inform the [Police Scotland](#) if a criminal offence is suspected of having been committed;
- any significant cases of fraud or irregularity shall be reported to the Scottish Funding Council in accordance with their requirements as set out in the audit code of practice;
- the Audit Committee shall commission any such investigation as may be necessary of

the suspected irregularity, by the College, internal audit service or others, as appropriate; and

- the internal audit service, or others commissioned to carry out an investigation, shall prepare a report for the Audit Committee on the suspected irregularity. Such report shall include advice on preventative measures.

If the suspected fraud is thought to involve the Principal, Vice Principal and/or the Director of Finance, the member of staff shall notify the Chair of the Audit Committee directly of their concerns regarding irregularities.

Under the terms of the SFC FM, the College is required to submit a report to SFC of each incidence of fraud loss that exceeds £5,000.

13.7 Value for Money

Value for Money provides a common framework for continuous improvement in public services in Scotland and is a key foundation of the Scottish Government's Public Service Reform agenda. The Principal has a specific responsibility to ensure that arrangements have been made to secure Value for Money. In addition, the Board of Management has a corporate responsibility for promoting the efficient and effective use of staff and other resources by the College in accordance with the principles of Value for Money. Under the terms of the Public Finance and Accountability (Scotland) Act 2000 the implementation of the Value for Money duty by relevant public service organisations is subject to scrutiny by the Auditor General for Scotland.

Guidance for Accountable Officers on Value for Money is available on the Scottish Government website. The guidance identifies the themes which an organisation needs to focus on in order to deliver the duty of Value for Money and provides detail on what organisations should be aiming for and points to related support and guidance material. Value for Money should be appropriate to, and proportionate to, an organisation's priorities, operating environments and scale/nature of business and should be implemented accordingly.

It is a requirement of the FM between the SFC and the College that the Board of Management is responsible for delivering value for money from public funds. The Board of Management should keep under review arrangements for managing all the resources under its control, considering guidance on good practice issued from time to time by the SFC or other relevant bodies. The College has a Value for Money Policy which sets out the arrangements in place.

The College, as part of its internal audit arrangements, must obtain a comprehensive appraisal of management arrangements for achieving value for money. This forms part of the Audit Committee annual report.

13.8 Other Auditors

The College may, from time to time, be subject to audit or investigation by external bodies such as the SFC, Accounts Commission, European Court of Auditors, HM Revenue and Customs. They have the same rights of access as external and internal auditors.

14 Cash Management

14.1 Cash Management Policy

All bodies to which the SPFM is directly applicable are required to have their core bank accounts with the Government Banking Service (GBS).

The College should take appropriate steps to prevent bank account fraud. Banking operations should be annually reviewed.

Cash on site should be kept to minimum levels agreed by the Head of Finance and Student Support Funding. Cash reserves held during the year should be kept to the minimum level consistent with the efficient operation of the College and the level of funds required to meet any relevant liabilities at the year-end. Grant-in-aid shall not be paid into any restricted reserve held by the College. Transfers to arms-length-foundations are permitted and will require the agreement of the SFC.

14.2 Borrowing

All borrowing will require the approval of the Scottish Ministers. Requests to borrow must be submitted to the SFC for consideration in the first instance.

14.3 Banking Arrangements

The Director of Finance is responsible, on behalf of the Board of Management ~~Finance and General Purposes~~ Corporate Development Committee, for liaising with the College's bankers in relation to bank accounts and the issuing of cheques. All cheques shall be ordered on the authority of the Director of Finance, who shall make proper arrangements for their safe custody.

The following conditions will apply to the operation of the College banking arrangements:

- Only a combination of two from the Principal, Vice Principals and/or the Director of Finance may open or close a bank account for dealing with College funds. All bank accounts shall be in the name of the College.
- All automated transfers on behalf of the College, such as BACS or CHAPS, must be authorised by two persons drawn from the Principal, Vice Principals, the Director of Finance, Head of Finance and Student Funding, Finance Manager, Principal Accountant

and/or Accountant/System Accountant.

- All BACS payment reports must be approved for payment by either the Head of Finance and Student Funding, Finance Manager, Student Funding Manager and/or the Principal Accountant.
- All cheques drawn on behalf of the College must be signed by two authorised persons.
- Details of authorised persons and limits shall be provided for in the College's banking mandates, copies of which are available from the Finance Department and will be reported annually to the ~~Finance and General Purposes~~Corporate Development Committee.

14.4 The Head of Finance and Student Funding is responsible for ensuring that all bank accounts are subject to regular reconciliation and that large or unusual items are investigated as appropriate.

14.5 Investments

The College must not make any investments without the prior written approval of the SFC.

15 Income

15.1 General

The Director of Finance is responsible for ensuring that appropriate procedures are in operation to enable the College to receive all income to which it is entitled. All receipt forms, invoices, tickets or other official documents in use and electronic collection systems must have the prior approval of the Director of Finance.

The Director of Finance is responsible for:

- the prompt collection, security and banking of all income received;
- ensuring that all grants notified by funding bodies are received and appropriately recorded in the College accounts; and
- ensuring that all claims for funds are made by the due date.

15.2 Repayment of SFC Grant

If the College fails to comply with the requirements of the SFC FM, or any other specific terms and conditions attached to the payment of grant from the SFC, it may be required to repay the SFC any sums received from it and to pay interest in respect of any period during which a sum due to the SFC remains unpaid. If, in the reasonable opinion of the SFC, any provision set out in the FM is not observed by the College, the SFC will be entitled to take the following action:

- In the case of funding by way of SFC grant: to require immediate repayment of any and all grants or any part or parts of any grants at any time after the SFC becomes aware of such failure to observe (without prejudice to further demands until the whole of all sums made available by way of grant shall have been paid in full); and
- In the case of funding by way of loan (notwithstanding the terms of any agreement attached to the same): to require immediate repayment of the whole or part of each such loan at any time after SFC becomes aware of such failure to observe (without prejudice to further demands until the whole of all sums made available by way of loan shall have been repaid in full).

15.3 Maximisation of Income

It is the responsibility of all staff to ensure that revenue to the College is maximised by the efficient application of agreed procedures for the identification, collection and banking of income. This requires the prompt notification to the Finance Department of sums due so that collection can be initiated.

15.4 Tuition Fees

Except for those which are set by SFC or Student Awards Agency for Scotland (SAAS) the College must charge student tuition fees at the levels prescribed within the Fee Policy document. A copy of the Fee Policy can be found on the College internet.

15.5 Receipt of Cash and Cheques

All monies received within departments from whatever source must be recorded by the department daily together with the form in which they were received, for example cash, debit/credit cards, cheques, and other negotiable instruments.

All monies received must be paid to the Finance Department promptly, and in accordance with any timetable stipulated by the Finance Manager. The custody and transit of all monies received must comply with the requirements of College insurers.

All sums received must be paid in and accounted for in full and must not be used to meet miscellaneous departmental expenses or be paid into the departmental petty cash float. Personal or other cheques must not be cashed out of money received on behalf of the College.

15.6 Receipts by credit or debit card

The College can receive payments by debit or credit card in person, over the telephone using merchant terminals or through a hosted payment facility. The terminals support primary account number (PAN) truncation where the card number is partially obscured on the customer receipt. A copy of the receipt should be retained to support evidence of payment.

In operating this facility, the College is bound by the Payment Card Industry Data Security Standard (PCI DSS), which is designed to ensure cardholder information is stored, processed and transmitted securely.

The Director of Finance is responsible for ensuring the College maintains PCI DSS compliance, which is monitored by the merchant services unit.

15.7 Collection of Debts

The Head of Finance and Student Funding should ensure that:

- debtor's invoices are raised promptly on official invoices, in respect of all income due to the College
- invoices are prepared with care, recorded in the ledger, show the correct amount due and are credited to the appropriate income account
- any credits granted are valid, properly authorised and completely recorded
- VAT is correctly charged where appropriate, and accounted for
- monies received are posted to the correct debtors account
- swift and effective action is taken in collecting overdue debts, in accordance with the protocols noted in the financial procedures
- outstanding debts are monitored, and reports prepared for management
- correction of an error using a credit note requires Finance Manager approval i.e. posting/text/coding/amount/VAT/withdrawal of student

The Director of Finance will implement procedures for the collection of debts including any instalment arrangements the periods in which different types of invoice must be paid.

A bad debt is a debt that is not collectable. A bad debt can also arise where the cost of pursuing the debtor is more than the amount that can be collected. Debt write off must be carried out in line with the authorisation levels stated below:

Value of Debt	Authorising Official
Up to £1,000	Finance Manager
£1,001 to £5,000	Head of Finance and Student Funding
£5,001 to £50,000	Director of Finance or Vice Principal Operations
Over £50,000	Finance and General Purposes <u>Corporate Development</u> Committee

15.8 Student Fees

The [Policy for collecting tuition fees](#) must be approved annually by the Senior Management Team. The Director of Finance is delegated to ensure that all student fees due to the College are received.

Any student who has not paid an account for fees or any other item owing to the College may not receive the certificate for any degree, diploma or other qualification awarded by the College until all outstanding debts have been cleared. Such students may be prevented from re-enrolling at the College and from using any College facilities until appropriate arrangements have been made.

The College seeks to minimise any possibility of money laundering in accordance with the Money Laundering Regulations. For further advice and guidance see [the Governments advice page at https://www.gov.uk/topic/business-tax/money-laundering-regulations](#) → Where refunds are required, they should be made to the original payer and follow the method by which the money was received.

16 Other Income-Generating Activity

16.1 Private Consultancies and Other Paid Work

Unless otherwise stated in the contract of employment of a staff member:

- outside consultancies or other paid work may not be accepted without the consent of the Principal and Chief Executive.
- outside consultancies must not conflict with the work of the College.
- applications for permission to undertake work as a purely private activity must be submitted to the Principal, as appropriate, and include the following information:
 - the name of the member(s) of staff concerned;
 - the title of the project and a brief description of the work involved;
 - the proposed start date and duration of the work;
 - any remuneration received for the outside consultancy or paid work;
 - full details of any College resources required (for the calculation of the full economic cost); and
 - an undertaking that the work will not interfere with the teaching and normal College duties of the member(s) of staff concerned.
- any outside consultancy or other paid work may require to be listed in the College Register of Interest.

16.2 Off-Site Collaborative Provision

If the off-site collaborative arrangement goes beyond the provision of premises, physical resources and administrative support a formal partnership and course delivery agreement may be required. This is especially relevant for any arrangement whereby the College provides education to students away from College premises with the assistance of persons other than the College's own staff or with independent contractors/partner organisations. The following procedure must be followed:

- There shall be a signed contract in place setting out the responsibilities of each party to the agreement before any educational provision is delivered.
- The impact of any collaborative contract shall be subject to scrutiny and considered by the appropriate College Committee. They shall consider the risk factors associated with the proposed partnership.

- Where the partnership would represent a significant departure from the College strategic plan, the Board of Management shall approve the departure and the Principal shall inform the SFC and seek their view.

16.3 European Union (EU) and other Matched Funding

Any such project requires the approval of the appropriate Vice Principal or member of SMT prior to any commitment being entered. Such approval shall be dependent upon the relevant Manager being able to demonstrate that eligible matching funds are available and that the project is financially viable by the application of the College's costing and pricing policy.

Individual applications for funds in excess of £250,000 shall be the subject of a report to the ~~HR and~~ Corporate Development Committee which will set out the potential risks and opportunities generated by the project. If the College agrees such EU contacts for provision the relevant member of SMT shall ensure that:

- this is based on a written contract which allows for full audit access to detailed records;
- appropriate monitoring procedures are in place to ensure that the outputs are achieved, and the provision is of suitable quality; and
- payments are only made against detailed invoices.

The SPFM also provides guidance on funding from the European Union (EU) and related expenditure and the College requires to take cognisance of this.

16.4 Profitability and Recovery of Overheads

All other income-generating activities must be self-financing or surplus-generating unless it is intended that a new course is to be launched as a loss leader. If that is the case, the reason for it must be specified and agreed by the relevant Assistant Principal / Director.

Other income-generating activities organised by members of staff must be costed and agreed with the relevant Assistant Principal / Director and the Director of Finance before any commitments are made. Provision must be made for charging both direct and indirect costs, for the recovery of overheads.

16.5 Donation of surplus funds to arms-length foundations

The College may donate any surplus on its income and expenditure account as at 31 March each year to an arms-length foundation. The donation must take place in the fiscal year in which it arises and is subject to sufficient cash and resource cover being available.

Authorisation for any donation to a Foundation requires the approval of the Board of Management and the SFC.

16.6 Deficits

Any unplanned deficits incurred on other income-generating activities will be charged against the respective departmental budget.

16.7 Additional Payments to Staff

Any proposal which involves additional College payments to members of staff should be supported by a schedule of names and values and must be approved by the appropriate Assistant Principal / Director / Vice Principal and the Director of Organisational Development and HR. Any payment to a Vice Principal or the Principal must be approved by the Chair of the Board of Management. The tax treatment of such proposals must be confirmed with the Finance Department in advance of the agreement being signed off.

17 Expenditure

17.1 General

The Director of Finance is responsible for making payments to suppliers for goods and services supplied to the College. External business and Management Consultancies greater than £100,000 and operating leases (non-property) greater than £250,000 require SFC approval.

17.2 Scheme of Delegation/Financial Authorities

Budget holders are responsible for purchases within their department. In exercising this delegated authority, budget holders are required to observe these Financial Regulations. The Director of Finance shall maintain a register of authorised signatories. Under procedures agreed by the Director of Finance, central control shall be exercised over the creation of requisitioners and authorisers and their respective limits (for electronic systems). Any changes to the authorities to commit expenditure must be notified to the Head of Finance and Student Funding immediately.

The Head of Finance and Student Funding is authorised to approve payments, regardless of value, in respect of:

- payroll and VAT returns, this includes payments to HMRC, pension funds and other outside bodies in respect of deductions made from employees' pay;
- capital and interest repayments made to financial institutions in respect of loan agreements taken out by the College; and
- transfers between College bank accounts and investment accounts.

These payments will be validated and authorised by the Finance Manager or Principal Accountant before seeking the Head of Finance and Student Funding authorisation.

The SPFM requires the College to seek prior approval from the SFC for:

- Any new voluntary severance scheme;
- Any change to a previously approved voluntary severance scheme;
- Any payment, forming part of any scheme, considered to be sensitive or high profile;
- Any use of settlement agreements; and

- Any payment to an individual in excess of contractual entitlement out with an approved voluntary severance scheme.

Subject to the payments being made in relation to an approved voluntary severance scheme, the Director of Organisational Development and HR is authorised to approve severance payments made to employees, except for the Principal and Vice Principals. Any severance payment to the Principal or Vice Principals must be authorised by the Chair of the Board of Management and approved by the SFC. There is a delegated limit of up to £1,000 for special severance payments and any value above £1,000 requires prior SFC approval.

~~The Scottish Government have placed a £95,000 limit on termination payments. This limit includes both contractual and non-contractual elements of any settlement agreed. Where the proposed payment exceeds £95,000, it must be capped at £95,000. Where this is not possible, a business case will require to be discussed with the SFC. The approval of the SFC must be obtained before any agreement in excess of £95,000 is finalised. The view of the Scottish Government must also be obtained as and when appropriate, including in relation to any potentially high profile/high value cases or where it is proposed that the £95,000 limit is not applied.~~

~~In addition to the above limit of £95,000 t~~The Scottish Government have also stipulated that:

- where appropriate, it is expected that notice should be worked rather than a payment being made in lieu of notice;
- a maximum payback period of 24 months will apply in all cases (i.e. the time taken to recover the compensation costs against normal salary costs). This will be applied at an individual rather than scheme level; and
- an individual leaving because of a voluntary severance resignation secured by a financial consideration may not return to employment within the same employer for a period of at least 12 months, including as a temporary agency worker or via a procurement route.

17.3 Purchase Orders

College orders must be placed for the purchase of all goods or services. Only in exceptional circumstances should petty cash be used to purchase goods or services.

Purchase orders may not be split to lower the value per order with a view to reducing the authorisation level required.

Budget holders are not authorised to commit the College to expenditure without first reserving enough funds to meet the purchase cost.

Purchasing directly from online sites is not advised as the College has limited protection when purchasing from this source. Purchasing from eBay and Amazon is prohibited unless authorised in advance by either the Head of Finance and Student Funding or the Director of Finance.

The following purchase order approval limits for individual items of expenditure will be applied within the [finance system](#):

Expenditure	Authoriser
£0 to £250	Budget Holder/delegated budget holder
£251 to £10,000	Principal Accountant
£10,001 to £50,000	Director of Finance/Head of Finance and Student Funding
£50,001 to £250,000	Vice Principal Operations / Principal
£250,001 to £500,000	Finance and General Purposes Corporate Development Committee
➤ £500,000	Board of Management

A request for a special payment is used to make payments to suppliers without the requirement to set up full supplier details on the [finance system](#), and may only be used under the following conditions:

- For non-recurring purchases up to £1,000 (including VAT) where the supplier does not accept bank or credit card payments; or
- For payments to groups of individuals, who may only ever be paid once. This

includes nursery or specific membership refunds.

It is the responsibility of the Director of Finance to ensure that all purchase orders refer to the College's conditions of contract.

The College will not utilise on-line payment transaction systems – such as PayPal - for payment of on-line goods and services as there is limited recourse against the provider of the goods/services.

17.4 Credit Cards

Where appropriate, the Principal and the Vice Principal Operations may approve the issuing of College credit cards to senior staff. The operation and control of the College's credit cards is the responsibility of the Director of Finance. There will be appropriate oversight of the distribution of such cards and the associated card limits provided by the Vice Principal Operations.

Holders of credit cards must use them only for the purposes for which they have been issued and within the authorised purchase limits. Such cards shall be used for the payment of valid business expenses only, and the misuse of such cards shall be grounds for disciplinary action. Cards must not be loaned to another person, nor should they be used for personal or private purchases.

Cardholders should obtain approval to purchase from the relevant budget holder and should ensure that there is sufficient budget available to meet the costs. The Director of Finance shall determine what information is required on purchases made with cards from cardholders and deadlines for receipt in the Finance Department to enable financial control to be maintained. There should be appropriate segregation of duties, with those reviewing and reconciling cards not holding and using those cards.

All items purchased on the College credit card must have an approved purchase order before the goods or services are procured. The Director of Finance/Head of Finance and Student Funding will approve and sign credit card reconciliations at least quarterly.

17.5 Procurement

The College requires all budget holders, irrespective of the source of funds, to obtain supplies, equipment and services at the most economically advantageous cost (MEAT). This should be consistent with quality, delivery requirements, sustainability and equalities legislation and in accordance with the [College's Procurement Strategy](#) considering procurement framework agreements as appropriate. Budget holders should engage with the College procurement function at the earliest possible opportunity.

The Director of Finance is responsible for:

- ensuring that the College procurement procedures and requirements are known and observed by all involved in purchasing for the College;
- advising all stakeholders on matters of College procurement process and practice;
- advising and assisting departments on specific departmental purchases;
- developing appropriate standing supply arrangements on behalf of the College to assist budget holders in meeting their value for money obligations;
- the drafting and negotiation of all large-scale purchase contracts undertaken by the College, in collaboration with the responsible department; and
- ensuring that the College complies with all relevant public procurement policies.

Guidance on procurement matters is available on the [procurement area](#) of the College intranet. College procurement processes reflect the relevant guidance issued by [Advanced Procurement for Universities and Colleges](#) (APUC); relevant policy and advice issued by the Scottish Procurement and Commercial Directorate; and European Union directives

Any proposal to award a contract without competition (non-competitive action) at a level above £25,000 must be approved in advance by SFC.

Goods and services should firstly be sourced through APUC and Government framework agreements, prior to any alternative procurement route being taken.

Strategy Development and Authorisation

The Procurement Department will create a procurement strategy for all tendering activities above £25,000 total contract value in line with best practice. This procurement strategy will detail the methodologies applied when tendering a commodity or category including the suggested route to procurement and tendering approach.

Procurement strategies will be authorised by the following staff for estimated contract values of:

Estimated Contract Value	Authorised By
£25,000 to £50,000	Budget Holder and Head of Finance and Student Funding
£50,001 to £100,000	SMT Member and Director of Finance
>£100,000	SMT Member and Vice Principal Operations

17.6 Scottish and EU Procurement Regulations

The Director of Finance is responsible for ensuring that the College complies with its legal obligations concerning Scottish and EU procurement legislation. Scottish and EU procurement regulations apply to written contracts for all forms of procurement, purchase or hire with a total value exceeding the EU threshold value.

The Director of Finance will advise Senior Management Team on the financial thresholds that are currently in operation. Any breach of these Scottish and EU regulations could be liable to action by a supplier or potential supplier.

It is the responsibility of Senior Management Team to ensure that their members of staff comply with the Scottish and EU procurement regulations by notifying the Director of Finance of any purchase that is likely to exceed the thresholds. This will need to be done well in advance where tenders are of a higher value in order to permit advertisements in journals such as the Official Journal of the European Union (OJEU) if this is required.

17.7 Quotations and Tenders

Delegated budget holders must comply with the College's procurement [guidance contained within these Regulations-Policy](#) and the Scottish Government Procurement Journey. Tendering procedures ~~as follows~~ for the contract values [noted below require to be followed](#): ~~of:~~

Goods and Services

Total Contact Value	Action	Responsibility / Notes	Contract Authorisation
<£5,000	At least 2 written quotations where no current contract / framework is in place.	<u>Department</u> A balanced approach being undertaken based on the nature and level of the transaction involved. Value for money must always be achieved.	The Budget Holder
£5,001 to £25,000	Endeavour to obtain at a minimum 3 written quotations where no current contract / framework is in place.	<u>Department</u> The procurement must demonstrate best value, due diligence and transparency in the selection process in line with corporate and statutory regulations.	A member of SMT and Head of Finance and Student Funding
£25,001 to £50,000	At a minimum 3 quotes via PCS 'quick quote' require to be obtained where no current contract / framework is in place.	<u>Procurement</u> The procurement must demonstrate best value, due diligence and transparency in the selection process in line with corporate and statutory regulations.	A member of SMT and Director of Finance and / or Head of Finance and Student Funding
£50,001 to £250,000	Open tender via PCS / PCS-T endeavouring to obtain at least 3 responses.	<u>Procurement</u> Where a suitable procurement framework exists, a mini competition or direct award may be carried out. If no suitable framework is available, it will be necessary to carry out an open tender exercise. The exercise should also be carried out in a manner that will allow any resulting contract to be formed on the Colleges' terms and conditions.	Director of Finance and Vice Principal Operations / Principal
£250,001 to £500,000	Open tender via PCS-T	<u>Procurement</u> Where a suitable framework exists, a mini competition or direct award	Finance and General Purposes <u>Corporate Development</u>

Total Contact Value	Action	Responsibility / Notes	Contract Authorisation
		may be carried out. If no suitable framework is available, it will be necessary to carry out an open tender exercise. Procurements falling into this category must be advertised as per the current relevant procurement regulations.	Committee
>£500,000	Open tender via PCS-T	<u>Procurement</u> Where a suitable framework exists, a mini competition or direct award may be carried out. If no suitable framework is available, it will be necessary to carry out an open tender exercise. Procurements falling into this category must be advertised as per the current relevant procurement regulations.	Board of Management

The College is required to include a Community benefits clause where the contract value is in excess of £4m as per the current procurement regulations. For all contracts above the OJEU limit the College will seek ~~to~~ a community benefits clause where considered relevant and appropriate.

For Works

Works are defined as under Schedule 2 of the Public Contracts (Scotland) Regulations 2015.

Total Contact Value	Action	Responsibility / Notes	Contract Authorisation
<£25,000	Endeavour to obtain at least 3 written quotations where no current contract / framework is in place.	<u>Department</u> A balanced approach being undertaken based on the nature and level of the transaction involved. Value for money must always be achieved.	The Head of Estates
£25,001 to £250,000	Written quotations require to be obtained via PCS / PCS-T where no current contract / framework is in place. Where an open tender is not conducted a minimum of 5 suppliers will be invited to respond and it is expected that a minimum of three bids will be assessed.	<u>Procurement</u> The procurement must demonstrate best value, due diligence and transparency in the selection process in line with corporate and statutory regulations.	Director of Infrastructure, Director of Finance and / or Vice Principal Operations
£250,001 to £500,000	Open tender via PCS / PCS-T	<u>Procurement</u> If no suitable framework is available, it will be necessary to carry out a competitive exercise. The exercise should also be carried out in a manner that will allow any resulting contract to be formed on the Colleges' terms and conditions. Advertising for procurements falling into this category is compulsory except when using a framework.	Finance and General Purposes <u>Corporate Development</u> Committee

Total Contact Value	Action	Responsibility / Notes	Contract Authorisation
>£500,001	Open tender via PCS-T	<u>Procurement</u> An open tender exercise must be carried out if a framework is not available. Where a suitable framework does exist, a mini competition or direct award may be carried out in accordance with the framework rules. Advertising for procurements falling into this category is compulsory except when using a framework. Tenders for works above a total contract value of £4m must include provision for achieving Community Benefits as part of their outcomes.	Board of Management

The College is required to include a Community benefits clause where the contract value is in excess of £4m as per the current procurement regulations. For all contracts above the OJEU limit the College will look to include a community benefits clause where considered relevant and appropriate.

17.8 Building Contracts

Building contracts in excess of £250,000 are the approval responsibility of the ~~Finance and General Purposes~~ Corporate Development Committee, with contracts above £500,000 requiring Board of Management approval, with advice provided by the Vice Principal Operations, Director of Infrastructure and Director of Finance and where necessary external professional advisors.

Proposals will be initiated as a result of required and planned capital developments. Managing consultants may be appointed if the project is of a scale or specialism that requires this. All such appointments shall be subject to tendering and other procurement procedures as appropriate.

Proposals for building contracts that require Board of Management approval shall be presented in the form of an options appraisal including relevant costings as appropriate, prepared by the Vice Principal Operations and Director of Infrastructure. Option appraisals should comply with Scottish Funding Council guidance.

Following consideration, and approval by the Board of Management, option appraisals should be forwarded to the Scottish Funding Council where appropriate. If the required agreement is secured from the Scottish Funding Council, the relevant procedural rules should be followed. Scottish Funding Council guidance on best practice should be followed even when Scottish Funding Council approval is not required.

The achievement of value for money will be an objective in the awarding of all contracts.

17.9 Receipt of Goods and Services

All goods received shall be checked for quantity and/or weight and inspected for quality and specification. A delivery note shall be obtained from the supplier at the time of delivery and signed by the person receiving the goods. All persons receiving goods on behalf of the College must be independent of those who negotiated prices, its terms and placed the official order.

All goods and services received shall be entered onto the [finance system](#) as soon as practicable after receipt or delivery. If goods are deemed to be unsatisfactory, the record shall be marked accordingly, and the supplier immediately notified so that they can be collected for return as soon as possible. Where goods are short on delivery, the record should be marked accordingly, and the supplier immediately notified.

17.10 Payment of invoices

The procedures for making all payments shall be in a form specified by the Director of Finance.

Payments to UK suppliers will normally be made by BACS transfer and will only be varied after consulting with the Head of Finance and Student Funding.

Budget Holders are responsible for ensuring that expenditure within their departments does not exceed funds available.

Suppliers should be instructed by the budget holder to submit invoices for goods or services directly to the Finance Department by electronic means where possible.

Care must be taken by the budget holder to ensure that discounts receivable are obtained.

Payments will only be made by the Finance Manager against invoices that have been certified for payment by the appropriate budget holder and that can be matched to a receipted order. Certification should be done electronically through the [finance system](#).

Certification of an invoice or receipting of an electronic order will ensure that:

- the goods have been received, examined and approved for quality and quantity, or those services rendered, or work done is satisfactory;
- where appropriate, it is matched to the order;
- invoice details (quantity, price discount) are correct;
- the invoice is arithmetically correct;
- the invoice has not previously been passed for payment;
- where appropriate, an entry has been made on a stores record or departmental inventory; and
- an appropriate cost centre is quoted; this must be one of the cost centre codes included in the budget holder's area(s) of responsibility and must correspond with the types of goods or service described on the invoice.

17.11 Staff Reimbursement

The College's purchasing and payments procedures are in place to enable most non-pay supplies to be procured through the purchase ledger system without staff having to incur any personal expense. However, on occasion, staff may incur expenses, most often in relation to travel, and are entitled to reimbursement. Where such purchases by staff are planned, Senior Management Team members may approve advances to staff that are going to incur expenditure on the College's behalf. Advances by bank transfer may be requested from the Finance Team.

Upon completion of the travel or project to which the advance relates, a staff expenses claim must be prepared to demonstrate how the advance was disbursed and any unspent balance repaid and returned to the Finance team. Under no circumstances will a second advance be approved when the final accounting for an earlier advance to an individual is still outstanding.

For all other expense reimbursement, the College Travel and Subsistence Procedure applies, and this document is available on the [College staff intranet page](#).—

<https://intranet.westcollegescotland.ac.uk/reference/policiesprocedures/Travel%20and%20Subsistence%20Procedure.pdf>

17.12 Late Payment Rules

The Late Payment of Commercial Debts (Interest) Act 1998 as amended by the Late Payment of Commercial Debts Regulations 2002 gives businesses the statutory right to claim interest on late payments from large organisations and public authorities, including the College. Key points in relation to this are:

- small businesses can charge interest on overdue invoices
- the rate of interest is currently 8% per annum above the official daily rate of the Bank of England
- late payment compensation of £40 per invoice

In view of the penalties in this Act, the Board of Management requires that invoices must be passed for payment when received, and payment made in accordance with the Prompt Payment Code (<http://www.promptpaymentcode.org.uk/>).

17.13 Losses and Special Payments

In principle, the College will always attempt to pursue the recovery of overpayments, irrespective of how they came to be made. In practice, however, there will be both practical and legal limits to how cases should be handled. Each case will therefore be dealt with on its individual merits.

The College will only take a decision not to seek recovery of an overpayment based on a cost benefit analysis of the options. A decision not to pursue recovery will be exceptional and will only be taken after a careful appraisal of the relevant facts. A Vice Principal or the Director of Finance must authorise the non-pursuance of an overpayment. The decision not to pursue an overpayment must consider the guidance in the section of the SPFM on Losses and Special Payments. Any decision not to pursue recovery, or not to pursue recovery in full, should be defensible in the public interest.

Losses should only be written off after careful appraisal of the facts. All reasonable action must have been taken to affect the recovery of losses. Where there is a request to write off a loss or make a special payment exceeding £250,000 this will require to be authorised by the SFC prior to instigating the write off or making the payment.

Losses and special payments have been grouped into several different categories and include the following:

- Cash and bookkeeping losses
- Losses of assets, stores and equipment
- Extra-contractual payments.

These are payments which, although not legally due under the original contract or subsequent amendments, appear to place an obligation on a public sector organisation which the courts might uphold. Such obligations will usually arise from administrative action or inaction in relation to the contract. A payment is regarded as extra-contractual even where there is doubt whether the organisation is liable to make it, for example, where the contract provided for arbitration, but a settlement is reached without recourse to arbitration. A payment made as a result of an arbitration award is contractual.

Compensation payments are ones made in respect of unfair dismissal or in respect of personal injuries, traffic accidents, and damage to property suffered by staff. Ex gratia payments are payments made where there is no legal obligation to pay.

There must always be good public policy grounds for making such payments. Within this category may fall out of court settlements, such as cases where the pursuer has no legal case, but the College wishes to stop the litigation because it may be costly in time and resources. Other examples of ex gratia payments would be payments as compensation for distress or loss arising from a perceived failure of the College but where there was no legal obligation to pay, or awarding a dismissed office holder a gratuity, that goes beyond any legal entitlement by virtue of his/her employment.

Losses incurred by the College in excess of £3,000 each year should be reported annually to the SFC. The report should detail the number of such losses and the total cost.

17.14 Bankruptcy / Liquidation / Receivership

When the College learns of a bankruptcy / liquidation or receivership, it will stop all payments pending confirmation of the individual / organisation status. Once the bankruptcy / liquidation or receivership has been confirmed it is essential for the College to ensure that any payment due by them is made only to the proper person, and that any claim by them is properly lodged. The College should also consider, in consultation with legal advisers as required, whether any contract should be terminated. Any amounts to be written off as a result of bankruptcies will be subject to the SPFM guidance on Losses and Special Payments.

18 Petty Cash, Floats and Project Advances

18.1 Cash Requests

Where a single item is for less than £25 and is not an existing supplier it should be paid from petty cash if possible. The reimbursement must be supported by receipts or vouchers.

A [petty cash claim form](#) is available on the College intranet—

<http://intranet.westcollegescotland.ac.uk/request/finance/SitePages/Home.aspx> and must be used for recording all petty cash transactions. The Director of Finance shall make available to departments float imprests as considered necessary for the disbursements of incidental expenses. However, it is important for security purposes that imprest floats are kept to a minimum. All expenses must be supported by receipts and vouchers.

Requisitions for reimbursements must be sent to the Finance Department, together with appropriate receipts or vouchers, before the total amount held has been expended, in order to retain a working balance pending receipt of the amount claimed.

18.2 Floats

The member of staff granted a float is personally responsible for its' safe keeping. The petty cash box must be kept locked in a secure place in compliance with the requirements of College insurers when not in use and will be subject to periodic checks by the Finance Manager or another person nominated.

College float reconciliation sheets are supplied by the Finance Department and must be used for recording all imprest accounts.

Interim annual audits will be undertaken by the Finance Department of floats and certificate of the balances held should be completed by the member of staff responsible for the float and counter-signed by the budget holder. At the end of the financial year all floats must be returned to Finance and requested again at the start of the new financial year.

18.2 Project Advances

The Head of Finance and Student Funding and the relevant budget holder may jointly approve project cash advances where projects are carried out away from the College. These specifically relate to situations where cash expenditure may be unavoidable, especially in relation to student day trips.

Other forms of payment will be expected to be used wherever possible, such as an official purchase order and subsequent payment or a College credit card. College purchasing and payments procedures are in place to enable most non-pay supplies to be procured through the [finance system](#) without staff having to incur any personal expense.

Advances will not be issued to cover normal staff expenditure incurred in relation to travel and subsistence. Reimbursement for this will be sought in accordance with the College Travel and Subsistence Procedure with reimbursement through payroll.

Receipts or paid invoices will be retained for all sums expended in this way. Upon completion of the project to which the advance relates, within one month a final account must be prepared to demonstrate how the advance was disbursed and any unspent balance repaid. Under no circumstances will a second advance be approved when the final accounting for an earlier advance to a project or individual is outstanding.

Where cash advances in excess of £250 are requested, then these require to be further approved by a member of SMT. If a member of SMT is making the request the approval should be sought from their line manager.

19 Checking Financial Transactions

The responsibility for the propriety, regularity and accuracy of financial transactions cannot be avoided by relying on the work of internal or external auditors. The College will carry out appropriate reviews at operational area level as/if required. This includes checking the arithmetical accuracy of invoices raised / received; claims or other vouchers; fulfilment of the terms of a contract; professional verification for validity; physical checking of goods invoiced; checking of invoices against orders; and application of VAT. Any reviews will be undertaken by finance staff who will have no direct involvement in entering into commitments for related goods and services.

In order to ensure that the review/checking procedures are both effective and economical they must be monitored. At operational area level records should be analysed regularly in order to identify the underlying reasons for any errors - such as the need for improvements in form design or training - and to take remedial action as necessary. In addition, internal audit should report on cases of excessive or ineffective financial checking and where appropriate checking procedures should be adjusted considering any findings.

Reviews will consider the extent of and the need for checks carried out in operational areas. Analysis of the results may suggest underlying inadequacies in the procedures or supporting systems which need to be addressed separately.

20 Pay Expenditure

20.1 Remuneration Policy

All College staff will be appointed to College salary scales in accordance with appropriate conditions of service. All letters of appointment must be issued by the Organisational Development and HR Department.

The salary and other benefits for the Principal and Vice Principals will be determined by the Remuneration Committee set up by the Board of Management but will have due regard to Public Sector Pay Policy. The salary and other benefits for Assistant Principals, Directors and Heads will be determined by the Principal but will have due regard to Public Sector Pay Policy.

20.2 Appointment of Staff

All contracts of service shall be concluded in accordance with College approved HR practices and procedures. All offers of employment with the College shall be made in writing by the Director of Organisational Development and HR. Budget holders shall ensure that the Director of Finance and the Head of Organisational Development and Human Resources are provided promptly with all information they may require in connection with the appointment, resignation or dismissal of employees.

All permanent posts/contracts require to be authorised by a Vice Principal and then by the Director of Organisational Development and HR prior to the position being advertised.

20.3 Salaries and Wages

The College must have regard to Public Sector Pay Policy set by the Scottish Ministers. The Director of Organisational Development and HR is responsible for all payments of salaries and wages to all staff including payments for overtime or services rendered. All timesheets and other pay documents, including those relating to fees payable to external examiners and visiting lecturers will be in a form prescribed or approved by the Director ~~Head~~ of Organisational Development and HR.

The Director of Organisational Development and HR will also be responsible for keeping the Director of Finance informed of all matters relating to personnel for budgeting and forecasting purposes. These include:

- appointments, resignations, dismissals, supervisions, secondments and transfers;
- absences from duty for sickness or other reason, apart from approved leave;
- changes in remuneration other than normal increments and pay awards; and
- information necessary to maintain records of service for superannuation, income tax and national insurance.

The Director of Organisational Development and HR is responsible for the monthly BAC's payments to employees and non-employees (pay over of payroll deductions). The Director of Organisational Development and HR is responsible for informing the appropriate authorities of such payments.

All employees will be included on the College payroll.

The Director of Organisational Development and HR shall be responsible for keeping all records relating to payroll including those of a statutory nature. All payments must be made in accordance with the College's detailed payroll financial procedures and comply with HMRC regulations.

20.4 Pension Schemes

The Board of Management is responsible for undertaking the role of employer in relation to appropriate pension arrangements for employees. The College provides access to two defined benefit pension schemes. Support staff are eligible to join the Local Government Pension Scheme administered by the Strathclyde Pension Fund. Teaching staff are eligible to join the Scottish Teachers Superannuation Scheme administered by the Scottish Public Pensions Agency.

The Director of Organisational Development and HR is responsible for day-to-day superannuation matters, including:

- paying contributions to various authorised superannuation schemes;

- preparing the annual return to various superannuation schemes; and
- administering the College's pension fund.

The Director of Organisational Development and HR is responsible for administering eligibility to pension arrangements and for deciding when deductions should begin or cease for staff.

20.5 Travel, Subsistence and Other Allowances

All claims for payment of subsistence allowances, traveling and incidental expenses shall be completed and submitted electronically or in exceptional circumstances – for example a failure of the IT system - on the forms available on the HR system. These claims must be made in accordance with the requirements of the [College Travel and Subsistence](#)

[Procedure](#).

<http://intranet.westcollegescotland.ac.uk/reference/SitePages/Policies%20and%20Procedures.aspx>

20.6 Non-salary Rewards

The College may make non-salary rewards.

When making such awards care will be taken to avoid any criticism of unfair preference being given. The recipient of the reward will be given some choice or third-party suppliers will be used where, for example, voucher schemes are introduced.

In making the award the College will actively consider whether the non-salary reward schemes represent an appropriate use of public funds.

The College will be open and transparent in the way it deals with non-salary rewards. Should the College introduce such awards, a clear policy on disclosure of information about the awards which have been made and the procedures adopted for making those awards will be approved and widely disseminated.

20.7 Overseas Travel

All arrangements for overseas travel must be approved by a Vice Principal in advance of committing the College to those arrangements or confirmation of any travel bookings. Arrangements for overseas travel by Vice Principals will require to be approved by the Principal. Arrangements for overseas travel by the Principal or members of the Board of Management shall be approved by the Chair of the Board of Management. Arrangements for travel by the Chair of the Board of Management shall be approved by the ~~Finance and General Purposes~~ Corporate Development Committee.

Where spouses, partners or other persons unconnected with the College intend to participate in a trip, this must be clearly identified in the approval request. The College must receive reimbursement for the expected costs it may be asked to cover for those persons in advance of confirming travel bookings.

20.8 Travel and Expenses for Members of the Board of Management

Claims for members of the Board of Management will be authorised by the Secretary to the Board. Claims for the Chairperson will be authorised by the Chair of the Remuneration Committee. Only reasonable expenses can be reimbursed for attending meetings.

20.9 Severance and Other Non-Recurring Payments

In considering terms for severance, early retirement or redundancy packages - whether compulsory or voluntary - public bodies to which the SPFM is directly applicable – including the College - should ensure that issues of legal and regulatory compliance, propriety and value for money are fully considered, alongside employee relations issues. Specifically:

- public funds must not be used wastefully or to underwrite inequitable or over- generous conditions of service, including severance;
- notice of termination of appointments should not be delayed in order to generate compensation payments in lieu of notice;
- where appropriate, ex-gratia severance or redundancy packages should be based on the arrangements set out within relevant extant terms and conditions of employment. Prior consideration should be given to the availability of pension and compensation benefits within these conditions;

- any special payments should be transparent and negotiated in such a way as to avoid conflicts of interest;
- offers of subsequent employment or consultancy work should be exceptional and only made where they represent value for money; and
- any undertakings about confidentiality should leave transactions open to proper public scrutiny.

In line with the requirements of the SPFM, the College's severance scheme must be approved by SFC. The SFC issued 'Guidance on seeking approval for severance schemes and settlement agreements' (SFC/GD/01/2016) which incorporates the SPFM requirements. Provided a severance payment is within the parameters of a scheme, which has been approved by the SFC, there will be no need for the College to seek approval to the individual payment from SFC. Approval lasts for the duration of the scheme.

The College must follow the requirements of the SPFM and the SFC in determining settlement agreements, severance, early retirement and redundancy arrangements and payments.

Special severance payments in excess of £1,000 must be approved by SFC, except where provision for such payments has been included in a severance scheme approved by SFC.

Under the terms of the FM, the College is required to submit an annual report to SFC of any compensation payments that exceed £5,000 or ex- gratia payments that exceed £1,000. The report should describe the number of instances and total cost.

21 Assets

21.1 Overall Responsibility

The Board of Management has a duty to ensure that the assets for which they are responsible such as land, buildings or other property - including stores and equipment - are properly and well managed. Robust systems should be put in place to ensure that the accuracy and integrity of information held on registers, databases and inventories is safeguarded and readily available for inspection.

21.2 Land, buildings, fixed plant and machinery

The purchase of land, buildings or fixed plant can only be undertaken with authority from the Board of Management and with reference to SFC requirements where exchequer-funded assets or exchequer funds are involved. Lease or rental agreements with a total agreement value of £250,000 or more must be approved by the ~~Asset and Infrastructure Committee and the Finance and General Purposes~~ Corporate Development Committee. Lease or rental agreements with a total agreement value of £500,000 or more will require the approval of the Board of Management.

Expenditure should be incurred in a way which represents value for money, considering potential risks to regularity and propriety. Effective control over payments must be maintained at all stages. Expenditure should be authorised in the operational area which entered into the commitment, with due consideration to separation of duties.

21.3 Fixed Asset Register

The Director of Finance is responsible for maintaining the College register of land, buildings, fixed plant and machinery. Managers will provide the Director of Finance with any information required to maintain the register.

Under resource accounting and budgeting, asset registers are a key part of financial management systems and must be capable of delivering the accounting requirements of the Government Financial Reporting Manual. The registers should contain details of all assets (both current and non-current) owned, whose value or original purchase price is in excess of the College's capitalisation threshold. The College asset register is computerised and the minimum detail held is:

- purchase price and date;
- asset accounting code;
- asset identification number;
- a physical description of the asset (where appropriate) together with details of serial or registration number;
- locations;
- evidence of physical verification of the asset's existence; and

- a depreciation profile.

21.4 Inventories

Managers are responsible for maintaining inventories, in a form prescribed by the Director of Finance, for all plant, equipment, furniture and stores in their departments. The inventory must include items donated or held on trust and must be checked at least annually.

The IT Department must maintain an inventory register of all ICT equipment.

When transferring equipment and plant between departments, a transfer record must be kept, and the inventories amended accordingly.

21.5 Stocks and Stores

Managers are responsible for establishing adequate arrangements for the custody and control of stocks within their departments. The systems used for stock accounting in departments must have the approval of the Director of Finance.

Managers are responsible for ensuring that regular inspections and stock checks are carried out. Stocks and stores of a hazardous nature should be subject to appropriate security checks.

Those Managers whose stocks require valuation in the balance sheet must ensure that the stock-taking procedures in place have the approval of the Director of Finance and those instructions to appropriate staff within their departments are issued in accordance with advice contained in the College's detailed financial procedures.

21.6 Safeguarding Assets

Managers are responsible for the care, custody and security of the buildings, stock, stores, furniture, and cash under their control. They will consult the Director of Finance in any case where security is thought to be defective or where it is considered that special security arrangements may be needed.

High value assets owned by the College shall, so far as is practical, be effectively marked to identify them as College property.

21.7 Personal Use

Assets owned or leased by the College shall not be subject to personal use without proper authorisation.

21.8 Asset Disposal

Holdings of property, plant and equipment should be kept under constant review with a view to disposing of surplus assets as quickly as possible.

Disposal of equipment and furniture must be in accordance with procedures agreed by the Director of Finance. In disposing of plant and equipment assets which is surplus to requirements due consideration should be given to value for money. Payment should normally be required to be made before goods are released for collection or delivery. The law implies that any goods sold are of merchantable quality and fit for the purpose for which they are sold. If there is any reason to believe that goods are faulty or sub-standard, it should be made clear that they are sold as seen and without any implied warranties as to quality or fitness.

Disposal of land and buildings must only take place with the authorisation of the Board of Management. SFC consent may also be required if exchequer funds were involved in the acquisition of the asset. Holdings of land and buildings should be limited to the minimum needed to meet present and planned future requirements.

Land and buildings identified for disposal should be valued professionally. The District Valuer or suitably qualified private sector valuers - and in some exceptional cases in-house valuers - may be used. Advice should also be sought on development potential where required.

In disposing of exchequer funded assets, the College must follow the guidance contained within the SPFM and the relevant procedure notes issued by the SFC website.

21.9 Impairments, Provisions and Write-Offs

Assets must be recorded in the Balance Sheet at Depreciated Replacement Cost for Land and Buildings and at Historic Cost less depreciation for Equipment in accordance with the Financial Reporting Manual (FRM). Where an asset, including investments, suffers impairment, it is important that the prospective impairment and background is communicated to the SFC at the earliest possible point in the financial year to determine the budget implications. Any significant movement in existing provisions or the creation of new provisions must be discussed with the SFC.

21.10 All Other Assets

Managers are responsible for establishing adequate arrangements for the custody and control of all other assets owned by the College, whether tangible, such as stock, or intangible, such as intellectual property, including electronic data.

22 Funds Held on Trust

22.1 Gifts, Benefactions and Donations

The Director of Finance is responsible for maintaining financial records in respect of gifts, benefactions and donations made to the College and initiating claims for recovery of tax where appropriate.

22.2 Student Support Funds

The Director of Finance will prescribe the format for recording the use of student support funds. Records of support funds will be maintained according to funding body requirements. The College must follow SFC's Student Support Guidance.

23 Other

23.1 Maladministration

The College has a set of clear standards and an accessible complaints procedure which can be found at <https://www.westcollegescotland.ac.uk/college/about-us/complaints/>. If College services have been found to be deficient the College has a clearly defined procedure in place to ensure that, so far as reasonably practicable, the identified deficiencies are addressed to prevent recurrence.

Any payments of financial redress qualify as ex gratia payments and are therefore subject to the guidance on Losses and Special Payments. Any such payment will require to be authorised in advance by either the Principal or a Vice Principal. Payment on grounds other than actual financial loss or costs should only arise in exceptional circumstances.

23.2 Insurance

Insurance arrangements of all bodies to which the SPFM is applicable should be reviewed from time to time in the context of Risk Management. However, under the Scottish Ministerial policy of self-insurance constituent parts of the Scottish Administration and self-insuring SG sponsored bodies would be justified in taking out commercial insurance only in specified circumstances or if the cost of claims, including in-house and contracted-out administration costs, was calculated as likely to exceed the cost of insurance premiums. All the expected costs and benefits should be considered in establishing a value for money case for commercial insurance. Detailed guidance on conducting a cost-benefit analysis is provided in the Green Book. In order to show that commercial insurance provides value for money the cost-benefit analysis must show a positive net benefit.

Commercial insurance must be taken out by SG sponsored bodies where there is a legal requirement to do so. The Scottish Ministers have agreed a derogation whereby Colleges can extend their current commercial insurance arrangements for three years to 31 July 202~~14~~¹⁴.

The Director of Finance is responsible for College insurance arrangements, including the provision of advice on the types of cover available. As part of the overall risk management strategy, all risks will have been considered and those most effectively dealt with by

insurance cover will have been identified. This is likely to include important potential liabilities and provide enough cover to meet any potential risk to all assets.

The Director of Finance is responsible for effecting insurance cover as determined by the ~~Finance and General Purposes~~Corporate Development Committee. He or she is therefore responsible for obtaining quotes, negotiating claims and maintaining the necessary records. The Director of Finance will keep a register of all insurances effected by the College and the property and risks covered and will also liaise with College insurers and advisers about specific insurance matters.

Managers must ensure that any agreements negotiated within their departments with external bodies cover any legal liabilities to which the College may be exposed. The Director of Finance advice should be sought to ensure that this is the case. Directors and Managers must give prompt notification to the Director of Finance of any potential new risks and additional property and equipment that may require insurance and of any alterations affecting existing risks. Managers must advise the Director of Finance immediately of any event that may give rise to an insurance claim. The Director of Finance will notify the College's insurers and, if appropriate, prepare a claim in conjunction with the head of department for transmission to the insurers.

The Director of Finance ~~and Planning~~ is responsible for keeping suitable records of plant which is subject to inspection by an insurance company and for ensuring that inspection is carried out in the periods prescribed.

All staff using their own vehicles on behalf of the College shall maintain appropriate insurance in accordance with the requirements of the College Travel and Subsistence Procedure.

23.3 Companies and Joint Ventures

In certain circumstances it may be advantageous to the College to establish a company or a joint venture to undertake services on behalf of the College. Any member of staff considering the use of a company or a joint venture should first seek the approval of the Director of Finance who will consult and seek approval from the Board of Management.

Approval from the SFC will also be required.

It is the responsibility of the Board of Management to establish the shareholding arrangements and appoint directors of companies wholly or partly owned by the College. These and other arrangements will be set out in a memorandum of understanding. The directors of companies where the College is a shareholder must submit, via the Finance and General Purposes Corporate Development Committee, an annual report to the Board of Management. They will also submit business plans or budgets as requested to enable the Committee to assess the risk to the College.

Where the College is the majority shareholder in a company, the SFC requires that the company's financial year must be consistent with that of the College.

23.4 Security

Keys to safes or other similar containers are to be retained securely. The loss of such keys must be reported to the Director of Finance immediately.

The Director of Infrastructure shall be responsible for maintaining proper security and privacy of information held on the College's computer network. Appropriate levels of security will be provided, such as passwords for networked personal computers together with restricted physical access for network servers. Information relating to individuals held on computer will be subject to the provisions of the relevant data protection legislation. A College Data Protection Officer shall be nominated to ensure compliance with relevant legislation and the safety of documents.

The Principal's Office is responsible for the safekeeping of official and legal documents relating to the College. The Principal's Office will make the necessary arrangements to ensure the safe keeping of such documents as copies of deeds, leases, agreements and contracts. All such official and legal documents shall be held in an appropriately secure location.

23.5 Contingent Commitments

The College must seek SFC's prior written consent if it intends to lend or give a guarantee, indemnity or letter of comfort. The value of the guarantee should be equal to the total contingent liability over the term of the guarantee. In all cases, the College must take steps to restrict the contingent liability to a minimum and should undertake a careful appraisal of the risks before accepting any contingent liability.

The College should also provide assurance that, in the event of the contingent liability arising, it can be met from College resources, or that appropriate insurance cover has been arranged.

SFC written consent is not required for such arrangements if the indemnity is of a standard type contained in contracts and agreements for day-to-day procurement of goods and services in the normal course of business.

23.6 Students' Association

The Students' Association is a separate legal entity from the College and is recognised as fulfilling a valuable role in supporting and representing the student community. Subject to any constraints imposed by the SFC, the Board of Management shall determine the level of grant to be paid annually to the Students' Association.

The Board of Management requires the Students' Association to provide for information including details of its' proposed budget to assist in determining the appropriate level of grant in accordance with an agreement between the College and the Students' Association. The College's internal / external auditor shall have access to records, assets and personnel within the Students' Association in the same way as other areas of the College. At the year end the Students' Association financial statements will be independently examined by an appropriately qualified member of staff or firm of auditors and will be presented to the Board of Management for information.

The College will assist the Students' Association by maintaining its financial records and assisting in preparing its annual financial report to the Board of Management.

23.7 Provision of Indemnities

Any member of staff asked to give an indemnity, for whatever purpose, should consult the Director of Finance before any such indemnity is given.

24 Intellectual Property Rights and Patents

24.1 General

Certain activities undertaken including research and consultancy may give rise to ideas, designs and inventions which may be patentable. These are collectively known as intellectual property.

24.2 Patents

The Board of Management is responsible for establishing procedures to deal with any patents accruing from inventions and discoveries made by staff during their research.

24.3 Intellectual Property Rights

Intellectual Property is the product of thought, creativity, and intellectual effort. During their studies at the College, students may generate Intellectual Property which is of some commercial value. A variety of legal rights protect applications of ideas and information that may be of commercial value. Those most relevant to the College's activities include patents, registered designs, copyright and 'know how'. The law is clear that intellectual property created by staff 'in the course of their employment' belongs to the College. Students are not normally employees of the College. Any assignment of student Intellectual Property must be done by a specific contract. Colleges must seek to strike a balance between a duty of care to the student and a duty not to exploit (e.g. sell, transfer, assign or license) Intellectual Property for the College's good, this balance being best achieved by selective assignment arising out of a specific contract in cases where the College's input in the creation of the Intellectual Property is very clear.

In the event of the College deciding to become involved in the commercial exploitation of inventions and research, guidance should be sought from the College legal advisors. The Director of Finance requires to authorise any agreement between the College and the students concerned.

24.4 Intellectual Property Rights by Students

Where a student generates Intellectual Property, the student has a duty to promptly inform the College of the Intellectual Property. The College will explain to the Student the matter of ownership in respect of all types of Intellectual Property through the development of appropriate documentation. When considering any Intellectual Property generated by one of its students, the College will seek to strike a balance between fulfilling its duty of care to the student and exploiting intellectual property for the good of the College. In each case the College will be mindful of protecting any third-party rights that may be relevant in the generation of the Intellectual Property.

Appendix 1: The Seven Principles of Public Life

Selflessness

Holders of public office should take decisions solely in terms of public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holder of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

Appendix 2: Summary of Protocols for Proposed Projects

The proposal should be supported by a plan for a period relevant to the size of the project which sets out:

- a demonstration of the proposal's consistency with the strategic plans approved by the Board of Management and with the College's powers under current legislation
- details of the market need and the assumptions (based on reference data) of the level of business available
- details of the business and what product or service will be delivered
- an outline plan for promoting the business to the identified market and achieving planned levels of business
- details of the staff required to deliver, promote and manage the business, together with any re-skilling or recruitment issues
- details of any premises and other resources required
- a financial evaluation of the proposal together with its impact on revenue and surplus, plus advice on the impact of possible alternative plans and sensitivity analyses in respect of key assumptions
- contingency plans for managing adverse sensitivities
- consideration of taxation and other legislative or regulatory issues
- a financial forecast for the proposal including a monthly cash flow forecast and details of the impact on the College cash flow forecast for the financial years in question.

Name of policy/procedure/decision:

Financial Regulations

Provide a brief summary of the aims of the policy/procedure/decision and main activities:

The overall aim of this Policy is to ensure that West College Scotland has sound financial management systems in place and that these systems are strictly adhered to. This should lead to effective control over the totality of the College's resources and provide management with assurances that the resources are being properly applied for the achievement of the College's strategic plan and business objectives, namely:

- financial viability
- achieving value for money
- fulfilling its responsibility for the provision of effective financial controls over the use of public funds
- ensuring that the College complies with all relevant legislation
- safeguarding the assets of the College.

Assessed By:

Clare Fraser

Date: 24 September 2020

This stage establishes whether a policy, procedure or decision will have a differential impact from an equality perspective on people who share protected characteristics or whether it is "equality neutral" (i.e. have no effect either positive or negative).

The protected characteristics are: age, disability, gender reassignment, pregnancy or maternity, race, religion or belief, sex and sexual orientation.

1. Who will benefit from this (students/staff/stakeholders)? Is there likely to be a positive impact on people who share protected characteristics, and if so, how? Or is it clear at this stage that it will be equality “neutral”? i.e. will not have a differential impact on any equality group/s?

Ultimately all stakeholders – students, staff, partners and the general public will benefit from these Regulations given that they provide for good financial management and proper use of public funds. It is not anticipated that there will be any differential positive impact, that is, each group should benefit equally.

2. Is there likely to be an adverse impact on people who share protected characteristics? If so, who may be affected and why? Or is it clear at this stage that it will be equality “neutral”? There is little likelihood that this Policy will have an adverse impact on people who share protected characteristics. In fact, the policy itself could advance equality and prevent discrimination due to the fact that it focuses on robust and transparent systems and processes. Such transparency and openness could reduce the risk of unfairness.

It is also noted that the policy refers to ethical standards which are synonymous with good practice in equality, diversity and inclusion. Additionally, given that the nine Principles of Public Life include specific reference to integrity, objectivity, openness, and respect, and the fact that equal opportunity arrangements are a characteristic of Best Value, there is evidence that this Policy mainstreams good practice in equality.

Finally, this Policy sets out responsibility for ensuring that the College complies with legislation, which includes the Equality Act 2015 and the Specific Equality Duties. This should also reduce the risk of unfairness or discrimination taking place.

3. What action will you take to ensure that you are monitoring the impact of this policy?

Any complaints about the implementation of this Policy will be monitored, and we will also review monitoring information relevant to each of the separate activities/areas referred to within this Policy.

TITLE: MANAGEMENT ACCOUNTS TO 31 JANUARY 2021

Background: This paper presents the Management Accounts for the period to 31 January 2021. The Covid-19 pandemic has continued to have a material impact on ongoing business operations and the January 2021 financial forecast to 31 July 2021 is based upon the current information available to the College. This will require to be updated as further clarification is received from the Scottish Funding Council (SFC) and other key stakeholders.

Action: The Corporate Development Committee is requested to:

- Note the revised 2020-21 adjusted operating position;
- Note the detailed impact that Covid-19 has had on the operations and financial position of the College;
- Note the cashflow position;
- Agree the scheduling of a one-hour budget brief session to enable a more detailed consideration of the financial environment within which the College operates to be undertaken; and
- Approve the Management Accounts for the period to 31 January 2021.

Lead: Alan Ritchie, Director of Finance

Status: Open

1. Introduction

1.1 The Management Accounts presented are for the period to 31 January 2021 and contain the following information:

- An Executive Summary, which provides a summary of those matters which require to be drawn to the attention of the Corporate Development Committee and an overview of those factors with a potential to impact the accounts.
- The Statement of Comprehensive Income and Expenditure provides a summary of the financial position and shows a comparison of the approved 2020-21 budget with the full year forecast position to 31 July 2021. This statement also includes the audited 2019-20 figures for comparison.
- An analysis of key variances provides detail of the movement between the budgeted and forecast position for 2020-21.
- The Balance Sheet reflects the assets and liabilities of the College.
- The cashflow analysis shows the actual cash position to date and forecasts the cashflow to 31 July 2021.
- The student funding analysis provides a summary of the budgeted and forecast income and expenditure to 31 July 2021 resulting from the processing of student bursary, childcare and discretionary expenditure. The only element which is recorded within the College Statement of Comprehensive Income and Expenditure is childcare income and expenditure as the College is deemed to act as an agent for these funds. All other funds are accounted for through the College balance sheet.
- The financial graphs and performance indicators provide background information about income and expenditure and highlight the main indicators of financial sustainability.
- The aged debt analysis shows a summary of the age of the sales ledger along with a split between corporate and student debt. The emphasis continues to be the reduction in the level of debt in excess of 3 months.

2. Overview – Management Accounts as at 31 January 2021

- 2.1 On 14 December 2020, the Board of Management received the Management Accounts for the 3-month period to 31 October 2020, which forecast an adjusted operating surplus of £27,000 for the 2020-21 financial year, effectively a break-even position. The October 2020 forecast, presented in December 2020, was in line with the 2020-21 adjusted operating surplus as approved by the Board of Management on 20 July 2020 of £27,000
- 2.2 On 4 January 2021, the Scottish Government announced that mainland Scotland required to enter a second lockdown period. The new restrictions required College staff to work from home where possible and for College campuses to remain closed to all but essential onsite activities. The College was therefore required to reassess the October 2020-21 financial forecast position given the significant operational and financial impacts arising from this second lockdown.
- 2.3 The Management Accounts as at 31 January 2021 outline those variances which have arisen due to the impacts of the further Covid-19 lockdown period from January 2021.

Adjusted Operating Position as at 31 July 2021

- 2.3 As a result of the closure of onsite operations due to the second Covid-19 lockdown period the College was, prior to the announcement in February 2021 of additional SFC Sustainability Funding, forecasting an adjusted operating deficit of £1.2m. At the start of February 2021, the SFC announced that it would inject £13m into the sector to assist with financial sustainability. The sector is currently awaiting formal confirmation of this funding, which if distributed as indicated by the SFC based on 2020-21 initial core activity levels, West College Scotland should receive an additional core grant allocation of £1.2m. The College has included the additional £1.2m of funding within the January 2021 management accounts. The College will not be expected to delivery any additional teaching activity in 2020-21 in being provided with this funding.
- 2.4 It is forecast that receipt of this additional SFC sustainability funding may now allow the College to deliver a break-even operating surplus of £37,000 compared to the Board approved budget surplus of £27,000

2.5 It should be noted that this forecasted break even adjusted operating position is based on information available to the College at this time – and it is likely the forecast outturn position may be subject to some change as further information becomes available from the SFC and Scottish Government over the coming months.

2.6 The key areas of consideration which may impact the current forecast include:

- The January Management Accounts are based on a limited return to on-site activity in March with additional activity being allowed in April 2021. However, should the current lock down regime continue beyond these periods it will likely have a further negative impact upon the ability of the College to achieve its overall credit target and other income generating capability.
- There are several income streams – including income arising from ESF credit activity, Flexible Workforce Development Fund, Skills Development Scotland, commercial activity and tuition fees – where the position remains to be confirmed by the SFC / other stakeholders for 2020-21 – and in these cases the College has adopted a prudent approach within the January 2021 Management Accounts and only accounted for known income.
- Whilst some provision has been made for additional staff teaching costs to be incurred, to allow students to complete their course work over the Easter and at the start of the summer break, the full cost of any additional activity is still to be assessed. As the pathway to completing the current student cohort becomes clearer the associated costs will also be easier to assess.
- Last year the adjusted operating position was adversely impacted by the non-cash provision that the College was required to make for support staff holidays that they were unable to take before the end of the financial year. Given the ongoing restrictions there is the possibility that the College will require to increase the level of holiday pay provision as at 31 July 2021, thereby adversely affecting current break even adjusted operating position.
- The College is participating in the Developing the Scottish Workforce ESF project which is due to terminate in July 2023. The seven colleges involved in the project have been in discussion with the SFC in regard to the evidentiary requirements for 2020-21 ESF students. The SFC guidance requires an actual signature and copy of proof of residency which under the current lock down restrictions is proving difficult to obtain. Further discussions with the SFC in relation to the sectors concerns regarding the evidentiary requirements are to take place, but

there is the risk that should these requirements not be relaxed for 2020-21, a significant element of the overall ESF fund may be at risk of repayment.

Impact of second national lockdown

- 2.7 As noted at 2.3 above, the College has estimated that the second national lockdown has resulted in a (£1.2m) impact upon the forecast adjusted operating position for 2020-21. This movement is primarily due to the loss of non-SFC income and an increase in staff costs to cover delivery out with normal operations.
- 2.8 The (£1.2m) net impact on the College 2020-21 financial forecast position due to the second covid lockdown period can be summarised as follows:

	£'000
INCOME	
1) Reduction in Flexible Workforce Development Funding as business defer training until later in the year	(437)
2) Reduction in SDS modern apprentice income due to closure of businesses and loss of tuition fee income	(470)
3) Reduction in commercial income due to lower levels of business interaction	(270)
4) Reduction in international fee income due to in country overseas activities being limited	(217)
5) Lower level of nursery income due to reduction in College on-site activities	(121)
6) Catering income reductions due to national lockdowns and limited on campus activities	(580)
7) Increased level of HMRC furlough support as scheme extended to the end of April 2021	300
Net reduction in income because of Covid-19	(1,795)
STAFF COSTS	
8) Increased level of staff costs to accommodate deferral activities later in the academic year	(200)
9) Voluntary severance paid to catering staff due to impact of lock down restrictions on operating model	(278)
Net increase in staff costs because of Covid-19	(478)
NON-STAFF COSTS	
10) Reduction in estate costs due to cessation of on-site learning and teaching activities (utilities / rental costs)	154

	£'000
11) Reduced support costs ranging across several areas including postage, printing, travel and transport	340
12) Reduced level of teaching department consumable costs due to increase in level of online / digital engagement	445
13) Reduced level of catering costs because of the cessation of refectory serves	148
Net decrease in non-staff costs because of Covid-19	1,087
Net decrease in adjusted operating position	(1,186)
Board approved budget adjusted operating surplus	27
Revised adjusted operating deficit	(1,159)
Additional SFC Sustainability Funding	1,196
January 2021 forecasted adjusted operating position	37

- 2.9 It should be noted that whilst the above table outlines a reduction in on site consumable costs (books / paper etc.) the College has increased the amount it is spending on providing IT devices to students and in seeking to addressing the digital poverty gap. This purchase of this equipment is being funded through student support funds and currently exceeds the level of the above reduction in consumable costs.

Financial Accounting Position as at 31 July 2021

- 2.10 In approving the College budget for 2020-21, the key indicator of financial health that is used– in accordance with SFC and Audit Scotland guidance – is the adjusted operating position. As outlined above, the Board of Management approved budget for 2020-21 forecast an adjusted operating surplus of £27,000, effectively a break-even position. In accounting terms, this would have resulted in a financial accounting deficit of (£2,237,000) as at 31 July 2021 - after adjusting for depreciation and loan repayments. Given that the College adjusted operating position is now forecasting a slightly improved surplus position of £37,000 combined with the slight reduction in the depreciation charge for the year, this means there is also movement in the forecast relating to the overall financial accounting position – and the College is now forecasting an overall financial accounting deficit of (£2,173,000) as at 31 July 2021.

2.11 It should be noted that the overall financial deficit of (£2,173,000) currently forecast for 2020-21 is prior to:

- the impact of the annual pension valuation, the outcome of which will not be known until September 2021; and
- any movement in the staff holiday pay provision (non-cash) which will be calculated as part of the year end work.

Cashflow Position

2.12 The availability of cash to support ongoing College operations is essential. The Management Accounts as at 31 January 2021 show that the College is continuing to maintain cashflow levels that enable this to be achieved – with it being estimated that the College will hold £5.3m (35 days) of cash as at 31 July 2021. It is important to note that the College cash position includes amounts relating to:

- £1.0m of SFC estates maintenance funding held for projects committed to but not yet paid for at the year end; and
- £1.2m of SFC Flexible Workforce Development Fund. The College is currently forecasting that FWDF training due to be delivered between March and July 2021 will not take place and will require to be rescheduled as required to a later date. There is therefore a risk that the College could be asked to repay cash relating to this activity.

If the cash amounts relating to these two areas was to be repaid to the SFC, the College underlying cash position would be £3.1m (20 cash days).

2.13 As outlined above, the College continues to have cash in place to support ongoing College operations and is forecasting to have a balance of 35 days in place as at 31 July 2020. The College will continue to ensure cashflow is monitored on an ongoing basis in order to identify, mitigate and manage any risk which may emerge.

3. Conclusion

3.1 The full impact of Covid-19 on College operations and finances will continue to be kept under review over the coming months. However, it is expected that, due to the additional Sustainability Funding support from the SFC that the College will be in a position to deliver a breakeven adjusted financial operating outturn for 2020-21.

3.2 Given the changing financial environment within which the College is now operating and the material changes that are likely to impact the College as it moves into 2021-22 and beyond, the College would look to schedule a one-hour budget session prior to consideration of the 2021-22 Budget and three-year forecast. This session could be opened up to the wider Board of Management members.

3.3 The College will continue to:

- Monitor costs and income closely, to enable the College to continually estimate the 2020-21 financial outturn and cashflow position;
- Re-assess the likely impact upon the College financial outturn and cashflow once the clarifications required from the SFC are provided; and
- Engage on an ongoing basis with the SFC in relation to the financial challenges arising because of Covid-19.

3.4 The Corporate Development Committee is requested to:

- Note the revised 2020-21 adjusted operating position;
- Note the detailed impact that Covid-19 has had on the operations and financial position of the College;
- Note the cashflow position;
- Agree the scheduling of a one-hour budget brief session to enable a more detailed consideration of the financial environment within which the College operates to be undertaken; and
- Approve the Management Accounts for the period to 31 January 2021.



Financial Information Pack
2020-21

For the period to 31 January 2021

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EXECUTIVE SUMMARY

1) Budget 2020-21

The Board of Management approved the 2020-21 College budget on 20 July 2020, which planned for an adjusted operating surplus of £27,000 excluding any one-off voluntary severance (VS) costs that require to be incurred.

In approving the 2020-21 budgeted surplus of £27,000 it was noted by the Board of Management that this could only be achieved if at least £0.5m of staff efficiencies were realised during the year. It was anticipated that these savings would be achieved through staff turnover, vacant posts and other approaches whilst recognising that some of these savings may require to be achieved through VS. The budgeted College adjusted operating position for 2020-21 did not include any cost or income associated with a VS scheme. The College is of the view that such one off voluntary severance costs should not be included within the calculation of the adjusted operational position given their exceptional nature – as such an approach would require further operational savings to be generated simply to meet such a one-off amount. SFC guidance on this matter, despite engagement by the College, remains that voluntary severance costs should be included as a cost in calculating the operating surplus / deficit of a College. To date, SFC has advised the College that no funding will be made available to directly assist with any College VS programme, despite their forecast guidance indicating that up to 50% of such incurred costs should be assumed to be paid by the SFC. This therefore means that currently the College requires to either increase income or find further savings in order to offset any VS costs if/as they arise in seeking to achieve an adjusted breakeven operating position.

The SFC guidance issued during the New Year period in relation to the Covid-19 pandemic required the College to close all on-site operations to all but essential activity from 4 January 2021. The impacts arising from this have remained under continuous review since the further lock down period and the College is currently estimating the negative impact of the second lockdown to be approximately £1.2m. The College has continually engaged with the SFC since the further lockdown period came into effect in January 2021 in order to discuss the financial implications arising from this - and as a result of this the SFC has announced that a one-off sustainability fund of £1.2m will be provided to the College (part of the overall £13m sustainability package announced by the SFC for the college sector). With this additional SFC funding the College is now forecasting an adjusted operating break even position of £37,000. This is based on the core assumption that on-site College operations will not recommence prior to 28 February 2021 with the likelihood that campus operations will not increase markedly until April 2021.

2) Business Transformation Plan

The College Financial Forecast Return (FFR), which was submitted to the SFC in August 2020, recognised the requirement to make significant savings over the next three year period. The College Business Transformation Plan was accepted by the SFC. The Business Transformation Plan meant that there would be a reduction in the College activity target of 5,000 credits from 2020-21 onwards, with the College not experiencing any associated reduction in income, due to the resource intensive nature of many of the courses being provided - which represented an equivalent a 8.6% increase in funding. A condition of this agreement with SFC was that West College Scotland required to reduce the level of third party innovative learning activity being delivered, and being delivered out with the West region. However, given the impacts of further Covid-19 restrictions the SFC have now provided the College with a dispensation to deliver a higher level of third party innovative learning in 2020-21. See Section 3 for further information on 2020-21 SFC credit delivery.

3) Operational Savings

The table below shows the level of operational savings budgeted, delivered to date and forecasted for 2020-21. As can be seen the College is forecasting that it may achieve its core level of budgeted savings for 2020-21. This has been partially achieved through the use of voluntary severance which has resulted in an additional charge to the College profit and loss account of £468,000 for 2020-21. Within the current SFC approved voluntary severance scheme the College has released 15.96 FTE of staff (22 headcount) with an overall payback period of 0.76, which is under the SFC requirement for the payback period to be less than 1 year. This includes 11.2 FTE (14 headcount) of catering staff who have left the College after discussions on the shape of the future catering delivery model. This will enable the College to manage the in-year deficit for the catering operation, although it is unlikely that the budgeted deficit of £250k for will be achieved. At this stage with the Government furlough scheme extended to the end of April 2021, it is anticipated that the catering deficit will be in the region of £370k. The additional cost of the voluntary severance scheme has been funded through the staff savings made in year along with additional non-staff cost efficiencies recognised in year.

	2020-21		
	Budget £'000	Actual £'000	Forecast £'000
Growth in income	0	0	0
Funding to meet nursery costs	0	0	0
Staff cost voluntary severance savings	0	306	306
Cost of voluntary severance scheme	0	(218)	(486)
Staff cost efficiencies	500	260	460
Reduction in estate expenditure	0	0	0
Non-staff cost efficiencies	404	317	634
Total	904	665	914

The College continues to undertake a review of financial projections in an uncertain environment. It should be noted there are potentially further movements in the projected required efficiencies depending on:

- a) the outcome of discussions with the SFC regarding voluntary severance support;
- b) ongoing College review of staff costs/structures within this challenging context; and
- c) the ongoing strategic SFC coherence and sustainability review of the college and university sector.

Student Support Funds

The College has received further discretionary student support funds from both the Scottish Funding Council (FE) and Student Awards Agency for Scotland (HE) in the course of the last quarter. The College is currently establishing how these funds can be distributed in accordance with the relevant conditions of grant. Further details on the level of funding received can be found contained in the Student Funding Note on page 8

The major risks which may impact the current financial projections are noted within section 7 of the Executive Summary.

EXECUTIVE SUMMARY (Continued)
4) Student Credit Target

The 2020-21 budget included an overall reduction in WCS third party innovative learning delivery in accordance with the SFC condition of accepting the Business Transformation Plan. However, agreement has now been reached with the SFC that, due to continuing Covid-19 pandemic restrictions, the College can continue to deliver an increased level of third party innovative learning activity during 2020-21, with further discussions to take place as to whether this may continue during 2021-22.

As part of the Scottish Governments pandemic response plan the College was offered and accepted an additional 2,761 credits for delivery before 31 July 2021. These additional credits were offered under the Young Persons Guarantee and National Transitional Training Fund initiatives and are included within the overall 2020-21 activity target show within the table below.

	2019-20	2020-21	
	Actual	Budget	Forecast
Core activity target	140,633	142,855	128,855
Innovative Learning	17,700	10,000	24,000
ESF Developing Scotland's Workforce	6,264	5,838	5,838
Young Person Guarantee / National Transitional Funds	0	0	2,761
Total	164,597	158,693	161,454

5) Adjusted Operating Position

The key identifier of College financial sustainability is the ability of the College to generate an adjusted operating surplus. The table below shows the current 2020-21 adjusted operating position:

	2019-20		2020-21		
	Pre Covid-19	Actual	Budget	Pre Covid-19	Forecast
	£'000	£'000	£'000	£'000	£'000
Financial accounts deficit as per SCI&E	(2,973)	(7,434)	(2,236)	(2,236)	(2,173)
Non-cash pension adjustments	0	3,455	0	0	0
Financial accounts deficit excluding pensions	(2,973)	(3,979)	(2,236)	(2,236)	(2,173)
Depreciation net of release of deferred capital grant	3,494	2,638	2,790	2,790	2,737
Loss on disposal of assets	24	25	0	0	0
Revenue funding allocated to loan repayments	(510)	(510)	(527)	(527)	(527)
Adjusted operating surplus / (deficit) for the year	35	(1,826)	27	27	37

As previously reported to the F&GP Committee, the October 2020-21 adjusted operating position of £27,000 included £190,000 of voluntary severance costs. The cost of the voluntary severance programme at that point had been matched by savings in both staff and non-staff costs allowing the College to continue to forecast a small 2020-21 adjusted operating surplus of £27,000. That position has been overtaken by the impact of the second national lockdown and the negative movement of £1.2m in the College adjusted operating position which would have resulted in an adjusted operating deficit of £1.2m. However in February 2021 the SFC announced additional sustainability funding of £1.2m which will result in the College returning a break even adjusted operating surplus of £37,000 for the year to 31 July 2021.

6) Balance Sheet

The College continues to review its forecasted Balance Sheet position in light of any changes to the overall adjusted operating forecast. The College will require to carry out a full valuation of its land and buildings as at 31 July 2021, which will impact the depreciation charge for 2021-22 onwards.

The impact of the July 2020 pension provision valuation has had a material impact on the net asset position of the College. The bank covenant with Bank of Scotland is based on retaining a net asset position of greater than £15m which the College is currently complying with. This condition will require to be monitored in the run up to the 31 July 2021. The second loan from the Clydesdale Bank will be repaid by the 31 July 2021.

As at the end of January 2021 the College has £5.45m of cash at bank, which is equivalent to 36 days. The College is forecasting to have cash balance of £5.3m (35 days) as at 31 July 2021 an increase of £2.2m compared to the budget position of £3.1m (20 days). The movement is primarily related to funding which the College has been unable to apply due to Covid lockdown restrictions - Flexible Workforce Development Funding £1.2m and Estate Maintenance Funding (committed but not spent at the year end) of £1.0m

A full analysis of the College cash flow can be found at page 7.

EXECUTIVE SUMMARY (Continued)

7) Key Risks Relating to 2020-21 Accounts

1 Impact of Covid-19

The Covid-19 pandemic continues to represent the most significant challenge faced by the College. It has had a material impact on the operations of West College Scotland and the financial position for 2019-20.

The 2020-21 budget took into account some of the potential impacts of dealing with Covid-19 during the return to 'normal operations', including increased health and safety costs and savings through reduced levels of travel. The College has made an initial assessment of the impact of the second national lock down put in place from January 2021, and it is forecasted that the further lockdown would have had a £1.2m negative impact on the adjusted operating position of the College. However, in February 2021 the SFC announced a £13m Sustainability Support package for the FE sector, of which WCS will receive £1.2m in additional funding. Based on current information available, it is hoped this will enable the College to return a break even adjusted operating position for 2020-21. This position is reliant upon the lock down restrictions being lifted by April 2021, the College being able to deliver its credit target, the evidentiary requirements of ESF funding being met (see section 2 below) and there being no further impact from the support staff holiday pay provision.

2 European Social Funding

As previously reported the College had received notification from the SFC that it was looking to recover up to £100,000 of the 2015-16 ESF funding that the College had received. This was contested by the College and after further evidence was provided by the College the repayment was reduced to £13,000. The College has made provision for potential repayment of subsequent years ESF funding through the 2019-20 accounts. The seven Colleges involved in the current ESF project have been in discussion with the SFC in regard to the evidentiary requirements for 2020-21 ESF students. The SFC guidance requires an actual signature and copy of proof of residency which under the current lock down restrictions is proving difficult to obtain. Further discussions with the SFC in relation to the sectors concerns regarding the evidentiary requirements are to take place, but there is the risk that should these requirements not be relaxed for 2020-21, a significant element of the overall ESF fund may be at risk of repayment.

The current ESF programme is due to terminate in July 2023 and the College continues to engage with the SFC on any subsequent funding that will be made available for the UK Prosperity Fund. It is unlikely that there will be significant movement on this matter during the course of 2020-21. The SFC has requested that in any future planning the College assumes it will retain the same level of core funding as currently available through ESF sources.

The College continues to seek further clarification from the SFC as to the funding and treatment of any voluntary severance costs associated with the loss of ESF activity.

3 Failure to secure funding for future estates / IT investment

The budget has allowed for an element of maintenance expenditure. However should there be a major failure, this could have a significant impact upon the currently reported position.

4 National Bargaining

Job Evaluation

Colleges Scotland has provided the sector with the anticipated costs of Job Evaluation (JE) at a summary college level. The SFC Accounts Direction issued in July 2020 for use in compiling the 2019-20 Statutory Report and Accounts, required colleges to post these estimated national figures to the accounts as accrued income and a corresponding accrued salary cost. As the JE process is now extending into a third year beyond the anticipated deadline, the SFC guidance requires the College to accrue for two years of core job evaluation funding and costs. This project remains ongoing with exact timescales to be confirmed but it is anticipated that the project will continue into 2022.

National Pay Negotiations

A pay deal has been reached with teaching staff for the year to August 2021 and this is accounted for within the Management Accounts. An offer to the support staff unions has been made for 2020-21 and a response is awaited.

5 Estate Strategy

The College continues to implement the Estate Strategy however without material investment the delivery of the strategic objectives will prove challenging. For 2020-21 the financial accounts will not be materially impacted by the implementation of this Strategy. The Board has approved the relocation of the New Street campus activities to the Renfrew Road campus. It is anticipated that the new centre will open at the Paisley campus in spring 2021 with subsequent withdrawal from the YMCA building in October 2021 at the latest. The College has taken possession of the new facility at the Paisley campus from the main contractor and is now working to decant the

STATEMENT OF COMPREHENSIVE INCOME AND EXPENDITURE 2020-21

Year to 31 January 2021

	Year to date			Full Year Budget V Forecast			2019/20
	Budget £'000	Actual £'000	Variance (Adv)/Fav £'000	Budget £'000	Forecast £'000	Variance (Adv)/Fav £'000	Actual £'000
SFC Income	24,871	24,491	(380)	49,947	50,621	674	46,952
<u>Tuition fees and education contracts</u>							
SDS Income	435	423	(12)	820	860	40	599
Fees	4,002	3,586	(416)	5,178	4,324	(854)	5,106
	4,437	4,009	(428)	5,998	5,184	(814)	5,705
<u>Other income</u>							
Other Income Excl Interest	1,058	740	(318)	2,171	1,743	(428)	2,893
Interest Received	0	0	0	0	0	0	1
	1,058	740	(318)	2,171	1,743	(428)	2,894
Total Income	30,366	29,240	(1,126)	58,116	57,549	(567)	55,550
Total Salary Costs	(21,435)	(21,519)	(84)	(43,039)	(44,177)	(1,138)	(42,282)
Property Costs	(1,763)	(1,602)	161	(5,558)	(5,381)	178	(5,026)
Supplies and Services	(2,793)	(2,651)	142	(4,188)	(3,755)	433	(4,689)
Other Operating Costs	(1,589)	(1,045)	543	(3,533)	(2,428)	1,105	(3,190)
Finance Charges	(66)	(64)	2	(132)	(132)	0	(160)
Total Expenditure excluding Salaries	(6,210)	(5,362)	847	(13,411)	(11,696)	1,716	(13,066)
Total Expenditure	(27,645)	(26,880)	764	(56,450)	(55,873)	578	(55,346)
Deficit before accounting adjustments	2,721	2,359	(362)	1,665	1,676	11	204
Release of SFC DCG	528	527	(0)	1,055	1,055	(0)	1,153
Release of Non SFC DCG	92	92	0	184	184	0	184
Depreciation	(2,015)	(1,988)	27	(4,029)	(3,976)	53	(3,975)
Net Depreciation	(1,395)	(1,368)	27	(2,790)	(2,737)	53	(2,638)
Loss on disposal of Fixed Asset	0	0	0	0	0	0	(25)
Deficit after accounting adjustments	1,326	991	(335)	(1,125)	(1,061)	64	(2,458)
Cash budget for priorities	(556)	0	556	(1,112)	(1,112)	0	(1,130)
Financial accounts deficit	770	991	221	(2,237)	(2,173)	64	(3,586)
Revaluation reserve	1,320	1,320	1	2,640	2,640	0	2,814
Historical (Deficit)/Surplus	2,090	2,310	221	403	466	64	(773)

Detailed Variance Analysis between the 2020-21 Budget and Forecast

	Operational Variances (Adv)/Fav £'000	Covid-19 Variances (Adv)/Fav £'000	Total Variances (Adv)/Fav £'000
Board of Management approved 2020-21 deficit	(2,237)	(2,236)	(2,237)
Young Persons Guarantee Fund (YPG) / National Transitional Training Fund (NTTF) - additional SFC income linked to increased credits	799	0	799
FWDF income has been increased based on SFC October announcement of additional funding to the sector	203	0	203
Reduction in period poverty funding based upon SFC funding notification (February 2021)	(52)	0	(52)
Increase in SFC income due to operational matters	950	0	950
FWDF reduction in income due impact of Covid-19 on employers ability to commit to training	0	(437)	(437)
Increase in core SFC funding announced by SFC in February 2021 - Sustainability Fund	0	1,196	1,196
Decrease in amount of childcare funding required to be paid out due to closure of external nurseries	0	(1,035)	(1,035)
Decrease in SFC income due to impact of Covid-19	0	(276)	(276)
Total increase / (decrease) in SFC income in the year compared to budget	950	(276)	674
Increase in Foundation Apprenticeship based on current contracted student recruitment numbers being better than anticipated	143	0	143
Decrease in tuition fees and educational contracts due to operational matters	143	0	143
SDS Modern Apprenticeships and SVQs - impacted by reduction in employer engagement due to the pandemic	0	(185)	(185)
HE fees have been reduced as a result of lower recruitment numbers than anticipated onto HE programmes	0	(285)	(285)
Development Funding - travel restriction impact on Erasmus project leading to reduced activity in this area	0	(50)	(50)
FE / HE fees - reduction in part time activity in latter part of the year due to impact of the pandemic	0	(40)	(40)
Commercial Income - the impact of the pandemic has resulted in cessation / delay in activity and subsequent loss of fees	0	(227)	(227)
International income - reduction in activity due to global lockdown primarily in Malaysia	0	(170)	(170)
Decrease in tuition fees and educational contracts due to the impact of Covid-19	0	(957)	(957)
Total decrease in tuition / education contracts income in the year compared to budget	143	(957)	(814)
A reduced level of schools activity has resulted in lower recovery of consumable costs	(26)	0	(26)
Decrease in other income due to operational matters	(26)	0	(26)
Due to delivery of teaching by blended learning the overall use of the College nursery facility has reduced	0	(121)	(121)
Furlough income has increased due to extension of the scheme to April 2021	0	300	300
Catering income has reduced due to impact of national lockdowns and limited on campus activity	0	(581)	(581)
Decrease in other income due to impact of Covid-19	0	(402)	(402)
Total decrease in other income in the year compared to budget	(26)	(402)	(428)
TOTAL (DECREASE) / INCREASE IN INCOME IN THE YEAR COMPARED TO BUDGET	1,067	(1,634)	(567)
Increased temporary staffing costs to fulfil the teaching requirements to delivery additional SFC YPG and NTTF initiatives	(600)	0	(600)
Increased permanent staffing costs due to temporary staff gaining a permanent position	(114)	0	(114)
Restructure costs for the current voluntary severance programme which are fully funded by the College	(190)	0	(190)
Increased staff savings due to the voluntary severance programme and delay in staff replacement / holding of vacancies	244	0	244
Increase in staffing costs due to operational matters	(660)	0	(660)
Increased restructure costs associated with restructure of catering operations as result of national lockdowns	0	(278)	(278)
Increased temporary staffing costs due to deferred activity and to fulfil 2020-21 teaching requirements	0	(200)	(200)
Increase in staffing costs due to the impact of Covid-19	0	(478)	(478)
TOTAL INCREASE IN STAFF EXPENDITURE IN THE YEAR COMPARED TO BUDGET	(660)	(478)	(1,138)
Minor reductions in property cost including rent and waste costs	24	0	24
Decrease in property expenditure due to operational matters	24	0	24
Reduction in utility cost as a result of reduced on-site activity	0	154	154
Decrease in property expenditure due to Covid-19	0	154	154
Total decrease in property expenditure in the year compared to budget	24	154	178
Increased cost associated with growth in innovative learning activity target	(317)	0	(317)
Increased costs associated with the delivery of SFC YPG and NTTF initiatives	(200)	0	(200)
Other incidental movements	13	0	13
Decrease in supplies and services due to operational matters	(504)	0	(504)
Reduced travel / marketing / transport / post / other costs as a result of restricted travel and remote working	0	198	198
Reduction in consumable costs due to continued delivery of teaching by remote learning	0	320	320
Reduction in print and stationery due to limited staff on campus	0	95	95
Reduction in consumable requirements within support areas due to remote working	0	101	101
Reduction in catering costs due to national lockdowns and limited on-site activity	0	148	148
Reduction in tools and equipment due to blended learning	0	75	75
Decrease in supplies and services due to the impact of Covid-19	0	937	937
Total decrease / (increase) in supplies and services expenditure in the year compared to budget	(504)	937	433
Anticipated saving in staff development as a result of continued remote working	20	0	20
Decrease in other operating expenditure due to operational matters	20	0	20
Reduction in student / other expenses linked with reduction in development funding activity - Erasmus project	0	50	50
Reduction in the childcare expenditure due to change in funding of internal nurseries	0	1,035	1,035
Decrease in other operating expenditure due to the impact of COVID-19	0	1,085	1,085
Total decrease in other operating costs in the year compared to budget	20	1,085	1,105
TOTAL (DECREASE) / INCREASE NON-STAFF EXPENDITURE IN THE YEAR COMPARED TO BUDGET	(460)	2,176	1,716
NET VARIANCE IN THE YEAR DUE TO OPERATIONAL AND COVID-19 IMPACTS	(53)	64	11
FORECAST DEFICIT BEFORE ACCOUNTING AND OTHER ADJUSTMENTS	(2,289)	(2,173)	(2,226)
Reduction in depreciation charge as result of year end adjustment to calculation method as advised by our auditors	53	0	53
FINANCIAL ACCOUNTS DEFICIT AFTER ACCOUNTING ADJUSTMENTS	(2,236)	(2,173)	(2,173)

COLLEGE BALANCE SHEET

	As at 31 July 2020 £'000	Movement £'000	As at 31 January 2021 £'000	Movement £'000	Forecast 31 July 2021 £'000
Fixed Assets					
Tangible Fixed Assets	97,798	(984)	96,814	(1,989)	94,825
Current Assets					
Stock	0	0	0	13	13
Trade Debtors	57	499	556	(466)	90
Other Debtors	23	374	397	(383)	14
Prepayments	334	(330)	4	292	296
Other Accrued Income	260	(135)	125	83	208
Scot. Funding Council Debtor	408	1,969	2,377	(1,975)	402
Scot. Funding Council Debtor: Support job evaluation	1,792	0	1,792	935	2,727
Cash at Bank and in Hand	6,995	(1,481)	5,514	(175)	5,339
	<u>9,869</u>	<u>896</u>	<u>10,765</u>	<u>(1,676)</u>	<u>9,089</u>
Creditors: Amounts Falling Due Within One Year					
Bank Loans/Other Loans	(422)	0	(422)	172	(250)
Finance lease	(96)	0	(96)	64	(32)
Trade Creditors	(567)	135	(432)	57	(375)
Other Creditors	(623)	564	(59)	(340)	(399)
Other Creditors: Support job evaluation	(1,792)	0	(1,792)	(935)	(2,727)
Accruals & Deferred Income	(4,319)	566	(3,753)	1,603	(2,150)
Tax & Social Security	0	0	0	0	0
Scot. Funding Council - Creditor	(2,232)	(62)	(2,294)	(763)	(3,057)
Deferred Capital Grant SFC	(1,055)	0	(1,055)	45	(1,010)
Deferred Capital Grant Non SFC	(184)	0	(184)	0	(184)
	<u>(11,290)</u>	<u>1,204</u>	<u>(10,086)</u>	<u>(98)</u>	<u>(10,184)</u>
Net Current (Liabilities)/Assets	(1,421)	2,099	678	(1,773)	(1,095)
Total Assets less Current Liabilities	96,377	1,115	97,492	(3,762)	93,730
Creditors: After One Year					
Bank Loan	(1,270)	203	(1,067)	46	(1,021)
Finance lease	(32)	56	24	(24)	0
Deferred Capital Grant SFC	(22,094)	(474)	(22,568)	483	(22,085)
Deferred Capital Grant Non SFC	(4,438)	92	(4,346)	91	(4,255)
	<u>(27,834)</u>	<u>(124)</u>	<u>(27,958)</u>	<u>597</u>	<u>(27,361)</u>
Net Assets Excluding Provisions	68,543	991	69,534	(3,166)	66,369
Provisions: Other	(56)	0	(56)	0	(56)
Provisions: Net Pension Liability	(43,113)	0	(43,113)	0	(43,113)
Net Assets Including Provisions	25,374	991	26,365	(3,166)	23,200
Restricted Reserves					
Pension Reserve	(43,113)	0	(43,113)	0	(43,113)
Unrestricted Reserves					
I&E Reserve	13,598	2,312	15,910	(1,846)	14,064
Revaluation Reserve	54,889	(1,320)	53,569	(1,320)	52,249
	<u>68,487</u>	<u>991</u>	<u>69,478</u>	<u>(3,165)</u>	<u>66,313</u>
	<u>25,374</u>	<u>991</u>	<u>26,365</u>	<u>(3,165)</u>	<u>23,200</u>

CASH FLOW FORECAST FOR THE YEAR ENDED 31 JULY 2021

	Quarter 1 ended Oct 20 Actual £'000	Quarter 2 ended Jan 21 Actual £'000	Quarter 3 ended Apr 21 F'Cast £'000	Quarter 4 ended Jul 21 F'Cast £'000
COLLEGE CASHFLOW				
SUMMARY POSITION				
College opening cash balance	6,995	5,741	5,514	7,451
Net (Outflow)/Inflow in period	(1,254)	(227)	1,937	(2,112)
Closing Bank Balance	5,741	5,514	7,451	5,339
Cash Days	38	36	49	35
Opening College Bank Balance	6,995	5,741	5,514	7,451
INCOME				
SFC Income				
Teaching Grant	10,000	8,500	13,640	11,222
FWDF - 19/20	-	184	-	-
FWDF - 20/21	-	-	235	706
FWDF - 20/21 Phase 2	-	-	-	233
Estates Maintenance	360	2,822	1,367	-
Digital Provision	-	221	-	-
Cousellors 2021	-	-	66	56
Tackling Child Poverty	-	-	60	-
ESF Income 2019-20	408	-	-	-
ESF Income 2020-21	302	301	302	303
Other Income				
Other Operating Income	1,169	4,153	1,400	1,059
Inter College receipt from SSF	-	-	-	99
Total Income	12,239	16,181	17,070	13,678
EXPENDITURE				
Staff Costs	9,021	12,184	10,500	11,710
Restructuring costs	-	218	250	-
Non Staff Costs				
SFC Estate Maintenance	797	1,066	1,050	981
SFC Capital spend	767	235	-	-
Other Operating Costs	2,455	2,575	3,200	2,974
Loan/Lease Repayments	130	130	133	125
Inter College payment to SSF	323	-	-	-
Total Expenditure	13,493	16,408	15,133	15,790
Net (Outflow)/Inflow	(1,254)	(227)	1,937	(2,112)
Closing College Bank Balance	5,741	5,514	7,451	5,339
STUDENT SUPPORT FUNDS CASH				
Opening Student Funding Bank Balance	40	2,548	2,646	1,157
Income				
Student Funding - SFC FE	3,050	3,750	3,636	1,786
Student Funding - SAAS HE	-	80	-	-
Student Funding - SFC EMA	-	106	125	120
Intercompany SSF receipt from College	323	-	-	-
Total Income	3,373	3,936	3,761	1,906
Expenditure				
Student Funding - SFC FE	845	3,727	5,100	2,894
Student Funding - SAAS HE	-	-	-	-
Student Funding - SFC EMA	20	111	150	70
Intercompany SSF payment to College	-	-	-	99
Total Expenditure	865	3,838	5,250	3,063
Net (Outflow)/Inflow	2,508	98	(1,489)	(1,157)
Closing Student Support Bank Balance	2,548	2,646	1,157	-

2020-21 STUDENT SUPPORT FUNDS BUDGET AND FORECAST

	Bursary		FEDF		Childcare		Total		HE Funds	
	Budget	F'Cast	Budget	F'Cast	Budget	F'Cast	Budget	F'Cast	Budget	F'Cast
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income Analysis										
Brought forward funds	-	-	-	37	-	-	-	37	-	3
Allocation	11,403	12,159	677	653	1,742	1,010	13,822	13,822	304	304
In-year return of uncommitted funds - Note (1)	-	(1,600)	-	-	-	-	-	(1,600)	-	(184)
Additional Discretionary Allocation - Notes (2) / (3)	-	-	-	1,017	-	-	-	1,017	-	325
Total Income	11,403	10,559	677	1,707	1,742	1,010	13,822	13,276	304	448
Expenditure Analysis										
Taxis	60	15	-	-	-	-	60	15	-	-
Disability Needs	-	-	12	12	-	-	12	12	10	10
SEN	250	240	-	-	-	-	250	240	-	-
Disclosure	-	-	45	45	-	-	45	45	2	2
Childcare Nurseries - Internal	-	-	-	-	329	60	329	60	-	-
HE Childcare - External	-	-	-	-	393	320	393	320	-	-
FE Childcare - External	-	-	-	-	1,020	630	1,020	630	-	-
Student Maintenance & Travel	10,251	8,462	620	1,650	-	-	10,871	10,112	292	436
Cost of Course	842	842	-	-	-	-	842	842	-	-
Digital Spend	-	1,000	-	-	-	-	-	1,000	-	-
Total Expenditure	11,403	10,559	677	1,707	1,742	1,010	13,822	13,276	304	448

Note
1) SFC Bursary

The College, as part of the 2020-21 SFC in year redistribution exercise, will not draw down £1.6m of funding. The sector as a whole has not drawn down a significant level of support funds in 2020-21 which has allowed the SFC to repurpose the funding. This release of funding is primarily due to a reduced level of demand for childcare support, transport (taxi and mileage allowance) and maintenance payments. It should be noted that all requests for student maintenance support have been met and will continue to be addressed.

2) FE Discretionary Funding

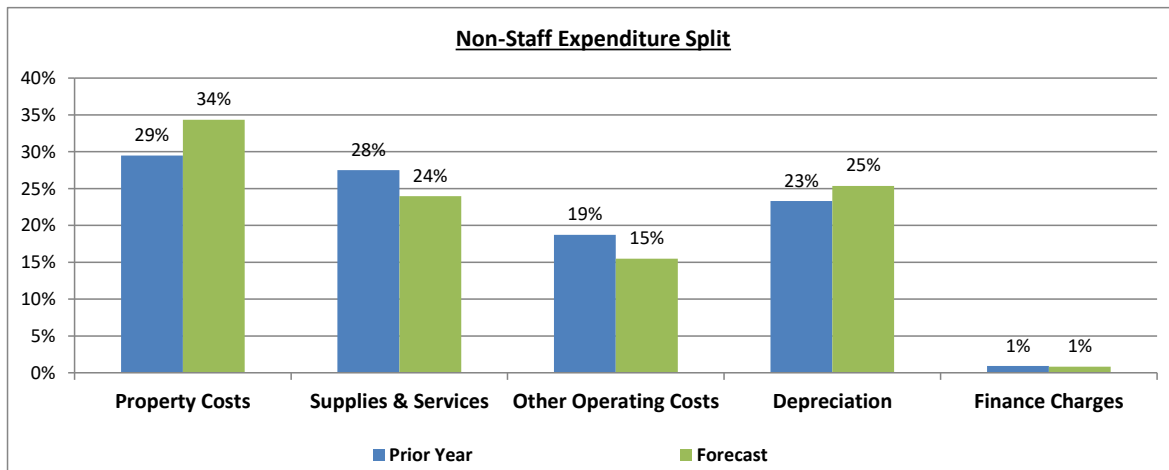
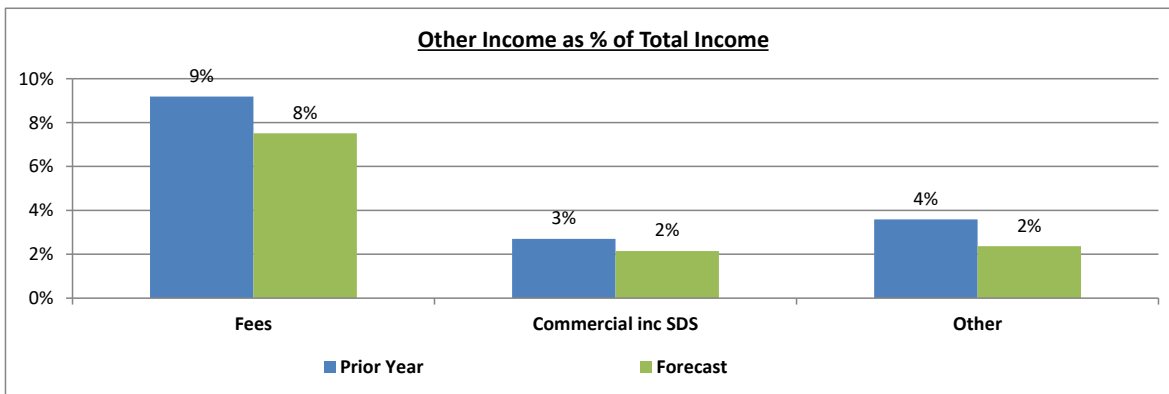
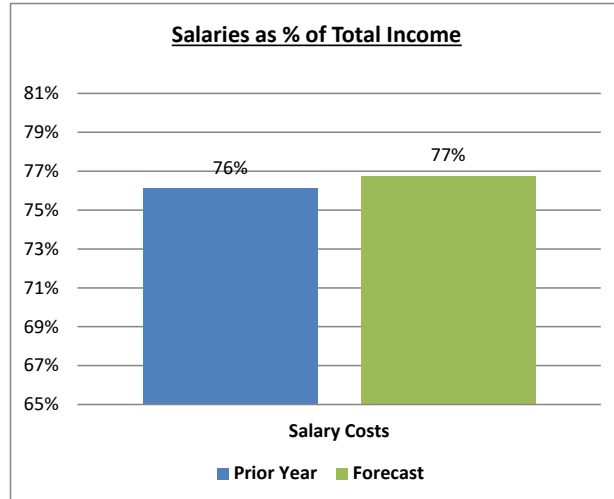
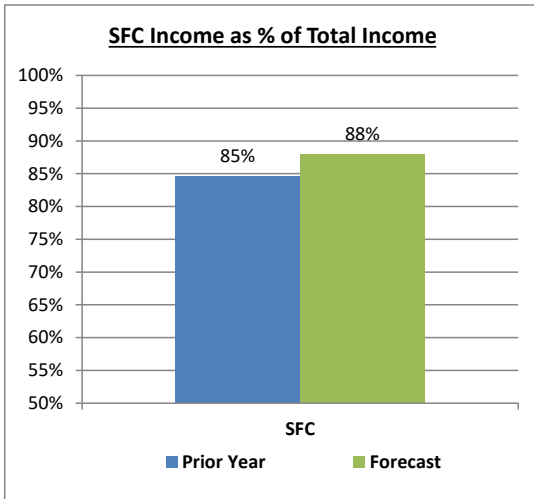
The College has in the last quarter received three additional allocations of discretionary funding as noted below. It is assumed at this time that these funds will be distributed in line with the condition of grant:

- In year redistribution of student support funds 2020-21 (£501,000) - this will be utilised to bridge the digital gap at the College;
- Winter Covid-19 discretionary funding (£265,000) - this will be utilised to support students who may not already be in receipt of support; and
- Youth Guarantee Fund and National Transition Training Fund (£251,000) - will be used to support the additional students the College will be delivering teaching and learning to.

3) SAAS Discretionary Funding

The Student Awards Agency for Scotland (SAAS) announced in February 2021 additional support for HE students who are facing difficulties with accommodation costs. The conditions of grant mean that WCS are unlikely to be able to fully utilise this fund and have requested that SAAS allow the conditions of grant to be widened. The note above indicates that unless the conditions of grant are widened, the balance of the funds will be repaid to SAAS by mid April 2021.

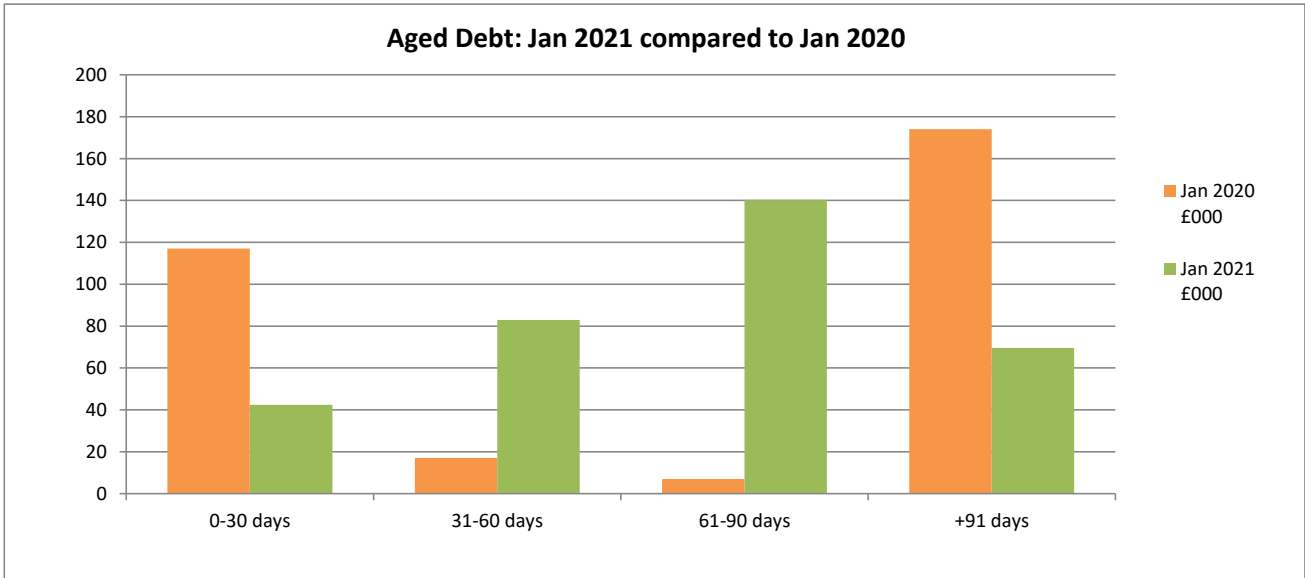
Financial Graphs and Performance Indicators



	As at 31 July 2020	Forecast 31 July 2021	Notes
Debtor Days	29	32	Due to the impact of Covid-19 the slower than normal recovery of course fees has slightly impacted the debtor days.
Creditor Days	34	24	
Staffing costs as % of income	76%	77%	

AGED DEBT ANALYSIS

As at 31 January 2021



Period	Jan 2020 £000	Jan 2021 £000	Movement £000	Movement %	Comment
0-30 days	117	42	(75)	-64%	
31-60 days	17	83	66	388%	
61-90 days	7	140	133	1903%	
+91 days	174	70	(104)	-60%	
Total Invoices Owed	315	335	20		
Bad Debt Provision	(52)	(31)	21		
Monies owed from Student Support Funds	56	252	196		Inter college balance which is owed from Student Support Funds
Net Trade Debtor Balance	319	556	237		

The total debtor for Invoices Owed is comparable to the previous year as the ongoing process of generating invoices proceeds in line with agreed timetables. However, it should be noted that it is taking longer to collect these debts than in 2020 as can be seen from the aged profile of the debt. The College continues to follow the approved debt collecting process with invoices when they reach 90+ days being passed to the College debt collection agency. Students are taking longer to pay outstanding debts due in part to the impact of Covid-19 on their finances. The bad debt position of the College continues to be monitored.

[REDACTED]

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Status: **Restricted**

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Status:

Restricted

TITLE: REVIEW OF THE STRATEGIC RISK REGISTER

Background: Under the Corporate Governance Code, the College Board of Management is tasked with ensuring a framework of risk management and control is in place. This paper provides:

- an updated on the development of the College Risk Management Strategy; and
- presents the current College Strategic Risk Register for the consideration of the Corporate Development Committee.

Action: The Corporate Development Committee is requested to:

- note the update on the development of the College Risk Management Strategy; and
- review the current Strategic Risk Register and in doing so consider:
 - The risks included in the register;
 - The revised risk rating both pre and post mitigation;
 - Whether any other risks should be considered for removal; and
 - Whether any new risks should be considered for inclusion.

Lead: Alan Ritchie, Director of Finance

Status: Open

1. Risk Management Strategy

- 1.1 The College Risk Management Strategy details and communicates the College's approach to risk management and assurance. It is an integral part of the College's internal control and corporate governance arrangements. The current Risk Management Strategy was approved in December 2020 and is updated annually to reflect required changes.

2. Development of the College Risk Management Framework

- 2.1 The College Strategic Risk Register has now been fully migrated to the Pentana Management System with all members of the Senior Management Team (SMT) having access to the online register. Each risk has been assigned to a member of the Executive who is responsible for maintaining the overall risk. All the mitigating controls have been assigned to a member of the SMT, who are responsible for maintaining the control and ensuring it is operating as intended.

Operational Planning and Risk

- 2.2 The College is in the process of launching its Operational Planning cycle for 2021 and beyond and as part of that work, risk will play a key role. The Sectors/Departments will be required to identify if any of their planned activities are likely to either impact upon the current strategic risks or if the activities are likely to create a new strategic risk. The SMT will consider the output from the Operational Plans during the summer of 2021 and make any required amendments to the Strategic Risk Register for the start of 2021-22 academic year.
- 2.3 In addition, the Sectors/Departments will be requested to identify where their planned activities could be considered as a mitigating control to any of the Strategic Risk currently faced by the College.

Internal Audit Recommendation

- 2.4 As part of the work they carried out in 2019-20 on Assurance Mapping, the College internal auditors recommended that *'The College consider including a section on its risk register relating to actions to improve/mitigate the risk further. We also recommend that the College considers, as a longer-term goal, including a target status for the risk.'*
- 2.5 The SMT and Audit Committee have previously considered this recommendation and agreed to proceed as follows:
- a) While responsibility for the management and mitigation of an overall risk remains with a member of the College Executive, mitigating controls have been assigned to a member of the SMT and it is for that member to ensure that the control is updated and operating as required. The SMT review these on a quarterly basis, in advance of the Committee cycle, and consider the operation of the allocated controls. Should any actions be required these will be undertaken by the relevant member of the SMT.

- b) Regarding the setting of a target status for the risk, it was agreed that the current control and review processes that are in place are sufficient to ensure a robust risk management process. The setting of target risk may be considered in future.

3. College Strategic Risk Register Update and Considerations

- 3.1 The College Strategic Risk Register was approved at the December 2020 Board of Management meeting. A copy of the current register is attached at *Appendix A*.
- 3.2 The SMT has continued to review the Strategic Risk Register.
- 3.3 In carrying out the review process, the following removals, additions and amendments have been made to the Strategic Risk Register:

3.3.1 Removal of Risks

- **Brexit (WCS11) – previous risk register ranking (5)**

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.

On reviewing the Strategic Risk Register the SMT were of the view that this risk related to the impending Brexit timeline, which has now passed. The view is that any impacts post 1 January 2021 will now form part of the normal operations of the College and be managed in that way. As such the mitigating controls have been transferred in the main to (1) SFC Funding and Funding Methodology and (5) Alternative Income Growth, with the overall risk of Brexit impacts now being removed from the register.

- **General Data Protection Regulations – previous risk register ranking (13)**

Inability to ensure a holistic response to data and information governance, including compliance with the General Data Protection Regulations (GDPR).

On reviewing the Strategic Risk Register the SMT were of the view that the College has a successful track record of dealing with data requests and compliance matters. The GDPR Working Group has had ongoing oversight of the College data management governance arrangements and it has no issues to report. The operation of responding to information requests is now a core part of the College business. Based on these factors the SMT considers that this risk should be removed from the register.

3.3.2 New Risks

- **Risk 10 - Cyber Resilience (WCS15)**

The College fails to properly prepare for either an internal or external cyber-attack due to poor procedures or system failures resulting in a loss of data, funding and/or stakeholder trust.

Gross Risk Score	15	Impact 3 x Probability 5
Net Risk Score	12	Impact 3 x Probability 4

The recent cyber-attack on the College highlighted the ongoing and increasing risk threat faced by the College to its operations. The SMT believe this risk should be recorded separately whereby previously it was encapsulated within the 'Business Continuity / Cyber Resilience Planning (WCS07)' risk.

The College has included the current mitigating actions which are being undertaken to address this risk including the renewal of the Cyber Essentials Plus accreditation along with the work being carried out following the recent cyber-attack. The gross risk score of 15 places the risk at the top of the medium risk faced by the College, the work being undertaken to mitigate the probability of a future attack is believed to reduce the net score to 12.

3.3.3 Amendment to Risks

- **Risk 03 - Estates and IT Investment (WCS02)**

a) Previous Risk Register Entry

(04) Estates maintenance / capital funding (WCS02)

Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure.

Gross Risk Score	20
Net Risk Score	16

b) Revised Risk Register Entry

(03) Estates maintenance / capital funding (WCS02)

Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure resulting in increased maintenance costs or loss of students due to failing facilities.

Gross Risk Score	20	Impact 4 x Probability 5
Net Risk Score	16	Impact 4 x Probability 4

The risk description has been revised to include the impact of an increase in maintenance costs (both estate and IT related) and the potential loss of students due to poor facilities. This point was highlighted in the Financial Statements Annual Audit Report. The mitigating actions have been updated to reflect the actions being taken by the College to address this overall risk.

- **Risk 04 - Impact upon Business Continuity Planning of Covid-19 pandemic (WCS07)**

- a) **Previous Risk Register Entry**

- (01) Business Continuity / Cyber Resilience Planning (WCS07)**

- Inadequate business continuity / cyber resilience planning leading to material interruptions to service delivery primarily resulting from Coronavirus epidemic.*

- Gross Risk Score 24
 - Net Risk Score 24

- b) **Revised Risk Register Entry**

- (04) Impact upon Business Continuity Planning of Covid-19 pandemic (WCS07)**

- A material interruption to the service delivery of the College caused by inadequate business continuity planning, resulting in failure to delivery learning and teaching and achievement of required funding outcomes.*

- Gross Risk Score 24 Impact 4 x Probability 6
 - Net Risk Score 15 Impact 3 x Probability 5

The previous Strategic Risk Register had as the top risk faced by the College 'Business Continuity / Cyber Resilience Planning'. However, due to the continuing and potentially long-lasting impact of the Covid-19 pandemic on the operations of the College, the SMT felt that the impact of the pandemic further impacting the College warranted the risk to be included.

The mitigation actions have been updated to reflect the work undertaken by staff across the College to ensure that core learning and teaching continues to be effectively delivered despite the impacts of Covid-19. As the College has now been operating effectively for a year it was felt that the mitigating actions have worked as planned, and the probability and impact of future challenges should be reduced.

- **Risk 05 - Alternative Income Growth (WCS11)**

- a) **Previous Risk Register Entry**

- (11) Alternative Income Growth (WCS11)**

- Ability to generate consistent levels of alternative income or to grow alternative income streams*

Gross Risk Score	12
Net Risk Score	9

- b) **Revised Risk Register Entry**

- (05) Alternative Income Growth (WCS11)**

- An inability to generate consistent levels of alternative income or to grow alternative income streams due to impact of external factors impacting College delivery plans results in loss of income and failure to deliver College ROA objectives.*

Gross Risk Score	24	Impact 4 x Probability 6
Net Risk Score	15	Impact 3 x Probability 5

The ability of the College to generate consistent levels of alternative income is core to the delivery of the College adjusted operating surplus each year. With the ongoing and recurring impact of the global pandemic affecting both domestic and international funding streams, the SMT have therefore revised the gross risk score to the highest score available highlighting the critical nature of this risk.

The mitigating controls have been updated to reflect the work being undertaken by the College to address this risk.

- **Risk 8 - Digital Ambitions and IT Systems (WCS06)**

- a) **Previous Risk Register Entry**

- (08) IT Systems and Infrastructure (WCS06)**

- Failure to maintain or acquire and use IT systems and infrastructure to support the digital ambitions of the College.*

- b) **Revised Risk Register Entry**

- (08) Digital Ambitions and IT Systems (WCS06)**

- Failure to adequately maintain or acquire and use IT systems and infrastructure effectively results in a failure to deliver / support the digital ambitions of the College.*

The risk wording has been updated to include the word *adequately*. The gross and net risk scores have not been changed.

- **Risk 13 - Estates Investment Works (WCS14)**

Normal business activities are unduly affected due to the complexity of sequencing estates investment works.

Gross Risk Score	8	Impact 4 x Probability 2
Net Risk Score	4	Impact 2 x Probability 2

The SMT have reviewed the net risk score of this risk and have reduced it from 6 to 4. Given the reducing level of estate maintenance funding and the past position of the Estates Team in delivering estate works without unduly affecting normal College operations, the reduction in the impact score from 3 to 2 was acceptable.

- **Overall Mitigating Controls**

The mitigating controls across all risks have been reviewed by the responsible member of the Senior Management Team and where appropriate the controls have been updated or removed.

4 Conclusion

4.1 The Corporate Development Committee is requested to:

- note the next steps in the development of the College Risk Management Strategy; and
- review the current Strategic Risk Register and in doing so consider:
 - The risks included in the register;
 - The revised risk rating both pre and post mitigation;
 - Whether any other risks should be considered for removal; and
 - Whether any new risks should be considered for inclusion.



Strategic Risk Register

Proximity: when might the risk occur.

Description	Timing
Immediate	Now
Medium-term	Within three to six months
Longer-term	Greater than six months

Impact: this is the estimated effect of the risk on the Strategic Priorities.

Impact		Criteria
Catastrophic	4	Significant and unacceptable impact on objectives that would require a material change to approach, procedure or process.
Critical	3	Moderate impact on Priorities that may require minor changes in approach, procedure or process.
Marginal	2	Minor impact on Priorities, which requires little overall change in approach.
Negligible	1	No real impact on achieving Priorities.

Probability: this is the estimated chance of the risk occurring.

Likelihood		Criteria
Almost certain	6	Extremely likely to occur
Very likely	5	Almost certain to occur
Likely	4	Most likely to occur than not
Possible	3	May occur
Very unlikely	2	Unlikely to occur
Remote chance	1	Extremely unlikely to occur

Risk Score: Impact x Probability

Impact		Result			
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
		1	2	3	4
Probability		Negligible	Marginal	Critical	Catastrophic

Risk Score: the overall risk level.

Risk level	Score	Description
High	16 - 24	Unacceptable level of risk exposure that requires a review of controls and immediate mitigating action
Medium	6 - 15	Acceptable level of risk exposure subject to regular monitoring
Low	1 - 5	Acceptable level of risk exposure subject to periodic monitoring

Net Risk Score: the overall risk level after controls and mitigating actions are put in place

Trend: after controls and mitigating actions are considered

↑	New or increasing risk
↔	No change to risk
↓	Declining risk

Risk Appetite

	Averse	Minimalist	Cautious	Open	Hungry
Finance					
Political					
Governance					
Competitive Environment					
Staffing and HR					
Student					
Reputational / External					
Infrastructure					
Learning and Teaching					
Digital					

Classification	Description
AVERSE	Avoidance of risk and uncertainty is a key organisational objective.
MINIMALIST	Preference for ultra-safe business delivery options that have a low degree of inherent risk and only have a potential for limited reward.
CAUTIOUS	Preference for safe delivery options that have a low degree of residual risk and may only have limited potential for reward.
OPEN	Willing to consider all potential delivery options and choose the one that is most likely to result in successful delivery while also providing an acceptable level of reward (and value for money etc.).
HUNGRY	Eager to be innovative and to choose options offering potentially higher business rewards, despite greater inherent risk.

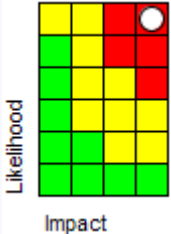

Top 5 Strategic Risk Summary

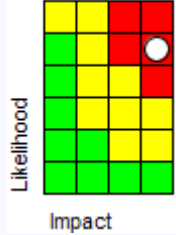
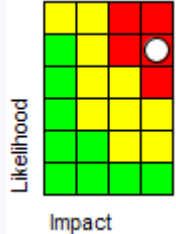

Risk No.	Risk Title	Risk Description	Proximity	Prior	Current	Trend since last report
01 WCS01	SFC Funding and Funding Methodology	Inability to clearly forecast the volatility and impact of SFC funding and funding methodology changes in relation to core-grant-in-aid, credit activity model; reduction in European funding; student support funding and estates maintenance.	Immediate	24	24	
02 WCS03	Estate Strategy	Failure to deliver Estate Strategy 2016-2026 objectives due to business cases for development of estate being delayed, with this having a resultant negative impact on the ability of the College to recruit students, retain staff and address legislative requirements.	Longer-term	20	20	
03 WCS02	Estate and IT Investment	Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure resulting in increased maintenance costs or loss of students due to failing facilities.	Medium-term	20	16	
04 WCS07	Impact upon Business Continuity Planning of Covid-19 pandemic	A material interruption to the service delivery of the College caused by inadequate business continuity planning, resulting in failure to delivery learning and teaching and achievement of required funding outcomes.	Medium-term	24	15	
05 WCS11	Alternative Income Growth	An inability to generate consistent levels of alternative income or to grow alternative income streams due to impact of external factors impacting College delivery plans results in loss of income and failure to deliver College ROA objectives.	Longer-term	18	15	

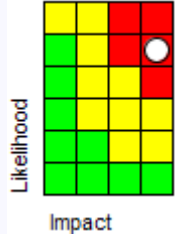
Corporate Strategic Risk Register

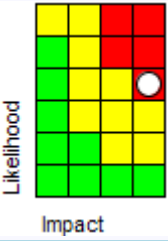

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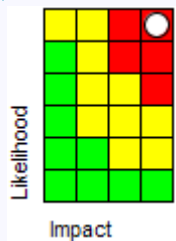
Risk Code & Title	01 WCS01 SFC Funding and Funding Methodology	
Risk Summary	Inability to clearly forecast the volatility and impact of SFC funding and funding methodology changes in relation to core-grant-in-aid, credit activity model; reduction in European funding; student support funding and estates maintenance.	
Risk Category	Finance	
Risk Appetite	Minimalist	
Proximity	Immediate	
Probability & Impact	6	4
Gross Risk Score	24	 <p>A 5x5 risk matrix grid with 'Likelihood' on the vertical axis and 'Impact' on the horizontal axis. The grid is color-coded: green for low risk, yellow for medium risk, and red for high risk. A white circle is placed in the top-right cell (High Likelihood, High Impact).</p>
Mitigating Controls	Detail of 2020–21 SFC core funding for teaching, estate and student funding confirmed. Ongoing engagement with SFC on funding for estate investment and support for voluntary severance programme.	
	College Transformation Plan agreed with SFC to take effect from 2020–21 onwards and funding / credit level confirmed by SFC to support this. Requirement for College to deliver 2020–21 curriculum activity in accordance with the agreed Business Transformation Plan. Further discussions to take place with the SFC regarding the curriculum delivery model required for 2021–22 in order to meet Transformation Plan requirements.	
	Estates Strategy 2016–2026 includes objective to improve / rationalise the College estate utilising estate maintenance funding. Annual Estate Strategy update provided to the relevant Board Committee which includes progress towards achievement of objectives. The Estates Strategy is currently being refreshed and the current plan is that an update will be provided to the Corporate Development Committee later in 2021, assuming lockdown restrictions ease and enable engagement with staff and students to take place.	
	Commercial Development and Credit Group monitor current and future curriculum delivery plans including credit delivery and staffing requirements. Report provided to each SMT meeting on credit activity.	
	Active College representation and involvement in external SFC review groups – funding methodology, CDN Finance network; credit review; access and inclusion; rural and remoteness premium and student funding.	

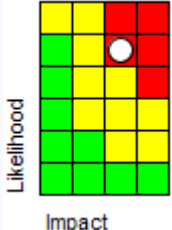
	<p>During 2020 the College undertook a review of the possible impacts of Brexit on College operations. This review was discussed at senior management level and with relevant Board Committees. At this early stage the Brexit transition has not immediately impacted on College funding, however this will require to be kept under review as EU funding streams will expire over the coming period and alternative funding and the nature of it remains to be confirmed by Government.</p> <p>The College is a member of a sector working group on Brexit allowing access to latest intelligence specific to the College sector. The College continues to consider and review developments especially in relation to students / staff and access to exchange programme funding.</p> <p>On-going liaison with SFC on future funding arrangements post 31 July 2023 when current ESF funding is due to end.</p> <p>Break-even adjusted operating position (excluding the costs of voluntary severance) budget approved for 2020-21 by the Board of Management on 20 July 2020 along with 3-year financial scenario plan. 2020-21 forecast is monitored by SMT and quarterly by the Board of Management through provision of management accounts.</p>	
Probability & Impact Scores	6 4	
Net Risk Score	24	
Trend		
Managed By	Vice Principal Operations; Vice Principal Educational Leadership	

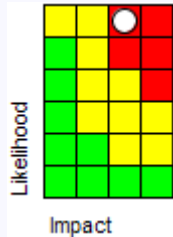
Risk Code & Title	02 WCS03 Estate Strategy	
Risk Summary	Failure to deliver Estate Strategy 2016–2026 objectives due to business cases for development of estate being delayed, with this having a resultant negative impact on the ability of the College to recruit students, retain staff and address legislative requirements.	
Risk Category	Infrastructure	
Risk Appetite	Open	
Proximity	Longer-term	
Probability & Impact	5	4
Gross Risk Score	20	
Mitigating Controls	Board approved Estate Strategy 2016–2026, with the relevant Board Committee receiving an annual implementation update which highlights the need for required estate investment for consideration by SFC and Scottish Government on an ongoing basis. The Estate Strategy is currently being refreshed and the current plan is that an update will be provided to the Corporate Development Committee later in 2021, assuming lockdown restrictions ease and enable engagement with staff and students to take place.	
	Outline Business Cases for Paisley and Greenock estate submitted to the SFC. Update on progress made in relation to OBCs made to each Corporate Development Committee meeting including engagement with SFC and local councils. The College has now received funding from the SFC to undertake a refresh of the Greenock OBC during 2021. During February 2021 SFC have also provided the College with a draft scope and timeline for a curriculum review exercise to be undertaken with partners, with this being stated as a requirement by SFC to progress the Paisley OBC further – the scope is currently under review.	
	Update report provided to each meeting of the Corporate Development Committee which indicates how the College has prioritised the use of SFC estate maintenance funding to address the College 2019 Estate Condition Survey results.	
	Corporate Development Committee receive an Update Report at each meeting on College engagement with stakeholders including SFC, Scottish Futures Trust, local councils and other key stakeholders.	
Probability & Impact Scores	5	4
		
Net Risk Score	20	
Trend		
Managed By	Vice Principal Operations	

Risk Code & Title	03 WCS02 Estate and IT Investment	
Risk Summary	Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure resulting in increased maintenance costs or loss of students due to failing facilities.	
Risk Category	Infrastructure	
Risk Appetite	Open	
Proximity	Medium-term	
Probability & Impact	5	4
Gross Risk Score	20	
Mitigating Controls	Corporate Development Committee receive reports on levels of SFC estate maintenance funding and planned level of expenditure compared to need, and how the College is prioritising the use of the amount allocated to it.	
	The College regularly engages both formally and informally with both Renfrewshire and Inverclyde Councils and wider partners to discuss opportunities for development of College facilities. Update report on progress provided to Corporate Development Committee at each meeting.	
	The College completed an estate condition survey in 2019 to provide up to date information of the investment required to bring the estate to Condition B status and to maintain it at this level. A presentation on the 2019 results was made to March 2020 A&I Committee and the detail of this provided to the Board of Management. SFC have received a copy of the condition survey report and presentation for their information as well as being updated by the Vice Principal Operations. A Board of Management development session to consider estates challenges and opportunities was undertaken on 28 October 2020 with the outcomes being reported to the December 2020 A&I Committee along with the next steps.	
	Outline Business Cases for Paisley and Greenock submitted to the SFC following Board of Management approval. College has agreed in principle with the SFC to proceed with wider curriculum horizon scanning exercise to allow the College to provide holistic approach to curriculum delivery across the regions it serves. The College has now received funding from the SFC to undertake a refresh of the Greenock OBC during 2021. During February 2021 SFC have also provided the College with a draft scope and timeline for a curriculum review exercise to be undertaken with partners, with this being stated as a requirement by SFC to progress the Paisley OBC further – the scope is currently under review.	
	College Estate Strategy 2016–2026 submitted to SFC highlighted significant need of investment in College. Annual update report on implementation and progress provided to Corporate Development Committee. SFC formally updated at least twice a year on estate challenges faced by the College.	

Probability & Impact Scores	4 4	
Net Risk Score	16	
Trend		
Managed By	Vice Principal Operations	

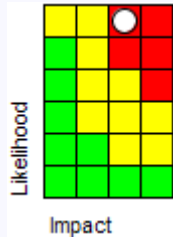
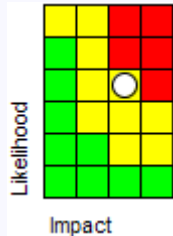

Risk Code & Title	04 WCS07 Impact upon Business Continuity Planning of Covid-19 pandemic	
Risk Summary	A material interruption to the service delivery of the College caused by inadequate business continuity planning, resulting in failure to delivery learning and teaching and achievement of required funding outcomes.	
Risk Category	Reputational/External	
Risk Appetite	Open	
Proximity	Medium-term	
Probability & Impact	6	4
Gross Risk Score	24	
Mitigating Controls	Business Continuity Planning Documents on Intranet and available to all staff. College incident management plan reviewed annually and updated as required. Quarterly scenario testing involving teaching and support staff facilitated by external professional risk manager from Zurich Municipal.	
	Under normal circumstances business continuity scenario planning sessions are undertaken on a quarterly basis with involvement from both teaching and support staff. These sessions are externally facilitated by Zurich Municipal risk staff and the sessions and lessons learned shared with staff via the Business Continuity Team page.	
	The impact of Covid-19 has seen the creation of a College Covid-19 response group along with an operational Mobilisation Group. Both groups include members from teaching and support staff, unions and student representatives. The work of these groups has superseded the quarterly scenario sessions for the 2020-21 year.	
	College Mobilisation Group continues to operate to oversee operational issues related to Covid-19. Group is chaired by the Director of Infrastructure and has representatives from staff, unions and Student Association. The Group meets weekly and reports to an Executive Group led by the Principal who oversees the overall College Covid-19 response.	
	Good interaction with staff, trade unions and Student Associations with regular meetings taking place and information being supplied to all parties on a timely basis normally via the College intranet, with the use of the Homeworking Times publication being key.	
	Continued engagement with Scottish Funding Council, Skills Development Scotland and other funding bodies to gain clarity on future funding and determine impacts upon College financial sustainability.	
	The College has complied with the third lockdown requirement as from 26 December 2020. Actions taken in response to the lockdown include: <ul style="list-style-type: none"> - continued development of online materials across all areas of learning and teaching; - continued dispersal of IT equipment to support students where there is an identified need; - engagement with SFC and awarding bodies to assess the impact of the deferral of teaching activity on student achievement of qualifications; and - on-going monitoring of supply chains based upon risk analysis supplied by APUC. 	

	<p>The delivery of the work streams associated with the College Digital Strategy will ensure that the needs of both students and staff are addressed in relation to learning and teaching and delivery of support services.</p> <p>The College has a strategic approach to health and wellbeing provision, in order to structure our holistic approach to health promotion we have developed the PROSPER framework. The PROSPER framework has been formed to be the backbone of our Employee and Student Health and Wellbeing Strategies launched in December 2019. The PROSPER framework is at the core of everything that we do as a College and we are confident that we have a sustainable and strategic approach which recognises different dimensions of health promotion.</p> <p>The College has a wealth of health improvement initiatives in place and through the Healthy Lives Working Group continue to have a proactive response linked to the our operating environment. The group reports to both the Equality, Diversity and Inclusion Committee and Health & Safety Committees.</p> <p>Student Health and Wellbeing strategy: https://www.westcollegescotland.ac.uk/media/213570/student-health-wellbeing-strategy.pdf</p> <p>Student Intranet pages for HWL: http://student.westcollegescotland.ac.uk/index.php/advice/corona-virus/</p> <p>Staff Health and Wellbeing strategy: https://intranet.westcollegescotland.ac.uk/reference/reference/Health%20and%20Wellbeing%20Strategy.pdf#search=prosper</p>
Probability & Impact Scores	<p>5 3</p> 
Net Risk Score	<p>15</p>
Trend	<p>↓</p>
Managed By	<p>Vice Principal Operations</p>

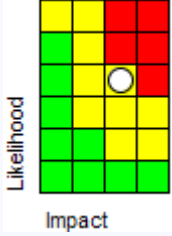

Risk Code & Title	05 WCS11 Alternative Income Growth	
Risk Summary	An inability to generate consistent levels of alternative income or to grow alternative income streams due to impact of external factors impacting College delivery plans results in loss of income and failure to deliver College ROA objectives.	
Risk Category	Competitive Environment	
Risk Appetite	Open	
Proximity	Longer-term	
Probability & Impact	6	3
Gross Risk Score	18	
Mitigating Controls	Alternative income plans, targets and activities developed annually as part of the Operational Planning Process and shared across the College. Income plans and ambitions are in response to requirements of College Transformation Plan objectives. Reporting and monitoring on activity and progress is subject to review by HR and Corporate Development Committee.	
	2020-21 alternative income budget and forecast agreed and monitored by the HR and Corporate Development Committee.	
	Operation planning combined with Curriculum Development Planning procedure used to identify potential opportunities for income growth.	
	The College has a detailed Budget and 3 Year Financial Plan in place in accordance with Audit Scotland requirements. The budget is reviewed monthly and the annual forecast is updated based upon the latest intelligence.	
	Commercial Development and Credit Group meet twice a month to review budget / create forecast and address challenges of delivering alternative income.	
	Update report provided to HR and Corporate Development Committee on partnership working with local employers and stakeholders.	
Probability & Impact Scores	5	3
Net Risk Score	15	
Trend	↑	
Managed By	Vice Principal Educational Leadership	

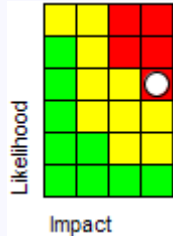
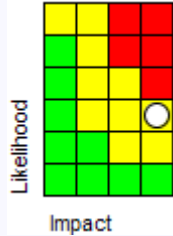

Risk Code & Title	06 WCS04 SFC Regional Outcome Agreement	
Risk Summary	Failure to deliver SFC Regional Outcome Agreement targets at a time of limited resource, competition and challenging economic environment due to Covid-19, results in future credit and/or funding adjustments.	
Risk Category	Learning and Teaching	
Risk Appetite	Open	
Proximity	Longer-term	
Probability & Impact	5	4
Gross Risk Score	20	
Mitigating Controls	During 2020 the College undertook a review of the possible impacts of Brexit on College operations. This review was discussed at senior management level and with relevant Board Committees. At this early stage the Brexit transition has not immediately impacted on College funding, however this will require to be kept under review as EU funding streams will expire over the coming period and alternative funding and the nature of it remains to be confirmed by Government.	
	The College is a member of a sector working group on Brexit allowing access to latest intelligence specific to the College sector. The College continues to consider and review developments especially in relation to students / staff and access to exchange programme funding.	
	On-going liaison with SFC on future funding arrangements post 31 July 2023 when current ESF funding is due to end.	
	Effective ROA monitoring and reporting procedures in place, including operational planning process, and monitoring through the Board of Management and all Committees.	
	Regular contact and review meetings with local authorities and schools to access attainment funding in support of College activities.	
	Detailed curriculum development planning and review process which was subject to positive review by internal audit.	
	Blended approach to delivery of teaching and learning including online learning allowing College to address changes in recruitment and delivery.	
	Curriculum offering is reviewed to ensure employer and student needs are met and appropriate courses delivered.	
	2020-21 Interim ROA finalised following receipt of revised SFC guidance on monitoring of 2020-21 outcomes given impact of Covid-19. Board of Management approved Interim 2020-21 ROA at February 2021 meeting and document submitted to SFC. Changes to ROA have been reported to Board of Management and individual Committees made aware of ROA objectives relevant to their remit.	
College Marketing Plan ensures that the College is seen as the place to come to be educated. Internal communication plans subject to internal audit review with limited number of recommendations for		

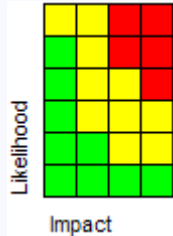
	improvement. External communications plan will be subject to an internal audit review as part of 2020-21 audit plan.	
Probability & Impact Scores	4	3
Net Risk Score	12	
Trend	■	
Managed By	Chief Executive and Principal	

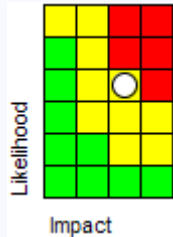
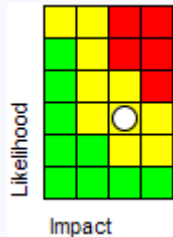

Risk Code & Title	07 WCS05 National Pay Bargaining	
Risk Summary	Impact and outcome of National Pay Bargaining for both teaching and support staff has an adverse effect on either efficiency of delivery or budget.	
Risk Category	Staffing and HR	
Risk Appetite	Open	
Proximity	Medium-term	
Probability & Impact	6	3
Gross Risk Score	18	
Mitigating Controls	College representation and involvement at senior level in national Employers Association and national joint negotiating committee (NJNC). Update reports provided to both SMT and Board of Management Committees.	
	Financial impact assessment / planning scenarios on the impacts of National Bargaining included within the planning of 2020–21 budget and three-year forecast. Senior staff (David Alexander / Alan Ritchie) active participants in the teaching and support national bargaining groups and therefore fully informed of impacts of national bargaining.	
	The College Business Continuity Plan Team Page contains full information of the Policies and Practices undertaken by the organisation to address threats to the continuation of business as normal. As part of these considerations the impact of industrial action has been considered and specific action plans are in place to address any direct impacts.	
	Local trade union consultation and negotiating committees for support and teaching staff continuing to meet on a regular basis to maintain positive College industrial relations.	
	Workforce planning being carried out at departmental level based on national agreements. Results of latest round of planning incorporated into Human Resources Annual Report 2019.	
Probability & Impact Scores	4	3
		
Net Risk Score	12	
Trend		
Managed By	Chief Executive and Principal	

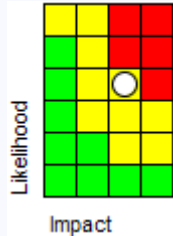
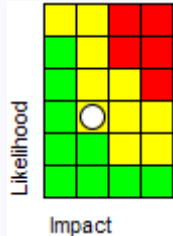

Risk Code & Title	08 WCS06 Digital Ambitions and IT Systems	
Risk Summary	Failure to adequately maintain or acquire and use IT systems and infrastructure effectively results in a failure to deliver / support the digital ambitions of the College.	
Risk Category	Digital	
Risk Appetite	Hungry	
Proximity	Medium-term	
Probability & Impact	4	4
Gross Risk Score	16	
Mitigating Controls	IT Strategy, Policies / Procedures and system access processes in place. The Asset and Infrastructure Committee review progress achieved in delivering the IT Strategy on an annual basis.	
	Staff and student feedback and evaluation procedures in place. Action planning in place to address issues raised through feedback mechanisms.	
	IT Contingency Plan in place with regular review and update undertaken.	
	College is renewing Cyber Essentials Plus accreditation as required. Work commencing on updating the Scottish Government Cyber Resiliency Framework.	
	The College Digital Strategy sets out our digital ambitions for the College, presented and approved by the Board of Management. Update reports are provided to Learning, Teaching and Quality Committee with regular updates provided to SMT and monthly Digital Strategy Core Group Meetings. The WCS Digital Strategy Core Group provide a basis for College digital developments and a basis for seeking required levels of Scottish Government and SFC funding to support this.	
	College is supportive of staff involvement in national negotiations and has open dialogue with trade unions at local and national levels as to how staff can be supported.	
	The College involvement in the national digital group has concluded for phase 1 generating a National Digital Ambition for Scotland's Colleges and a Route Map. In addition, one-off SFC funding of £221k in late 2020 utilised to fund purchase of IT devices for students. The National Digital SLWG phase 2 will recommence February 2021.	
	Data from major IT systems reviewed on ongoing basis to ensure that information upon which strategic decisions are based is robust and up to date.	
Systems are in place for early identification and monitoring of provision deemed to be at risk of non-completion. Enhanced internal quality assurance on qualifications progress has been in place for the whole session 2020-21. This incorporates monthly BRAG rating and selected Internal Quality Assurance panels which monitor the correct application of awarding body guidance against qualifications and will provide early flags for student groups where deferral of their qualification into 2021-22 may be deemed necessary.		

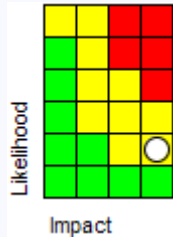
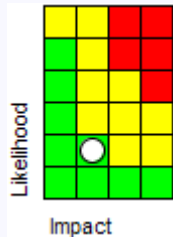
	<p>'At risk' groups are identified through course evaluation processes at curriculum level and involves scrutiny of student's outcomes for all protected characteristics and special interest groups. Monitoring of progress against targets for improvement has been strengthened during 2020–21 with the introduction of a curriculum level ROA sub report. This enables performance benchmarking at College and national level and facilitates sharing of good practice and outcomes across our teaching areas.</p>
	<p>The College student feedback mechanisms incorporate the mandatory SFC survey, internal thematic surveys and focused discussions with special interest groups. For example, a recent survey with care experienced students was conducted via Teams discussions and the responses influence the strategy for support for this year and for future cohorts.</p>
Probability & Impact Scores	<p>4 3</p> 
Net Risk Score	<p>12</p>
Trend	<p></p>
Managed By	<p>Vice Principal Operations</p>

Risk Code & Title	09 WCS15 College Transformation Plan	
Risk Summary	Failure to deliver the financial and/or non-financial objectives outlined in the College Transformation Plan "Future Proofing Our College".	
Risk Category	Governance	
Risk Appetite	Cautious	
Proximity	Longer-term	
Probability & Impact	4	4
Gross Risk Score	16	
Mitigating Controls	<p>Transformation Plan has been developed by the College and discussed in detail with the SFC. Plan formally agreed and funding provided by SFC from 2020-21 to support this. Requirement for College to deliver the Transformation Plan from 2020-21 and reduce the level of third-party distance learning.</p> <p>Board of Management have approved the Plan and financial objectives are monitored through the F&GP Committee. Board of Management monitor overall plan achievement.</p>	
Probability & Impact Scores	3	4
		
Net Risk Score	12	
Trend		
Managed By	Chief Executive and Principal	

Risk Code & Title	10 WCS16 Cyber Resilience	
Risk Summary	The College fails to properly prepare for either an internal or external cyber-attack due to poor procedures or system failures resulting in a loss of data, funding and/or stakeholder trust.	
Risk Category	Digital	
Risk Appetite	Cautious	
Proximity	Immediate	
Probability & Impact		
Gross Risk Score		
Mitigating Controls	IT Strategy, Policies / Procedures and system access processes in place. The Asset and Infrastructure Committee review progress achieved in delivering the IT Strategy on an annual basis.	
	IT Contingency Plan in place with regular review and update undertaken.	
	College is renewing Cyber Essentials Plus accreditation as required. Work commencing on updating the Scottish Government Cyber Resiliency Framework.	
	Data from major IT systems reviewed on ongoing basis to ensure that information upon which strategic decisions are based is robust and up to date.	
	The College is currently working towards the completion of the Scottish Government Cyber Resiliency Toolkit. The toolkit will assist the College in addressing the cyber risks faced by the College. The toolkit is split into 9 areas of focus (Preparation, Identification, Reporting, Analyse and Investigate, Containment, Eradicate, Recovery, Reporting, Lessons Identified). Once complete it will generate an action plan of work to be taken to help the College implement the Scottish Public Sector Action Plan on Cyber Resilience.	
Probability & Impact Scores	4	3
Net Risk Score	12	
Trend		
Managed By	Vice Principal Operations	

Risk Code & Title	11 WCS09 Staff Relations	
Risk Summary	Inability to maintain positive staff relations due to internal or external factors resulting in loss of staff trust, less efficient delivery and potential industrial action.	
Risk Category	Staffing and HR	
Risk Appetite	Open	
Proximity	Longer-term	
Probability & Impact	4	3
Gross Risk Score	12	
Mitigating Controls	Approved Workforce Plan in place and implementation reviewed by the HR and Corporate Development Committee.	
	Clear procedures for communication and engagement with Trade Unions and College staff verified by 2018-19 internal audit on internal communications.	
	Staff engagement sessions and staff surveys undertaken on regular basis allowing matters to be raised and issues to be addressed early.	
	Local trade union consultation and negotiation committees in place for teaching and support staff. Minutes of the meetings are provided to staff via the College intranet.	
Probability & Impact Scores	3	3
		
Net Risk Score	9	
Trend		
Managed By	Chief Executive and Principal	

Risk Code & Title	12 WCS10 Workforce Planning	
Risk Summary	Failure to embed Workforce Plan resulting in lack of appropriate resources and skills being developed to achieve College strategic objectives and outcomes	
Risk Category	Staffing and HR	
Risk Appetite	Open	
Proximity	Longer-term	
Probability & Impact	4	3
Gross Risk Score	12	
Mitigating Controls	Board of Management approved College Workforce Plan in place and annual update report provided to HR and Corporate Development Committee.	
	Detailed teaching resource planning through use of curriculum mapping tool (CMAP)	
	Resourcing of support staff structures reviewed on an ongoing basis by Executive Management Team to ensure alignment with operational and strategic priorities.	
	ITrent HR and payroll software developed to provide staff data and reports including a College establishment report.	
	Professional Development Policies are aligned to strategic priorities.	
	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.	
	Results from staff skills survey being used to allow the College to identify and address future skills gaps.	
Probability & Impact Scores	3	2
		
Net Risk Score	6	
Trend		
Managed By	Chief Executive and Principal	

Risk Code & Title	13 WCS14 Estates Investment Works	
Risk Summary	Normal business activities are unduly affected due to the complexity of sequencing estates investment works	
Risk Category	Learning and Teaching	
Risk Appetite	Open	
Proximity	Longer-term	
Probability & Impact	2	4
Gross Risk Score	8	
Mitigating Controls	Detailed resource planning involving all relevant parties at stage to address any issues in advance of project start date.	
	Staff resource increased though recruitment of additional Project Manager to address the significant increase in level of expenditure and complexity of projects being undertaken.	
	Well embedded project / estate team with knowledge base that allows issues to be identified and addressed.	
	Use of external professional advisors to provide oversight and critical review of proposed activities / plans.	
Probability & Impact Scores	2	2
		
Net Risk Score	4	
Trend	↓	
Managed By	Vice Principal Operations	

TITLE: **ESTATES AND SUSTAINABILITY 2020/21 UPDATE**

Background: This report provides the Corporate Development Committee with an update in relation to Estates developments, projects and funding.

Action: The Corporate Development Committee are requested to review and note this report for information.

Lead: Martin Joyce - Director of Infrastructure

Status: Open

Date: March 2021

1.0 Introduction

1.1 This report provides the Corporate Development Committee with an update in relation to estates developments, projects and funding and encompasses the following:

- Wider Estates Developments:
 - Scottish Government National Infrastructure Mission
 - Clydebank District Heating System Update
 - Golden Jubilee Hospital, Clydebank
- Catering update
- Estate project and budget updates
- Leasing agreements
- College Estate Strategy update
- Sustainability

1.2 Comprising 119 staff (87.74FTE) covering all campus locations, the College Estate Department is arranged across several functional service areas:

- Catering
- Cleaning Services
- Estates Property Maintenance
- Estates Projects

1.3 The Estates Department has received a total budget of £4.556m for 2020-21 from the SFC, with £3.356m of this being utilised to deliver high priority maintenance projects and £1.2m required to meet operational estates running costs.

2.0 Wider Estates Developments

The following sections provide an update on wider estates developments:

2.1 Draft Infrastructure Investment Plan for Scotland 2021-22 to 2025-26

On 24 September 2020, the Scottish Government published a consultation paper detailing the Draft Infrastructure Investment Plan for Scotland covering the period 2021-2022 to 2025-2026. An update on this was provided at the Asset and Infrastructure Committee (A&I) meeting on 8 December 2020.

The finalised [Infrastructure Investment Plan for Scotland 2021-22 to 2025-26](#) was published on 4 February 2021. Despite representation from Colleges Scotland - to which West College contributed - the only current commitment to the college sector is to invest up to £90 million in the Dunfermline Learning Campus - which equates to 0.273% of the planned £33bn investment over the period to 2025-26. The College will therefore require the investment plan to be revised if funding is to be provided to support delivery of new build campus proposals in Greenock and Paisley.

2.2 Clydebank District Heating System

The Director of Finance and Director of Infrastructure continue to engage with West Dunbartonshire Council and their representatives in relation to the newly operational Clydebank District Heating system.

At this time, there is still significant work required to clarify the potential costs - both one off capital and recurring revenue costs - and to clarify the benefits / carbon reduction savings of such a connection for the College Clydebank Campus.

These options continue to be explored and a further update will be provided at a future Committee meeting.

2.3 NHS Golden Jubilee

The recent Hospital Expansion Programme Board took place on 22 February 2021 and was attended by the Director of Infrastructure.

The Phase 1 integrated Ophthalmology Unit became operational in November 2020 and has now treated over 750 patients and a 'virtual' opening ceremony took place on 10 December 2020. The building has now entered a 2-year defect liability period and the PSCP (Principal Supply Chain Partner) Kier Construction has embedded an after-care team to resolve any issues which arise during this period.

Work on Phase 2, which will deliver additional theatres for orthopaedic surgery, a day case/day surgery admission unit, supporting accommodation, an outpatient/pre-operative assessment area and diagnostic space, has now commenced on site with piling and ground consolidation, and remains on programme for a December 2022 completion. Assurance works continue alongside design development of the detailed proposals. Tower cranes are expected to be erected on site shortly.

The College will continue to work with the Project Director in seeking to progress community benefits for College students and the wider community and in supporting the Hospital's workforce strategy through curriculum provision where possible. Further updates will be provided at a future Committee meeting.

3.0 Catering Update

Following on from consideration of the catering business model at the Board of Management meeting on 14 December 2020, 10 staff (8.64 FTE) agreed voluntary severance with the College and will leave their posts during February/March 2021. All catering staff currently remain on furlough due to the ongoing covid-19 lockdown restrictions which are in place. Work is continuing in reviewing the catering service operational model going forward, and this includes working with colleagues in the Hospitality curriculum area to identify opportunities for student learning and work placement.

Further updates will be provided at a future Committee meeting.

4.0 Estates Project and Budget Updates

The following section provides an update in relation to estates projects currently being progressed.

4.1 The Inchinnan Building, Paisley Campus

Practical completion of the £1.4m Inchinnan Building, to create a new base for Performing Arts activities on the College Paisley Campus - which will replace the current facility at New Street in Paisley, which is leased from the YMCA - was achieved on Wednesday 10 February 2021.

At this time, some uncertainty remains in respect of a return to campus and therefore no firm date has been established for the occupation and use of the building by staff and students although completion of all relocation activities is currently anticipated by late April 2021.

4.2 SFC High Priority Maintenance Funding

2019-20

The College has previously reported to the A&I Committee that £3.1m of High Priority Maintenance Funding was received from SFC for 2019-20. At the December 2020 Committee meeting it was reported that of the £3.1m of funding, £2.0m had been expended with a further £1.1m remaining to expend. The majority of the remaining £1.1m was in relation to the CPA project. As reported at 4.1 above, this project is now nearing completion and the College is forecasting that the final bill for the CPA project will be in line with the £1.4m budget, which means all 2019-20 project funding has been fully expended as required by the SFC.

2020-21

Lifecycle Maintenance Funding

The level of lifecycle estate maintenance funding provided by the SFC for 2020-21 is £1.2m. The College requires to utilise the full amount to meet operational estates maintenance running costs and bank interest cover thus this funding is fully committed.

High Priority Maintenance Funding

As previously reported to the A&I Committee, the College was allocated £3.356m of SFC High Priority Maintenance Funding for 2020-21, which has been allocated as follows:

Category	Description	Budget Expenditure £'000	Expenditure to Date £'000	Expenditure Remaining £'000
1	Refurbishment of building exteriors	1,751	218	1,533
2	Estate Maintenance to keep interiors in current condition	751	280	471
3	Refurbishment of teaching spaces	80	40	40
4	Refurbishment of lighting, heating and general facilities	265	8	257
5	Fire detection and prevention works	105	50	55
6	Asbestos management	15	8	8
7	Other smaller project works and project management costs	189	-	189
8	Costs associated with addressing Covid-19 pandemic	200	36	164
	Total	3,356	640	2,717

4.3 Projects to replace the roof covering at the refectory terrace in Clydebank and the **additional fire doors in the Renfrew Building and the Waterfront campus have now been completed.**

4.4 The following are key high priority projects which continue to be progressed:

Finnart Street, Greenock - Workshop Roof Covering Replacement

Estimated 20-21 spend - £250,000

A feasibility report has now been received, indicating a requirement for approximately £1.5m to be spent on the roof covering. However, during the feasibility study it was identified that the roof deck comprises reinforced autoclaved aerated concrete slabs (RAAC), which are now over 50 years old. This product has a design life of 30 years, and current advice is that their condition should be regularly inspected. Specialist consultants have now undertaken an examination and their report is awaited.

Finnart Street, Greenock - Tower Window Replacement

Estimated 20-21 spend - £135,000

A feasibility report has now been received indicating the need for £500K for window replacement on the 4th – 7th Floors of the Newton Street gable elevation. Fee invitations are currently being prepared for consultants to develop the technical specification and invite tenders for the works.

Oakshaw Building, Paisley - Replacement of Workshop Windows

Estimated 20-21 spend - £50,000

Following the appointment of consultants to undertake the feasibility study, initial indications are that the sum of £220,000 is required for replacement of the windows. The proposals are currently being reviewed, and further information has been requested to help inform a decision on the next steps.

Renfrew Building, Paisley – Replacement of Roof Covering and Rendering of Façade

Estimated 20-21 spend - £1m

A consultant team is in the process of being appointed to take forward this project which has aggregated two individual projects into a single contract for efficiency of scale and cost savings. Works are expected to commence late summer 2021.

Abercorn Building, Paisley – Roof Repairs

Estimated 20-21 spend - £25,000

A detailed planning application and Listed Building Consent has been submitted to Renfrewshire Council for the planned roof repairs to this Grade C listed building, in conjunction with the tenants Milne Craig.

5.0 Leasing Agreements

The following matters are currently being progressed in relation to lease agreements:

5.1 YMCA, New Street, Paisley

Notice has been served on the YMCA stating the College's intention to vacate the New Street property by September 2021, given that activity currently undertaken within this building will relocate to the new Inchinnan Building at the Paisley Campus. The College has been seeking to discuss the extent, nature and cost of any repairs/dilapidations which may be undertaken with the YMCA, and this process remains ongoing.

5.2 West Dunbartonshire Council

As previously reported to the A&I Committee, the Board of Management approved the terms of a leasing arrangement between the College and West Dunbartonshire Leisure for the use of the Sports Centre in Clydebank. Due to the current restrictions and lockdown, it has still not been possible to conclude this agreement. The College will endeavour to do so as soon as possible once restrictions have been lifted.

5.3 Renfrewshire Leisure

The College was advised, informally and at very short notice, that the Renfrew Leisure Centre, located in Paisley, would be utilised as a Covid-19 Vaccination Centre for a period potentially of up to a year. At present, all Paisley campus sport provision by the Social Sciences and Sport Department is based at the Renfrew Leisure Centre during term time, and this involves the delivery of 9 FT courses as well as services for Learner Development students and Kersland School.

The lease for the Centre premises was signed in 2004 by WCS predecessor Reid Kerr College and the current annual cost is approximately £73,000 per annum.

The Estates Team is therefore working with curriculum colleagues and Renfrewshire Leisure to consider alternative options which will support practical student curriculum activities once lockdown restrictions have eased.

As it does not appear to be possible to safely segregate the use of the Centre by College staff and students from the separate areas within the building which would be used as the Vaccination Centre, the preferred option is to relocate the Social Sciences and Sport Department to an alternative Renfrewshire Leisure facility called On-X in Linwood, and this is currently being progressed by the Department supported by colleagues from the Estates and IT teams.

6.0 College Estate Strategy Update

6.1 An updated College Estates Strategy is currently being progressed; however, it is likely to be later in 2021 before this can be presented to the Committee for consideration as the College is unable to engage with staff and students on this currently due to ongoing lockdown restrictions.

6.2 An annual update on the current Estates Strategy will be brought to a future meeting of the Corporate Development Committee.

7.0 Sustainability Update

7.1 The College has undertaken the following key activity over the period since the December 2020 Asset and Infrastructure Committee meeting:

- Engagement with EAUC in relation to the renewal of the College Sustainability Strategy and carbon management plan for the period 2021 to 2025;
- Development of the College draft 2012 – 2025 Sustainability Strategy based upon the '*Climate Action Roadmap for FE Colleges*' including the commitment to be a net zero organisation by 2040;
- Action planning for when the College returns to 'normal' operations; and
- Continuing programme of engagement with staff and students via the College Sustainability web portal, including At Home December Switch Off campaign, Love Food Hate Waste workshop and preparation for award submissions to be made in 2021.

8.0 Conclusion

8.1 This report provides the Corporate Development Committee with an update in relation to estate developments, projects and funding.

8.2 The Corporate Development Committee are requested to review and note this report for information.

TITLE: **INFORMATION TECHNOLOGY 2020/21 UPDATE**

Background: This report provides the Corporate Development Committee with an update in relation to IT developments, projects and funding.

Action: The Corporate Development Committee are requested to review and note this report for information.

Lead: Martin Joyce - Director of Infrastructure

Status: Open

1.0 Introduction

1.1 This report provides the Corporate Development Committee with updates on Information Technology (IT) funding, developments and projects encompassing the following areas:

- Service developments
- Support for teaching and learning
- Infrastructure developments
- Security and resilience
- IT Project and associated budget updates
- College IT Strategy

1.2 Comprising 57 staff and 45.81FTE, covering all campus locations, the IT Department is arranged into two functional service areas:

- Solutions and Development
- Service and Infrastructure

The staffing figure includes 12 students (4.8FTE) – with 4 students (1.6FTE) recruited to support the staff IT Helpdesk – and an additional 8 students (3.2FTE) recruited from October 2020 to support the IT Student Helpdesk.

1.3 The IT Department has a total budget of £1.584m for 2020-21, with £0.468m of this being utilised to deliver projects and the remaining £1.116m required to meet operational IT costs.

2.0 Service Development Updates

The following section provides an update on current IT service developments.

2.1 A Head of IT post was approved and introduced into the IT Department structure during 2019-20. Due to the covid-19 lockdown period recruitment for the post was postponed, however, recruitment to this post is now complete, with the successful (internal) candidate – Brian Stobbs – taking up post on 7 December 2020.

2.2 The success of the internal candidate created a further vacancy within the IT team structure – IT Solutions & Development Manager – which has subsequently seen another internal candidate, Stuart Reid, IT Projects Team Leader, recruited to this post the week commencing 15 February 2021.

2.3 The Technology and Innovation Team (T&I), comprising 4FTE – were formerly part of the Communications, Policy and Planning directorate – and have transitioned to become part of the IT team during the latter part of 2020. The T&I team undertake development work with external partners which generates income for the College, such the Moodle sites managed on behalf of West Dunbartonshire Council.

2.4 The College Student IT Helpdesk became operational in October 2020 to provide dedicated IT support to students. As outlined above, this has enabled the recruitment of 8 additional students (3.2FTE) to provide this support. This resource has been essential in supporting the roll out of and support for over 2,000 IT devices (see *Section 3*, below) that have distributed to students during the covid-19

restriction period. A protocol for the return and refurbishment of IT devices is currently being established in the lead up to summer 2021 along with a rollout programme for the 2021-22 session.

3.0 Support for Teaching and Learning

3.1 Student Digital Resources - Chromebooks / Windows/ Other Devices

In August 2020, the College placed orders for 2,521 Chromebook devices, with deliveries taking place in September (831), October (868) and November (822) respectively.

By the end of February 2021, more than 2,000 Chromebook devices had been distributed to students, and the allocation process remains ongoing. Over 200 Windows laptops have also been distributed which were repurposed from available stock held within the College.

The acquisition of additional IT devices for the start of the 2021 –22 academic year has been considered and orders have now been placed for the following additional IT equipment to support student digital delivery and engagement:

- 1,000 Chromebooks
- 1,000 Windows Laptops
- 200 Android Tablets
- 40 Apple MacBooks

3.2 This will further expand the College commitment to addressing digital poverty and enabling remote/digital access to learning and will bring the number of IT devices available to students to around 5,000 from summer 2021.

3.3 Staff Digital Resources

Work has commenced on issuing upgraded and replacement laptops for approximately 1,000 teaching and support staff across the College. 70 priority devices are currently being deployed to staff, with a further 400 devices planned for distribution within the current financial year and the balance planned for provision in the next financial year, from August 2021.

3.4 Further projects and activities currently being progressed to support teaching and learning include:

- Continuous Professional Development (CPD) Activity Reporting, with the use of Power BI (business intelligence) being progressed to improve functionality, reporting and management information.
- Development of an on-line e-Portfolio platform in conjunction with the Enterprise and Skills team and Skills Development Scotland
- Upgrades to the Moodle Platform for West Dunbartonshire Council
- Campus wide Wi-Fi and infrastructure improvements
- Installation and configuration of all necessary equipment to facilitate the opening of the new Inchinnan building on the Paisley Campus for Performing Arts staff and students.

- Replacement Helpdesk Facility (IT, Estates and potential other use cases).
- Pilot deployment of tablet computers to Estates staff (Paisley campus) for helpdesk task allocation and essential task recording.
- Continuing support of Safe Return to Campus and other H&S systems to ensure accurate recording of staff access to College facilities during period of restriction and lockdown, including the new Inchinnan building.
- Making use of data and business intelligence to support the distribution, recovery, and refurbishment of digital devices to students on a recurring basis.

4.0 Infrastructure Development Updates

The following section provides an update in relation to key infrastructure development work currently being progressed by the IT Department.

4.1 Microsoft Teams

The College transitioned quickly to the adoption of MS Teams for educational and operational purposes due to the Covid-19 pandemic. Over 2,000 Teams have been established within the College to support the delivery of curriculum activities, using data extracted from Unit-E (Student Record and Course System) and using a largely automated process developed by the IT team.

It is currently intended to retire the current telephony system 'Skype for Business' in July 2021 with all functionality being migrated to MS Teams. The IT team are currently engaging with an external partner (Exactive) on technical and service provision options to facilitate this migration which will link the College's virtual infrastructure with the physical external telephony network.

4.2 Wireless/Wi-Fi

The College procured wireless network equipment to replace and enhance provision across all campus locations, with investment in this project totalling £160,000 over two financial years (£142,000 in 2019/20 and £18,000 in 2020/21), which is funded from the main IT budget. Wi-Fi is also being installed in the Inchinnan building, which will provide a new £1.5m base for College performing arts curriculum activities.

4.3 IT Helpdesk Provision

The IT team are currently considering the use of a common platform - on which both a new upgraded IT and Estates Helpdesk could be developed – for implementation, as these are currently separate systems. Consideration will also be given to any other areas across the organisation where the same platform may be used.

5.0 Security and Resilience

Several security and resilience initiatives are currently under way and these are summarised within the following sections:

5.1 Cyber Essential Plus

The College's current Cyber Essentials Plus (CE+) certification requires an annual

process of assessment to renew. Engagement with the external partner that the College uses for CE+ assessment (Seric) has commenced, and the required scoping document has been completed and returned to them.

Engagement with Seric has proven to be challenging, as they are currently working through a backlog of certification work with other organisations which has been delayed during the pandemic. Cyber Essentials accreditation is now in two parts – with aim now to have first part achieved by the week commencing 15 March (at this point college will hold Cyber Essentials certification) – and the focus will then move to the second part which provides renewal of ‘plus’ certification. While the College IT team has pressing demands in other areas, this remains a priority to conclude as soon as possible.

5.2 Scottish Government Cyber Resiliency Framework

A cross-College working group, chaired by the Director of Infrastructure, has been put in place to progress implementation of this Framework. The working group are currently reviewing the College position in relation to the 630+ controls on the Framework to enable a level of self-assessment to be determined.

Completion of the controls by the working group is scheduled by the end of March 2021, at which time the IT team will take ownership to progress the framework to completion, with the date for the final report being planned for summer 2021 in line with Scottish Government requirements.

6.0 IT Project Updates

6.1 For Financial Year 2020-21, the IT team are delivering the following main project activities, which are funded from an available budget of £468,000:

Allocation	Amount Allocated	Expenditure to date	Details
User Device Renewals	£250,000	£223,500	Purchase of 470 Laptops for teaching staff. Work has already commenced on the delivery of the first 70 priority devices with 400 on order.
Infrastructure	£138,000	£31,700	Network, Wi-Fi, Storage, Cloud Resources
Teaching and Learning equipment	£50,000	£6,200	TV installs, Laptop to Chromebook conversions, Data devices for students
Resource enhancements	£25,000	£14,400	Skype to Teams migration, Recoveries
Security enhancements	£5,000	£0	Multi Factor Authentication – project will be completed over the coming period
TOTAL	£468,000	£275,800	

7.0 College IT Strategy

7.1 Work has commenced on the preparation of a new College IT Strategy to cover the period 2021 – 2025 and which reconciles to the period covered by the current College Corporate Strategy. It is intended the updated IT Strategy will also align with both the

College [Digital Strategy](#) and the national college sector framework [Digital Ambition for Scotland's Colleges](#).

7.2 The annual IT Strategy Update will be presented at a future Corporate Development Committee meeting.

8.0 Conclusion

8.1 This report provides the Corporate Development Committee with an update in relation to IT developments, projects and funding.

8.2 The Corporate Development Committee are requested to review and note this report for information.

TITLE: SCHEDULE OF BUSINESS 2021-22

Background: This paper outlines how the Schedule of Business for 2021-22 enables the Corporate Development Committee to fulfil its' remit.

Action: The Corporate Development Committee is requested to note the content of the report.

Lead: David Alexander, Vice Principal Operations

Status: Open

1. Corporate Development Remit

1.1 The main purpose of the Corporate Development Committee is to:

- have strategic oversight of finance, procurement, human resources and organisational development, communications, marketing and matters of a general nature that do not fall to other standing Committees, ensuring solvency, sustainability, efficiency and innovation;
- advise on the strategic implementation, review and development of required strategies and policies that reflect best practice and improve organisational performance, ensuring appropriate and effective controls and processes are in place; and
- ensure the College manages all assets and resources in accordance with Scottish Government and Scottish Funding Council requirements.

Corporate Development Committee				
Remit	Sept 2020	Nov / Dec 2020 Joint Committee	9 March 2021	1 June 2021
a) To have strategic oversight of the overall management of the College's resources – finance, people, procurement, information technology and property.				
b) To consider and advise the Board of Management on the development and implementation of College policy and strategy, including but not limited to the following areas:				
<ul style="list-style-type: none"> • <i>Communication and Marketing</i> <ul style="list-style-type: none"> ○ Report on Social Media activity 	Y			
<ul style="list-style-type: none"> • <i>People</i> <ul style="list-style-type: none"> ○ Update from LJCNC lecturing/support staff meetings ○ Update from Equality, Diversity and Inclusion Committee ○ Update on National Bargaining ○ People Strategy 2021 ○ Annual review of Modern Slavery Statement 	Y Y	Y Y	Y Y Y Y	Y Y
<ul style="list-style-type: none"> • <i>Health and Safety</i> <ul style="list-style-type: none"> ○ Mobilisation Group Update Report (Covid-19) ○ Update from Health & Safety Committee 	Y Y	Y Y	Y Y	Y Y
<ul style="list-style-type: none"> • <i>Estate</i> <ul style="list-style-type: none"> ○ Update report on College leasing arrangements ○ Estate Strategy – Annual Update (2021-22, September meeting) ○ Estate Strategy 2016-2026 Refresh - Update ○ Estate outline business case updates ○ Regional Outcome Agreement monitoring ○ Estate maintenance, sustainability and project update reports 	Y Y Y Y	Y	Y Y Y Y	Y Y Y Y

Corporate Development Committee				
Remit	Sept 2020	Nov / Dec 2020 Joint Committee	9 March 2021	1 June 2021
<ul style="list-style-type: none"> • <i>Carbon management and sustainability</i> <ul style="list-style-type: none"> ○ Carbon Management Plan – Progress Update ○ Revised Carbon Management Plan 2021-2025 Update (September 2021 meeting) ○ Annual Scottish Government Sustainability Report 	Y	Y Y	Y	Y
<ul style="list-style-type: none"> • <i>Information Technology</i> <ul style="list-style-type: none"> ○ IT Strategy 2016-20 – Annual Update ○ Updated IT Strategy 2021 - 2025 ○ IT Project Update Report 	Y	Y	Y	Y Y Y
<ul style="list-style-type: none"> • <i>Finance</i> <ul style="list-style-type: none"> ○ Management Accounts ○ Update of Financial Forecast ○ SFC Funding Update ○ Annual budget and medium-term financial forecast 	Y Y Y	Y (October) Y	Y (January) Y	Y (April) Y Y Y
<ul style="list-style-type: none"> • <i>Procurement</i> <ul style="list-style-type: none"> ○ Procurement Strategy Annual Update ○ Procurement Annual Report including future year plan ○ PCIP Update Report (biannual – next update 2021-22) ○ Procurement Strategy 2021-2025 		Y Y	Y	
<i>Ensuring progress is monitored in delivering strategic outcomes in these areas.</i>				
Finance				
c) <i>To consider and advise the Board of Management on key strategic financial and management matters including:</i>				
<ul style="list-style-type: none"> • <i>solvency of the College</i> <ul style="list-style-type: none"> ○ Cashflow report contained in the Management Accounts 	Y	Y	Y	Y

Corporate Development Committee				
Remit	Sept 2020	Nov / Dec 2020 Joint Committee	9 March 2021	1 June 2021
<ul style="list-style-type: none"> • <i>cashflow</i> <ul style="list-style-type: none"> ○ Cashflow report contained in the Management Accounts 	Y	Y	Y	Y
<ul style="list-style-type: none"> • <i>effectiveness and appropriateness of the utilisation of College resources</i> <ul style="list-style-type: none"> ○ Vice Principal Update Report ○ Update on year-end financial position ○ Internal Audit Report – Overall Financial Controls 	Y Y	Y Y	Y Y	Y Y
<ul style="list-style-type: none"> • <i>financial strategy, budgeting, financial monitoring and forecasts</i> <ul style="list-style-type: none"> ○ Management Accounts ○ Update of Financial Forecast ○ Update on SFC Funding via Vice Principal Update Report ○ Annual budget and medium-term forecasts 	Y Y Y	Y (October) Y Y	Y (January) Y Y	Y (April) Y Y Y
<ul style="list-style-type: none"> • <i>banking arrangements and approval of bank signatories</i> <ul style="list-style-type: none"> ○ Annual review of banking arrangements 	Y			
<ul style="list-style-type: none"> • <i>investments and borrowing</i> <ul style="list-style-type: none"> ○ Annual review of banking arrangements 	Y			
<ul style="list-style-type: none"> • <i>taxation</i> <ul style="list-style-type: none"> ○ Annual update report on taxation matters ○ Reports will be provided on any material changes as required 		Y		
<ul style="list-style-type: none"> • <i>pension arrangements</i> <ul style="list-style-type: none"> ○ Overview of College pension schemes 				Y
<ul style="list-style-type: none"> • <i>approval of contracts between the values of £250,000 and £500,000</i> <ul style="list-style-type: none"> ○ Hair and Beauty Kits ○ Associate Trainers 		Y	Y	

Corporate Development Committee				
Remit	Sept 2020	Nov / Dec 2020 Joint Committee	9 March 2021	1 June 2021
<ul style="list-style-type: none"> ○ Distance Learning ○ Further authorisation sought as required 				Y
<p>d) To consider and recommend the College's annual financial statements and associated reports for approval to the Board of Management at a joint meeting with the Audit Committee.</p> <ul style="list-style-type: none"> ○ External Audit Management Letter ○ Corporate Governance Statement ○ Financial Statements ○ Annual Internal Audit Report ○ Internal Audit Annual Plan 2020-21 ○ External Audit Planning Memorandum 	Y	Y Y Y Y		Y
<p>e) To ensure adherence to statutory requirements related to the College's financial affairs and compliance with the Financial Memorandum, Scottish Public Finance Manual (SPFM) and related guidance (including Accounting Policies in the Financial Statements) and to provide the Board of management with assurance on these matters.</p> <ul style="list-style-type: none"> ○ Internal Audit Annual Report ○ External Audit Management Letter ○ Annual report on Corporate Governance Compliance 		Y Y		Y
<p>f) To review College Financial Regulations on an annual basis, or more frequently if required and recommend these to the Board of Management for approval.</p> <ul style="list-style-type: none"> ○ Review of Financial Regulations ○ Corporate Governance Statement review – Financial Statements ○ Internal Audit Report – Overall Financial Controls 	Y	Y	Y	Y

Corporate Development Committee				
Remit	Sept 2020	Nov / Dec 2020 Joint Committee	9 March 2021	1 June 2021
Human Resources and Organisational Development				
g) To have strategic responsibility for oversight of and compliance with employment, health and safety, data protection and freedom of information legislation, advising the Board of Management on the operation and implementation of effective and efficient policies and systems in the following areas, advising the Board of Management on these areas as required:				
<ul style="list-style-type: none"> • <i>equality, diversity and inclusion</i> <ul style="list-style-type: none"> ○ Equality, Diversity and Inclusion Mainstreaming Report ○ Update from Equality, Diversity and Inclusion Committee 	Y	Y	Y Y	Y Y
<ul style="list-style-type: none"> • <i>learning and development</i> <ul style="list-style-type: none"> ○ Internal Audit Report – CPD 	Y			
<ul style="list-style-type: none"> • <i>employee relations</i> <ul style="list-style-type: none"> ○ Mobilisation Group Update Report (Covid-19) 	Y	Y	Y	Y
<ul style="list-style-type: none"> • <i>health, safety and wellbeing</i> <ul style="list-style-type: none"> ○ Mobilisation Group Update Report (Covid-19) ○ Update from Health & Safety Committee ○ Internal Audit Report – Absence Management and Reporting 	Y Y	Y Y	Y Y	Y Y Y
<ul style="list-style-type: none"> • <i>workforce planning</i> <ul style="list-style-type: none"> ○ People Strategy 2021 			Y	
<ul style="list-style-type: none"> • <i>payroll</i> <ul style="list-style-type: none"> ○ Overview of College pension schemes ○ Updates provided as required 				Y
<ul style="list-style-type: none"> • <i>voluntary severance schemes</i> <ul style="list-style-type: none"> ○ Updates provided as required 				

Corporate Development Committee				
Remit	Sept 2020	Nov / Dec 2020 Joint Committee	9 March 2021	1 June 2021
<ul style="list-style-type: none"> • <i>freedom of information and data protection</i> <ul style="list-style-type: none"> ○ updates provided as required 				
Assets and Infrastructure				
h) To consider and advise the Board of Management on key strategic infrastructure matters including:				
<ul style="list-style-type: none"> • <i>monitoring and review of the overall management and development of College property and information technology, ensuring that a comprehensive register of land, buildings and infrastructure assets is maintained and assurance is given to the Board of Management that the correct procedures are followed in respect of Exchequer funded assets.</i> <ul style="list-style-type: none"> ○ Estate Strategy – annual progress update (2021-22, September meeting) ○ Estate business case updates ○ College leasing arrangements update ○ Regional Outcome Agreement monitoring ○ Report on Paisley (CPA) relocation project (contained within the Estate Maintenance report) ○ Infrastructure Commission for Scotland – Update on Infrastructure Plan ○ Asset Transfer Requests – Evaluation of legislation ○ Scottish Government emerging National Infrastructure Mission Investment Proposals 	<p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p>	<p>Y</p> <p>Y</p> <p></p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p>	<p>Y</p> <p>Y</p> <p>Y</p> <p></p> <p>Y</p> <p>Y</p> <p>Y</p>	<p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p>
<ul style="list-style-type: none"> • <i>maintenance of estate and information technology in an efficient and effective manner, in accordance with a planned maintenance programme which is consistent with approved strategy and associated financial projections.</i> <ul style="list-style-type: none"> ○ Estate maintenance, sustainability and project update reports 	<p>Y</p>	<p>Y</p>	<p>Y</p>	<p>Y</p>

Corporate Development Committee				
Remit	Sept 2020	Nov / Dec 2020 Joint Committee	9 March 2021	1 June 2021
<ul style="list-style-type: none"> • <i>the implementation and development of carbon management and sustainability plans to address Scottish Government climate change requirements and ensure awareness of local, national, and global environmental matters.</i> <ul style="list-style-type: none"> ○ Carbon Management Plan (CMP) – Progress Update ○ Revised Carbon Management Plan 2021-2025 (September 2021 meeting) ○ Annual Scottish Government Sustainability Reporting Requirements Update ○ Estate Strategy Progress Update – includes annual review of College Carbon Management and Sustainability Plan (2021-22, September meeting) 	Y	Y	Y	Y
<ul style="list-style-type: none"> • <i>consideration and approval of information technology initiatives and innovations as required and the promotion of the effective and efficient use of IT services and assets.</i> <ul style="list-style-type: none"> ○ IT Strategy 2016-2020 - Annual Update ○ Updated IT Strategy 2021 - 2025 ○ IT Project Update Report ○ IT Incident Report 	Y	Y	Y	Y
Marketing and Communications				
<p>i) <i>To consider and advise the Board of Management on key strategic matters relating to marketing and communications including:</i></p> <ul style="list-style-type: none"> • <i>the implementation, development and review of marketing and communication strategies</i> <ul style="list-style-type: none"> ○ Internal Audit Report – External Communications ○ updates provided as required 				Y
<ul style="list-style-type: none"> • <i>policies which enable the College to build its reputation.</i> <ul style="list-style-type: none"> ○ Report on Social Media Activity 	Y			

Corporate Development Committee				
Remit	Sept 2020	Nov / Dec 2020 Joint Committee	9 March 2021	1 June 2021
Risk				
j) To consider risk relating to the matters that fall within the Committee's remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.				
○ Review of Strategic Risk Register	Y	Y	Y	Y
Other Matters				
k) Any other matters as required by the Board of Management.				
l) The Committee can request representatives of other organisations to attend meetings if/as required.				