

**West College Scotland
Board of Management
Monday 14 June 2021 at 4.00p.m. via the Teams link circulated by the Secretary
Agenda**

4 till 4.15pm – John Laird (Education Scotland) will attend to give the Board an update of work over the year, a summary of some findings of WCS’s contribution and the national picture related to the national task on remote learning, and be available for questions.

General Business

- | | | |
|---|-----------|----|
| 1. Welcome | | |
| 2. Apologies | | |
| 3. Declarations of Interests | | |
| 4. Minutes of the meeting held on Monday 22 March 2021 | Enclosed | WH |
| .1 Actions from the minutes | Enclosed | WH |
| 5. Matters Arising from the minute
(not otherwise on the agenda) | | |
| 6. Student Association Report | Paper 6 | VT |
| 7. Chief Executive’s Report | Paper 7 | LC |
| 8. Chair’s Report | | |
| .1 Board Internal Effectiveness Review 2021 | Paper 8.1 | WH |
| .2 Board Development Action Plan 2021 | Paper 8.2 | WH |

Items for Decision / Approval

- | | | |
|---|------------|-----|
| 9. Draft Curriculum Strategy | Paper 9 | StG |
| 10. Financial Update | | |
| .1 Management Accounts to 30 April 2021 | Paper 10.1 | DA |
| .2 Budget 2021-2- and 3-Year Financial Forecast | Paper 10.2 | DA |
| 11. Contract Awards (RESTRICTED ITEMS) | | |
| a. [REDACTED] | Paper 11.1 | DA |
| b. [REDACTED] | Paper 11.2 | DA |
| c. [REDACTED] | Paper 11.3 | DA |

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|------------------------------------|----------|----|
| 12. IT Strategy 2021-2025 | Paper 12 | DA |
| 13. Strategic Risk Register Review | Paper 13 | DA |

Items for Discussion

- | | | |
|------------------------------------|------------|-----|
| 14. Committee Chair Reports: | | |
| .1 LTQ Committee | Paper 14.1 | JH |
| .2 CD Committee | Paper 14.2 | JiH |
| .3 Audit Committee | Paper 14.3 | GB |
| .4 Remuneration Committee | Paper 14.4 | JiH |
| .5 Nominations Committee | Paper 14.5 | WH |
| 15. Any Other Business | | |
| 16. Date of Next Meeting: | | |
| Monday 4 October 2021 at 4.00 p.m. | | |

Items for Information / Noting

17. LTQ Committee - Minutes of the meeting held on Wednesday 19 May 2021
18. CD Committee - Minutes of the meeting held on Tuesday 1 June 2021
19. Audit Committee - Minutes of the meetings held on Thursday 11 March 2021 and Thursday 20 May 2021
20. Nominations Committee - Minutes of the meetings held on 11 May 2021 and 25 May 2021
21. Remuneration Committee - Minutes of the meeting held on 27 April 2021
22. Board of Management:
 - .1 Membership
 - .2 Schedule of Business 2020/21
 - .3 Dates of Board and Committee Meetings 2021/22

Shirley Gordon
Secretary to the Board

BOARD OF MANAGEMENT

Minutes: Monday 22 March 2021.

Present: Waiyin Hatton (Chair), Sabira Akram, Nick Allan, Liz Connolly, Jim Hannigan, Jacqueline Henry, Linda Johnston, John Leburn, Angela Wilson, Fiona McKerrell, Gordon Hunt, Vanessa Thompson, David Watson, Graeme Bold, Mark Newlands, Grant Lyall, Stefana Margarint.

Attending: David Alexander (Vice Principal Operations), Shirley Gordon (Secretary to the Board), Stephanie Graham (Vice Principal Educational Leadership), Alan Ritchie (Director of Finance), Natalie Smith (Director of Organisational Development and HR).

Apologies: Steven Cairney.

Observing: Mark Hamilton (LTQC Co-opted member).

BM707 WELCOME

The Chair welcomed everyone to the virtual Board meeting and thanked everyone for their attendance. Apologies were **noted**.

BM708 DECLARATIONS OF INTERESTS

The following declarations of interest were recorded and **noted**:

- Waiyin Hatton: Wai Beyond, People and organisational development consultancy; Harvey McMillan, People and organisational development consultancy; Action Against Stalking; Colleges Scotland (Board member).
- Liz Connolly and John Leburn: Trustees of West College Scotland Foundation.
- Jim Hannigan: University of Strathclyde and National Manufacturing Institute Scotland (NMIS).
- David Alexander: Scottish Funding Council Board member and Chair of the SFC Audit and Compliance Committee.
- Angela Wilson: West Dunbartonshire Council.
- Sabira Akram: Scottish Qualifications Authority.

BM709 MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on Monday 1 February 2021 were **approved**.

BM710 ACTIONS FROM THE MINUTES

The Board **noted** the actions taken since the last meeting and **agreed** that the completed actions could now be removed.

BM711 MATTERS ARISING FROM THE MINUTES

There were no matters arising not otherwise on the agenda.

BM712 STUDENT ASSOCIATION REPORT

The Board **noted** the report submitted by Vanessa Thompson (President, WCS Student Association) summarising the activities of the Student Association (SA) since the last Board meeting. Ms Thompson highlighted the following:

- The SA was delighted that the Scottish Government had made funds available for college and university Student Associations to provide support for students. Each SA's needs and circumstances at this time were different and, for that reason WCS SA had asked for students and staff to provide suggestions on areas and / or programmes that they felt could enhance their experience with the College. Ms Thompson extended that invitation for suggestions to Board members. Competing in National Walking Month in May was suggested, and Ms Connolly confirmed that the College had previously participated in this and would forward Ms Thompson the contact details to consider further. **{ACTION – LC / VT}**
- The SA election for the 2021/22 session had taken place with nominations received for President and Vice President in Clydebank. The other Vice President roles (Paisley and Greenock) would be readvertised.
- SA support and promotion of upcoming campaigns including Mental Health Day with Think Positive / Self-Injury Awareness Month / Stress Awareness month and Talk to Us Month (Samaritans).

The Board welcomed the commitment and engaging approach of the SA and the Chair thanked Ms Thompson for the update.

BM713 CHIEF EXECUTIVE'S REPORT

The Board received a written report from the Principal and Chief Executive, and Ms Connolly provided an update on the following:

- Covid 19 - The Educational Leadership Team and sector Heads were continuing to review provision to ensure that the College made best use of capacity to deliver face to face teaching, and to consider the implications of limited numbers on campus for the remainder of this academic year and next academic year in accordance with national guidance. A Ministerial Task Force had been established in recognition that a system-wide solution was needed to enable the maximum number of students to complete their qualification this year. The Task Force, chaired by Richard Lochhead, Minister for Further Education, Higher Education and Science, included representation from the college sector, the university sector, the Scottish Funding Council, Skills Development Scotland, SAAS and NUS.

The College Mobilisation Group and the Executive Covid 19 Group both continued to meet on a weekly basis to consider any emerging issues and new guidance. Ms Connolly confirmed that a range of options were being explored within the College to minimise any disadvantage to students and to maximise the number of students able to complete their qualification this year.

- Business Transformation Plan - 

- 2020-21 SFC Sustainability Funding and Additional Funding Allocations were summarised.
- Potential Industrial Action - On 1 March 2021, the EIS wrote to the College giving notice of 15 days of discontinuous strike action in relation to the dispute around the recruitment of instructor and tutor posts to replace lecturers which appeared to happen in a couple of colleges. Dispute discussions continued with a view to resolving the issue and avoiding strike action.
- 2020/21 Support Staff Pay and terms and Conditions Offer - unions (GMB, Unite and UNISON) had consulted with their members and had accepted the 2020/21 Support Staff Pay and Terms and Conditions offer.

The Chair thanked the Principal for the update and the Board **noted** her report.

BM714 CHAIR'S REPORT

The Board received a written report from the Chair which summarised her recent activities and meetings. Dr Hatton reported that in light of the Scottish Funding Council's review of the further and higher education sector, the Colleges Scotland Board was contributing to a better understanding of "The Role of Scotland's Colleges in their Regional Economies". In support of that, WCS had been invited to host one of the Regional Economic Recovery Clinics with key partners in the College region at the end of March/April 2021. The Executive Team was progressing with this.

The Board **noted** the report from the Chair.

.1 Board Committees – Update (including revised Remits) – Dr Hatton led the Board through the Board's new standing Committee arrangements including the Committee structure, memberships, and focus. She outlined the steps that had been taken since the 1 February 2021 Board meeting to transition to the new arrangements, populate memberships of the standing Committees, and seek formal Board approval. That had allowed the Board to move to the new structure as soon as possible and allow arrangements to be made for the first meetings of the new Committees.

The Board of Management considered and approved the Board's Standing Orders, Articles of Governance and Scheme of Delegation as well as all the standing Committee remits, memberships, and dates of meetings.

.2 2021 Board Internal Effectiveness Review and Development Action Plan 2021 – Update

- Dr Hatton led the Board through the arrangements that had been made since the 1 February 2021 Board meeting to conduct the Board’s 2021 Internal Effectiveness Review and, thereafter, formulate its Development Action Plan for 2021.

The Board of Management noted the update on its Board Internal Effectiveness Review and Development Action Plan for 2021.

.3 Dates of Proposed Board Meetings 2021/22 – it was proposed that the Board continue to schedule five meetings during the year following a similar pattern to that of the current session and should continue to meet on Mondays starting at 4.00p.m. (unless otherwise notified). The proposed dates of meetings in 2020/21 were:

- Monday 4 October 2021
- Monday 13 December 2021
- Monday 7 February 2022
- Monday 21 March 2022
- Monday 13 June 2022

The Board **approved** the proposed dates of its meetings in session 2021/22 and agreed that consideration could now be given to the dates of the various Committee meetings.

BM715 RISK MANAGEMENT STRATEGY AND STRATEGIC RISK REGISTER

The Board received a report from the Vice Principal Operations which outlined that, in accordance with the Corporate Governance Code, the Board was tasked with ensuring a framework of risk management and control was in place. Mr Alexander presented:

- A revised Risk Management Strategy.
- An update on the development of the College Risk Management Strategy.
- The current College Strategic Risk Register for the consideration of the Board of Management.

Mr Alexander reported that the SMT continued to review the Strategic Risk Register and, in carrying out that review process, he summarised removals, additions and amendments that had been made to the Register. The Board discussed “Risk 05 - Alternative Income Growth” and Mr Alexander provided additional detail about the revision made to that risk explaining that the ability of the College to generate consistent levels of alternative income was 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 had, therefore, revised the gross risk score to highlight the critical nature of that risk. The mitigating controls had been updated to reflect the work being undertaken by the College to address that risk.

The Board of Management:

- **Approved the revised Risk Management Strategy.**
- **Noted the update on the development of the College Risk Management Framework.**
- **Reviewed and approved the Strategic Risk Register and in doing so considered:**

- o **The risks included in the register.**
- o **The revised risk rating both pre and post mitigation.**
- o **Whether any other risks should be considered for removal.**
- o **Whether any new risks should be considered for inclusion.**

BM716 MODERN SLAVERY STATEMENT – ANNUAL REVIEW

The Vice Principal Operations explained that the Board required to approve the College Modern Slavery Statement annually. The 2021 Statement had been updated and was approved by the 9 March 2021 Corporate Development Committee meeting for consideration by the Board of Management meeting on 22 March 2021.

Mr Alexander reported that there were 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.

Mr Alexander confirmed that the College Modern Slavery Statement formed part of the College Annual Assurance Plan.

The Board of Management considered the refreshed Modern Slavery Statement and approved publication of this.

BM717 PEOPLE STRATEGY

The Vice Principal Operations explained that 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 that had been duly completed.

Mr Alexander summarised the refreshed People Strategy explaining that the five core objectives remained the same, and the focus over the next 12 months would be on the delivery of an operational plan to support this. It was 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 from March 2021 and that an updated People Strategy covering the period to 2025 (in line with overall the College Strategy) also be presented at that time.

Mrs Smith confirmed that "A fairer Scotland for all: race equality action plan and highlight report 2017-2021" would form part of the College People Strategy.

The Board of Management considered the:

- **Refreshed 2021-22 People Strategy.**
- **Proposed approach to reporting progress on the People Strategy and updating this in March 2022.**

BM718 PROCUREMENT STRATEGY

The Vice Principal Operations presented the Procurement Strategy 2021-2025, which had been considered and approved for presentation to the Board of Management by the Corporate Development Committee on 9 March 2020.

Mr Alexander led the Board through the Procurement Strategy 2021-2025 explaining that it built on the developments and innovations achieved to date, reset the procurement vision for the College and provided an understanding of the strategic objectives and priorities and how these would be achieved. It also supported 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.

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

Mr Alexander described the four strategic procurement objectives which formed the core of the Strategy and confirmed these would be fully embedded into the College operational planning process to monitor progress and measure success.

The Board of Management approved the Procurement Strategy 2021-2025.

BM719 CONTRACT AWARD –

[REDACTED]

[REDACTED]

[REDACTED]

BM720 REVIEW / APPROVAL OF FINANCIAL REGULATIONS

The Vice Principal Operations explained that the Board of Management approved the College Financial Regulations in October 2020, following an annual review by the Finance

and General Purposes Committee in September 2020. Mr Alexander added, however, that following approval by the Board of Management on 1 February 2021 to amend the Committee structure and remits, there was a need to update the College Financial Regulations further to reflect those governance changes.

Mr Alexander presented an updated set of College Financial Regulations for approval adding that this matter was considered by the 9 March 2021 Corporate Development Committee and approved for consideration by the Board of Management.

The Board of Management approved the:

- **Updated College Finance Regulations.**
- **Proposed revision to College accounting policy as applying to depreciation and capitalisation.**

BM721 COMMITTEE CHAIR REPORTS:

.1 LTQ Committee

The Board **noted** a summary of discussion from the LTQC meeting held on Wednesday 24 February 2021 as highlighted by Mrs Henry, LTQC Chair. The LTQC was reassured of the robustness of the College's procedures, proactive interaction with awarding bodies, and participation in sector attempts to address issues that had arisen, however, the assessment information provided by awarding bodies had been uneven across subjects. The College and sector were addressing this, and it was hoped that assessments and assessment decisions could be made for current awards by the summer.

Mrs Henry informed the Board that the annual review and planning of the curriculum was underway. As teaching and learning had changed during the pandemic, with the switch to remote learning, staff were reviewing curricular benefits that could be retained and practices that should be changed. This has led to staff identification of the need for sufficient digital capacity and staff ITC skill development. She also informed the Board of the lower number of school students in some authorities this session and the pressure on accommodation for increased demand for engineering, and construction.

.2 CD Committee

The Board **noted** a summary of discussion from the CDC meeting held on Tuesday 9 March 2021 as highlighted by Mr Hannigan, CDC Chair. **In particular, Mr Hannigan sought delegated authority from the Board of Management to the Corporate Development Committee to approve the 2021 College Equality Report for publication by 30 April 2021 and that was agreed.**

Mr Hannigan reported that, with regard to the



The Board welcomed this development.

Mr Hannigan confirmed that Board of Management sessions were agreed at the CDC meeting for finance and estates as follows:

- Estates Session - Wednesday 21 April 2021 – 3pm
- Finance Session - Wednesday 12 May 2021 - 3pm

{ACTION – DA}

.3 Audit Committee

The Board **noted** a summary of discussion from the AC meeting held on Thursday 11 March 2021 as highlighted by Mr Bold, AC Chair. The Committee noted the College response to a recent IT matter and viewed this as being concluded. The Committee agreed with management's proposal to undertake an Internal Audit review of the College's Business Response processes within the 2020-21 internal audit plan following on from this.

Mr Bold reported that internal audit reports were received on Financial Controls and Sickness, Absence and HR, and the Committee noted ratings of strong from the Internal Auditors and that there were no recommended actions for management.

Mr Bold confirmed that significant progress had been made on Assurance Mapping with the College's strategic risks mapped against a 3 Lines of Defence model. That was an evolving piece of work and would provide a strong level of assurance that the work of the Audit Committee ensured strategic risks were managed. The assurance map would continue to develop over the coming year and be used to inform and agree the Audit plan.

.4 Remuneration Committee

The Board **noted** a summary of discussion from the Remuneration Committee meeting held on Monday 1 February 2021 as highlighted by Mr Newlands, Remuneration Committee Chair.

BM722 ANY OTHER BUSINESS

Mr Alexander reported that he had accepted a position of Chief Executive Officer at Gateshead College and would take up his new post in late June 2021. The Board congratulated him on this well-earned and well-deserved promotion.

BM723 DATE OF NEXT MEETING

Monday 14 June 2021 at 4.00 p.m

BM724 ITEMS FOR INFORMATION / NOTING

The following items were submitted for information and **noted**:

- LTQ Committee - Minutes of the meeting held on Wednesday 24 February 2021.
- CD Committee - Minutes of the meeting held on Tuesday 9 March 2021.
- Board of Management – Membership and Schedule of Business 2020/21.

Board of Management: Actions from the Minutes

Date of meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
22 March 2021	BM712	SA competing in National Walking Month in May - Ms Connolly confirmed that the College had previously participated in this and would forward Ms Thompson the contact details to consider further.	L Connolly / V Thompson		Complete.
""	BM721.2	Board of Management sessions agreed for finance and estates as follows: <ul style="list-style-type: none"> • Estates Session - Wednesday 21 April 2021 – 3pm • Finance Session - Wednesday 12 May 2021 - 3pm 	D Alexander	All Board members and co-opted members invited on 23/3/21.	Complete.
""	BM721.2	Mr Hannigan sought delegated authority from the Board of Management to the Corporate Development Committee to approve the 2021 College Equality Report for publication by 30 April 2021 and that was agreed.	CDC	The CDC received the delegated authority and duly approved it.	Complete.
5 October 2020	BM657	Summary report on the 1:1 Board Member / Chair discussions would be compiled for Board members on any follow-up actions to be taken forward.	W Hatton	Forms part of Board paper 8.2 presented at 14 June 2021 Board meeting.	Complete.
""	BM658	The Nominations Committee meeting of 23 June 2020 considered risk in relation to the activities within its remit and agreed to raise its suggestion of the inclusion of	W Hatton	Discussed at 11 May 2021 Nominations Committee meeting and action now concluded.	Complete.

		some strategic governance risks. To help refine this further for the Risk Register, the Chair would work with the Committee Chairs and provide further detail to Mr Alexander.			
23 March 2020	BM610	The presentation and discussion scheduled with two inspectors from Education Scotland on their College Progress Visit Report - postponed until a later date.	S Gordon	Will rearrange with Janet Campbell and John Laird – set for 14 June 2021.	Complete. John will attend the 14 June 2021 Board meeting.
""	BM616	Business Transformation Plan - Board to be kept informed of progress in discussions with SFC.	L Connolly	Ongoing	Complete based on ongoing Board updates via the CE Report
""	BM619	KPIs - some analysis work to be undertaken to review overall performance prior to the coronavirus pandemic so that new base and pro-rata performance indicators would be available.	S Graham		tbc
3 Feb 2020	BM600	Greenock Campus - continue to report progress to Board meetings.	L Connolly	Ongoing	Complete based on ongoing Board updates via the CE Report
7 Oct 2019	BM565 (i) 544	Brexit – small group to be established to consider what kind of College there should be in the future and align this with the potential impact of Brexit.	?	Board to return to this matter once more information is available	Complete. Overtaken by SFC review plus Committee realignment.

TITLE: STUDENTS' ASSOCIATION REPORT

Action: The Board is invited to consider and note the report from the Students' Association on recent activities.

Lead: Vanessa Thompson, President, Students Association

Status: Open



Board Paper – June 2021

The Students' Association (SA) would like to offer their support to all of the students who's studies have been extended. We will be posting on social media our appreciation to the lecturers and support staff as well as details for students to get in touch with Student Association if we can be of any assistance. The SA will also be working closely with NUS to get the most up to date guidance. We also will be working closely with NUS to confirm that students will be financially supported through any extensions and beyond.

Our Think Positive campaign continues to be a priority for the student association and Vice President Paul Sefton submitted our initiatives for the upcoming year. The campaign is a mental health agreement with the college to offer much needed support to students. Key information and guidance will be offered to help and support students especially around stress and anxiety. This has been promoted online using our social media platforms and has been supported superbly by Kirsty McEwan who is the Health and Wellbeing officer for West College Scotland.

Finally, our outgoing President Vanessa Thompson would like to thank the board for all of their support and guidance throughout the year. This year has been a challenge for everyone but I feel we can be proud of the efforts by everyone connected with the college in the way we have adapted. I look forward to handing over to our new SA team listed below;

- Abbie McGrath – President
- Paul Sefton – Vice President (Greenock)
- Scott McInnes – Vice President (Clydebank)

The post for Vice President (Paisley) is still vacant and we continue to campaign to have this position filled before the end of term otherwise it will be readvertised at the beginning of the new term.

The additional student funding has now been allocated by the SA and we are delighted to announce the following areas will receive funding;

- My Health Scotland - Benefits students physically and mentally by having access to the most up to date health & fitness practices. Ran by current sport lecturer Tosh Cameron from Greenock campus.
- Student Book Club - Will make use of amazon books for students / book tokens purchased for students at home or to devices – Purchase kindle e-readers for students to borrow.
- First Aid Courses - Sports department looking for one off injection to allow students to be 1st aid trained.
- Food Banks - Provide food banks at each of the three campuses for students and local community.
- SA Monthly Quiz - Membership, advertisement and prize money throughout the year.

- Chill Out Rooms - To furnish and decorate rooms for students as a chill out place in each of the three campuses.
- BUCS Investment - Provide additional support to teams in way of membership, coaches, transport, equipment and kits.
- SA Staff Training - Have access to courses and qualifications to enhance ability to carry out role.
- Mental Health Support - Additional funds available to SA to fund and support students through various different methods – courses, councillors etc.

The SA will continue to update students on any changes to current regulations and how this may affect them starting the new term. We will offer support and guidance to anyone who requires it. We are available for all students through email, phone and social media platforms and continue to provide any assistance that is required.

Many thanks and we hope for better times ahead for us all.

Student Association.

Board of Management

14.06.21

Paper 7

TITLE: CHIEF EXECUTIVE'S REPORT

Action: The Principal has provided a report on a range of matters. This report is mainly for discussion and noting, except for item 5 which is for endorsement.

Lead Liz Connolly, Principal and Chief Executive

Status Open (with the exception of Items 3 and 5)

1. Covid-19

- 1.1 Following an announcement by the First Minister, all of our College campuses moved into Level 3 on the 26th April, and Level 2 on the 17th May. This initially allowed the College to bring up to 29% of priority student groups back on campus. In Level 2 there is no % restriction on the number of students on campus, although there is still an expectation that it will only be priority groups who attend.
- 1.5 The focus for the College over this period has been to prioritise students who will be leaving College this year either for employment or further study.
- 1.6 As was previously reported a Ministerial Task Force was established to focus on reducing the number of non-completing students across the sector. The Task Force, which was Chaired by Richard Lochhead, then Minister for Further Education, Higher Education and Science, included representation from the college sector, the university sector, the Scottish Funding Council, Skills Development Scotland, SAAS and NUS. The College sector was represented on this group by Carol Turnbull, Principal of Ayrshire College and Chair of the College Principals Group and Shona Struthers, Chief Executive of Colleges Scotland. The combined work of this group has significantly reduced the number of non-completing students across the sector.
- 1.7 Planning for the next academic year continues, despite the uncertainties that exist around potential covid restrictions. The sector Scenario Planning Group, supported by the Curriculum Vice Principals has produced draft planning guidelines which have been shared with the Scottish Government.
- 1.8 The Scottish Government has established a new Advanced Learning Covid Recovery Group to replace the Ministerial Leadership which was previously in place. This Group is tasked with planning for a safe and appropriate resumption of on campus learning. The Group includes representatives from the Scottish Government, the University Sector, the College sector, SDS, SQA, NUS and the recognised Trade Unions among others. The College sector is represented on this group by Shona Struthers, Chief Executive of Colleges Scotland, Audrey Cumberland, Chair of the College Principals Group, myself as Chair of the sectors Scenario Planning Group, Paul Little, Principal of City of Glasgow College and Lydia Rohmer, Principal of West Highland College.

2. College Mobilisation Group and Executive Covid 19 Group

- 2.1 The College mobilisation group and the Executive Covid 19 group both continue to meet on a weekly basis to consider any emerging issues and new guidance in what continues to be a very fluid situation. The Executive Group is

the decision-making forum to progress any recommendations that come from the Mobilisation Group which considers the operational implications of return to campus.

3. Business Transformation Plan

3.1 [Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]




4. Quality Assurance of Qualifications – Progress on Completion

- 4.1 The College offers a range of qualifications which are accredited by Awarding Bodies, including SQA. Almost all assessment across most awards has been disrupted by the impact of lockdown, restricted access to campuses and the ability of individual students to continue to engage with learning and assessment.
- 4.2 The College curriculum and support services teams have been working tirelessly to deliver as much learning as possible on-line, amend the ways in which students are assessed, and support student health and wellbeing through the most challenging of years.
- 4.3 Since the start of May, increased numbers of student groups have been able to come on campus to undertake practical based assessment. Guidance from awarding bodies has been available and used to flex the delivery of assessments and as a result, we are increasingly confident that most qualifications will complete by the end of June 2021. The main exceptions to this are work based vocational qualifications and other awards requiring student work experience placement, and which may complete later than originally planned. Some schools-college courses have been unable to complete.
- 4.4 Deferral of whole or partial units that an extension into next session are limited to a small number of areas – Beauty Therapy (awaiting further guidance on mask wearing), Health and Social Care placement requirements and work readiness components of other courses. Some apprenticeship programmes may also require extensions to original anticipated end dates. Individual students who need to complete parts of their courses will be offered opportunities to do so, when they return to us in session 2021-22 or, in the case of colleges leavers, by invite to infill into subjects where they had insufficient assessment evidence available for completion.
- 4.5 Internal Quality Assurance (IQA) – a series of IQA panel meetings are taking place throughout May and June 2021, prioritising HND courses where students are leaving in June 2021. The main purpose of the IQA panels is to assure that assessment planning is robust and consistent with available SQA adapted guidance. The panel meetings have been carried out remotely via Microsoft

Teams and all supporting qualifications and verification evidence is uploaded to a central shared area. This supports standardisation and facilitates sharing of assessment planning and delivery approaches across all areas of the college. Panel outcomes so far are indicating that teams are applying integrity, sufficiency, consistency and fairness in the assessment process across almost all areas. There is clear evidence through the panel meetings of staff being involved in cross campus and national subject networks which assure integrity, sufficiency, consistency and fairness in the assessment process. The main action emerging from the panel meetings is ensuring course teams have adequate supporting evidence of the criteria to be used in applying a Graded Unit grade for each student. In the absence of a Graded Unit examination and/or project the grade draws on evidence from other units delivered. The final outcomes for students will be scrutinised through ongoing quality assurance monitoring of actions and oversight activity before Graded Unit results are released to SQA.

5. [REDACTED]

[REDACTED]

[REDACTED]

6. **Greenock Campus**

6.1 Significant activity is continuing within the College and with partners to progress and conclude the Greenock Outline Business Case (OBC) for submission to SFC, this activity includes:

- Working with the design team to progress and conclude the conceptual design for the new build at East India Dock

- Meeting with the Inverclyde Council Planning Team. Early discussions on the concept design and high level planning principles have taken place with Inverclyde Council to look at issues of scale and massing, and information requirements moving forward to support the detailed planning application process.
- Meeting with Stuart McMillan MSP to discuss the new build campus. Mr McMillan has publicly stated his support for a new College build during his next 5 year term of office.
- Meeting the SNP Group leader at Inverclyde Council who has also committed publicly to supporting College plans.
- Meetings with Inverclyde Council, Riverside Inverclyde, Peel Ports and SFC to discuss project progress, land acquisition, planning matters, governance and finance.
- Engaging with the Beacon Arts Centre to explore partnership working
- Meeting with Fife College to discuss their new build development by way of information sharing.

6.2 It is expected that the final draft Greenock OBC will be considered towards the end of June 2021, enabling the College to further engage with wider partners over the summer period and secure support for the new build proposals in advance of SFC submission. The Greenock OBC will therefore be presented to the September 2021 meeting of the Corporate Development Committee for consideration and subsequently to the Board of Management for approval.

7. College Staff Survey

7.1 The College staff survey seeking staff views on key areas of engagement and future ways of working closed on Monday 24th May with over 600 responses received, a response rate of over 50%. The next steps will involve exploring the results further through focus groups and the findings will help to inform future working practices.

8. College Staff Awards

8.1 The College launched inaugural staff awards during May 2021 to recognise the significant contributions made by staff over the past 14 months during the pandemic. A judging panel was put in place comprising the Chair of the Board, myself Natalie Smith (Director, Organisational Development and HR) and Iain Forster-Smith (Assistant Principal, Student Life and Skills).

8.2 103 nominations were received for 9 award categories. Due to the number and quality of nominations an additional 3 awards were made including a Chair's Award and a Principal's Award. Winners will be announced in the June edition of WestWorld.

9. Industrial Action

- 9.1 As previously reported to the Board, EIS FELA had been in dispute with the sector since last summer. The genesis of the dispute was around the recruitment of instructor and tutor posts to replace lecturers which appeared to happen in a couple of Colleges. On 26th January EIS wrote to the College giving notice of a ballot on industrial action. The ballot asked 'Are you prepared to take part in industrial action consisting of strike action in pursuit of the national dispute on the use of instructors instead of lecturers'
- 9.2 On 25th February EIS wrote again to the College to confirm that the result of the ballot was that on a turnout 2,966 (61% of those eligible to vote) 2,690 (91%) had voted yes.
- 9.3 On the 1st March EIS wrote again to the College giving notice of 15 days of discontinuous strike action, the first of these on Tuesday 16th March. Following 5 days of discontinuous strike action the dispute was resolved and further strike action called off. College management and staff have been working together to ensure minimal disruption to students learning as a result of this strike action.

10. Senior Staff Changes

- 10.1 As Board members know David Alexander, Vice Principal Operations leaves the College at the end of June to take up the role of Principal at Gateshead College. The recruitment process to replace David is currently under way with first interviews taking place week commencing 7th June, and second interviews week commencing 21st June. Jim Hannigan, Chair Corporate Development Committee and Chair Remuneration Committee, is assisting with the process and will be involved in both interviews.
- 10.2 The College has appointed Nathan Tyler as Director, Communications, Policy and Engagement. Nathan who will join the College in mid-July, is currently employed as Head of Communications and Digital with Scottish Salmon Producers Organisation, and he has a background in broadcast media.

11. New Cabinet Secretary and Minister

- 11.1 Following the recent Scottish Elections the first Minister announced the Cabinet and Ministerial Team. Shirley-Anne Sommerville MSP has been appointed as Cabinet Secretary for Education and Skills, and Jamie Hepburn MSP has been appointed as Minister for Higher Education and Further Education, Youth Employment and Training.

TITLE: BOARD ANNUAL INTERNAL EFFECTIVENESS REVIEW 2021

Background: The background to the Annual Internal Effectiveness Review 2021 is described in the attached report. Overall, the feedback is positive, and the Board is asked to consider the attached report and, once approved, note it will be submitted to the SFC before the end of June 2021 and will also be placed on the College website.

Action: The Board is asked to approve the report on its Annual Internal Effectiveness Review 2021 for submission to SFC and publication on the College website.

Lead: Dr Waiyin Hatton, Chair, Board of Management

Status: Open

BOARD OF MANAGEMENT - ANNUAL INTERNAL EFFECTIVENESS REVIEW 2021

1. Background

In accordance with Paragraph D.23 of The Code of Good Governance for Scotland's Colleges, *"the board must keep its effectiveness under annual review and have in place a robust self-evaluation process. There should also be an externally facilitated evaluation of its effectiveness at least every three years. The board must send its self-evaluation (including an externally facilitated evaluation) and board development plan (including progress on previous year's plan) to its funding body and publish them online"*.

It was agreed at the 1 February 2021 Board meeting that, for the annual internal Board effectiveness review 2021, the same survey that was used in 2018 and 2019 should be issued to all Board members again this year. The survey was issued on 1 March 2021 with a closing date of 19 March 2021. Responses were received from 7 members, out of a possible 18. The following report summarises the responses received.

The Board last undertook an externally facilitated evaluation of its effectiveness in late 2019 with the feedback report being approved at the Board meeting held in February 2020.

It is noted that three new Non-Executive Board Members took up their first Term of Office from 1 February 2021. Furthermore, following approval of a Committee restructure at the Board meeting held on 1 February 2021, the Board and Committees were asked to approve their revised remits and memberships in March 2021. These meetings were the first Board / Committee meetings for the three new members and, therefore, a caveat is included in this analysis report acknowledging that.

2. Feedback from Board Members

The survey was split into 6 parts and this report provides feedback received on each of these parts, as well as an overall summary of the main conclusions.

Part 1 – Board Meetings

Feedback confirms that Board members are satisfied with the:

- Frequency of Board meetings.
- Distribution of papers for Board Meetings.
- How meetings are chaired.
- Executive contributions in meetings.
- Overall effectiveness of the Board Meetings.
- Quality and quantity of information and advice provided to Board Members to support effective discussion and decision making.
- Chair promotes a culture of openness and debate.

There were some areas identified where some further thought might be given to how to make improvements including:

- Board Members' contributions in meetings.
- The profile of the student contribution to Board Meetings.
- The content of the agenda and time allocated for discussion.
- The process for Board Member Appraisal.

Comments submitted were:

- Early days with new structure yet so not able to rank yet. Good that meetings are ending early which means necessary space is being created for much needed forward looking strategic debate on the big issues.
- We should encourage a greater level of constructive criticism to hold the Executive team to account and keep us all honest. Some management team members favour very formal formats which doesn't lend to discussion. The Board largely react to management's priorities as opposed to any Board plan for its work and key objectives. The entire board should determine and agree upon what we want to accomplish over the next 12 months, three years, five years.
- I genuinely feel that we've taken on board so many comments and actions from previous effectiveness reviews, to get to a place where everything really is working well. Of course, nothing is ever perfect and there is always room for improvement, but I do feel we've got the right balance of membership and everyone is encouraged to get involved and make their voices heard.
- It is difficult to have a full discussion on all areas due to time. However, this is amplified due to calls being online and I would hope we can move back to face to face meetings when conditions allow.

Part 2 – Board Committees

Feedback confirms that Board members are satisfied with the:

- Opportunity to provide relevant information to the full Board at Board Meetings.
- Use of co-opted members to support the work of the committees.
- Input of the wider Senior Management Team to the relevant committee.
- Frequency and timings of committees.
- Committee(s) effectiveness overall.

There was one area identified where some further thought might be given to how to make improvements:

- Amount of advice and direction provided to the Board Committees to discharge their remit and decision making.

Comments submitted were:

- Ensure that each agenda has at least one item examining options rather than merely approving recommendations.
- I think the new committee structure will take time to become embedded as we realign existing priorities into the new framework. However, based on the existing structure, things have worked well, and adequate time is available to discuss key points during each committee meeting, for feedback into the wider BoM meetings.
- It is early days in the new committee structure to comment but a greater time opportunity to feedback to board will be important. Too often committee reports are at the end of the agenda and can feel rushed.

Part 3 – Board Membership and Contribution

Feedback confirms that Board members are satisfied with the:

- Balance and skills of Board Members.

There were two areas identified where some further thought might be given to how to make improvements:

- Effectiveness of the induction arrangements for new Members.
- Ongoing development for Board Members.

When asked to identify any development requirements which could enhance the Board's effectiveness, the following comments were submitted:

- Latest thought leaders in education.
- I think we can always be open to new opportunities for development as we live in a constantly evolving world - COVID-19 has taught us that! That said, I don't feel there's anything "pressing" that needs to be addressed urgently.
- A number of new members have joined in the past year. It is difficult to build relationships and trust amongst members whilst on Teams calls.

When asked the question about individual development requirements that would enhance contribution, responses included:

- Understanding of the senior school - college - university landscape and how it connects.
- I'm always looking for new opportunities to develop my existing skillset and become a more active contributor to Board and Committee forums.
- None other than getting to know my fellow board members better.

In relation to improving the overall membership of the Board, the following comments were submitted:

- Improve diversity of ideas and thought through use of co-opted members on committees from differing backgrounds.
- I think we do have a good balance of members at the present time however we do need to keep this under constant review to ensure a diverse range of people feed into the work of the Board.
- The work undertaken on this by the board has been effective.

Part 4 – Leadership and Strategy

Feedback confirms that Board members are satisfied with the:

- Access to and provision of information on Scottish Government priorities to inform decision making and the development of College Strategic Priorities.
- Access to and provision of information on Scottish Funding Council priorities to inform decision making and the development of College Strategic Priorities.
- Contribution of the Board to determine the College Strategic direction.
- Collective responsibility of the Board and Executive to activate the overarching College Strategic Priorities.

There were a few areas identified where some further thought might be given to how to make improvements including:

- Approach to monitoring and reporting on agreed KPIs.
- Approach to monitoring and reporting on agreed KPIs associated with committee priorities.
- Board's contribution to improving the economic and social wellbeing in the West Region.
- Leadership of the Board in equality and diversity.

Comments submitted were:

- Urgent need to adopt a more KPI driven approach to evaluating the benefit of strategy and whether or not it is being achieved by the College. We currently have a list that serves little real purpose (classic tick box).
- The right structures and approaches appear to be in place.
- I've always found the WCS board to be very effective however we've taken the time learn from any mistakes and taken the advice of previous reviews to make improvements in certain areas.
- Input by SFC and Scotland's colleges has not created confidence from the board. This can be a frustration but is by no means a criticism of the college executive team.

Part 5 – College Executive

Feedback confirms that Board members are satisfied with the:

- Experience of the efficiency and effectiveness of the Executive in serving the Board.
- Clarity of the role and responsibilities of the Board and the College Executive.

There was one area identified where some further thought might be given to how to make improvements:

- Effectiveness of the working relationship between the Board and the Executive/SMT.

Comments submitted were:

- Very fortunate to have a team who are obviously very motivated to include the board in the decision-making process.
- I think the Executive for the most part play an important role in keeping the Board updated on any issues we need to be aware of; the Executive are always very engaging with the Board and quickly provide additional information that may be sought for future meetings, for example.
- We are fortunate to have an excellent executive team who work well with the board and the committees.

Part 6 – Student Experience

Feedback confirms that Board members are satisfied with the:

- Quality of the student experience is central to Board decisions.
- Autonomy of the Student Association.

There was one area identified where some further thought might be given to how to make improvements:

- The student voice and influence at Board Meetings.

Comments submitted were:

- Good record of ensuring we understand the student point of view and feelings.
- I should like to see a larger role for the student voice and a sense that the student member is able to contribute across the whole business of the board and not just in relation to the reports from the student association.
- I think the involvement of Student President and other representatives of the SA is invaluable in keeping the Board aware of what the students want although I do wonder whether more direct linkage with the students whenever possible would add more real benefit in helping the Board to engage with the student body.
- The student representatives are always engaged as any board member would be. Having their report further up the agenda has helped.

3. Conclusions and Recommendations

Overall, the feedback is positive. There are a few areas where ideas for improvement have been suggested and the Board is invited to consider these and suggest how they may form part of the Board Development Action Plan 2021.

It is noted that three new Non-Executive Board Members took up their first Term of Office from 1 February 2021. Furthermore, following approval of a Committee restructure at the Board meeting held on 1 February 2021, the Board and Committees were asked to approve their revised remits and memberships in March 2021. These meetings were the first Board / Committee meetings for the three new members and, therefore, a caveat is included in this analysis report acknowledging that.

TITLE: BOARD DEVELOPMENT ACTION PLAN 2021

Background: The Board Development Action Plan 2021 has been drafted in light of:

- The Board annual Internal Effectiveness Review Report (**as presented at Paper No 8.1**).
- Summary of Chair and Board members 1:1 review 2020 outputs and actions taken (**Appendix 1 below**).
- Actions taken/being progressed from the Board Effectiveness Realignment approved by the Board in February 2021.
- Chair's appraisal 2021.
- Progress on actions in the 2019 Board Development Action Plan.
- The actions agreed at Board Effectiveness session held on 26 April 2021 to consider the outputs from the above components for inclusion in the Board Development Action Plan 2021.

The Board is asked to consider the proposed Board Development Action Plan (**Appendix 2 below**). Once approved, it will be submitted to the SFC before the end of June 2021 and will also be placed on the College website.

Action: The Board is asked to approve its Board Development Action Plan 2021 for submission to SFC and publication on the College website.

Lead: Dr Waiyin Hatton, Chair, Board of Management

Status: Open

APPENDIX 1 - WCS – Summary of 1:1 Board member review outputs 2020 and actions taken

Developments highlighted	Action taken as at 20 April 2021
<p>1. Board agenda:</p> <ul style="list-style-type: none"> • Board to focus on bigger picture. • Major items on main agenda, not subsumed under Committee minutes section; • Performance monitoring and reporting – provide Board assurance through integrated performance reporting against achievement of strategic and priority objectives; reports using information derived from data, rather than reporting data. <p>a) Refresh strategic direction and priorities:</p> <ul style="list-style-type: none"> • hold themed Board Strategic Development sessions which include horizon scanning, articulation of blue-sky and radical thinking and identification of ‘red-lines’; and enable Board members to contribute to new/refreshed directions. Themes could follow the Committee remits, with the respective Chairs and VPs leading on the design and delivery of the sessions; • HR Strategy need review and to include digital learning capability and capacity. <p>b) New WCS business and funding model:</p> <ul style="list-style-type: none"> • include in RoA; • more creative solutions; • need diversify quickly; • raising income beyond commercial activities, including seeking corporate partners, donors, sponsors; formalised alumni network; easy to donate facility on WCS website; • Does WCS have expertise in fundraising? Member of Institute of Fundraising? 	<ul style="list-style-type: none"> • Implementing under Realignment of Committees structure. • Implementation as part of Realignment of Committees structure - on completion of Pentana project. • Implementation commenced with 1st one on estates held 28 October 2020. Follow-up on Estates and one on Finance in April and May 2021. • ‘New’ people strategy. • Need to consider when SFC Review completed and their new funding model is confirmed. • Proposed Board Development session to be held to consider implications and opportunities for WCS’ own model, with particular reference to Commercial Income and Fundraising.

<ul style="list-style-type: none"> • Use of Charitable Trust for raising income and developing outwith SFC funding stream; <p>c) Curriculum:</p> <ul style="list-style-type: none"> • impact of blended and virtual delivery on the curriculum and need for current number of buildings? • Delivery models to maximise collaboration with and WCS' visibility with business. <p>d) Community engagement:</p> <ul style="list-style-type: none"> • Opportunities for learners; • WCS as 'cornerstone of community'; • Attract community and partners to support WCS in developing and growing economic strength of local communities in absence of central funding; • Build more productive relationships with the local authorities, businesses/Chambers and other key partners – results focused to support achievement of WCS strategic priorities and new business/funding model; • Greater visibility of WCS actions in the community, e.g. hosting business/round table events; 'Build Back Better' agenda. <p>e) How raise voice and visibility of WCS on national platforms/arenas, with politicians and business communities – Chair and Principal?</p> <p>f) Committees:</p> <ul style="list-style-type: none"> • Committee agenda needs set and agreed with respective Chair; • HRCD – need Board member with HR and/or OD background; • LTQC – rotate Assistant Principals to attend committee; • Board members link with Curriculum Group? 	<ul style="list-style-type: none"> • Implementation under Realigned Quality learning & teaching Committee. • Community engagement is a means to an end – outcomes/benefits for learners; meeting skills needs in the business communities; underpinning commercial income. Community engagement is embedded within these activities – greater visibility of the 'how' through LTQC and CDC. • Resume face-to-face engagement when pandemic permits, e.g. partnership events; WCS hosting business/Chamber events. • Chair & Principal already active members of various external groups. Need greater awareness at Board level of Principal's extensive platforms of influence. • Implementation under Realignment of Committees.
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<p>g) Branding of WCS:</p> <ul style="list-style-type: none"> • Need refresh; • How is WCS perceived – need research/survey to inform this; with feedback from Colleges Scotland; • ‘digital learning college’ and which includes CPD programmes. <p>h) WCS culture – need visible action and progress on Greenock campus.</p> <p>i) Equality and Diversity SLWG – implement model; and ensure voices/issues represented on the Board (not necessarily Board membership).</p>	<ul style="list-style-type: none"> • Forthcoming round of Board recruitment to include identified skills-gaps following ‘retirement’ of Board members. • Need avoid potential conflict of governance and operational role. • Consideration by new Director of Communications. • Consideration by Director of OD&HR and Director of Communications. • E&D integral to CDC and for their consideration.
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APPENDIX 2 – BOARD DEVELOPMENT ACTION PLAN 2021

The draft actions below are categorised under the areas of the March 2021 survey on Board Effectiveness.:

Board Effectiveness Themes and associated developments	Actions required	Leads	When
1. Board meetings			
1.1 Board to focus on bigger picture.	Agenda items focus on strategic level - implementation as per Realignment of Committees actions approved by the Board in February 2021.	Chairs of Board and Committees; Principal and Executives.	Ongoing.
1.2 Refresh strategic direction and priorities.	Continuation of themed Board strategy sessions introduced in late 2020.	Chairs of Board and Committees; Principal and Executives.	Ongoing.
1.3 New WCS business and funding model.	Review and agree future actions.	Principal.	When outputs from SFC Review of FE and HE is known.
2. Board committees			
2.1 Review strategic direction and priorities.	Identification and facilitation of themed Board strategy sessions to deep-dive and/or inform strategic directions.	Chairs of Committees and respective Vice-principals.	Ongoing.
3. Board Membership and Contribution			

3.1 Post-SFC Review – clarity on roles/priorities/interaction between secondary and tertiary education.	Board development session on implications of SFC Review on WCS' role.	Principal.	When outputs from SFC Review of FE and HE is known.
3.2 Board member engagement during remote working.	Creation of more opportunities for interaction between Chair and members.	Chair.	Ongoing.
3.2 Board member development.	Identification of development areas and continued promotion of CDN programmes/events.	Chair's 1:1 Board secretary	Ongoing.
4. Leadership and Strategy			
4.1 Provision of assurance through integrated performance reporting against achievement of strategic and priority objectives.	Implementation of Balance-scorecard/equivalent and dashboard reporting to Committees and the Board; reports using information derived from data.	Principal and Vice-principals.	As per timeframe for implementation of Pentana project.
4.2 Building Board capacity.	Board development session on integrated/balanced-scorecard reporting.	Principal.	As per timeframe for implementation of Pentana project.
4.3 Focused monitoring.	Agreement of 3 to 4 key areas of focus in reporting to the Board.	Sub-group of Board members and Executives.	Academic year 2021/22.
4.4 Improving economic and social well-being in the West Region.	Resume face-to-face engagement when pandemic permits, e.g. partnership events; WCS hosting business/Chamber events.	Chair and Principal	As per calendar to be planned.

5. Student Experience

5.1 Maximising student voice at Board and Committee meetings.

Review induction programme for new Student Association Board members.

Chair and Board Secretary.

September 2021.

TITLE: Draft Curriculum Strategy

Background: The College curriculum development was initially guided by the College devised Curriculum Principles of Connected, Responsible, Valuable, Inclusive and Developmental. These were used as a framework against which to review the curriculum and to direct change. In the last two years we have adapted to use the Corporate Priorities of Personalised, Collaborative, Agile and Adaptive and Digital within curriculum review. Curriculum priorities are outlined within the Corporate Plan, as well as within the Regional Outcome Agreement and the College business transformation plan, Futureproofing Our College.

The College curriculum portfolio has adapted well since merger, for example, in the harmonisation of awards/qualifications across our campuses, an enhanced employability focus and some more flexibility in curriculum delivery from full-time to short full-time. In line with demand, curriculum areas have grown and contracted over the last few years and courses have been replaced with more relevant provision.

The vision for the curriculum set out in 2016 to inform the Estates Strategy, predicted limited change in the overall proportions of specialist provision but more change in the methods of delivery. Curriculum change was predicted to be incremental, responding to local demand and to improve efficiencies. Further work for the Business Transformation plan focused particularly on efficiencies and curriculum shift from 'out of region' distance learning to more in region provision in key priority curriculum areas and for harder to reach learners.

The conditions imposed upon the College through COVID have driven a step-change in the online delivery of learning, teaching and training, and the student experience and staff expertise that has been acquired now provide a real opportunity for new ways of shaping our curriculum offering across the region.

Expectations on the College to support economic recovery as Scotland emerges from COVID require us to progress changes in our curriculum at a faster pace, to build upon the experience of the last 15 months, and to respond in a strategic and more flexible way.

A draft Curriculum Strategy has been produced to make our curriculum design priorities and the actions required far more explicit in order to enable a shared understanding of the direction for our curriculum change. This has been reviewed by the Learning, Teaching and Quality Committee and amendments made following discussions in the meeting.

This is a strategy focused on the Curriculum Portfolio – the courses and qualifications we offer, the modes of attendance and the way that we plan provision. A linked annual Learning, Teaching and Assessment enhancement action plan will be produced to focus development in the way we teach and assess our courses in line with the Curriculum Strategy priorities.

Following the Board meeting and any subsequent amendments, the Strategy will be desktop published to share with staff at the start of the new session. A 2021-22 action plan will be developed, along with the Learning, Teaching and Assessment enhancement action plan and progress reported and monitored through the Learning, Teaching and Quality Committee.

Action: The Board is invited to consider the draft Curriculum Strategy for approval.

Lead: Stephanie Graham, Vice Principal Educational Leadership

Status: Open.

Draft West College Scotland Curriculum Strategy 2021-26

1. Executive Summary

1. Purpose

- 1.1 A high quality, well designed, engaging and efficiently delivered curriculum will enable the College to achieve its Corporate priorities, be financially sustainable and fully meet the needs of our students, local communities, stakeholders and employers, thereby contributing to the economic success and wellbeing of the West Region.

We have high aspirations for our West College Scotland curriculum and aim to provide the very best transformational learning opportunities, which provide the skills to give a competitive advantage for our students when entering or while progressing within the workplace.

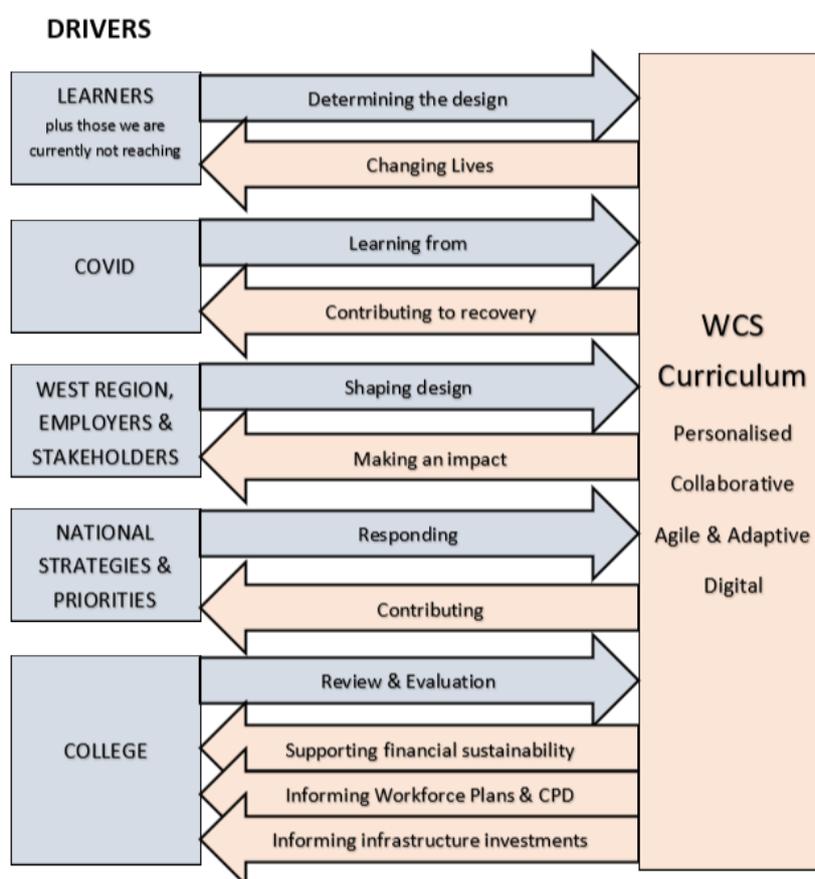
- 1.2 The College curriculum is at the very centre of what we do as a College and should drive everything else. This Curriculum Strategy establishes a vision, direction and focus for the design of our College curriculum in the next five years and provides a framework against which the existing curriculum portfolio can be evaluated and further developed. The focus of this Strategy is on shaping the curriculum portfolio across the College and in developing the many different types of learning opportunities we offer.

We recognise the need to continually review and adapt to ensure that our curriculum responds to a constantly changing external environment. This Strategy will be reviewed on an annual basis with an associated annual Curriculum Development action plan adapted to respond to the factors which influence our curriculum design. The Strategy forms a key part of our annual Curriculum Planning and Review process and links to other Strategies, including the College [Digital Strategy](#)

The Curriculum Strategy sets out the shape of our curriculum portfolio, modes of learning and how our curriculum is developed. An additional College Learning, Teaching and Assessment enhancement action plan will be produced each year to direct development in line with the Curriculum Strategy. This will shape our learning, teaching and assessment practices in order to deliver the Curriculum Strategy and enhance our student experience. The Learning, Teaching and Assessment enhancement action plan will be on a thematic basis to enable a good understanding of our College priorities across the teaching staff and target specific development of practice on an annual basis. This will be supported by appropriate CPD and the sharing and promotion of good practice.

2. Key Curriculum Drivers and Curriculum Response

The key drivers for developing our Curriculum Strategy at this time are:



2.1 Needs of Learners and our Communities

Serving an area of high deprivation, the College has a vital role in providing a highly relevant curriculum which provides valuable, targeted skills development to meet the personal needs of individuals, wherever they are on their learner journey. In recovering from COVID and continuing to address the serious issues with deprivation, health and social inclusion within our Region, the design of our curriculum and our curriculum priorities as outlined in this Strategy, should contribute to improving social wellbeing, closing the attainment gap, tackling gender equalities and contributing to policies such as [No One Left Behind](#) and support the action the Scottish Government is already taking to reduce inequalities through [A fairer Scotland for women: gender pay gap action plan](#) and [A fairer Scotland for disabled people: employment action plan](#).

The College Corporate Plan has a priority of 'Personalisation' and adapting our curriculum in line with this priority is a key aspect of this Curriculum Strategy. To meet the individual student needs, we require introductory programmes to build confidence, skills and aspirations, through to courses to upskill those changing or developing their careers and providing vocational pathways through to employment or progression to higher level study. To meet student needs, courses must have explicit aims and pathways identified, ideally offering flexibility in the modes of study, points of entry and timeframes for completion as well as a breadth of progression routes.

To ensure students are best prepared for the next level of study and future employment in an increasingly competitive market, our courses must include appropriate employability and Meta

skills development, as well as personal development. This must include a focus on developing literacies and digital skills in all courses.

In order to ensure work ready graduates, courses need to be relevant to current employment needs and must include work-integrated learning, either simulated or through placements.

We need to continually review and redesign our curriculum to ensure it remains relevant and fit for the future through analysis of student progression and feedback from leavers, as well as close working with employers and involving students in the design of our courses.

2.2 COVID

The communities within the West Region have been disproportionately impacted by COVID. It is predicted that the economic impacts of COVID will not be equal among all groups in society and that people on low incomes, women, disabled people, people from ethnic minority groups, lone parents, young people and older people are likely to be particularly affected. Our College must play a critical role in providing opportunities for these key groups.

Post COVID, the shape of our curriculum will need to adapt to ensure that the College contributes to economic and social recovery and meets the specific skills needs of our learners and local employers. The impact of COVID on our region, economy and employment opportunities will require an adapted and more flexible curriculum offering.

Whilst COVID has been a dreadful situation, it has also enabled changes in our curriculum delivery and resulted in significant progress in the objectives of our Digital Strategy. We must capitalise on our experience and the progress made during the pandemic to maximise our future use of digital technology to enhance the shape of our curriculum as well as its delivery. The design of our curriculum must ensure the development of digital skills which are now vital for learning and employment and technology must enable a more flexible offering in the future. Our College COVID response has demonstrated our real ability to adapt as a College and the positive opportunities that a more blended offering will provide for our students.

2.3 Economic recovery and Regional skills needs

The College curriculum must be informed by future skills needs and employment opportunities regionally and nationally. The curriculum must respond to information gained through analysis of available labour market intelligence, in particular that provided by SDS, and through close working with our local employers and within local economic development groups. We must ensure a future-facing curriculum and take advantage of emerging opportunities. To this extent, we must harness a culture where we pivot and respond to change in an agile and timely manner.

Predicted post-COVID unemployment must drive immediate changes to our curriculum portfolio to ensure we have appropriate short upskilling and reskilling provision available to provide opportunities to progress and develop the skills required for any available employment. This response should include the articulation to higher level education at University and graduate apprenticeships, as well as a focus on enterprise and entrepreneurial skills to support new small business development.

Our curriculum must respond to support key local industries and local economic strategies. SDS Regional Skills Assessments predict that the main employment growth in the West Region will be in caring, personal service occupations and health professionals. Additional growth to 2023 is predicted in business administration, public services, science and technology, culture, media, sports and transport. There is a forecasted requirement for 500 people to fill job openings in Childcare activities within education within the Region by 2023. Longer term growth is in the same employment areas, with the greatest requirement for skilled workers with higher education level qualifications (SCQF7+). Replacement job opportunities are likely to be in

wholesale and retail, human health and social work. SDS highlights in their [Climate Emergency Skills Action Plan](#) that 'Green jobs' to support Scotland's aspirations on carbon reduction are an area of opportunity for the region.

COVID has highlighted the importance of digital skills and these skills will be critical for our students for both learning and employment. As highlighted in Scotland's Future Skills Action Plan, [Meta Skills](#) form a critical part of Scotland's future skills mix and require to be explicitly developed and accredited for our students.

The West Region is part of the Glasgow City Region and will contribute to the Economic recovery plan which includes a coordinated regional skills programme across the City Region and the development of a case to the Scottish Government for the creation of a Major Green Recovery Job Development Programme, including an energy efficiency retrofit programme to create meaningful local jobs and cut carbon emissions. Partners in the City Region have committed to support interventions which prioritise key sectors:

- where jobs growth is most likely: such as health and care and the digital economy;
- capitalise upon, and where possible accelerate, inward investment or planned infrastructure: such as financial and business services and advanced manufacturing;
- and re-imagine key sectors where redundancies have been most significant: such as retail, tourism and the creative industries.

Our curriculum must support local Economic strategies and priorities including the [Renfrewshire Economic Strategy-2020-2030](#) with the focus on the development of the Advanced Manufacturing Innovation District (AMIDS) and the [National Manufacturing Institute Scotland \(NMIS\)](#). In addition, the Care developments next to the Clydebank Campus with the £250 million Queens Quay waterside regeneration project, including a Health Centre and Care home and a large scale water source heat pump scheme connected to the district heating network to support green energy, plus a £27 million development of 150 new affordable houses and associated infrastructure.

2.4 National Priorities and Strategies

Our Curriculum Strategy and priorities align with and support [Scotland's Future Skills Action Plan](#) which reaffirms the importance of skills in helping individuals reach their potential.

The four themes in the plan are:

- Increasing system agility and employer responsiveness;
- Enhancing access to upskilling and retraining opportunities;
- Ensuring sustainability across the skill system; and
- Accelerating the implementation of the learner journey review.

Key current national strategies to influence our curriculum development include:

- [Enterprise and Skills Board Strategic Plan](#) including the outputs to embed a culture of lifelong learning at all stages of an individual's career, including a stronger emphasis on work-based learning, to enable Scotland to better respond to the current and future skills needs of industry and learners and ensuring that we have a demand led skills system that is flexible and highly responsive to industry and learner needs.
- [STEM Education and Training Strategy](#) which aims to build Scotland's capacity to deliver excellent STEM learning, and to close equity gaps in participation and attainment in STEM. Aiming to inspire young people and adults to study STEM, and to provide a better connection between STEM education and training and the needs of the labour market in Scotland.

- [A Digital Strategy for Scotland](#) to ensure that everyone in Scotland has the skills required to fully participate in our digital nation.
- [Scotland's AI Strategy](#) with the aspiration that Scotland will become a leader in the development and use of trustworthy, ethical and inclusive AI (artificial intelligence), building a skilled and diverse workforce.
- The Government's soon to be published **Blue Economy Action Plan** to launch a programme of collaborative projects across the public sector, Scotland's science base, marine industries and the marine environmental sector.

With a curriculum developed in line with the objectives in [A Blueprint for Fairness - Commission on Widening Access](#) and [Developing the Young Workforce \(DYW\)](#)

2.5 Financial efficiencies and value for money

As with all public sector organisations, the College is facing significant financial pressures and our curriculum design and delivery must be responsive to the College financial position. Efficient curriculum delivery and a curriculum designed to meet the needs of students and our local and national economy will be paramount in ensuring we provide excellent value for public money and ensure a financially sustainable college. Generating additional income through our curriculum delivery also will allow the College to invest more in our overall student experience and support key strategic investment.

2.6 College resource investments and opportunities

Our curriculum and its future development must inform our Estates, IT and Workforce development plans. Providing clarity on likely changes in curriculum can be difficult in a constantly changing and uncertain employment landscape, with shifts in demand for courses and funding available. However, good recruitment and performance trend analysis, critical self-evaluation, competitor analysis and labour market data is vital to the development of short and longer term curriculum planning to inform resource priorities and workforce planning to ensure we have the resources and staff with the skills to deliver.

Potential new estates developments will also require a more developed future vision and plan for our curriculum, particularly in Inverclyde and Paisley.

Our Curriculum Strategy should inform and work alongside our Estates, Digital and People Strategies and our Work Force Plan. It will also shape our annual Learning, Teaching and Assessment enhancement action plans.

3. Our Overall Curriculum Priorities and Aims

3.1 The Curriculum Strategy themes have been developed in line with College's Corporate Plan 2019-2025 which sets the College's strategic direction and priorities. As with the Corporate Plan, the Curriculum Strategy has four key themes and key curriculum aims and main priorities have been developed for each:

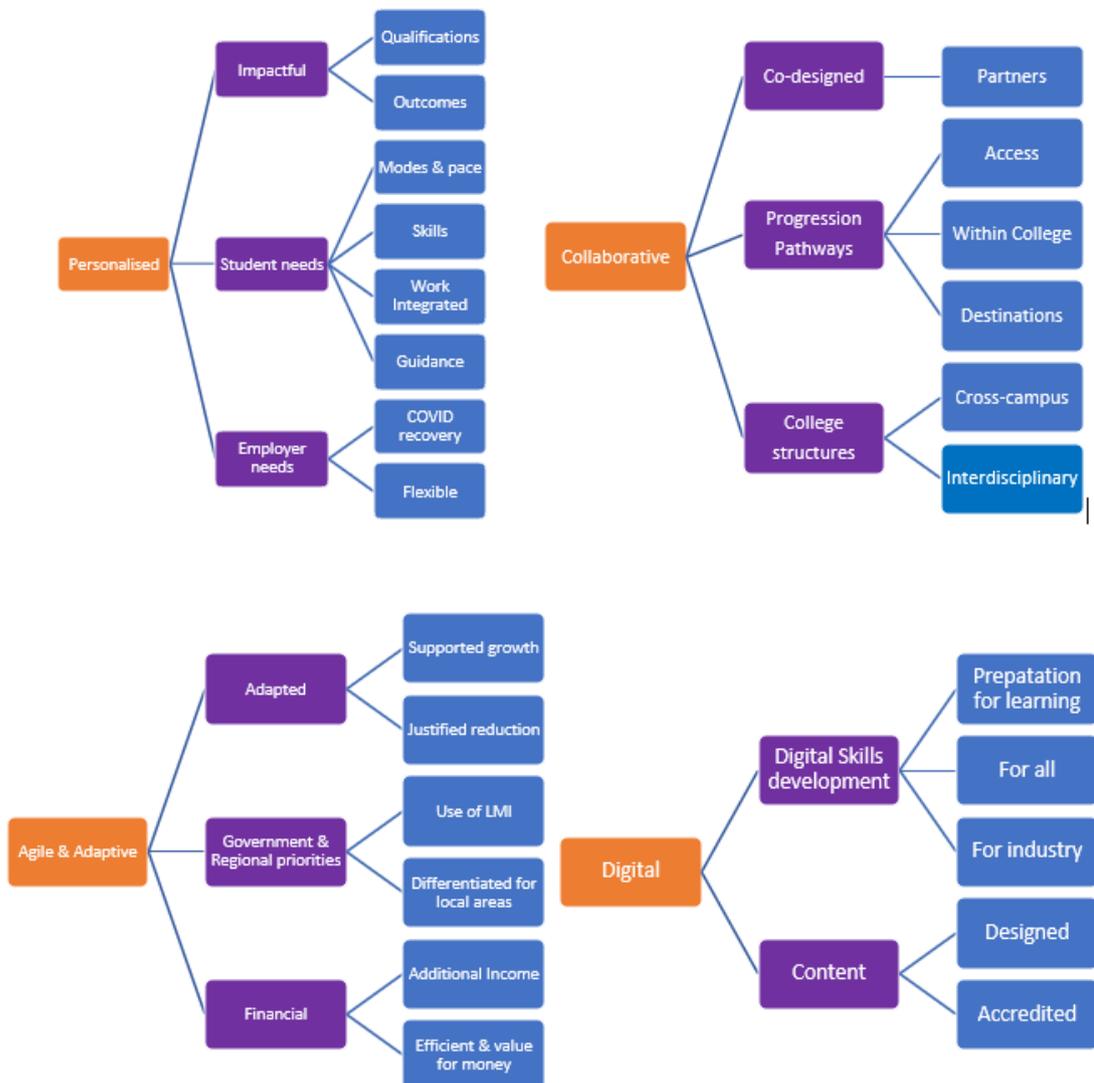
- **Personalised:** An impactful curriculum, specifically designed to meet the breadth of individual student, employer and local needs.
- **Collaborative:** A curriculum co-designed and delivered in collaboration with employers and other relevant stakeholders, with explicit progression pathways and not limited by our College curriculum structures.

- **Agile and adaptive:** A curriculum that can easily flex and is regularly adapted and reimaged to respond to Government and Regional differentiated priorities, meet employers' needs and to the College financial context.
- **Digital:** A curriculum to fully develop all student's digital skills, making the very best of digital pedagogy, through both remote and campus-based learning, teaching and assessment.

Priority College actions have been identified in response to our curriculum drivers and Corporate curriculum priorities. Our Curriculum priorities and aims will be used within our annual Curriculum Planning and Review process (CPR) and individual curriculum areas will be required to map their curriculum against the aims and develop their own actions for improvement in line with the College Curriculum Strategy direction.

Our Strategy actions will be updated on an annual basis to ensure alignment with College, local and national priorities.

4. Our key curriculum priority actions 2021-26 to achieve our aims



Personalised	Aim: An impactful curriculum, specifically designed to meet the breadth of individual student, employer and local needs.
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- We will do this by:
- Ensuring all courses have explicit course aims, core skills profile, and meaningful, clear pathways for entry and progression.
 - ‘Chunking’ courses to provide more flexible and blended delivery models and developing micro-credentials that are recognised by industry and professional bodies.
 - Reviewing alternative industry qualifications available and broadening the selection of qualifications used for College courses.
 - Ensuring all courses include work-integrated learning as simulation or placements.
 - Ensuring accredited Employability and Meta skills are embedded in all courses through undertaking an essential skills audit and implementing improvements where required.
 - Building guidance into course design to ensure students can make informed choices for progression and have access to additional learning options to meet their personal and career needs.
 - Building our flexible portfolio of short course provision designed specifically to meet employer needs.

Measures of success: Increase in the percentage of part time/flexible courses, new micro-credentials provision; increase in SCQF credit rated courses; increase in alternative qualifications available; outcome of Essential Skills Review; reduction in student withdrawals.

Collaborative	Aim: A curriculum co-designed and delivered in collaboration with employers and other relevant stakeholders, with explicit progression pathways and not limited by our College curriculum structures.
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- We will do this by:
- Facilitating staff involvement in national curriculum groups to ensure our region is represented and key developments are at the forefront of West College Scotland.
 - Ensuring every curriculum area involves employers, labour market intelligence and student progression feedback in the design of the curriculum.
 - Standardising and combining SCQF4 provision across the College to ensure more appropriate generic skills development and a breadth of progression options.
 - Reviewing and revising School and Community pathways in collaboration with Local Authorities to ensure there is a strategic offering to meet local skills needs and co-creating curriculum.
 - Working with HEIs to enhance articulation pathways and develop industry related partnership provision
 - Facilitating cross-Sector and interdisciplinary curriculum developments within the College to respond to emerging employment opportunities, encourage innovation and improve efficiencies.

Measures of Success: Revised SCQF4 portfolio; clear pathways for students from learning to employment, increase positive destinations; improved articulation; HEI partnership developments; amount of cross-campus courses and units within the course Portfolio;

Agile and Adaptive	Aim: A curriculum that can easily flex and is regularly adapted and reimagined to respond to Government and Regional differentiated priorities, meet employers' needs and to the College financial context.
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- We will do this by:
- Being forward looking, identifying and supporting and investing in strategic growth areas of the curriculum in line with current and emerging regional and national skills needs.
 - Growing our work-based learning and Apprenticeship delivery.
 - Using trend data and ILM effectively to inform timely changes to the curriculum and remove or revise curriculum failing meet student and industry needs.
 - Adapting our curriculum to respond to demand and varying our delivery within the region to meet the specific needs of our individual local authority areas.
 - Delivering cross-campus and combined elements of the curriculum to improve student choice and options for students to study more in their local campus, whilst reducing duplication of staff effort and improve efficiencies.
 - Increasing additional income generating courses and ensuring value for money and maximum impact for our delivery costs.

Measures of Success: Creation of focus groups with key external stakeholders to inform curriculum revision, evidence of course wind-down, withdrawal and replacement, increased cross-campus harmonisation and digital delivery to and evidence of efficiency gains; curriculum mapping against SDS information and against Local Authority plans

Digital	Aim: A curriculum to fully develop all students' digital skills and meet industry needs.
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- We will do this by:
- Providing appropriate level learning opportunities to ensure all students have the digital skills required for online learning and entry to their courses.
 - Ensuring the development of generic and industry related digital skills are included and ideally accredited in every course.
 - Including specific curriculum to meet the digital employment and digital industry needs.
 - Further developing our online learning courses and online learning elements included within course design, with a sound pedagogical rationale underpinning the design of what may be on campus or online.
 - Designing curriculum assessment to utilise digital technology as a default position, with a rationale required for alternatives based on an inclusivity and accessibility for individuals.

Measures of Success: student success rates and feedback, improved outcomes for key groups, evidence that increasing proportions of established provision are delivered digitally and supported by digital innovation; increased enrolment in Computing and Digital courses;

TITLE: MANAGEMENT ACCOUNTS TO 30 APRIL 2021

Background: This paper presents the Management Accounts for the period to 30 April 2021. The Covid-19 pandemic has continued to have a material impact on ongoing business operations and the April 2021 financial forecast to 31 July 2021 is based upon current information available to the College.

Action: The Board of Management is requested to:

- Note the current 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.
- Note the Management Accounts for the period to 30 April 2021, which forecast a breakeven adjusted operating position for the 2020-21 financial year.

Lead: David Alexander, Vice Principal Operations

Status: Open

1. Introduction

1.1 The Management Accounts presented are for the period to 30 April 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 Board of Management and an overview of those factors with a potential to impact the accounts.
- The Statement of Comprehensive Income and Expenditure, which 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 College 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, which reflects the assets and liabilities of the College.
- The cashflow analysis, which shows the actual position to date and the forecast to 31 July 2021.
- The student funding analysis which provides a summary of the budgeted and forecast income and expenditure to 31 July 2021 arising from the processing of student bursary, childcare and discretionary claims. The only element of student support funding 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 relating to 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. The emphasis continues to be the collection of debt owed to the College before it requires to be past to the College debt collection agency. The College bad debt provision continues to be monitored on an ongoing basis.

2. Overview – Management Accounts as at 30 April 2021

- 2.1 On 9 March 2021, the Corporate Development Committee received the Management Accounts for the 6-month period to 31 January 2021, which forecast an adjusted operating surplus of £37,000 for the 2020-21 financial year, effectively a break-even position. The Board of Management approved budget for 2020-21 indicated an adjusted operating surplus 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 campuses to remain closed to all but essential onsite activities. There was then a slight subsequent easing of restrictions from 26 March 2021 which allowed some limited essential activity (no more than 5% of students) to return to campus. Based on this gradual easing of restrictions the College has continued to reassess the financial forecast position given the significant operational and financial impacts arising.
- 2.3 The Management Accounts as at 30 April 2021 therefore provide an update on the variances which have arisen due to the impacts of the further Covid-19 lockdown period and the continuation of restricted numbers of students and staff being allowed to return to College campuses.

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 facing a position of financial deficit. However, during March 2021 the SFC announced that it would inject £15m into the college sector to assist with financial sustainability. This funding, which was distributed based on 2020-21 initial core activity levels, resulted in West College Scotland receiving an additional core grant allocation of £1.3m which has been included within the April 2021 management accounts. The College will not be expected to deliver any additional teaching activity in 2020-21 in being provided with this sustainability funding.
- 2.4 It is forecast that receipt of this additional SFC sustainability funding will allow the College to deliver a break-even operating surplus of £67,000 compared to the Board approved budget surplus of £27,000

2.5 It should be noted that this forecast 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 period to the end of the financial year.

2.6 The key areas of consideration which may impact the current forecast include:

- The April Management Accounts are based on the limited return to on-site activity which commenced in March 2021 continuing to the end of the year. However, should there be a further/future tightening of lockdown restrictions it will likely have a further negative impact upon the ability of the College to achieve the overall credit target and other income generating capability.
- There are several income streams – including those relating to ESF credit activity, Flexible Workforce Development Fund, Skills Development Scotland, commercial activity and tuition fees – where the position remains to be confirmed – and in these cases the College has continued to adopted a prudent approach within the April 2021 Management Accounts and only accounted for known income.
- The College reported to the December 2020 Board of Management that it anticipated an operational catering service deficit of (£384,000) by 31 July 2021. Based upon the forecast income level and the revised staff establishment the deficit for 2020-21 is expected to be (£386,000). The College agreed to a request from 7.9FTE (8 headcount) to depart from the catering service under voluntary severance at a cost of £225,000 during summer 2020, with the December 2020 Board of Management meeting approving up to £250,000 of voluntary severance payments from College funds to arrive at the (£384,000) deficit. The College has therefore expended a total of £291,000 on voluntary severance payments in delivering the forecast deficit outturn of (£386,000) – which includes £172,000 of furlough payments under the UK Government Job Support Scheme.
- Whilst provision has been made for additional staff teaching costs to be incurred to support students in completing their studies, the full cost of any additional activity will require to be kept under review. As the delivery pathway to current students completing their course becomes clearer the associated costs will be easier to assess.

- During 2019-20, the adjusted operating position was adversely impacted by the non-cash provision that the College was required to make for support staff holidays that staff were unable to take due to ongoing lockdown restrictions at that time. Given the continuation of lockdown restrictions at the current time, it is expected 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. However, as discussed last year, this is a technical adjustment that does not ultimately impact upon College finances or cashflow.

Impact of second national lockdown

2.7 As noted at 2.3 above, it is forecast that the additional £1.3m provided by SFC as financial sustainability funding due to the second national lockdown will enable the College to break even. The (£1.3m) 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	(520)
3) Reduction in commercial income due to lower levels of business interaction	(314)
4) Reduction in international fee income due to in country overseas activities being limited	(130)
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	(638)
7) Increased level of HMRC furlough support as scheme extended to cover all the 2020-21 financial year.	465
8) Other income movements	74
Net reduction in income because of Covid-19	(1,621)
STAFF COSTS	
9) Voluntary severance paid to catering staff due to impact of lock down restrictions on operating model	(291)
Net increase in staff costs because of Covid-19	(291)

	£'000
NON-STAFF COSTS	
10) Reduction in estate costs due to cessation of on-site learning and teaching activities (utilities / rental costs)	158
11) Reduced support costs ranging across several areas including teaching department, postage, printing, travel and transport	287
12) Reduced level of catering costs due to closure of refectory service	205
Net decrease in non-staff costs because of Covid-19	650
Net decrease in adjusted operating position	(1,262)
Board approved budget adjusted operating surplus	27
Revised adjusted operating deficit	(1,235)
SFC Sustainability Funding	1,302
April 2021 forecasted adjusted operating position	67

- 2.9 It should be noted that whilst the above table outlines a reduction in on site consumable costs the College has increased the amount it is spending on providing IT devices to students through utilisation of student support funding which otherwise would not have been utilised due to a significant reduction in student funding claims.

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 £67,000 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 (£2,143,000) as at 31 July 2021.

2.11 It should be noted that the overall financial deficit of (£2,143,000) 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.
- 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 30 April 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 £4.8m (31 days) of cash as at 31 July 2021. It is important to note that the College cash position includes amounts relating to:

- £2.0m of SFC estates maintenance funding held for projects committed to but not yet paid for at the year end.
- £0.4m of SFC Flexible Workforce Development Fund. The College is currently forecasting that FWDF training due to be delivered between May 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 £2.4m (15 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 31 days in place – and an underlying balance of 15 days - as at 31 July 2021. The College will continue to ensure cashflow is monitored on an ongoing basis 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 period to the end of the financial year. However, with the additional SFC Sustainability Funding the College expects to be able to deliver a breakeven adjusted financial operating outturn for 2020-21.

3.2 The College will continue to:

- Monitor income and costs closely, to enable the College to continually estimate the 2020-21 financial outturn and cashflow position.
- Continue to engage with the SFC in relation to the financial challenges arising because of Covid-19.

3.4 The Board of Management is requested to:

- Note the current 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.
- Note the Management Accounts for the period to 30 April 2021, , which forecast a breakeven adjusted operating position for the 2020-21 financial year



Financial Information Pack
2020-21

For the period to 30 April 2021

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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 latter part of 2020 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 and continuing restrictions on numbers allowed to be on campus to be approximately £1.3m. 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 in March 2021 that a one-off sustainability fund of £1.3m will be provided to the College (part of the overall £15m 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 £67,000.

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 4 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 will 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 £481,000 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 in line with the paper presented to the December 2020 Board of Management. At this stage with the Government furlough scheme extended to the end of September 2021, it is anticipated that the catering deficit will be approximately £386k. 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.

Operational Savings 2020-21

	2020-21		
	<i>Budget</i> £'000	<i>Actual</i> £'000	<i>Forecast</i> £'000
Staff cost voluntary severance savings		301	301
Cost of voluntary severance scheme	500	(481)	(481)
Staff cost efficiencies		495	660
Non-staff cost efficiencies	404	326	434
Total	904	641	914

The College continues to undertake a review of financial projections in an uncertain environment.

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 period to the end of January 2021. The College has distributed these funds 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 10

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)	(2,143)
Non-cash pension adjustments	0	3,455	0	0	0
Financial accounts deficit excluding pensions	(2,973)	(3,979)	(2,236)	(2,236)	(2,143)
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	67

As previously reported to the Corporate Development Committee, the January 2020-21 adjusted operating position of £37,000 included £486,000 of voluntary severance costs. The cost of the voluntary severance programme has 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 £37,000. The impact of the second national lockdown is now forecast to have a negative movement of £1.3m on the College adjusted operating position and which would have resulted in an adjusted operating deficit of £1.3m. However in March 2021 the SFC announced additional sustainability funding of £1.3m which will result in the College returning a break even adjusted operating surplus of £67,000 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 April 2021 the College has £9.42m of cash at bank, which is equivalent to 62 days. The January 2021 Management Accounts cash forecast as at April 2021 was for the College balance to be £7.45m. The College has therefore seen an increase of £1.97m over the last quarter - £1.3m of the increase is due to receipt of SFC Financial Sustainability funding with a further £0.2m of SFC Young Person Guarantee Funding also being received. The remainder of the increase is due to the College increase in income received combined with the continuation of reduced costs.

The College is forecasting to have cash balance of £4.8m (31 days) as at 31 July 2021 an increase of £1.7m 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 and Estate Maintenance Funding (committed but not spent at the year end).

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 2020-21.

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 assessment of the impact of the second national lock down put in place from January 2021 and the gradual easing of restrictions with this estimated to have cost just over £1.2m. However, in March 2021 the SFC announced a £15m Sustainability Support package for the FE sector, of which WCS will receive £1.3m in additional funding. This additional support will enable the College to return a break even adjusted operating position for 2020-21. This position is reliant upon the continued easing of lock down restrictions, the College being able to deliver its credit target, 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. As noted in the January accounts the sector had made representations to the SFC as to the requirement to provide certain evidence to support students participation in the ESF projects. In May 2021 the SFC has written to those Colleges involved in the ESF project and indicated that so long as the colleges have made all reasonable efforts to obtain the required evidence that the SFC will support the college ESF funding claims. This letter of support has removed the risk of funding being reclaimed in regard to evidentiary failures at a later date.

As none of the years since 2015-16 have as yet been audited by the Managing Authority, the College has taken a prudent approach towards future audits resulting in repayment of funds by providing for an element of each years funding up to 2020-21. By doing this the College is ensuring that future year investment in teaching and learning is not impacted by ESF funding reclaims.

The current ESF programme is due to terminate in July 2022 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 both teaching and support staff unions for the year to August 2021 and this is accounted for within the Management Accounts.

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. The new centre has been opened for staff and student use at the Paisley campus over the course of April 2021 with the subsequent withdrawal from the YMCA building scheduled to be finalised by October 2021 at the latest.

STATEMENT OF COMPREHENSIVE INCOME AND EXPENDITURE 2020-21
Year to 30 April 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	37,136	37,305	169	49,947	50,123	176	46,952
<u>Tuition fees and education contracts</u>							
SDS Income	552	605	53	820	1,205	385	599
Fees	4,636	4,261	(374)	5,178	4,264	(914)	5,106
	5,188	4,866	(322)	5,998	5,469	(529)	5,705
<u>Other income</u>							
Other Income Excl Interest	1,449	1,291	(159)	2,171	1,804	(367)	2,893
Interest Received	0	0	0	0	0	0	1
	1,449	1,291	(159)	2,171	1,804	(367)	2,894
Total Income	43,773	43,461	(312)	58,116	57,397	(719)	55,550
Total Salary Costs	(32,405)	(32,557)	(153)	(43,039)	(43,348)	(309)	(42,282)
Property Costs	(2,419)	(2,054)	364	(5,558)	(5,397)	162	(5,026)
Supplies and Services	(3,175)	(3,134)	41	(4,188)	(4,426)	(238)	(4,689)
Other Operating Costs	(2,390)	(1,456)	934	(3,533)	(2,388)	1,145	(3,190)
Finance Charges	(99)	(95)	4	(132)	(132)	0	(160)
Total Expenditure excluding Salaries	(8,083)	(6,739)	1,343	(13,411)	(12,343)	1,069	(13,066)
Total Expenditure	(40,487)	(39,296)	1,191	(56,450)	(55,691)	760	(55,346)
Deficit before accounting adjustments	3,286	4,165	880	1,665	1,706	41	204
Release of SFC DCG	791	791	(0)	1,055	1,055	(0)	1,153
Release of Non SFC DCG	138	138	0	184	184	0	184
Depreciation	(3,022)	(2,982)	40	(4,029)	(3,976)	53	(3,975)
Net Depreciation	(2,093)	(2,053)	40	(2,790)	(2,737)	53	(2,638)
Loss on disposal of Fixed Asset	0	0	0	0	0	0	(25)
Deficit after accounting adjustments	1,193	2,112	919	(1,125)	(1,031)	94	(2,458)
Cash budget for priorities	(834)	(834)	0	(1,112)	(1,112)	0	(1,130)
Financial accounts deficit	359	1,278	919	(2,237)	(2,143)	94	(3,586)
Revaluation reserve	1,980	1,980	1	2,640	2,640	0	2,814
Historical (Deficit)/Surplus	2,339	3,259	921	403	496	94	(773)

Detailed Variance Analysis between the 2020-21 Budget and Forecast

	Operational Variances (Adv)/Fav	Covid-19 Variances (Adv)/Fav	Total Variances (Adv)/Fav
	£'000	£'000	£'000
Board of Management approved 2020-21 deficit	(2,237)	(2,208)	(2,237)
Young Persons Guarantee Fund (YPG) / National Transitional Training Fund (NTTF) - additional SFC income linked to increased credits	808	0	808
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 February 2021 funding notification	(52)	0	(52)
Additional funding for Student Association to encourage greater student engagement during remote learning	33	0	33
Funding to support the Greenock OBC	84	0	84
Reduction in ESF income to provide for potential clawback resulting from Managing Authority audit criteria	(480)		(480)
Increase in SFC income due to operational matters	596	0	596
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 March 2021 - Sustainability Fund	0	1,302	1,302
Decrease in amount of childcare funding required to be paid out due to closure of external nurseries	0	(1,165)	(1,165)
Reduction in period poverty income matched to expenditure resulting from college closures	(120)	0	(120)
Decrease in SFC income due to impact of Covid-19	(120)	(300)	(420)
Total increase / (decrease) in SFC income in the year compared to budget	476	(300)	176
Increase in Foundation Apprenticeship based on current contracted student recruitment numbers being better than anticipated	230	0	230
Increased Development funding to include the AMFC contract - matched with costs within tools and equipment	205	0	205
Increase in tuition fees and educational contracts due to operational matters	435	0	435
SDS Modern Apprenticeships and SVQs - impacted by reduction in employer engagement due to the pandemic	0	(135)	(135)
HE fees have been reduced as a result of lower recruitment numbers than anticipated onto HE programmes	0	(385)	(385)
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	(37)	(37)
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	(130)	(130)
Decrease in tuition fees and educational contracts due to the impact of Covid-19	0	(964)	(964)
Total decrease in tuition / education contracts income in the year compared to budget	435	(964)	(529)
A reduced level of schools activity has resulted in lower recovery of consumable costs	(18)	0	(18)
Reduction in bookshop income directly matched with a reduction in costs	0	(25)	(25)
Increase in rental income	9	0	9
Decrease in other income due to operational matters	(9)	(25)	(34)
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 September 2021	0	465	465
Catering income has reduced due to impact of national lockdowns and limited on campus activity	0	(638)	(638)
No activity regarding the placement of staff resulting in reduction in salary recovery income	0	(10)	(10)
Reduction in support for learning income due to no exams this academic year	0	(20)	(20)
Reduction in other income associated with DYW matched to costs which are lower due to off campus working	0	(9)	(9)
Decrease in other income due to impact of Covid-19	0	(333)	(333)
Total decrease in other income in the year compared to budget	(9)	(358)	(367)
TOTAL (DECREASE) / INCREASE IN INCOME IN THE YEAR COMPARED TO BUDGET	902	(1,621)	(719)
Increased permanent staffing costs to support learning and teaching through the global pandemic	(129)	0	(129)
Restructure costs for the current voluntary severance programme which are fully funded by the College	(190)	0	(190)
Decrease in staff costs due to the voluntary severance programme and delay in staff replacement / holding of vacancies	301	0	301
Decrease in staffing costs due to operational matters	(18)	0	(18)
Increased restructure costs associated with restructure of catering operations as result of national lockdowns	0	(291)	(291)
Increase in staffing costs due to the impact of Covid-19	0	(291)	(291)
TOTAL INCREASE / (DECREASE) IN STAFF EXPENDITURE IN THE YEAR COMPARED TO BUDGET	(18)	(291)	(309)
Matched costs associated with Estates maintenance funding of Greenock OBC	(84)	0	(84)
Period poverty costs reduced to matched with income	50	0	50
Reduced cleaning costs resulting from withdrawal from YMCA building	37	0	37
Decrease in property expenditure due to operational matters	3	0	3
Reduction in utility costs as a result of reduced on-site activity	0	179	179
Increased Health & Safety costs	0	(20)	(20)
Decrease in property expenditure due to Covid-19	0	159	159
Total decrease in property expenditure in the year compared to budget	3	159	162

	Operational Variances	Covid-19 Variances	Total Variances
	(Adv)/Fav	(Adv)/Fav	(Adv)/Fav
	£'000	£'000	£'000
Increased cost associated with growth in innovative learning activity target	(317)	0	(317)
Increase in tools and equipment to include AMFC costs which is matched to income	(205)	0	(205)
Increase in tools and equipment as required by departments to replace old equipment	(95)	0	(95)
Increase in ICT expenditure to fund additional projects	(300)	0	(300)
Reduction in the bookshop expenditure directly matched to income	25	0	25
Other incidental movements	(71)	0	(71)
Increase in supplies and services due to operational matters	(963)	0	(963)
Reduced travel / marketing / transport / post / other costs as a result of restricted travel and remote working	0	195	195
Reduction in consumable costs due to continued delivery of teaching by remote learning	0	183	183
Reduction in print and stationery due to limited staff on campus	0	115	115
Reduction in consumable requirements within support areas due to remote working and move to blended learning	0	27	27
Reduction in catering costs due to national lockdowns and limited on-site activity	0	205	205
Decrease in supplies and services due to the impact of Covid-19	0	725	725
Total (increase) / decrease in supplies and services expenditure in the year compared to budget	(963)	725	(238)
Anticipated saving in staff development as a result of continued remote working	30	0	30
Other incidental savings	21	0	21
Decrease in other operating expenditure due to operational matters	51	0	51
Reduction in student / other expenses linked with reduction in development funding activity - Erasmus project	0	30	30
Decrease in amount of childcare funding required to be paid out due to closure of external nurseries	0	1,165	1,165
Additional HE student support funding contribution in relation to Covid-19 support	0	(100)	(100)
Decrease in other operating expenditure due to the impact of COVID-19	0	1,095	1,095
Total decrease in other operating costs in the year compared to budget	51	1,095	1,145
TOTAL (INCREASE) / DECREASE NON-STAFF EXPENDITURE IN THE YEAR COMPARED TO BUDGET	(909)	1,979	1,069
NET VARIANCE IN THE YEAR DUE TO OPERATIONAL AND COVID-19 IMPACTS	(25)	67	41
FORECAST DEFICIT BEFORE ACCOUNTING AND OTHER ADJUSTMENTS	(2,261)	(2,142)	(2,196)
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	(2,208)	(2,143)	(2,143)

COLLEGE BALANCE SHEET

	As at 31 July 2020 £'000	Movement £'000	As at 30 April 2021 £'000	Movement £'000	Forecast 31 July 2021 £'000
Fixed Assets					
Tangible Fixed Assets	97,798	(1,978)	95,820	16,034	111,854
Current Assets					
Stock	0	0	0	13	13
Trade Debtors	57	377	434	(344)	90
Other Debtors	23	470	493	(479)	14
Prepayments	334	(330)	4	292	296
Other Accrued Income	260	(9)	251	(43)	208
Scot. Funding Council Debtor	408	1,270	1,678	(276)	1,402
Scot. Funding Council Debtor: Support job evaluation	1,792	0	1,792	935	2,727
Cash at Bank and in Hand	6,995	2,424	9,419	(4,654)	4,765
	9,869	4,202	14,071	(4,556)	9,515
Creditors: Amounts Falling Due					
Within One Year					
Bank Loans/Other Loans	(422)	243	(179)	(71)	(250)
Finance lease	(96)	80	(16)	(56)	(72)
Trade Creditors	(567)	160	(407)	332	(75)
Other Creditors	(623)	574	(49)	(51)	(100)
Other Creditors: Support job evaluation	(1,792)	0	(1,792)	(935)	(2,727)
Accruals & Deferred Income	(4,319)	(569)	(4,888)	1,490	(3,398)
Tax & Social Security	0	0	0	0	0
Scot. Funding Council - Creditor	(2,232)	(1,430)	(3,662)	857	(2,805)
Deferred Capital Grant SFC	(1,055)	0	(1,055)	(45)	(1,100)
Deferred Capital Grant Non SFC	(184)	0	(184)	0	(184)
	(11,290)	(942)	(12,232)	1,521	(10,711)
Net Current (Liabilities)/Assets	(1,421)	3,260	1,839	(3,035)	(1,196)
Total Assets less Current Liabilities	96,377	1,283	97,660	12,999	110,658
Creditors: After One Year					
Bank Loan	(1,270)	69	(1,201)	180	(1,021)
Finance lease	(32)	(0)	(32)	(16)	(48)
Deferred Capital Grant SFC	(22,094)	(211)	(22,305)	310	(21,995)
Deferred Capital Grant Non SFC	(4,438)	138	(4,300)	45	(4,255)
	(27,834)	(4)	(27,838)	519	(27,319)
Net Assets Excluding Provisions	68,543	1,279	69,822	13,517	83,339
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	1,279	26,653	13,517	40,170
Restricted Reserves					
Pension Reserve	(43,113)	0	(43,113)	0	(43,113)
Unrestricted Reserves					
I&E Reserve	13,598	3,259	16,857	(2,764)	14,093
Revaluation Reserve	54,889	(1,980)	52,909	16,281	69,190
	68,487	1,279	69,766	13,517	83,283
	25,374	1,279	26,653	13,517	40,170

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 Actual £'000	Quarter 4 ended Jul 21 F'Cast £'000
COLLEGE CASHFLOW				
SUMMARY POSITION				
College opening cash balance	6,995	5,741	5,514	9,419
Net (Outflow)/Inflow in period	(1,254)	(227)	3,905	(4,654)
Closing Bank Balance	5,741	5,514	9,419	4,765
Cash Days	38	36	62	31
Opening College Bank Balance	6,995	5,741	5,514	9,419
INCOME				
SFC Income				
Teaching Grant	10,000	8,500	11,644	10,223
Financial Sustainability Fund	-	-	1,303	-
NTTF Skills Boost	-	-	202	(68)
Young Persons Guarantee	-	-	-	675
FWDF - 19/20	-	184	-	-
FWDF - 20/21	-	-	235	-
FWDF - 20/21 Phase 2	-	-	-	100
Estates Maintenance	360	2,822	1,367	-
Greenock OBC	-	-	84	-
Digital Provision	-	221	-	-
Counsellors 2021	-	-	122	-
Tackling Child Poverty	-	-	60	-
Mental health and Well being	-	-	47	-
Period Poverty	-	-	38	-
Student Association	-	-	33	-
ESF Income 2019-20	408	-	-	-
ESF Income 2020-21	302	301	302	303
Other Income				
Other Operating Income	1,169	4,153	2,308	1,268
Inter College receipt from SSF	-	-	-	136
Total Income	12,239	16,181	17,745	12,637
EXPENDITURE				
Staff Costs	9,021	12,184	10,663	10,705
Restructuring costs	-	218	260	3
Non Staff Costs				
SFC Estate Maintenance	797	1,066	908	1,080
SFC Capital spend	767	235	-	-
Other Operating Costs	2,455	2,575	1,776	5,378
Loan/Lease Repayments	130	130	133	125
Inter College payment to SSF	323	-	100	-
Total Expenditure	13,493	16,408	13,840	17,291
Net (Outflow)/Inflow	(1,254)	(227)	3,905	(4,654)
Closing College Bank Balance	5,741	5,514	9,419	4,765
STUDENT SUPPORT FUNDS CASH				
Opening Student Funding Bank Balance	40	2,548	2,646	2,483
Income				
Student Funding - SFC FE	3,050	3,750	3,501	1,200
Student Funding - SAAS HE	-	80	325	-
Student Funding - SFC EMA	-	106	120	62
Intercompany SSF receipt from College	323	-	100	-
Total Income	3,373	3,936	4,046	1,262
Expenditure				
Student Funding - SFC FE	845	3,727	4,122	3,539
Student Funding - SAAS HE	-	-	-	-
Student Funding - SFC EMA	20	111	87	70
Intercompany SSF payment to College	-	-	-	136
Total Expenditure	865	3,838	4,209	3,745
Net (Outflow)/Inflow	2,508	98	(163)	(2,483)
Closing Student Support Bank Balance	2,548	2,646	2,483	-

2020-21 STUDENT SUPPORT FUNDS BUDGET AND FORECAST

	Bursary		FEDF		Childcare		Total		HE Funds	
	Budget £'000	F'Cast £'000								
Income Analysis										
Brought forward funds	-	-	-	37	-	-	-	37	-	3
Allocation	11,403	11,917	677	924	1,742	981	13,822	13,822	304	304
In-year return of uncommitted funds - Note (1)	-	(3,183)	-	-	-	-	-	(3,183)	-	-
Additional Discretionary Allocation - Notes (2) / (3)	-	501	-	265	-	-	-	766	-	325
College Contribution - Note (4)	-	-	-	-	-	-	-	-	-	91
Total Income	11,403	9,235	677	1,226	1,742	981	13,822	11,442	304	723
Expenditure Analysis										
Taxis	60	15	-	-	-	-	60	15	-	-
Disability Needs	-	-	12	12	-	-	12	12	10	10
SEN	250	240	-	-	-	-	250	240	-	-
Disclosure	-	-	45	30	-	-	45	30	2	2
Childcare Nurseries - Internal	-	-	-	-	329	60	329	60	-	-
HE Childcare - External	-	-	-	-	393	311	393	311	-	-
FE Childcare - External	-	-	-	-	1,020	610	1,020	610	-	-
Student Maintenance & Travel	10,251	7,200	620	511	-	-	10,871	7,711	292	300
Covid-19 Winter Allocation	-	-	-	673	-	-	-	673	-	411
Cost of Course	842	880	-	-	-	-	842	880	-	-
Digital Spend	-	900	-	-	-	-	-	900	-	-
Total Expenditure	11,403	9,235	677	1,226	1,742	981	13,822	11,442	304	723

Note
1) SFC Bursary

The College had in January 2021 intended not to draw down £1.6m of funding due to the reduced expected requirement to provide support to students primarily for childcare costs. Since then the College has received additional Covid-19 support funds (as noted below) which has allowed the College to support both the digital and financial needs of the student body through the second national lockdown. In the subsequent period, the level of demand for childcare support, transport (taxi and mileage allowance) and maintenance support has further reduced resulting in a further £1.6m of funding no longer being required to be drawn down by 31 July 2021. It should be noted that all requests for student maintenance support to date have been met and will continue to be addressed.

2) FE Discretionary Funding

The College received two additional allocations of discretionary funding as noted below. These funds are being distributed in line with the condition of grant:

- a) In year redistribution of student support funds 2020-21 (£501,000) - this will be utilised to bridge the digital gap at the College; and
- b) Winter Covid-19 discretionary funding (£265,000) - this will be utilised to support students who may not already be in receipt of support.

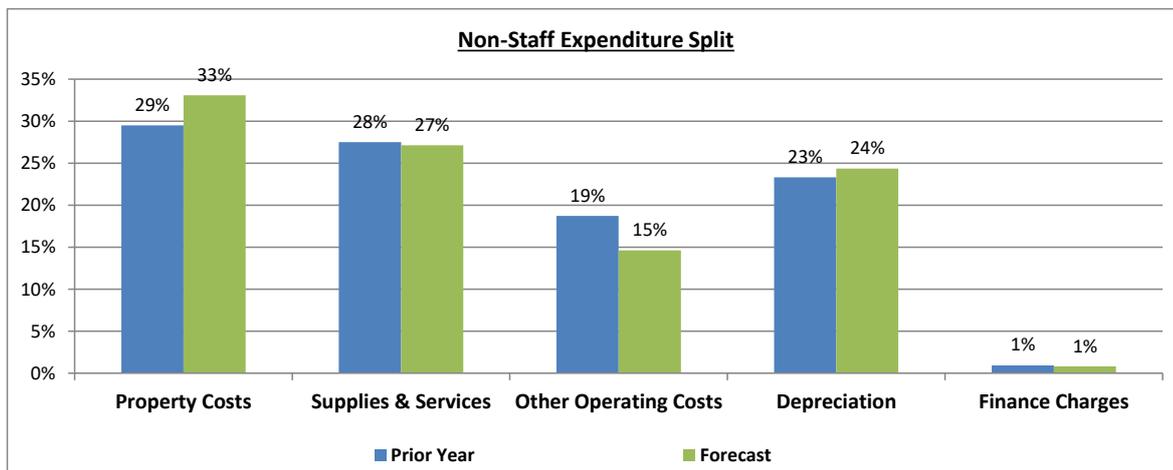
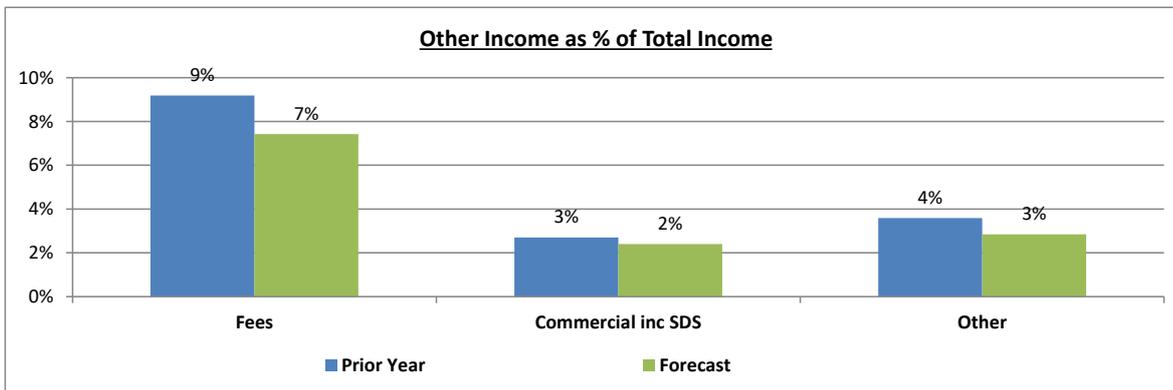
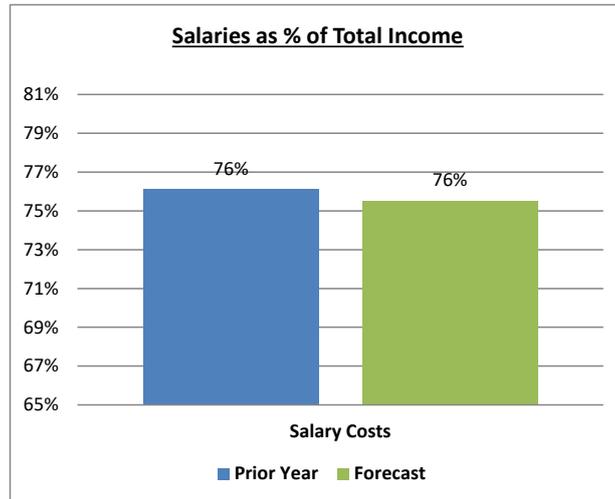
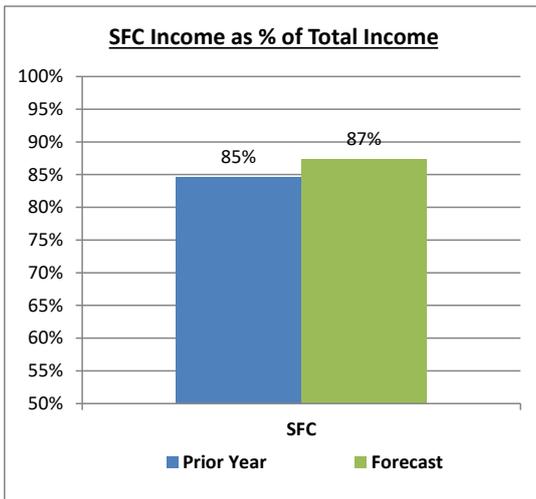
3) SAAS Discretionary Funding

The Student Awards Agency for Scotland (SAAS) announced in February 2021 additional support for HE students who are facing difficulties with accommodation costs as part of the impact of Covid-19

4) College Contribution to HE Discretionary

The monies distributed as additional support from the Winter Covid-19 fund exceeded the funds allocated by SAAS (see Note 3 above); discussions are currently ongoing with SAAS to determine if they can fund any of this overspend. Indications at this stage are that they cannot do so and that the cost will then fall to the College.

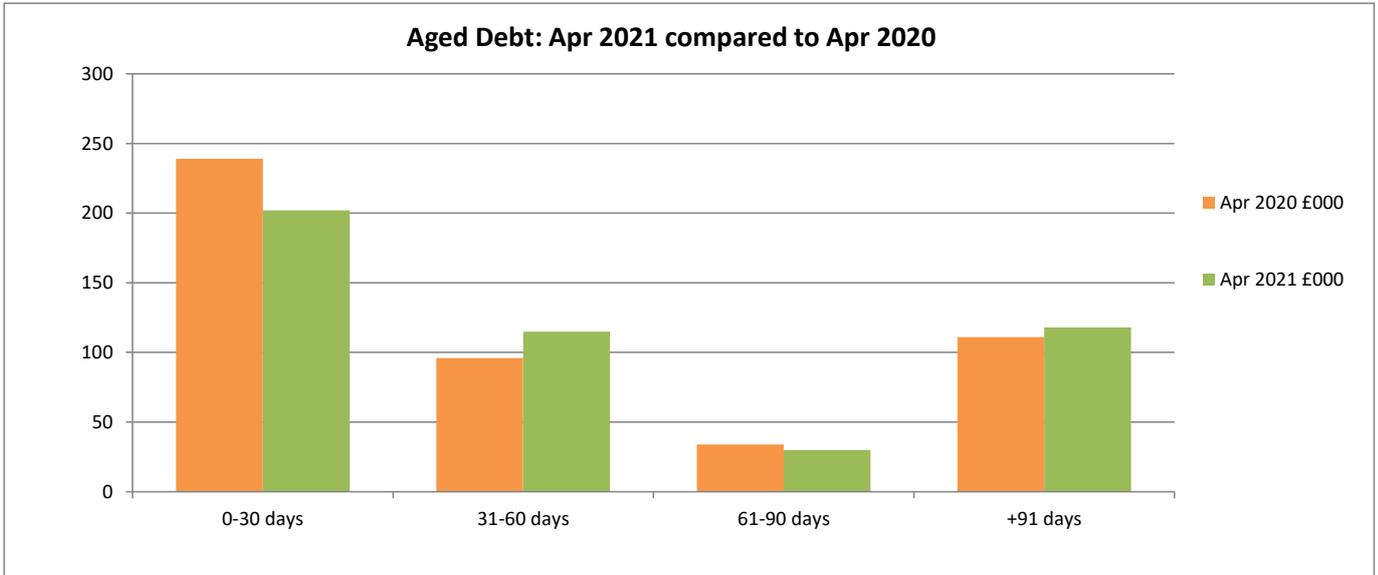
Financial Graphs and Performance Indicators



	As at 31 July 2020	Forecast 31 July 2021	Notes
Debtor Days	29	31	Due to the impact of Covid-19 the slower than normal recovery of course fees has slightly impacted the debtor days.
Creditor Days	34	5	The College aims to pay all invoices within the Scottish Governments stated time line of 30 days from date of invoice.
Staffing costs as % of income	76%	76%	

AGED DEBT ANALYSIS

As at 30 April 2021



Period	Apr 2020 £000	Apr 2021 £000	Movement £000	Movement %	Comment
0-30 days	239	202	37	15%	
31-60 days	96	115	(19)	-20%	
61-90 days	34	30	4	12%	
+91 days	111	118	(7)	-6%	
Total Invoices Owed	480	465	15		
Bad Debt Provision	(48)	(31)	(17)		
Net Trade Debtor Balance	432	434	(2)		

The total invoices owed debt is comparable to this time last 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 increase in debt aged 31-60 days. 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.

TITLE: 2021-22 BUDGET AND MEDIUM-TERM FINANCIAL FORECAST

Background: The purpose of this paper is to present the following to the Board of Management:

- a) The 2021-22 College budget.
- b) The 2021-22 Student Association budget.
- c) The College financial forecast for the three years to 2023-24.
- d) A note of the budgetary and forecast assumptions used.
- e) A sensitivity analysis of the key assumptions used.

Action: The Board of Management is requested to consider the basis upon which the 2021-22 College budget and three-year financial forecast to 2023-24 have been created and approve:

- The 2021-22 Student Association budget.
- The 2021-22 College budget.

Lead: David Alexander, Vice Principal Operations

Status: Open

1. Introduction

1.1 This paper presents the 2021-22 College budget and three-year financial forecast to 2023-24 for consideration and approval by the Board of Management. The budget and financial forecast are based upon the guidance and governance framework with which the College requires to comply, with this primarily being the:

- Financial Memorandum with the Scottish Funding Council (SFC).
- Financial Forecast Return (FFR) guidance issued by the SFC.
- Scottish Public Finance Manual (SPFM).

1.2 The 2021-22 final SFC Grant in Aid allocations was received on 27 May 2021. Detail of the final 2021-22 SFC grant allocation compared to the indicative allocation can be found at *Appendix B*. The final SFC 2021-22 allocation has resulted in a transfer of 1,033 core credits into ESF credits with no movement in the total SFC income to be received by the College. There has been a slight increase in the amount of Estates Lifecycle Maintenance Funding to be received by the College of £3,000. This increase will not impact the adjusted operating position as the income will be fully expended.

1.3 The College has yet to receive the SFC Financial Forecast Return (FFR) guidance. Last year the FFR guidance was guidance issued on 9 June 2020 with a return date of 30 June 2020. The guidance provides the college sector with baseline assumptions for use in preparing the following year budget and three-year financial forecast. In prior years the SFC FFR guidance has requested colleges provide a financial budget and forecast to cover a five-year period, however due to the uncertainty arising from Covid-19 the shorter three-year period was requested.

1.4 The College would normally look to apply the SFC assumptions to the 2021-22 budget and three-year forecast presented to the Board of Management. As this guidance has not yet been issued, the College has utilised what it believes to be a reasonable set of assumptions in compiling the 2021-22 budget and three-year forecast. In providing the 2021-22 budget and forecast to 2023-24 this paper:

- Sets out the financial strategy and objectives of the College.
- Provides a commentary on the College operating environment and impacts arising from this.
- Outlines the key assumptions used for financial planning purposes.
- Includes a three-year RAG analysis of the key sensitivities used in compiling the 2021-22 budget and three-year forecast to 2023-24.
- Provides a summary of the financial health of the College.

2. West College Scotland – Financial Strategy and Objectives

- 2.1 Colleges require to plan and manage their activities to remain sustainable and financially viable. It is for each college to determine and respond to the economic needs of their region; ensuring resources are allocated to areas which meet the needs of learners and the economy. It is therefore essential that a robust College Financial Strategy and associated financial objectives are in place to enable this to be achieved.
- 2.2 The College Financial Strategy enables assessment of the financial needs and resources required to support and meet organisational objectives and outcomes, and in doing so, plan for continued development where possible to enable success and sustainability. While the sector financial operating environment remains challenging, the 2021-22 budget and forecast to 2023-24 continue to adopt this strategic approach - and seek to achieve the required breakeven financial position on a continuous basis.
- 2.3 The College Financial Strategy aligns and integrates with other College strategies – including Curriculum; IT; Digital; People; Estates; and Procurement – to support achievement of their intended outcomes where possible. The College Financial Strategy ultimately supports achievement of the College Business Transformation Plan, Corporate Plan 2019-25, and Regional Outcome Agreement – and in developing the 2021-22 budget and forecast to 2023-24 the following financial objectives have been set:

1) Maintain a sound financial base (solvency and liquidity) based on the following:

- The College will work with SFC to maintain sufficient cashflow to support continuous College operations.
- The College will aim to achieve a break even adjusted operating position and in doing so meet annual obligations due for loans and leases.
- The College will annually expend all resource funding it receives, thereby generating a cash neutral position from operating activities.

2) Ensuring sound financial management by producing management accounts on a periodic basis.

3) Maintaining confidence of funding bodies, suppliers and professional advisers by:

- Providing financial and non-financial returns on time and in agreed formats.
- Working with auditors to provide returns which are certified, unqualified and submitted timeously.
- Adhering to the College's policy to pay all suppliers within 30 days of receipt of an invoice.

4) Continuing to raise awareness of financial issues by providing:

- Advice, guidance and training to staff, management and Board of Management members on funding, funding methodologies, budgeting and the College's Financial Regulations.
- Adequate information to ensure staff, management and Board of Management members are kept updated on the financial position of the College.

5) Improving the College estate and equipment by:

- Utilising SFC funding to maximise investment in maintenance, technology, digitalisation and equipment required to support teaching and learning programmes and College administration.
- Ensuring adequate procedures are in place to protect assets from loss, theft, neglect and fraudulent activity.

6) Supporting our students by providing:

- Advice and guidance for and accessibility to student support funding.
- A Student Association budget which enables an engaged and active student body.

2.4 These Financial Strategy objectives will continue to be progressed, monitored, and reported through the College operational planning process, provision of monthly management accounts and wider information to the Corporate Development Committee.

2.5 The College Financial Strategy approach and associated financial objectives are therefore intended to provide a robust basis for financial planning – and these underpin the 2021-22 budget and forecast to 2023-24 which are presented within the following sections of this report.

3. 2021-22 Budget

3.1 The Board of Management is invited to note that the 2021-22 budget for West College Scotland, attached as *Appendix A*, has been produced on the basis outlined in the paragraphs below.

3.2 Adjusted Operating Position

3.2.1 The adjusted operating position is the measure of financial health and sustainability applied by the SFC. The basis of the 2021-22 budget that the Board of Management are being requested to approve, as detailed at *Appendix A*, is a deficit accounting budget (due to the expending of cash arising from net depreciation) - which when adjusted for technical and underlying movements agreed by Audit Scotland and the SFC, provides a small adjusted operating surplus of £23,000 – effectively a breakeven position.

- 3.2.2 It should be noted the 2020-21 FFR guidance issued by the SFC on 9 June 2020 contained the following statement:

SFC's Financial Memorandum with colleges and RSBs (Regional Strategic Bodies) requires institutions to plan and manage their activities to remain sustainable and financially viable. It is therefore critical that institutions take the necessary actions to balance their operating position, reflect these actions in their FFRs, and provide a full description of their financial plans in the FFR commentary. Colleges must prepare a balanced budget for 2020-21 and/or have a deliverable plan to reach a balanced budget over the forecast period.

It is anticipated that a similar statement will be included within the 2021 guidance document. The 2021-22 College budget and forecast to 2023-24 outlines plans to achieve a breakeven adjusted operating position in each of the three years covered by the FFR, which will ensure that the College has complied with the SFC Financial Memorandum requirements and anticipated FFR guidance.

- 3.2.3 It should be noted that the financial operating environment of the College will remain challenging in seeking to achieve a breakeven position, with efficiencies required. The impact of Covid-19 on operations will require to be kept under continuous review, with further engagement being sought with the SFC should there be additional significant financial implications arising from the pandemic which are not currently anticipated.
- 3.2.4 The Board of Management should also note that the College continues to engage with the SFC regarding the impact of any voluntary severance (VS) costs in calculating the breakeven annual adjusted operating position should they arise in any financial year going forward – although no VS costs are budgeted for 2021-22.
- 3.2.5 The SFC position is that any VS costs funded by the College should not be excluded in calculating the annual adjusted operating position – and that these VS costs should be included within the College budget as operating expenditure. However, the College has outlined in previous representations to the SFC that the stated intention of the adjusted operating position is to remove any exceptional/one off items which do not form part of ongoing business operations in order that the underlying operational financial health can be determined and assessed – and given VS is an exceptional cost of restructuring to the College, such costs should therefore be deducted in calculating the adjusted operating position.

- 3.2.6 The 2020 FFR guidance stated that colleges should assume SFC will fund up to 6 months salary costs of any VS payments for modelling purposes. However, during 2020-21 this guidance was revised, and no funding was made available to cover VS costs incurred by the sector. It is anticipated that the SFC position of not funding VS costs will continue into 2021-22. The College has an SFC approved VS scheme in place to 31 July 2022, which allows for up to 12 months salary to be paid. Approval of any VS application would therefore mean the full cost would require to be funded from the College's own cash resource – and such a cost would not be excluded in calculating the annual adjusted operating position.
- 3.2.7 Thus seeking to address any adjusted operating deficit of this nature - which would arise due to one-off VS costs not being excluded - would effectively require the College to deliver further efficiencies which impact upon staff and frontline services in order to offset what is in effect a technical accounting adjustment. The College does not believe this would be appropriate and therefore continues to engage with the SFC to address what it sees as an irregular way to treat the costs of any voluntary severance programme in calculating the adjusted operating position going forward.
- 3.2.8 As outlined above, the 2021-22 budget presented to the Board of Management does not include any VS costs. However, the 2021-22 budget assumes the College will require to realise a minimum £0.5m in staff operational efficiencies and the budget assumes this may be achieved through staff turnover and vacant posts arising.
- 3.2.9 It should be noted that according to the definition of financial sustainability and viability as outlined by the SFC and detailed in *Section 3.2.2, above*, delivering an underlying adjusted deficit in any one year would not be incompatible with the requirements of the Financial Memorandum.
- 3.2.10 Ultimately the 2021-22 College budget being proposed for approval assumes an adjusted breakeven position which does not include the need for any VS costs to be incurred.

3.3 Teaching Activity Levels

- 3.3.1 The College has a core target of 152,947 credits for 2021-22 – an increase of 92 credits when compared to the 2020-21 activity level of 152,855 credits. This increase in the core target has been countered by a reduction in the target for ESF credits from 6,264 to 5,638 a decrease of (626) credits. This decrease is due to the SFC smoothing out the potential future impact of the loss of the ESF programme from July 2022 across the sector. Overall, the College is required to deliver 534 less core credits in 2021-22 compared to 2020-21 and has maintained a comparable level of funding when compared to that which it received in 2020-21.

- 3.3.2 The continuing impact of the Covid-19 pandemic has meant that a cohort of 2020-21 students will require to return in 2021-22 to finalise their qualifications. The SFC has provide an additional credit allowance of 2,932 to ensure these deferred students are able to complete their education. The College is currently working with the SFC to ensure that the level of additional deferred student credit funding is sufficient to accommodate the number of such students who will require support in 2021-22. Should there be a greater number of students requiring support there is the potential that the College may require to fund these students from its own resources should the SFC be unable to supply further credit funding. This position be being kept under review with the SFC and Scottish Government.
- 3.3.3 There has also been a transfer of management responsibility regarding the provision of Foundation Apprentices, from Skills Development Scotland to the SFC. This has resulted in the College obtaining a further allocation of 2,888 credits which is equivalent to 241 new students. During 2020-21 the College supported 120 Foundation Apprentices, although aspires to grow the level of provision in this area. The 2021-22 budget has been prepared on a prudent basis with the expectation that the College will deliver a similar level of activity,120 students. At this stage the College is in discussion with the SFC as to the final student activity level associated funding.
- 3.3.4 An analysis of the 2021-22 SFC final funding is outlined within *Appendix B*.

3.4 **Income**

SFC Income

- 3.4.1 SFC income has been budgeted in line with the final 2021-22 Grant in Aid settlement circular received on 27 May 2021 and a full analysis is attached at *Appendix B*. SFC funding for 2021-22 totals £53,020,291 and the table below provides a reconciliation between the SFC income as per the 2021-22 budget in *Appendix A* and the SFC funding as noted in *Appendix B*:

	SFC 2021-22 Income Appendix A £'000	SFC Income Budget 2021-22 Appendix B £'000
Total SFC income	54,646	53,020
Childcare income excluded - funded separately but required to be disclosed in budget as income and expenditure	(1,877)	
Foundation Apprentices – to add back income not realised in the accounts	429	
Young Person Guarantee Funding - subject to confirmation - assumption made on budgeted income	(1,000)	
Period poverty - to be confirmed by Scottish Government	(60)	

	SFC 2021-22 Income Appendix A £'000	SFC Income Budget 2021-22 Appendix B £'000
Counsellors funding - to be confirmed by Scottish Government	(122)	
Flexible Workforce Development Funding - subject to confirmation - assumption made on budgeted income	(800)	
Net depreciation expenditure accounted for separately in the College budget		(1,639)
Assumed funding for Counselling Support not yet confirmed by SFC		(122)
Assumed funding for Period Poverty not yet confirmed by SFC		(40)
Additional Estate Maintenance Funding to be included in final operational budget		(3)
Reconciled SFC income total	51,216	51,216

The key points arising in relation to 2021-22 SFC funding are as follows:

- SFC core teaching funding for West College Scotland has increased in total by £1.5m – an uplift of 3.3%.
- Additional funding has been received for deferred student activity (£0.9m) and Foundation Apprentices (£0.9m).
- A funding allocation has been made by the SFC towards two elements of estates need – and for 2021-22 West College Scotland has received a total estates allocation of £3.693m (2020-21: £4.548m), a decrease of £0.855m (19%) when compared to 2020-21. This comprises of:
 - £2.572m (2020-21: £3.355m) to meet high priority backlog maintenance needs – an allocation based on the condition of the College estate - with this being a decrease of £0.783m (23.3%) when compared to 2020-21.
 - £1.121m (2020-21: £1.193m) to meet lifecycle maintenance requirements – an allocation based on the volume of credits delivered by the College – with this being a decrease of £0.072m (6.0%) when compared to 2020-21.

It should be noted that although West College Scotland received the highest SFC 2021-22 funding of any individual institution in the sector for high priority backlog maintenance at £2.572m, this remains significantly lower than the average annual investment of £8.8m that condition surveys advise is required.

This means that West College Scotland will continue to face ongoing challenges and choices in managing the estate.

- Confirmation is still awaited from the SFC in relation to funding for:
 - Young Person Guarantee Fund - A bid was submitted to the SFC on 26 April 2021 for £1.0m of provision. As yet the College has not received any indication from the SFC as to whether they will be supporting this level of provision. The College has planned on the basis that the bid will be accepted.
 - Flexible Workforce Development Funding - The College has assumed within the 2021-22 budget that the level of 2021-22 funding will be in line with 2020-21 and is planning accordingly.
 - Period poverty (2020-21: £40,000) and Support for Counselling initiatives (2020-21: £122,000)- The College has assumed within the 2021-22 budget that this will be in line with 2020-21.
- The level of student support funding allocation to the college for 2021-22 is £14.082m (2020-21: £13.822m) an increase of £0.26m (1.9%) when compared to 2020-21. This uplift is to meet inflationary cost increases. In accordance with financial reporting standards only childcare costs totalling £1.877m require to be included in the College income and expenditure account.

Skills Development Scotland (SDS) Income

- 3.4.3 SDS income, which includes funding for Modern and Foundation Apprentices, is expected to generate £0.55m, a decrease of (£0.2m) on the £0.75m received in 2020-21
- 3.4.4 The College expects to receive in 2021-22, £0.1m of funding towards the residual elements of the College SDS Foundation Apprentices (FA) programme. As noted in 3.3.4 above, the delivery of the FA programme from 2021-22 onwards will be funded through the SFC. This transfer of funding responsibility has resulted in a (£0.35m) reduction in SDS funding for the Foundation Apprentices programme with the FA income now accounted for through SFC income.
- 3.4.5 Modern Apprenticeships income is anticipated to return to pre Covid-19 levels during 2021-22 and the College has increased staffing in his area to accommodate the budget income of £0.45m – an increase of £0.15m on 2020-21.

Fees - Commercial and Tuition

- 3.4.6 Fees, which includes both FE/HE tuition and commercial income fees, are expected to generate £5.742m, an increase of £1.5m on 2020-21 levels. The College is anticipating a material increase in the amount of commercial income it will be able to generate in 2021-22. It expects that the overall level of commercial income to be comparable with the amount generated before the impact of the global pandemic i.e. 2018-19.

3.4.7 The College is anticipating it will attract and retain £0.2m of additional HE fees based upon the level of applications made to date. £0.6m of the increase is in relation to commercial income which is expected to return to pre Covid-19 levels of activity during 2021-22. The College expects to be able to realise an increase of £0.5m in the construction, electrical and plumbing federation contracts it holds as the level of apprentices in these areas is projected to increase. A further increase of £0.2m is expected regarding the international work that the College undertakes as the global lock down is lifted.

Other Income

3.4.8 Other Income includes funds arising from areas including nursery provision, catering, property rentals, development funding and staff secondments. The level of Other Income in 2021-22 is budgeted to be £2.446m – while this is expected to be £0.187m more than in the previous year, however, it should be noted that 2020-21 Other Income included £0.565m due to the College following SFC guidance and applying to the UK Government Job Support Scheme in order to furlough approximately 150 staff. As this UK Government support is due to terminate in September 2021, and the College will remove staff from furlough as activity recommences, it is assumed that no more than £0.02m will be received from the Job Support Scheme in 2021-22. Thus, if the UK Government Job Support Scheme funding is excluded, as it is a one-off source of funding, the College is expecting that core Other Income will increase by £0.734m in 2021-22.

3.4.9 The College nurseries are expected to be fully utilised during 2021-22, resulting in an increase in the income of £0.182m, recovered primarily for local authorities under the guaranteed childcare place scheme.

3.4.10 The College catering operation has been closed for the majority of 2020-21 and when it has been able to open, the limited number of staff and students on campus has meant that the income level in 2020-21 was less than £0.1m. The College is anticipating an upturn in the level of activity across all catering outlets as the College returns to on campus operations from August 2021. The model of operation is currently under review based on the staff levels remaining after the 2020-21 voluntary severance programme. Whilst it remains difficult to forecast the income generating capabilities of the service, based upon the staff available a budgeted income level of £0.577m is anticipated to be deliverable during 2021-22, an increase of £0.527m on 2020-21. This increase is subject to a gradual return to campuses in August 2021 and a lessening of the social distancing regulations. The £0.577m 2021-22 budgeted income is a prudent estimate of catering income when compared to £0.741m for 2019-20 and £1.045m in previous normal operating years.

3.4.11 Setting the budgeted income at £0.577m will result in a deficit of (£0.250m) – which is £0.100m more than the deficit of (£0.150m) incurred in the last full year of operation – however, it is felt to be prudent given the uncertainty surrounding the College position from August 2021 onwards. The College will ensure that the resultant 2020-21 catering budgeted deficit of (£0.250m) is kept under continuous review.

3.5 Employee Costs

3.5.1 Employee costs remain the most significant element of expenditure for the College and are budgeted to total £48.113m for 2021-22 – an increase of £3.83m (8.6%) when compared to the expected cost of £44.283m for 2020-21. The 2021-22 employee cost budget has been compiled using the following assumptions:

- Pay uplifts equivalent to the Scottish Governments Public sector Pay Policy 2021-22.
- No increases to employer national insurance nor pension contributions. Employer pension contribution rates are not due for review until April 2023 at the earliest. Employer contributions to staff pension schemes will total £6.7m – 14% of total 2021-22 employee cost expenditure.
- Cost of delivering additional support to 2020-21 students who require to return in 2021-22 to complete their qualifications has been included.
- Costs relating to the delivery of 2021-22 SFC initiatives in relation to Young Person Guarantee Funding / Counselling / Mental Health have been included.
- The College has committed to provided teaching staff who have not achieved TQFE status with remission time to allow them to undertake the required qualification.
- All staff establishment vacancies have been assumed to be filled.
- The College is anticipating achieving £0.5m of operational efficiencies during the year. As noted at 3.2.6 these efficiencies will be delivered through staff turnover and other means without the need to utilise voluntary severance. No cost has therefore been included within the budget to support a voluntary severance programme during 2021-22.

3.6 Non-Staff Costs

3.6.1 The College has attempted to maintain non-staff costs at a comparable level to the prior years budgeted position where possible. Key non-staff movements are as follows:

- Property costs - excluding the reduction of £0.444m in SFC estate maintenance expenditure which is matched to SFC income, are £0.2m higher than the 2020-21 forecasted provision. Increased utility, health and safety, waste, and business rate costs account for this movement.

- Supplies and Services costs – the 2021-22 budget is £0.666m higher than the 2020-21 forecast for the following reasons:
 - The College is continuing to sustain levels of core investment in ICT and digital development under Supplies and Services costs. The College has received an additional allocation of £0.458m from the SFC to increase its digital capacity during 2021-22 and this forms part of the IT budget.
 - The recommencement of the College catering operations as noted in 3.4.10 above has resulted in an increase in the level of catering expenditure of £0.354m compared to 2020-21 levels.
 - The College strategic move away from the use of third parties to delivery online learning has resulted in a decrease in the level of fees paid to these external providers.
 - Increases in departmental consumable and other teaching delivery budgets relating to a return to normal campus activity levels from August 2021 have been countered by a reduction in travel / subsistence budgets and printing costs.
- Other Operating costs - excluding SFC childcare costs of £1.877m (2020-21: £1.13m) which are matched to SFC income, are budgeted to be £1.442m, which is largely in line with the 2020-21 forecast of £1.388m. The increase in cost is largely attributable to the cost of supporting 25 teaching staff to achieve their TQFE qualifications in 2021-22. All other costs are being held at 2020-21 levels with no account being taken of inflationary pressure.
- Finance Charges – The reduced interest charges during 2021-22 are due to the College completing repayment of one of the two outstanding legacy bank loans.

3.7 Student Association Budget 2021-22

3.7.1 The Student Association budget for 2021-22 has been incorporated into the overall College budget for next year. The table below indicates the areas of expenditure the Student Association incurred during 2020-21 and the budget request for 2021-22.

	2020-21 Budget £'000	2020-21 Actual £'000	2021-22 Budget £'000
Staff Costs	55	41	56
Marketing and Promotion	5	0	5
Other Central Costs	5	0	5
Centrally controlled costs	65	41	66
Election Campaign	2	0	2
Student Social Events	10	0	10
Clubs, Societies and Library	6	0	6
T&S / Uniforms / Memberships / Other	8	1	8
Student Association controlled costs	26	1	26
Total Budget	91	42	92

3.7.2 It should be noted that the level of expenditure incurred by the Student Association in 2020-21 was impacted by Covid-19 and due to the restrictions on student numbers expenditure was curtailed in relation to clubs and social events. The work of the Student Association has continued despite the impact of Covid-19 with the Board of Management being provided with regular updates on the work undertaken by the Students Association during 2020-21.

3.7.3 The staff costs in 2020-21 were reduced as there were only two Vice Presidents elected during the year. For 2021-22 the number is expected to return to three.

3.7.4 The Board of Management are asked to approve the 2021-22 budget as detailed above for the Student Association.

3.8 Cash for Other Priorities (Funds arising from Net Depreciation)

- 3.8.1 The Board of Management have previously been made aware of the arrangement put in place between Colleges Scotland, the Scottish Government and the Scottish Funding Council (SFC) to allow the cash balance arising from net depreciation to be expended by the college sector within certain parameters.
- 3.8.2 The 2020-21 West College Scotland budget applied £1,639,000 of cash arising from net depreciation towards meeting the following College priorities:
- repayment of bank loans.
 - funding of core College ICT expenditure.
 - to meet the cost prior year staff pay increases.
- 3.8.3 The 2021-22 budget similarly proposes that the £1.639m of cash arising from net depreciation be applied for these purposes. It should be noted that as the College has finalised the repayment of one of the two outstanding loans in July 2021. The finalisation of that loan has therefore released a further £0.205m from loan repayments and this will be utilised to invest in the College estate/IT resources.

3.9 Full Asset Valuation

- 3.9.1 The 2021-22 budget is based upon the interim valuation of land and buildings undertaken with a reference date of 31 July 2021, with a full valuation scheduled for 31 July 2023. The interim valuation has resulted in an increase in the value of the College buildings of £18m based on the depreciated replacement methodology of valuation. This increase in building valuation has been reflected in the College balance sheet. The 2021 interim valuation also provided updated building insurance replacement costs which were used during the renewal of the College insurance portfolio for 2021-22.
- 3.9.2 The interim review was undertaken in April 2021, with a reference date of 31 July 2021, and resulted in an increase in the forecasted depreciation charge of £0.505m (2020-21 forecast: £3.976m; updated budget for 2021-22: £4.481m). This movement does not impact College cashflow or the adjusted operating position.

3.10 Arm's Length Foundation

- 3.10.1 The College has not budgeted for any donation being made to an arm's length Foundation and will keep this matter under review. Similarly, any bids for funding to an arm's length Foundation will also be kept under review with no additional income from this source being accounted for in the budget / forecast period.

4. Financial Forecast to 2023-24 - Years 2 and 3

4.1 The financial plan at *Appendix A* also details the forecasted financial position of the College for 2022-23 and 2023-24. In previous years SFC FFR guidance has requested that this forecast be for a subsequent 4-year period thereby providing the SFC with a 5-year financial forecast. However, given the impact of Covid-19 and the volatility of any assumptions beyond 3 years the SFC had in 2020 requested that colleges only provide a budget for the following year and a further 2 years financial forecast. In the absence of any updated guidance from the SFC and as the impact of the global pandemic is still not fully understood, the College has continued to follow the prior guidance issued by the SFC. Should the SFC FFR guidance result in any significant amendments being required to the three-year financial forecast this will be reported to the September 2021 Corporate Development Committee meeting.

4.2 The following sections provide an overview of the financial forecast for 2022-23 and 2023-24.

4.3 Income

SFC Teaching Activity and Income

4.3.1 Core SFC activity levels are assumed to be in line with 2021-22 for years 2 and 3 at a level of 158,585 credits.

4.3.2 Previously it had been assumed that at the end of the ESF programme in July 2022, the College would lose the associated credit activity and funding. Indications from the SFC are that they intend to maintain the same level of credit and funding post the end of the current ESF programme. Without specific guidance from the SFC on this topic the College has assumed that there will be no reduction in credit activity and funding levels in years 2 and 3.

4.3.3 To assume of a loss of ESF activity and funding (2021-22: £1.6m / 3.0% of SFC income) would result in a fundamental change in the College operating model. The ESF income This would require the implementation of a staff voluntary severance programme and the College would assume that this would be fully funded by the SFC. As the SFC is unable to confirm support for a voluntary severance programme the College has assumed a status quo position for years 2 and 3 until further guidance is made available from the SFC. The Corporate Development Committee and Board of Management will be updated when further guidance is made available from the SFC.

SFC Income

4.3.4 The College has assumed no growth in SFC income to reflect the inflationary pressures likely to be faced in years 2 and 3. Further guidance from the SFC on the planning assumptions is awaited.

- 4.3.5 In regard to the Young Person Guarantee Fund (YPGF) and Foundation Apprenticeship (FA) programmes, the College has assumed a slight growth in the FA provision in year 2 with a similar level of YPGF over the two years. A cost base to support the provision of these programmes has been maintained across the two years of the forecast.
- 4.3.6 Estate maintenance funding has been maintained at the same level as that received in 2021-22. As previously noted, this level of funding falls significantly short of the investment required to maintain the College estate in the condition required to deliver effective learning and teaching. No impact of the current outline business cases for the development of the Greenock or Paisley campuses has been accounted for in the forecast period.
- 4.3.7 The forecast assumes that the SFC support for Digital (£0.5m) and Mental Health (£0.4m) are one-off funding streams and that they will not be continued beyond 2021-22.

SDS and Fees

- 4.3.8 SDS Income and Fees are assumed to maintain similar levels to 2021-22 over the course of the forecast period. Whilst the College would intend to grow activity in these areas until the impact of the global pandemic is fully understood, it is felt prudent to take this approach to match a similar level of activity to that generated pre the global pandemic (2018-19: £5.7m)

Other Income

- 4.3.9 Other Income is assumed to return to pre Covid-19 levels over the two-year period for all areas despite the challenging environment arising from the global pandemic apart from catering.
- 4.3.10 Catering income is being forecasted to grow over the period so that by the end of the forecast period the operating model delivers a (£0.150m) deficit compared to the (£0.250m) deficit in 2021-22. This is felt to be a prudent approach as the College will require a period to adjust the delivery model to accommodate both the number of staff and students who will be returning to campus activities.

4.4 Employee Costs

- 4.4.1 For employee costs, an annual salary uplift in line with the Scottish Government Public Sector Pay Policy 2021-22 has been assumed in 2022-23 and 2023-24. In line with the 2020-21 guidance from the SFC it is anticipated that these increased costs will be met from College resource rather than an increase in SFC Grant-in-Aid funding.
- 4.4.2 Year 2 of the forecast will be impacted by the removal of the staff costs associated with the delivery of 2021-22 deferral activity and the discontinuation of funding for Mental Health support (which is assumed to be funded for one year only).

4.4.3 The employee cost budget for Years 2 and 3:

- Does not include the anticipated costs and associated income relating to the settlement of the ongoing support staff job evaluation (SFC estimate this to be an annual cost of £935,000) – the quantum and timing of the implementation of the job evaluation scheme remain unclear and until such times as this is confirmed the income and corresponding expenditure have not been included in the budget.
- Assumes further staff efficiency savings of £0.960m (2022-23) and £0.948m (2023-24) will be secured to achieve a breakeven adjusted operating position. At this time no voluntary severance costs have been assumed in the budget to achieve these efficiencies, and as outlined earlier in this paper engagement is continuing with the SFC regarding this matter.

4.4.4 In order to meet the pay assumptions as noted in section 4.4.1, the College would require to generate further staff cost efficiencies in Years 2 and 3 to deliver a small adjusted operating surplus. Year 2 would require £0.960m of efficiencies followed by a further £0.948m of efficiencies in Year 3, a total of £1.908m over the two years or 2% of the annual College pay expenditure. The College would require to address this level of efficiencies through a voluntary severance scheme with SFC financial support. At this time there is no guidance available from the SFC as to whether this support will be made available. However, for forecasting purposes the College has noted the level of efficiencies required and assumed full SFC support towards any resultant voluntary severance cost and is awaiting further guidance.

4.5 ***Non-Staff Expenditure***

Property Costs

4.5.1 Property costs are assumed to remain largely constant in terms of total levels of expenditure over the course of 2022-23 and 2023-24. While the pressure to invest in maintaining College property is anticipated to rise over the three-year period based upon outputs from the Estate Condition Survey, the Year 2 and Year 3 forecast assumes the College will receive similar levels of SFC estates funding as in 2021-22, and there are likely to be minimal savings arising from ongoing operations that will be available to improve the built environment.

4.5.2 It should be noted the College has loans that require to be serviced and as the amounts owed reduce over the three period of the forecast, so this affects the level of finance charges incurred. 2020-21 seen the legacy Clydesdale Bank loan repaid in full. The College has one legacy loan remaining with the Bank of Scotland which will be fully repaid by the end of 2025-26.

Supplies and Services

4.5.3 Year 2 assumes that the SFC Digital funding received in 2021-22 will not continue with the resultant decrease in the level of IT investment. Year 3 assumes a consistent level of expenditure compared to the previous year.

Other Operating Costs

- 4.5.4 The College has assumed that the additional cost of supporting teaching staff to achieve their TQFE qualification will continue through Years 2 and 3, with all other costs remaining consistent with previous levels of support. This investment is mainly in relation to staff remission time to allow the staff to complete the course combined with the cost of the university fees.

Finance Charges

- 4.5.5 These costs are forecast to reduce as the College nears the end of its one remaining legacy loan repayment schedule. This loan is due to be fully repaid by the end of 2025-26

Non-staff Efficiencies

- 4.5.6 In order to meet the pay assumptions as noted in section 4.4.1, the College will need to generate further non-staff efficiencies in Years 2 and 3 to deliver a break even adjusted operating position. Year 2 will require £0.24m of efficiencies followed by a further £0.162m of efficiencies in Year 3, a total of £0.402m over the two years or 1.5% of the total College non-pay expenditure.

Cash for Other Priorities (Net Depreciation)

- 4.5.6 The forecast assumes that in Years 2 and 3 the College will continue to utilise £1.639m of funds arising from net depreciation to meet core operational costs relating to historic annual staff pay increases, IT / estate investment and legacy loan financing.

5. College Cash Position

- 5.1 As previously discussed with the Corporate Development Committee and the Board of Management, the cash balance is a critical to the College ability to fund ongoing operations.
- 5.2 Based on the 2021-22 budget and forecast to 2023-24, the College is forecasting a level of cash at the end of each year which will allow operations to be supported in a sustainable manner. The College is forecasting to reduce from the current 31 days of cash to a core cash holding of 23 days on average. The reduction from 2020-21 into 2021-22 is primarily due to the expenditure of estate maintenance funds on the Paisley Renfrew Building roof and Finnart Street windows and the completion of other 2020-21 estates projects.

5.3 It should be noted however that there are several factors which may impact upon the College cash balance and the days cash that the College holds:

- The Covid-19 global pandemic may still have an impact in 2021-22 on the level of teaching activity and the cost of running the College. Whilst the College believes it will achieve its credit target and that it has prudently budgeted for expected income and cost levels, there remains an element of uncertainty which may impact the College cash position.
- The termination of the sector ESF programme in July 2022 may result in a change in the overall College level of delivery and associated teaching activity. This may result in a level of staff reduction which the College will be requested to fund which would negatively impact upon the cash held by the College.
- The potential repayment of part of the 2020-21 Flexible Workforce Development Funding (FWDF) may be required (£0.4m) as the College has not undertaken the required activity to date to retain the funds.
- The College requires to realise £0.5m of staffing operational efficiencies as referred to in section 3.5.1 The forecast and cashflow have assumed that these efficiencies will be realised through ongoing operational savings (vacancy delay and turnover) without the requirement to use voluntary severance. Should the College require to fund any voluntary severance programme this would negatively impact the College cash balance.

5.4 The College faces several cash management challenges over the course of the next three years. However, the table below that if the College can deliver the forecasted break-even budget it will retain enough cash to operate in a sustainable manner over the three-year period.

College Cash Balance	Year			
	2020-21	2021-22	2022-23	2023-24
	£'000	£'000	£'000	£'000
Year end forecasted cash balance	5,356	3,585	3,907	3,849
Days cash - budget and forecast	31	21	24	23

5.5 The College will continue to engage with the SFC to ensure that the cash management challenges are addressed in a timely manner.

6. Sensitivity Analysis

6.1 The Financial Plan document at *Appendix A* contains an analysis of the sensitivities relating to several of the major components of the College income and expenditure account. The analysis uses a RAG rating to highlight areas where the College believes there to be challenges to the delivery of the forecasted annual break-even positions. A 1% movement in each of the components is noted to allow the Committee members to understand the potential magnitude of any positive or negative variances.

6.2 The RAG analysis is categorised as follows:

- Green: Impact and/or movement is either considered to be immaterial or to be of no significant operational concern.
- Amber: Impact and/or movement is material and would require to be addressed.
- Red: Impact and/or movement is significant and likely to have a material effect on the adjusted operating position and/or operation of the College.

6.3 The most significant areas of sensitivity to highlight to the Committee are:

- The forecast for years 2 and 3 assumes a flat cash settlement in relation to SFC Grant in Aid income. Should core Grant in Aid funding be reduced by 1%, it would result in a £440,000 reduction in income, with the College requiring to make further efficiency savings to address this.
- The College has been involved in the current ESF programme since 2015-16, with this being the only year which has been fully audited by the Managing Authority. There is the risk that future years when audited may be subject to a reclaim of funding. The College believes it has fully complied with all audit requirements.
- The level of SFC maintenance funding has decreased in 2021-22 and still is below the required level to maintain College campuses to deliver 21st century teaching and learning. Should this level of funding be reduced by 10% (£0.37m) the College would have to review planned future projects and target those that maintain the buildings in a functional operational state.
- A 1% increase in staff costs would result in an additional cost of £0.470m. The SFC have made it clear that any movement in staff costs requires to be funded from College resource, which would result in further efficiencies requiring to be identified.
- The College has assumed no increase in employer national insurance contributions. However, should the Government increase these contributions by 1% it would cost the College a further £33,000 per year.

- The College net depreciation expenditure allocation has been fixed for several years now as has the application of this expenditure, which was agreed with the SFC. It should be noted the College does not expect the level or allocation of the funding to change over the 3 year period, however if the SFC were to review and change the level of funding and agreed categories of spending it would have a material impact upon the IT expenditure at the College.

7 Conclusion

- 7.1 The College financial operating environment will continue to prove challenging and there will be a requirement to identify further efficiencies going forward to ensure financial stability and sustainability. However, the College currently has sufficient cash in place to support ongoing operations, and the 2021-22 budget and forecast to 2023-24 outline that an adjusted breakeven operating position can be achieved – subject to no further unanticipated impacts arising from Covid-19 and clarification being received from the SFC regarding future funding assumptions including support for voluntary severance costs.
- 7.2 The Board of Management is requested to consider the basis upon which the 2021-22 College budget and three-year financial forecast to 2023-24 have been created and approve:
- The 2021-22 Student Association budget.
 - The 2021-22 College budget.



**2021-22 BUDGET
AND
THREE YEAR FORECAST TO 2023-24**

2021-22 BUDGET AND FINANCIAL FORECAST

			Year 0	Year 1	Year 2	Year 3
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
	ACTUAL £'000	ACTUAL £'000	FORECAST £'000	BUDGET £'000	FORECAST £'000	FORECAST £'000
SFC Income	48,294	47,886	51,058	54,646	53,005	53,005
SDS Income	811	505	750	550	500	525
Fees	5,716	5,105	4,264	5,742	5,706	5,781
Other Income	2,737	2,988	2,259	2,446	2,491	2,570
Interest Received	1	1	0	0	0	0
Total Income	57,559	56,485	58,331	63,384	61,702	61,881
Staff Employment Expenditure	(40,963)	(43,233)	(43,836)	(48,135)	(48,051)	(48,043)
Exceptional Staffing Expenditure	(1,014)	(31)	(481)	-	-	-
Transferred Cost to Net Depreciation	644	644	644	644	644	644
Unfunded Pension Expenditure	(595)	(598)	(610)	(622)	(635)	(647)
Staff Cost Efficiencies	-	-	-	-	960	948
Total Employment Expenditure	(41,928)	(43,218)	(44,283)	(48,113)	(47,081)	(47,099)
Property Expenditure	(5,059)	(5,026)	(5,397)	(5,094)	(5,159)	(5,269)
Supplies and Services Expenditure	(4,937)	(4,687)	(4,426)	(5,092)	(4,656)	(4,665)
Other Operating Expenditure	(3,780)	(3,190)	(2,388)	(3,319)	(3,301)	(3,288)
Finance Charges	(186)	(160)	(132)	(103)	(82)	(60)
Non-Staff Expenditure Efficiencies	-	-	-	-	240	162
Total Non-Staff Expenditure	(13,962)	(13,063)	(12,343)	(13,609)	(12,957)	(13,119)
Total Expenditure	(55,890)	(56,281)	(56,626)	(61,722)	(60,039)	(60,218)
Operating Surplus /(deficit) before adjustments	1,669	204	1,705	1,662	1,663	1,663

2021-22 BUDGET AND FINANCIAL FORECAST

	2018-19	2019-20	Year 0 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24
	ACTUAL £'000	ACTUAL £'000	FORECAST £'000	BUDGET £'000	FORECAST £'000	FORECAST £'000
Release of SFC Deferred Capital Grant	1,247	1,153	1,055	1,100	1,038	1,038
Release of Non SFC Deferred Capital Grant	184	184	184	184	184	184
Depreciation	(4,949)	(3,975)	(3,976)	(4,481)	(4,481)	(4,481)
Surplus / (Deficit) after asset related non cash adjustments	(1,849)	(2,434)	(1,032)	(1,535)	(1,596)	(1,596)
SFC Estates Maintenance Funding	0	0	0	0	0	0
Loss on disposal of Fixed Assets	(129)	(25)	0	0	0	0
FRS102 Pension Actuarial Adjustment	(2,834)	(3,455)	0	0	0	0
FRS102 Pension Charges / Holiday pay provision	(5)	(393)	0	0	0	0
Surplus / (Deficit) after accounting adjustments	(4,817)	(6,307)	(1,032)	(1,535)	(1,596)	(1,596)
Resource Expenditure - Support for staff costs	(644)	(644)	(644)	(644)	(644)	(644)
Resource Expenditure - ICT/ Estates	(500)	(486)	(468)	(500)	(500)	(500)
Resource Expenditure - Voluntary Severance	0	0	0	0	0	0
Resource Expenditure - Estate Maintenance	0	0	0	(173)	(153)	(130)
Surplus / (Deficit) after net depreciation spend	(5,960)	(7,434)	(2,144)	(2,852)	(2,893)	(2,870)
Adjusted Operating Position						
(Deficit)/Surplus for the year	(5,960)	(7,434)	(2,144)	(2,852)	(2,893)	(2,870)
Depreciation net of release of capital grant	3,518	2,638	2,737	3,197	3,259	3,259
Loss on disposal	129	25	0	0	0	0
Non-cash Pension Adjustments	2,834	3,455	0	0	0	0
Loan repayments	(495)	(510)	(527)	(322)	(342)	(365)
Adjusted operating surplus / (deficit)	26	(1,826)	66	23	24	24

2021-22 BUDGET AND FINANCIAL FORECAST

	2018-19	2019-20	Year 0 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24
	ACTUAL £'000	ACTUAL £'000	FORECAST £'000	BUDGET £'000	FORECAST £'000	FORECAST £'000
Cash for Other Priorities Expenditure						
Bank loan / lease capital repayments	(495)	(510)	(527)	(322)	(342)	(365)
Resource Expenditure - Student Support	0	0	0	0	0	0
Resource Expenditure - Voluntary Severance	0	0	0	0	0	0
Resource Expenditure - Estates and IT	(500)	(486)	(468)	(673)	(653)	(630)
Resource Expenditure - Staff costs	(644)	(644)	(644)	(644)	(644)	(644)
Total Net Depreciation Spend	(1,639)	(1,640)	(1,639)	(1,639)	(1,639)	(1,639)

2021-22 BUDGET AND FINANCIAL FORECAST

	2018-19	2019-20	Year 0 2020-21	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24
	ACTUAL £'000	ACTUAL £'000	FORECAST £'000	BUDGET £'000	FORECAST £'000	FORECAST £'000
Cash Flow Statement						
Cash flow from operating activities						
Surplus / (deficit) for the year	(5,960)	(7,434)	(2,144)	(2,852)	(2,893)	(2,870)
Adjustment for non-cash items						
Depreciation	4,949	3,975	3,976	4,481	4,481	4,481
Loss / (gain) on sale of fixed assets	129	25	0	0	0	0
Decrease / (increase) in stock	1	13	(13)	0	0	0
Decrease / (increase) in debtors	(695)	(184)	(1,863)	61	402	3,662
Increase / (decrease) in creditors	1,089	1,785	(1,659)	(2,548)	(1,326)	(4,966)
Increase / (Decrease) in provisions	-	56	-	-	-	-
Net cost of pension provision	2,834	3,455	-	-	-	-
Total adjustment for non-cash items	8,307	9,125	441	1,994	3,557	3,177
Adjustment for investing or financing activities						
Investment income	(1)	(1)	0	0	0	0
Interest payable	186	160	132	103	82	60
Total adjustment for investing or financing activities	185	159	132	103	82	60
Net cash (out) / in flow from operating activities	2,532	1,850	(1,571)	(755)	746	367
Cash flow from investing activities						
Investment income	1	1	0	0	0	0
Proceeds from sale of assets	0	137	0	0	0	0
Total cash flows from investing activities	1	138	0	0	0	0
Cash flows from financing activities						
Interest paid	(186)	(160)	(132)	(103)	(82)	(60)
Repayments of amounts borrowed	(495)	(510)	(527)	(322)	(342)	(365)
Total cash flows from financing activities	(681)	(670)	(659)	(425)	(424)	(425)
(Decrease) / increase in cash in the year	1,852	1,318	(2,230)	(1,180)	322	(58)
Cash at beginning of the year	3,825	5,677	6,995	4,765	3,585	3,907
Cash at the end of the year	5,677	6,995	4,765	3,585	3,907	3,849
Days Cash	37	45	31	21	24	23

2021-22 BUDGET AND FINANCIAL FORECAST

	2018-19	2019-20	Year 0	Year 1	Year 2	Year 3
	2020-21	2022-23	2023-24			
	ACTUAL	ACTUAL	FORECAST	BUDGET	FORECAST	FORECAST
	£'000	£'000	£'000	£'000	£'000	£'000
BALANCE SHEET						
Fixed Assets	101,935	97,798	111,854	107,365	102,884	98,403
<u>Current Assets</u>						
Stock	13	0	13	13	13	13
Trade and other debtors	2,690	2,874	4,737	4,676	4,274	612
Cash	5,677	6,995	4,765	3,585	3,907	3,849
	8,380	9,869	9,515	8,274	8,194	4,474
Creditors due in less than 1 year	(8,257)	(11,290)	(10,711)	(9,405)	(9,251)	(5,514)
Net current (liabilities) / assets	123	(1,421)	(1,196)	(1,131)	(1,057)	(1,040)
Total assets less current liabilities	102,058	96,377	110,658	106,234	101,827	97,363
Creditors due in more than 1 year	(29,592)	(27,834)	(27,319)	(25,780)	(24,265)	(22,726)
Pension provision	(22,701)	(43,113)	(43,113)	(43,113)	(43,113)	(43,113)
Other provisions	0	(56)	(56)	(56)	(56)	0
Total net assets	49,765	25,374	40,170	37,285	34,393	31,524
Pension reserve	(22,701)	(43,113)	(43,113)	(43,113)	(43,113)	(43,113)
Income and expenditure reserve	14,763	13,598	14,093	14,312	14,518	14,747
Revaluation reserve	57,703	54,889	69,190	66,086	62,988	59,890
Total reserves	49,765	25,374	40,170	37,285	34,393	31,524

Sensitivity Analysis

Noted below is the impact upon the College adjusted operating position of a 1% movement in key areas of income and expenditure. This is intended to highlight those areas where a movement in the assumed level of income or expenditure may have a material impact upon the College adjusted operating position.

-  Green: Impact and/or movement is either considered to be immaterial or to be of no significant operational concern.
-  Amber: Impact and/or movement is material and would require to be addressed.
-  Red: Impact and/or movement is significant and likely to have a material effect on the adjusted operating position and/or operation of the College.

	2021-22 £'000	2022-23 £'000	2023-24 £'000
1 SFC income			
SFC core operational funding assumed to be flat cash but for future years maybe subject to reduction due to spending cuts.		£ 440	£ 440
ESF funding subject to audit / potential clawback based upon historical claims being challenges by SFC.	£ 13		
Estate maintenance funding confirmed for 2021-22. Impact of future funding reductions on maintenance programmes to be considered.		£ 37	£ 37
2 SDS Income			
SDS contracted income subject to recovery to pre Covid-19 levels and ability to service apprentice requirements.	£ 6	£ 5	£ 5
3 Fees			
HE fee level will be challenging to attain in current competitive environment.	£ 29	£ 29	£ 29
The uncertainty of the College commercial income streams to return to pre Covid-19 levels	£ 25	£ 28	£ 30
4 Other Income			
Inability to delivery other income including catering and nursery.	£ 24	£ 25	£ 26

2021-22

2022-23

2023-24

5 Staff Costs

Increase in staff cost of living award beyond SFC FFR pay assumptions.	£ 477	£ 476	£ 476
Increase in employer national insurance contributions	£ 33	£ 33	£ 34

6 Property Costs

Increased utility costs	£ 10	£ 10	£ 10
Changes in level of SFC estate maintenance funding		£ 18	£ 18

7 Supplies and Services

IT costs continue to be funded through net depreciation resource which maybe subject to change in future years.	£ 18	£ 13	£ 13
Ability of College to realise forecasted operational efficiencies.	£ -	£ 2	£ 2

Resource Expenditure (Net Depreciation)

Funding arising from net depreciation continues to be utilised in order to met core operational costs including ICT and staffing. However should this fund of £1,639k not be available to the College the impact would be significant.			
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2021-22 SFC Indicative Funding

SFC FUNDING FOR CORE OPERATIONS	2020/21	2021/22	2021/22	2021/22	2021/22	Final Movement	% Final
	Final Allocation	Indicative Allocation	Final Allocation	Movement	Movement	2020/21 V 2021/22	Movement
	£	£	£	Ind. 20/21 V Final 20/21 £	Final V Indicative £	£	%
SFC Core Grant-in-Aid Allocation:							
Core including national bargaining	39,373,554	41,674,560	41,382,627	2,301,006	(291,933)	2,009,073	5.1%
Job Evaluation Funding	934,789	934,789	934,789	0	0	0	0.0%
General Cost Pressure Uplift	859,643	1,019,062	1,019,062	159,419	0	159,419	18.5%
Teachers pension cost increase	1,133,143	0	0	(1,133,143)	0	(1,133,143)	(100.0%)
Sub-total Core Grant in Aid	42,301,129	43,628,411	43,336,478			1,035,349	2.4%
Deferred Student places	0	880,806	880,806	880,806	0	880,806	100.0%
Foundation Apprenticeship (Note 1)	450,000	854,388	854,388	404,388	0	404,388	100.0%
Young Person Guarantee / National Transitional Funds	809,000	0	0	(809,000)	0	(809,000)	(100.0%)
Total Core SFC Grant-In-Aid	43,560,129	45,363,605	45,071,672	1,803,476	(291,933)	1,511,543	3.5%
ESF Funding - Additional Activity	1,610,301	1,302,080	1,594,013	(308,221)	291,933	(16,288)	(1.0%)
Total Funding to Support Core Operations	45,170,430	46,665,685	46,665,685	1,495,255	0	1,495,255	3.3%
Total Funds Arising from Net Depreciation	1,639,000	1,639,000	1,639,000	0	0	0	0.0%
	46,809,430	48,304,685	48,304,685	1,495,255	0	1,495,255	3.2%
Estates Lifecycle Maintenance	1,193,000	1,118,000	1,121,000	(75,000)	3,000	(72,000)	(6.0%)
Total SFC Funding to Support Operations	48,002,430	49,422,685	49,425,685	1,420,255	3,000	1,423,255	3.0%
Funding for Specific Purposes:							
High Priority Maintenance	3,355,000	2,572,000	2,572,000	(783,000)	0	(783,000)	(23.3%)
Financial Sustainability Funding (£15.3m)	1,302,654	0	0	(1,302,654)	0	(1,302,654)	(100.0%)
Digital Capacity	0	457,706	457,706	457,706	0	457,706	100.0%
Support for Counselling	122,000	122,000	122,000	0	0	0	100.0%
Mental Health Support	0	402,782	402,781	402,782	(1)	402,781	100.0%
Period Poverty	40,119	40,119	40,119	0	0	0	0.0%
Student Association	33,000	0	0	(33,000)	0	(33,000)	(100.0%)
Total Funding for Specific Purposes	4,852,773	3,594,607	3,594,606	(1,258,166)	(1)	(1,258,167)	(25.9%)
Overall Total SFC Income (Including Funding for Specific Purposes)	52,855,203	53,017,292	53,020,291	162,089	2,999	165,088	0.3%

Note (1): In 2020-21 Skills Development Scotland provided this funding and the College accounted for the funding under 'SDS income'. From 2021-22 the SFC will provide the funding and reporting for this activity.

SFC STUDENT SUPPORT FUNDING	2020/21	2021/22	2021/22	2021/22	2021/22	Final Movement	% Final
	Final Allocation	Indicative Allocation	Final Allocation	Movement	Movement	2020/21 V 2021/22	Movement
	£	£	£	Ind. 20/21 V Final 20/21 £	Final V Indicative £	£	%
SFC Core Student Support Funding	13,822,121	14,082,219	14,082,219	260,098	0	260,098	1.9%
SFC Core Student Support Funding	13,822,121	14,082,219	14,082,219	260,098	0	260,098	1.9%
SFC In-Year Redistribution	0	0	0	0	0	0	0.0%
Winter Covid Allocation	265,000	0	0	(265,000)	0	(265,000)	(100.0%)
YPG/Skills Boost	251,000	0	0	(251,000)	0	(251,000)	(100.0%)
SFC In-Year Redistribution (Digital)	501,000	0	0	(501,000)	0	(501,000)	(100.0%)
Total Student Support Funding	14,839,121	14,082,219	14,082,219	(240,902)	0	(756,902)	(5.1%)

SFC Activity Target	2020/21	2021/22	2021/22	2021/22	2021/22	Final Movement	% Final	
	Credits	Indicative Credits	Final Credits	Movement	Movement	2020/21 V 2021/22	Movement	
				Ind. 20/21 V Final 20/21	Final V indicative			
Core Activity Target	152,855	153,980	152,947	93%	1,125	(1,033)	92	0.1%
ESF Funded Activity	6,264	4,605	5,638	3%	(1,659)	1,033	(626)	(10.0%)
	159,119	158,585	158,585		(534)	0	(534)	(.3%)
YPG / National Transitional Funds	2,760	0	0	0%	(2,760)	0	(2,760)	(100.0%)
Foundation Apprenticeships	0	2,888	2,888	2%	2,888	0	2,888	100.0%
Deferred Students	0	2,932	2,932	2%	2,932	0	2,932	100.0%
Total Credit Target	161,879	164,405	164,405		2,526	0	2,526	1.6%

TITLE: CONTRACT AWARD – [REDACTED]
[REDACTED]

[REDACTED] [REDACTED]
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Lead: David Alexander, Vice Principal Operations

Status: Restricted

TITLE: [REDACTED]

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Lead: David Alexander, Vice Principal Operations

Status: Restricted

TITLE: [REDACTED]

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Lead: David Alexander, Vice Principal Operations

Status: Restricted

Title: **INFORMATION TECHNOLOGY (IT) STRATEGY 2021 – 2025**

Background: This report comprises the new West College Scotland IT Strategy for the period 2021 – 2025.

This matter was considered at the 1 June 2021 Corporate Development Committee and the recommendation noted below was approved for consideration by the Board of Management.

Action: The Board of Management are requested to review and approve the IT Strategy 2021-2025.

Lead: David Alexander, Vice Principal Operations

Status: Open

1.0 Introduction

- 1.1 This report provides the Board of Management with details on the proposed Information Technology Strategy 2021-25.

2.0 Background

- 2.1 In the final annual update of the previous IT Strategy (2016-2021) provided to the Corporate Development Committee (1 June 2021), the College reported that it considered that significant progress had been achieved and realised against many of the stated objectives. The update report also detailed key areas and considerations that will continue to be taken forward under the new IT Strategy.

This IT Strategy document for the period 2021-2025 is intended to lend itself to supporting the significant dynamic trends and unforeseen change that is likely to occur across the technology landscape as well as in curriculum delivery over the 5-years following the covid pandemic.

3.0 Covid-19 Pandemic

- 3.1 One entirely unforeseen event at the outset of the previous IT Strategy 2016-21 was the Covid-19 pandemic, which brought about rapid, significant, disruptive – and transformational - change in the way staff and students at the College were required to work, teach, and learn.
- 3.2 The closure of College campus locations saw students and staff working from home and forced, amongst other things, the rapid adoption of Microsoft Teams to allow everyone to stay connected and interact online. Learning and working from ‘at home’ or remote settings required everyone to access a digital device which involved another piece of work that had to be done at pace – that is, the issuing laptops to staff who did not at that point have a College issued device. Some activities also required staff to be able to connect to the College network to access internal systems or data – and again, provision of this service had to be rapidly expedited as remote access to the College network had previously only been provided to certain staff in otherwise limited specific circumstances. The continuing development of these systems will be a core focus for the IT Strategy over the next period.
- 3.3 In 2020, the College purchased more than 2,500 Chromebooks to provide students - who were affected by digital poverty and did not have access to a device – with the resources they required to participate in course activities. Since then, over 2,200 loan devices (2,000 Chromebooks and 200 Windows laptops) have been issued to students.
- 3.4 The Board of Management have also recently approved the procurement of an additional 2,900 IT digital devices for distribution to students at a cost of £1.2m and these orders have now been placed. These will be issued during the 2021-22 academic year in addition to any of the loan devices recovered as they are no longer required by students to whom they were originally issued.
- 3.5 Alternative ways of providing resources – and the potential for adoption of cloud solutions such as Azure labs – were explored and implemented. On-site resources were deployed to support blended learning and hybrid working, allowing for a mix between on-campus and off-campus participation, and this will continue to be another key area of focus over the next period.

4.0 Conclusion

- 4.1 The College has achieved significant progress and outcomes during the period of the 2016-2021 IT Strategy. The new 2021-2025 IT Strategy now seeks to build on these strong foundations in setting out how the College will support staff and student to work, tech and learn.
- 4.2 The Board of Management are requested to review and approve the IT Strategy 2021-2025.

West College Scotland

Information Technology Strategy 2021 – 25

June 2021

0.9 (Final Draft for Approval pending CDC comments)

1.0 Final for Publication (June 2021)

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1.0 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 at our main campus locations in Clydebank, Greenock, and Paisley, while our footprint stretches from Oban to Barrhead.

As one of Scotland's largest Regional Colleges, we provide education and training to over 20,000 students. The College manages total funds of £70m, employs over 1,200 staff and as one of the Region's largest employers, is uniquely placed to help shape the West region's educational landscape and contribute to its social and economic development.

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

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 and our staff are at the heart of what we do, we want to attract business at home and from abroad, and we seek to build a reputation which is recognised for being innovative, enterprising, and modern.

Changes in technology, changes in demographics, digitisation, automation, industry 4.0 all have the potential to reshape the landscape in which we operate. This can disrupt the scale and nature of skills demand and the types of jobs that may be available and that will help to reshape the economy. At West College Scotland, the use of Information Technology is essential in the modern digital world that enables us to excel in the provision of educational services and support operations., and that:

- Is driven by curricular learning and teaching need.
- Will support innovation in teaching and learning.
- Provides online access to established and emerging learner and support processes.
- Ensures existing hardware and software assets are utilised to their maximum potential.
- Embraces mobile and flexible working models.
- Recognises the benefits of collaborative working and shared service delivery.
- Ensures adherence to legislative, policy and cyber resiliency requirements.
- Supports a mobile, flexible, and hybrid-cloud infrastructure.
- Provides required levels of IT service delivery, security, and standards.
- Is agile and adaptive, enabling the right digital tools and solutions in any setting.
- Uses data and business intelligence to support informed management decisions.

The IT Strategy is intended to enable the provision of resources and services for the benefit for all West College Scotland users - students, staff, and other stakeholders - ensuring that these resources are available, effective, and efficient to meet requirements. In addition, the College IT facilities will be secure and resilient, but also flexible, accessible, and responsive to meet the needs of those who use them and the ever-changing landscape of opportunities that the use of technology can deliver. This will be done not just in a way that supports fit-for-purpose standards and full utilisation of College resources, but also provides the scope for, innovation, development, and the adoption of a dynamic approach to all that we do.

2.0 Background and Operating Context

2.1 Information Technology Strategy (2021-25)

This Strategy supports the continuation and enhancement of practises developed during the previous Strategy and lessons learned (to date) through the Covid-19 pandemic. It recognises that in adopting changes that have arisen in our operating environment over the recent period in particular - as a permanent shift in approach, can bring significant benefits to the College. Taking this methodology further, the Strategy aims to provide for further innovation in College operations and curriculum activity, all of which will be undertaken in conjunction with curricular colleagues to support changes in teaching and learning pedagogy and improving outcomes.

The objectives detailed in this document are intended to be broad and flexible, to allow for the dynamic trends and unforeseen change that the period of the Strategy may witness. Specific and measurable targets will flow out of this document and be presented annually in the IT Operational plans and in annual update reports to the appropriate Board of Management Committee

2.2 College Strategic Priorities

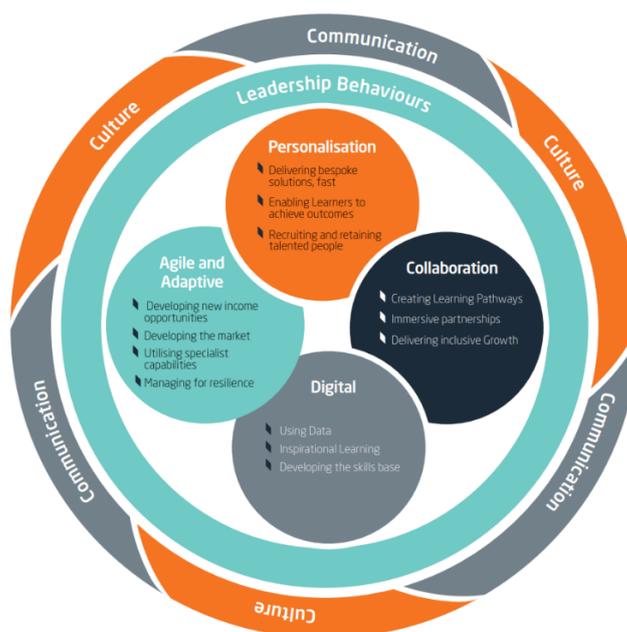
Our vision of 'Collective Ambition' to be a vibrant and dynamic College – providing excellent education, training opportunities and services for our students, customers and communities' will be achieved by implementing the College's four Strategic Priorities.

Personalisation: Delivering the skills solutions that employers seek and the learning outcomes students want in a way that suits their individual needs.

Collaboration: Building the immersive relationships to create new learning pathways and delivery partnerships that best support our students, communities, and businesses.

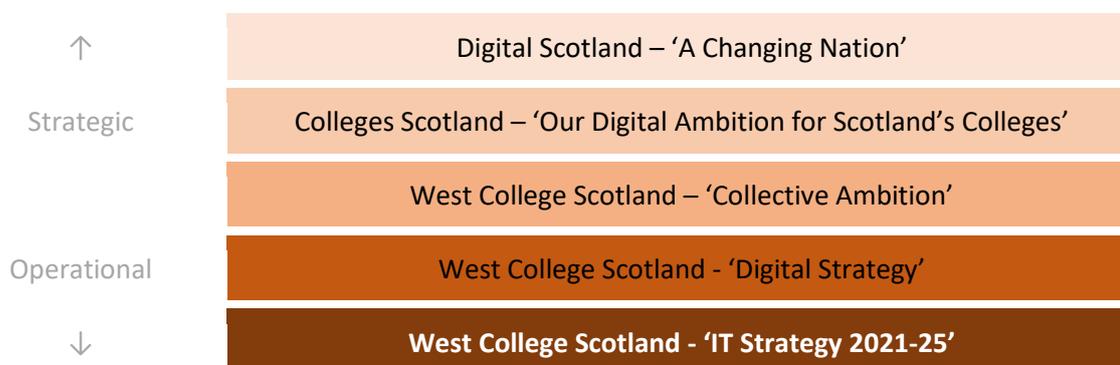
Agile and Adaptive: Developing the specialist delivery capabilities to respond to shifts in demand and seize new opportunities quickly.

Digital: Ensuring that the College has the capacity and capabilities to keep pace with technological advancements to deliver for students and employers



2.3 Contextual Information

This IT Strategy recognises and aims to compliment other current national, College sector, and West College Scotland strategies, to create a hierarchy from the strategic to the operational levels. As can be seen, this positions the College IT Strategy 2021-25 at the more operational range within this context.



2.4 Background Papers

- Digital Scotland – [A Changing Nation: How Scotland Will Thrive in a Digital World](#) (Mar 2021)
- Colleges Scotland - [Our Digital Ambition for Scotland’s Colleges](#) (Sep 2020)
- West College Scotland ‘[Collective Ambition Pride and Passion, Inspirational and Innovative](#)’ Strategy (2019 – 2025)
- West College Scotland [Digital Strategy](#) (Nov 2020)
- West College Demographic Information (May 2020) ‘[Our College, Our Region](#)’

3.0 Technology Drivers and External Trends

Technology changes and trends both in terms of what is available, and what is being adopted in the College sector, require observation and response, and the College will endeavour to lead in these areas where appropriate. Evolving solutions such as Virtual and Augmented Reality and Artificial Intelligence provide exciting opportunities to enhance the way we operate and provide learning activities. But also, ensuring the College is fully utilising current resources and solutions such as Microsoft Teams and One Drive cloud storage, can allow the College to improve Business Processes and be more efficient.

Ambitions relating to the evolution of the 'digital world' have been at the forefront of IT strategies for several years, and this is set to continue as we settle into a 'new normal' of blended learning and hybrid working. Expectations are that everyone interacting with College resources – staff, students, partners, and other College users – have access to a digital device allocated solely to them, and that resources can be accessed from anywhere, at any time, and from any device.

As a direct consequence of the Covid-19 pandemic and throughout 2020-21 and 2021-22, the College will have invested over £2m in procuring over 6,000 digital devices (Chromebooks, Windows Laptops, tablets, and other devices) for issue to students to support blended learning and to tackle issues around digital poverty. The on-going management of these resources, their distribution, recovery, and replacement, for new students in future years, will also need to be fully considered to ensure continuity and longevity. Physical changes will also be required to campus locations to ensure they remain fit for purpose in any 'new normal' blended learning environments.

Increased adoption of cloud resources will continue to be a cornerstone for this demand for flexible access to resources. And this driver for change will see the College utilise both user side resources such as cloud software and storage, as well as infrastructure side resources such as platforms, servers, and services.

Changes in legislation have an impact on how the College's IT resources and services require to evolve. In recent years we have witnessed legislation changes such as GDPR. For the next few years, a significant area that will require focus, is how various European Union legislation is to be applied or adapted for a United Kingdom that has left the EU.

Scottish Government requirements also need to be encompassed in what we do. One of the areas that will require significant application of time and resources in the coming years is the continuation of work on the Scottish Government's Cyber Resiliency Framework as well as Cyber Essentials Plus accreditation annually.

Finally, as the College has set out an ambitious proposal to deliver new campuses in Greenock and in Paisley, it is essential that these facilities are designed from the outset to support and enable to continuing rapid change and evolution of digital services, in the widest possible context, and in a flexible and cost-effective manner, through the application of the principles established in Appendix A.

4.0 Strategic Aims & Objectives

4.1 IT Strategy 2021-25

The College IT Strategy aims are placed to compliment the aims of; the College's Digital Strategy, Colleges Scotland's Digital Ambitions publication, and other documents as set out above, by targeting objectives in the following areas:

1 - Enhancing the Student Experience

- We understand the importance of using current and emerging technologies in teaching and learning; and will strive to provide up-to-date resources for these activities.

2 - Enhancing Educational IT Services

- We recognise the value in embedding technologies that aid and enhance College services; and will target improvements in every area of the College.

3 - Enhancing IT Service Excellence

- We will ensure the IT Services are readily available, effective, and efficient; and that they are provided in the most secure manner.

4 - Enhancing IT Platform Excellence

- We will develop IT Platforms and solutions that can support the College's digital ambitions and are flexible to accommodate future change.



4.2 Correlation to Other Strategies

The primary aims and objectives, as set out as part of the IT Strategy 2021-25, we believe also meet and support the primary aims and objectives which are set out in both the Colleges Scotland Strategy and the West College Scotland Digital Strategy, without duplication or explicitly mapping across on a one-to-one basis, and which are defined as follows:

Colleges Scotland:

1. Strategy and Direction
2. Network Infrastructure, Systems and Data
3. Learning, Teaching and Assessment
4. Capability
5. Partnership, Collaboration and Engagement

West College Scotland Digital Strategy:

1. Digital Delivery
2. Digital Capability
3. Digital Intelligence
4. Digital Infrastructure
5. Digital Resources
6. Digital Partnerships

4.3 Defining the Strategic Aims and Objectives

Within each of the Strategic Aims identified, a variety of Objectives exist, and coupled with the Targeted Outcomes, will form the basis of measurement to identify what success will look like during each annual reporting cycle. These will also be linked to the actual 'Action Examples' identified which will be replaced by the annual Operational Plans established by the IT Team in Section 5.0.

1 - Enhancing the Student Experience <i>We understand the importance of using current and emerging technologies in teaching and learning; and will strive to provide up-to-date resources for these activities</i>	
Objectives We will ensure that students are adequately equipped to fully engage with course activities. We will support student use of IT resources available to them which have not been provided by the College. We will have resources that accommodate the inclusion of immersive learning techniques. We will collaborate across the College to explore potential developments of innovative teaching methods. We will support the continuation of blended and remote learning models. We will have classroom-based IT resources that are current and fit for purpose. We will equip teaching staff with IT resources that are current and fit for purpose. We will increase the flexibility and availability of access to IT resources.	Action Examples Procure digital devices loan resource for students, addressing Digital Poverty. Provide an infrastructure and services that support a bring-you-own-device (BYOD) model. Establish requirements and deploy provisions for alternative technologies such as, Virtual Reality (VR), Augmented Reality (AR), and 'Green Screens'. Identify opportunities for emerging and currently unused technologies such as, Artificial intelligence (AI), and telescopic cameras. Develop teaching environments that allow for a mix of physical and virtual attendance. Renew or update aging and obsolete resources, including the conclusion of the move to Windows 10 and Office 365. Renewal of laptop equipment used by College's teaching staff. Identify potential usage of cloud resources as an alternative to current provisions, such as web-based software, application virtualisation, and virtual IT labs.
Targeted Outcomes Our students have access to the equipment required for their studies. We support Innovation and engaging teaching activities. We value collaborative working with colleagues. We will increasingly accommodate personalisation. We can accommodate flexible approaches to learning locations. We have suitable on-site, mobile, and cloud resources.	

2 - Enhancing Educational IT Services

We recognise the value in embedding technologies that aid and enhance College services; and will target improvements in every area of the College

Objectives	Action Examples
We will use data to report on performance and allow for informed decision making.	Develop business intelligence and reporting solutions, such as PowerBI.
We will have integrated and automated systems and processes.	Identify opportunities for; further integrations using SQL Server Integration Services (SSIS), and automation using Power Automate.
We will increase the accessibility and availability of core College systems and solutions.	Migration of business systems to be hosted on cloud resources.
We will use available technologies to enhance processes and increase efficiency.	Identify opportunities for use of technologies that will free up resources, such as use of Artificial intelligence (AI) and bots.
We will collaborate across the College to explore potential developments in business processes.	Introduce solutions such as a Customer Relationship Database (CRM) and a cross department helpdesk system.
We will support the continuation of hybrid and remote working models.	Develop meeting environments that allow for a mix of physical and virtual attendance.
Targeted Outcomes	
<p>We will take informed decisions based on a current understanding of the technology landscape.</p> <p>We have efficient and effective systems and processes.</p> <p>We have solutions available to support business processes.</p> <p>We can accommodate flexible approaches to working locations.</p>	

3 - Enhancing IT Service Excellence <i>'We will ensure the IT Services are readily available, effective, and efficient; and that they are provided in the most secure manner</i>	
<p>Objectives</p> <p>We will be responsive to service analysis and feedback.</p> <p>We will use service data to inform colleagues on opportunities in their area.</p> <p>We will build upon the success of the student helpdesk, to deliver effective IT support services directly to all College students.</p> <p>We will ensure that the security of College IT systems and services adhere to and are tested against recognised standards.</p> <p>We will increase the security and resilience of College IT systems and services.</p> <p>We will expand our centralised IT systems administration and management solutions.</p> <p>We will manage College resources effectively and maintain accurate and complete records of College IT assets.</p> <p>We will develop IT staff skills and knowledge in response to evolving technologies.</p> <p>We will collaborate across, the College, the FE sector, and our external partners, in the pursuit of resource and service improvements.</p>	<p>Action Examples</p> <p>Engage with the Quality Department and Student Association regarding feedback on use, availability, and functionality of IT resource.</p> <p>Analyse Service Desk trends, to inform targeted training requirements within staff cohorts.</p> <p>Extend the use of the Student IT Helpdesk system of “students helping students”.</p> <p>Continue year-on-year renewal of Cyber Essentials Plus certification, develop an action plan for the Cyber Resilience Framework, and introduce regular pen testing.</p> <p>Introduce additional, and enhance existing, security and resilience measures, such as Multi-Factor Authentication (MFA), an off-site backup solution, and a Cyber Incident Plan.</p> <p>Expand the use of Microsoft Endpoint Manager to centrally support devices being introduced in the College, such as Android tablets.</p> <p>Introduce a dedicated staff role to co-ordinate and administer processes regarding the College’s provisions of IT resources used by staff and students.</p> <p>Engagement of IT staff in College CPD opportunities and keeping abreast of technology changes.</p> <p>Build upon relationship with Scottish Power in provision of recycled hardware.</p>
<p>Targeted Outcomes</p> <p>We are informed about service performance and feedback on opportunities for improvements. Our students have access to effective support services.</p> <p>We have secure and resilient IT systems.</p> <p>We have a systematic and adaptive approach to resource management.</p> <p>We will invest in training and development to remain current with developments in technology.</p> <p>We value collaborative working with colleagues and partners.</p>	

4 - Enhancing IT Platform Excellence

We will develop IT Platforms and solutions that can support the College's digital ambitions and are flexible to accommodate future change

Objectives

We will provide IT platforms that are current and fit for purpose.

We will invest in an IT infrastructure that supports the College's digital ambitions.

We will make the most of existing resources.

We will support activities in relation to new campus developments.

We will increase utilisation of resources already available to the College.

We will increase our adoption of cloud resources.

We will implement innovative use of technologies that will benefit College operations.

We will set out to acquire additional investment in resource provisions.

Action Examples

Consolidate or retire obsolete and legacy systems and solutions, such as former telephony, and surplus equipment.

Renew or upgrade aging infrastructure, server, and storage physical resources.

Repurpose current classroom-in-a-box (CIAB) provision, to fit better with current delivery models.

Provide details and advice on IT infrastructure requirements for new campuses.

Establish a program of activities to migrate user data stored on the College network into cloud storage provisions.

Identify potential infrastructure usage of cloud resources as an alternative to current provisions.

Explore how the evolution of the Internet of Things (IoT) can be utilised in the College.

Engage with the Scottish Funding Council (SFC) on IT infrastructure funding

Targeted Outcomes

We have appropriate platforms and solutions that underpin the organisation.

We will endeavour to maximise the benefits we gain from investment in our systems.

We will support delivery of new campus developments to ensure excellent IT facilities.

We have flexible and adaptive resources.

We work in an establishment with sector leading use of technology.

We will maximise the use of our available funding to deliver business needs.

5.0 Programmes and Projects

In the objectives detailed above, common threads (extracted from the Action Examples) can be seen, which can then be presented as indicative programmes of work to demonstrate the operational task progress that may be followed as we implement the identified actions.

The tables that follow should be read as an *indicative* approach to work progress, with the actual specific and measurable (SMART) plans being presented initially in annual IT operational plans and subsequently within the annual updates reported to the Corporate Development Committee demonstrating how they have helped support and deliver the Strategic Aims and Objectives

- Key:**
- 1 - Enhancing the Student Experience ●
 - 2- Enhancing Educational IT Services ●
 - 3 - Enhancing IT Service Excellence ●
 - 4 - Enhancing IT Platform Excellence ●

	Year 1	Year 2	Year 3 and beyond	Benefit
Equipment and on-site resources	Procure digital devices loan resource for students. ● Audit infrastructure and services support of BYOD (Bring Your Own Device) ● Teaching staff laptop renewal ● Recruit Resource Administrator and align role with current processes. ● Retire legacy telephony & HR systems. ● Repurpose current classroom-in-a-box (CIAB) resources. ● Engage with SFC on funding ●	Top-up digital devices loan resource ● Renew/upgrade infrastructure, server, and storage resources. ● Classroom PC renewals ● Consolidate software records. ● Retire classroom ‘teacher PCs’. Recover staff PCs where staff now have laptops. ● Repurpose replaced Teaching staff laptops. ● Liaise with Scottish Power on potential for further recycled hardware ●	Top-up digital devices loan resource ● Renew/upgrade infrastructure, server, and storage resources. ● Classroom PC renewals ● Audit and expand hardware records. ● Consolidate or retire remaining obsolete and legacy systems. ● Repurpose recovered staff PCs. ● Liaise with other external bodies on potential for recycled hardware. ● Support IT infrastructure requirements planning for new campuses. ●	Appropriate and effective IT resources

Innovation in the use of Technology	<p>Establish curriculum requirements for VR, AR, and 'Green Screens' and identify pilot use. ●</p> <p>Establish curriculum requirements emerging and currently unused technologies and identify pilot use. ●</p>	<p>Procure and deploy initial VR, AR, and 'Green Screens' resource for pilots. ●</p> <p>Procure and deploy equipment resource for pilots. ●</p> <p>Establish support requirements emerging and currently unused technologies and identify pilot use. ●</p>	<p>Assess feedback from pilots, and Procure and deploy VR, AR, and 'Green Screens' resources for further rollout. ●</p> <p>Assess feedback from pilots, and resources for further rollout. ●</p> <p>Procure and deploy equipment resource for pilots. ●</p>	Innovative and engaging teaching activities, and operations
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Use of Data, and Business Processes & Systems	<p>Identify potential uses for PowerBI, agree pilots, and build reports and dashboards. ●</p> <p>Introduce new helpdesk solution to IT Service Desk and Student IT Helpdesk. ●</p> <p>Analyse Service Desk trends, and report on targeted training requirements. ●</p>	<p>Assess pilot feedback and adjust reports and dashboards. ●</p> <p>Identify systems integration and automation requirements, build solutions, and release for user acceptability testing (UAT) ●</p> <p>Assess feedback from initial IT teams use and adjust solutions, as necessary. Identify Estates and Innovative Learning use, build functionality required, and release. ●</p> <p>Release survey to obtain feedback on use, availability, and functionality of IT resource. ●</p>	<p>Rollout use of reports & dashboards built in PowerBI and identify more potential uses. ●</p> <p>Assess initial feedback, adjust solutions as necessary, and release for wider use. ●</p> <p>Assess feedback from Estates and Innovative Learning teams use and adjust solutions, as necessary. Identify further departmental requirements. ●</p> <p>Embedded regular analysis and feedback in BAU Business as Usual). ●</p>	Well informed and efficient processes
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Cyber Security and Resilience	<p>BAU annual Cyber Essentials Plus re-certification ●</p> <p>Initial self-assessment against Cyber Resilience Framework, establish regular reporting, and build action plan. ●</p> <p>Pilot use of Multi-Factor Authentication (MFA) ●</p> <p>Audit backup requirements. Research off-site backup solutions ●</p> <p>Review IT Team structure ●</p>	<p>BAU annual Cyber Essentials Plus re-certification ●</p> <p>Actions required to improve scoring against Cyber Resilience Framework</p> <p>Introduce regular pen testing. ●</p> <p>Roll out Multi-Factor Authentication (MFA) ●</p> <p>Introduce off-site backup solution. ●</p> <p>Implement IT Team structure changes ●</p>	<p>BAU annual Cyber Essentials Plus re-certification ●</p> <p>BAU with rolling action plan and reporting cycle ●</p> <p>Identify further uses for Multi-Factor Authentication (MFA) ●</p>	Reduced cyber security risks
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Cloud Resources, and Off-site Activities	<p>Develop meeting environments for a mix of physical and virtual attendance. ●</p> <p>Identify curriculum IT resource requirements that may benefit from cloud resources use, and explore options ●</p> <p>Migrate user 'personal data' to One Drive. ●</p>	<p>Develop teaching environments for a mix of physical and virtual attendance. ●</p> <p>Create/procure cloud resources – for example, web-based software, application virtualisation, virtual IT labs - release for initial user acceptability testing (UAT) ●</p> <p>Identify options for migrating business systems to the cloud. ●</p> <p>Migrate network share data to online SharePoint. ●</p> <p>Identify options for migrating IT infrastructure to the cloud. ●</p>	<p>Rollout hybrid environment setups identified. ●●</p> <p>Assess initial feedback, adjust solutions as necessary, and release for wider use ●</p> <p>Plan for business systems to the cloud ●</p> <p>Migrate Staff Intranet from on-prem to online SharePoint. ●</p> <p>Migrate IT infrastructure elements to the cloud ●</p>	<p>Flexible, adaptive, and easily accessible resources</p>
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6.0 Performance Management, Reporting and Governance

6.1 Performance Management

Specific SMART targets will be set out in yearly Operational Plans, having been generally derived and extrapolated from the objectives set out in this strategy in Section 4.0, and considering any additional influencing factors present at that time. Performance will be measured against the targets detailed in Operational Plans, through recording of updates and progress through the Pentana system.

6.2 IT Management Team

The IT management team is responsible for:

- Instilling within the wider IT team the values and beliefs set out in this Strategy.
- For interpreting it at an operational level.
- For creating an appropriate departmental culture.
- For effectively using the skills and competencies of our staff.
- For taking an executive role in the strategy implementation.

6.3 Senior Management Team

As part of the Infrastructure Directorate, Senior Management Team (SMT) support and management is critical to delivering the IT strategy, particularly within the areas of cross-college collaboration, funding, control of technical diversity, security, and compliance.

6.4 Reporting

The West College Scotland *Digital Strategy Group* will monitor and review progress of the IT Strategy. Feedback will be provided in relation to any aspects which touch upon or influence the IT Strategy to ensure it remains responsive to end user and curricular needs. This will communicate progress and make recommendations for change to the Senior Management Team and the Corporate Development Committee where appropriate.

6.5 Governance

SMT will receive regular reports on the overall status of IT operations in parallel with the reporting on the overall Digital Strategy.

The Corporate Development Committee will receive regular monitoring reports in accordance with its meeting cycle. An annual update on progress in relation to the IT Strategy 2021-25 will also be provided.

7.0 People Planning

The College has a People Strategy in place with established policies and procedures to support this in relation to Staff Development, Training and CPDR (Continuing Professional Development Review) procedures which the IT Team will continue to access as required by the College HR and Organisational Development teams.

It is recognised however, that in the fields of cyber security, resiliency, and business continuity, that the threat landscape is both changing rapidly and extremely dynamic and therefore requires constant vigilance and an ever-evolving skillset to ensure that the College remains well positioned to address new and emerging threats. College IT structure, operations and resource will therefore be kept under continuous review to ensure the service is in the best position to meet these challenges.

The provision of specific IT training is also recognised in this strategic plan, with several key objectives:

- The Strategic plan will determine the corporate IT direction of travel, and within the five-year lifetime of the IT Strategy, emerging technologies will be identified, and any training need associated with these will be recognised and considered.
- Training will be co-ordinated to ensure that skills and expertise gained will not be underutilised and therefore meets current and emerging business need, aligning with the emerging programmes, projects and objectives identified through the life of this strategy.
- An appropriate budget will be utilised to ensure training can be provided where required and in advance of need.
- The provision of free training by suppliers during the implementation or upgrading of any new system will be taken up whenever possible.
- Training will be undertaken to agreed levels of expertise in any system, whether general, intermediate, or advanced, with certification as appropriate.
- Mentoring opportunities within the team, both formally and informally, will be explored, particularly in relation to the Student IT Tech team.
- Individual training need will be identified as part of the CPDR process.

8.0 Summary

The IT Strategy is published to provide a 'road map' of intended direction and objectives over a 5-year period in relation the provision, operation, and development of West College Scotland's IT Strategy, resources, and services.

In preparing this IT Strategy, the College has reflected upon progress achieved through implementation of the previous IT Strategy, the impact of the Covid-19 pandemic and the ever-increasing reliance on technology to inform all that we do and a push towards the delivery of personalised services for both students and staff. This Strategy complements and integrates with all other College strategies and ensures the drivers and principles that shape overall service provision are always at the fore.

We will also ensure that appropriate staffing resources are in place, are continually developed, and will adapt to meet the ever-evolving requirements to fulfil the Strategy aims and objectives.

Appendix A

Principles that Support IT Decision Making

The following well established principles form the foundations for the IT Strategy 2021-2025. The College will review and update these annually where required so that new services and projects are evaluated against a relevant set of principles that reflect current technology trends and drivers.

Designed to Support the Needs of Students, Lecturers, Staff and Partners

The explicit purpose is to provide systems and services that are, ultimately, personalised and aligned to the needs of users - students, lecturers or other staff who support teaching and learning as well as partners and stakeholders. The implications are:

- Ensure, by using as many mechanisms as possible, that there is an understanding what our customers want, and that feedback is gathered on whether the services meet their needs.
- Be open to new ideas and willing to support innovation in all aspects of our services.
- Be flexible in the approach to service delivery and accommodate diversity where necessary.

Easy to Use, Easy to Access and Easy to Learn

Any system provided, either via third parties or developed in-house, should provide a great user experience. When selecting and designing systems:

- Test thoroughly for ease of use to ensure a consistent experience regardless of device or operating system.
- Involve system users throughout projects, with a focus on design and functionality from an early stage.
- Increasingly design self-service into our portfolio so that users can access commodity services like storage, password resets or cloud compute power without IT team intervention.
- Consolidate systems where appropriate to remove underlying complexity, costs and further simplify maintenance and investment propositions.

Resilient

As dependency on IT increases it is essential that all services have a suitable level of resilience.

- Ensure all teams work closely together so that there is an understanding of the dependencies between different systems and services, particularly across curricular, areas to avoid fragmentation or duplication.
- Build on the investment that has been made in our monitoring capability to spot and fix issues before they affect services.
- Design appropriate levels of resilience into all our services from the outset recognising that this may be more expensive.
- Use cloud services where appropriate to achieve the maximum possible resilience.

Secure

Ensuring that the information held is kept secure is key to keeping the College running, avoiding reputational risk and ensuring that we can continue to host information in areas that handle sensitive or personal data. This means that we must:

- Ensure that all systems, services, and devices are secured to an appropriate level and that data is assessed for risk and managed accordingly.
- Segregate our systems and network to reduce the impact of an intrusion and follow best practice in system design to secure all systems.
- Provide suitable training to all College staff handling sensitive personal/commercial data or developing systems that handle such data through the established College Data Protection Group, GDPR and DPO
- Maintain legal compliance in all areas of Information Security, including Data Protection and develop policies and procedures, using the recommendations of ISO 27001/2 (Information Security Management Systems) as a baseline.

Energy Efficient

The College has challenging carbon reduction targets to meet, and IT equipment contributes approximately 20% of carbon production across the College. We must therefore:

- Work closely with the Sustainability and Estates colleagues to ensure compliance with carbon reduction activities and take advantage of schemes aimed at reducing our carbon footprint.
- Recycle all old equipment and provide services for easy recycling to other areas of the College.
- Reduce the energy footprint of the IT estate by consolidating workloads where appropriate, offering virtualised servers to replace old hardware and by considering energy use in all procurement activities.

Agile and Easy to Maintain

Technology changes rapidly and the pace of change is accelerating. Users' needs can also change rapidly either because of changes in the external environment, (i.e., new legislation), or due to internal changes of business processes. The College must, therefore, have systems that can be quickly and easily adapted and have a short development cycle, ensuring that system maintenance effort is kept to a minimum, maximising staff time availability for work that adds value to the end users.

- Iterative development combined with comprehensive business analysis is the standard approach to system developments, avoiding drawn out projects that deliver little or no value.
- Continually review the technology and techniques used to deliver services, recognising that rapid change is inevitable and therefore we must keep pace and not rely on existing technologies to always be relevant.
- Architect and engineer systems so that they can be easily expanded or changed. This means designing for maximum flexibility in both the technology and the processes it supports using methodologies that allow for rapid reaction to changing circumstances.
- Wherever possible, use a 'standards based' approach which will help to make systems easier to integrate and interoperable.
- Ensure we are aware of trends and changes in technology, regularly reviewing systems and processes to ensure they remain fit for purpose.

Cost Effective

Budgets remain under pressure and the need to ensure the investments made in technology are as cost effective as possible is recognised. We must therefore:

- Work closely with Procurement to ensure best practice when making purchases including accessing relevant frameworks and national deals that the College can leverage.
- Ensure advantages of economies of scale in procurement are implemented.
- Ensure consideration of the total cost of ownership, which includes maintenance, energy, staff costs, licensing, external consultancy and consumables for any new service or technology purchased or provided.
- Monitor expenditure closely to ensure a deep understanding of costs and where opportunities for cost reduction exist.
- Negotiate robustly with suppliers when contracts are renewed to ensure the best price.

TITLE: REVIEW OF 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 update on the development of the College Risk Management Strategy.
- the current College Strategic Risk Register for the consideration of the Board of Management.

Action: The Board of Management is requested to:

- note the update on the development of the College Risk Management Strategy.
- 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.
 - Whether any new risks should be considered for inclusion.

Lead: David Alexander, Vice Principal Operations

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 College [Risk Management Strategy](#) was approved by the Board of Management 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 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 currently reviewing the draft Sector/Departmental Operational Plans for 2021 and beyond. The Sectors/Departments have been requested 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 Senior Management Team will consider the output from the Operational Plans during the summer of 2021 and make any required amendments to the Strategic Risk Register for consideration by the Board of Management over the course of the first committee meeting cycle of 2021-22.
- 2.3 In addition, Sectors/Departments will be requested to identify where their planned activities could be considered as a mitigating control to any of the strategic risks currently faced by the College.

Assurance Framework

- 2.4 The College is in the process of finalising an Assurance Map which will enhance the overall organisational assurance framework. The Assurance Map starts with the strategic risks faced by the College and then provides, under the three lines of defence, the assurance documents appropriate to that risk.
- 2.5 In this way the Board of Management can obtain further assurance that the College is continuing to address the risks faced by the College.

3. College Strategic Risk Register Update and Considerations

- 3.1 The College Strategic Risk Register was approved at the March 2021 Board of Management meeting. A copy of the register is attached at *Appendix A*.

3.2 The SMT has continued to review the Strategic Risk Register with the latest full review being undertaken on 27 April 2021.

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 Amendments to Risks

- **SFC Funding and Funding Methodology (1)**

The proximity of this risk has been amended from immediate to medium term because the College is aware of its funding and the methodology used to provide this funding for the next year. The SFC review of the shape of any future funding models has recently begun in earnest with the results not expected for some months yet.

The overall risk scoring has not been amended and remains the highest ranked risk faced by the College. The volatile nature of SFC funding remains a significant concern with the 25% drop in SFC estate maintenance funding for 2021-22 underlining the unpredictable nature of the resources made available to the College at short notice.

- **Estate Strategy (2)**

The proximity of this risk has been amended from long term to medium term because the lack of substantial investment in the College estate is now becoming critical. Each year which passes without any clear commitment to invest funds in either Greenock or Paisley campuses means that the issues identified in College condition surveys since 2015 are becoming more acute as explained during the 21 April 2021 Estate Review session with Board members.

- **Estate and IT Investment (3)**

The risk description was amended to include the wording '*short and medium term*' estate maintenance / capital funding to highlight the impact that the delay in advancing the Outline Business Cases and / or securing improved / comparable annual estate maintenance funding is likely to have on the College in the near future.

The post mitigation risk score was amended:

- From 16 - probability 4 (likely) x impact 4 (Catastrophic)
- To 20 - probability 5 (Very likely) x impact 4 (Catastrophic)

Given the immediacy of the decisions that require to be made by the Scottish Government / Scottish Funding Council in relation to the funding of future College campus developments the likelihood score was amended from 4 to 5.

3.3.2 Overall Mitigating Controls

The mitigating controls across all risks have been reviewed by the responsible member of the Senior Management Team and where appropriate controls have either been inserted, updated, or removed.

4 Conclusion

4.1 The Board of Management is requested to:

- note the update on the development of the College Risk Management Strategy.
- 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.
 - 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

Probability		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
Impact		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.

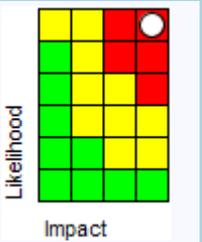
Top 5 Strategic Risks

Risk No.	Risk Title	Risk Description	Proximity	Prior Net Score	Current Net Score	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.	Medium-term	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.	Medium-term	20	20	
03 WCS02	Estate and IT Investment	Failure to secure adequate short to medium term 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	20	
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	

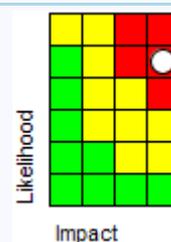
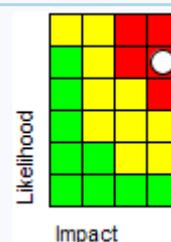
05 WCS11	Alternative Income Growth	An inability to generate consistent levels of alternative income or to grow alternative income streams due to impact of external factors impacting College delivery plans results in loss of income and failure to deliver College ROA objectives.	Longer-term	18	15	-
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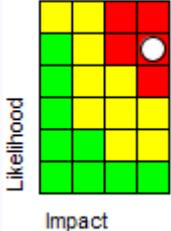
Strategic Risk Register

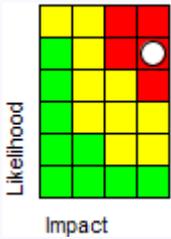
Risk Code & Title	01 WCS01 SFC Funding and Funding Methodology
Risk Summary	Inability to clearly forecast the volatility and impact of SFC funding and funding methodology changes in relation to core-grant-in-aid, credit activity model; reduction in European funding; student support funding and estates maintenance.
Risk Category	Finance
Risk Appetite	Minimalist
Proximity	Medium-term
Probability & Impact	6 4
Gross Risk Score	24
	
Internal Controls	<p>Detail of 2020–21 SFC core funding for teaching, estate and student funding confirmed. Indicative funding for 2021–22 received for main elements of SFC provision and Board of Management updated. Ongoing engagement with SFC on funding for estate investment and support for voluntary severance programme.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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> <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</p>

	<p>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>The SFC FFR planning assumption (June 2020) for the end of ESF in July 2022 is for a reduction in credit activity with a continuation of current funding levels. The College continues to engage with the SFC on future funding arrangements post 31 July 2022 to ensure that these assumptions remain valid.</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	

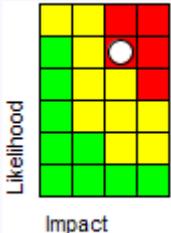
Risk Code & Title	02 WCS03 Estate Strategy
Risk Summary	Failure to deliver Estate Strategy 2016–2026 objectives due to business cases for development of estate being delayed, with this having a resultant negative impact on the ability of the College to recruit students, retain staff and address legislative requirements.
Risk Category	Infrastructure
Risk Appetite	Open
Proximity	Medium-term
Probability & Impact	5 4
Gross Risk Score	20
Internal Controls	<p>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.</p> <p>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.</p> <p>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. (Reviewed 22.03.21)</p> <p>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.</p>
Probability & Impact Scores	5 4
Net Risk Score	20
Trend	
Managed By	Vice Principal Operations

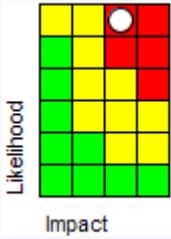
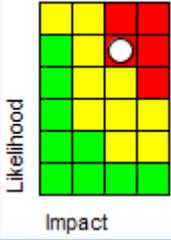


Risk Code & Title	03 WCS02	Estate and IT Investment
Risk Summary	Failure to secure adequate short to medium term estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure resulting in increased maintenance costs or loss of students due to failing facilities.	
Risk Category	Infrastructure	
Risk Appetite	Open	
Proximity	Medium-term	
Probability & Impact	5	4
Gross Risk Score	20	
Internal 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 on a rolling annual basis. (Reviewed 22.03.21)	
	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	5 4	
Net Risk Score	20	
Trend	↑	
Managed By	Vice Principal Operations	

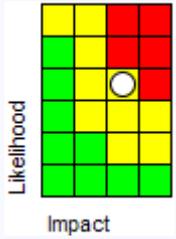
Risk Code & Title	04 WCS07 Impact upon Business Continuity Planning of Covid-19 pandemic	
Risk Summary	A material interruption to the service delivery of the College caused by inadequate business continuity planning, resulting in failure to delivery learning and teaching and achievement of required funding outcomes.	
Risk Category	Reputational/External	
Risk Appetite	Open	
Proximity	Medium-term	
Probability & Impact	6	4
Gross Risk Score	24	
Internal Controls	<p>Business Continuity Planning documents are available on the Intranet and available to all staff. College Incident Management Plan reviewed annually with the next updated scheduled to take place by the end of June 2021. Quarterly scenario testing involving teaching and support staff facilitated by external professional risk manager from Zurich Municipal to be restarted from August 2021. IT Cyber Response Plan currently being updated based on Scottish Government guidance document.</p>	
	<p>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 section of the intranet.</p> <p>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 2020-21.</p>	
	<p>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. (Reviewed 22.03.21)</p>	
	<p>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.</p>	
	<p>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.</p> <p>The College has complied with the third lockdown requirement as from 26 December 2020. Actions taken in response to the lockdown include:</p> <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 	

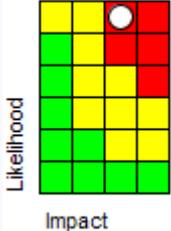
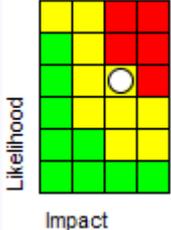
	<p>– on-going monitoring of supply chains based upon risk analysis supplied by APUC.</p> <p>The delivery of the work streams associated with the College Digital Strategy will ensure that the needs of both students and staff are addressed in relation to learning and teaching and delivery of support services.</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 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	
Internal 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 one-year budget and three-year financial plan in place in accordance with Audit Scotland requirements. The budget and annual forecast is reviewed monthly and updated based upon the latest intelligence. The updates are incorporated into the monthly Management Accounts which are reviewed by the Senior Management Team before being presented to the Corporate Development Committee.	
	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.	
	Adaption of course portfolio to meet student / employer needs.	
Probability & Impact Scores	5	3
		
Net Risk Score	15	
Trend		
Managed By	Vice Principal Educational Leadership	

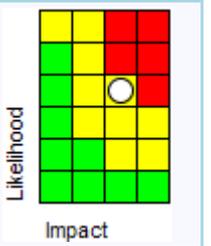
Risk Code & Title	06 WCS04 SFC Regional Outcome Agreement
Risk Summary	Failure to deliver SFC Regional Outcome Agreement targets at a time of limited resource, competition and challenging economic environment due to Covid-19, results in future credit and/or funding adjustments.
Risk Category	Learning and Teaching
Risk Appetite	Open
Proximity	Longer-term
Probability & Impact	5 4
Gross Risk Score	20
Internal Controls	<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>The SFC FFR planning assumption (June 2020) for the end of ESF in July 2022 is for a reduction in credit activity with a continuation of current funding levels. The College continues to engage with the SFC on future funding arrangements post 31 July 2022 to ensure that these assumptions remain valid.</p> <p>Effective ROA monitoring and reporting procedures in place, including operational planning process, and monitoring through the Board of Management and all Committees.</p> <p>Regular contact and review meetings with local authorities and schools to access attainment funding in support of College activities.</p> <p>Detailed curriculum development planning and review process which was subject to positive review by internal audit.</p> <p>Blended approach to delivery of teaching and learning including online learning allowing College to address changes in recruitment and delivery.</p> <p>Curriculum offering is reviewed to ensure employer and student needs are met and appropriate courses delivered.</p> <p>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.</p> <p>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</p>

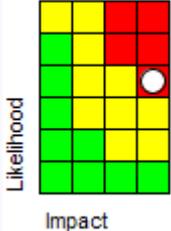
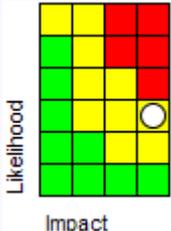
	improvement. External communications plan will be subject to an internal audit review as part of 2020–21 audit plan.	
Probability & Impact Scores	4	3
Net Risk Score	12	
Trend		
Managed By	Chief Executive and Principal	

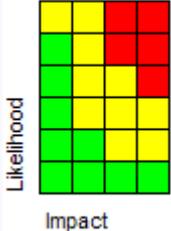
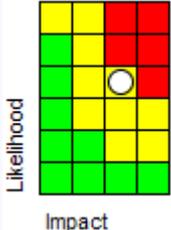


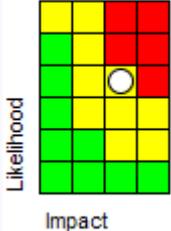
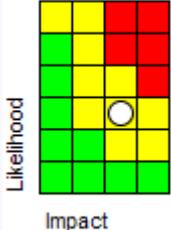
Risk Code & Title	07 WCS05 National Pay Bargaining	
Risk Summary	Impact and outcome of National Pay Bargaining for both teaching and support staff has an adverse effect on either efficiency of delivery or budget.	
Risk Category	Staffing and HR	
Risk Appetite	Open	
Proximity	Medium-term	
Probability & Impact	6	3
Gross Risk Score	18	
Internal Controls	The College is represented at a senior level on the national Employers Association and at the staff National Joint Negotiating Committees (NJNC). Update reports provided to both the Senior Management Team and Board of Management Committees on material issues being addressed by the sector.	
	Financial assessment / planning scenarios on the impact of support staff job evaluation included within the 2020-21 budget and three-year forecast. Updates received from the Employers Association discussed with auditors to ensure treatment of impact is consistent with the wider sector. Senior staff participate in national bargaining groups and therefore College is informed of potential future impacts.	
	The College Business Continuity Plan intranet section 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	

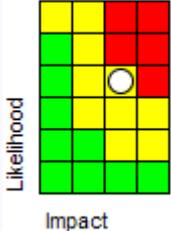
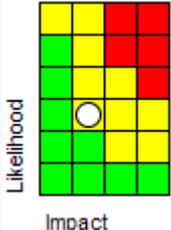
Risk Code & Title	08 WCS06 Digital Ambitions and IT Systems	
Risk Summary	Failure to adequately maintain or acquire and use IT systems and infrastructure effectively results in a failure to deliver / support the digital ambitions of the College.	
Risk Category	Digital	
Risk Appetite	Hungry	
Proximity	Medium-term	
Probability & Impact	4	4
Gross Risk Score	16	
Internal Controls	IT Strategy, Policies / Procedures and system access processes in place. The Corporate Development Committee to 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 Planning in place with regular reviews and updates undertaken. Linked to Business Continuity Planning and Cyber Resiliency.	
	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.		

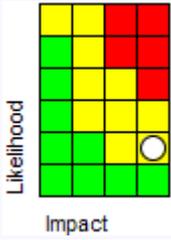
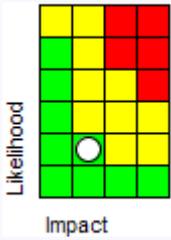
	<p>'At risk' groups are identified through course evaluation processes at curriculum level and involves scrutiny of student's outcomes for all protected characteristics and special interest groups. Monitoring of progress against targets for improvement has been strengthened during 2020-21 with the introduction 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 College Transformation Plan WCS15	
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	
Internal Controls	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.	
	Board of Management have approved the Plan and financial objectives are monitored through the F&GP Committee. Board of Management monitor overall plan achievement.	
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	
Internal Controls	<p>IT Strategy, Policies / Procedures and system access processes in place. The Corporate Development Committee to review progress achieved in delivering the IT Strategy on an annual basis.</p> <p>IT Contingency Planning in place with regular reviews and updates undertaken. Linked to Business Continuity Planning and Cyber Resiliency.</p> <p>College is renewing Cyber Essentials Plus accreditation as required. Work commencing on updating the Scottish Government Cyber Resiliency Framework.</p> <p>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.</p> <p>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. (Reviewed 22.03.21)</p>
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
	
Internal Controls	<p>Approved Workforce Plan in place and implementation reviewed by the HR and Corporate Development Committee.</p> <p>Clear procedures for communication and engagement with Trade Unions and College staff verified by 2018-19 internal audit on internal communications.</p> <p>Staff engagement sessions and staff surveys undertaken on regular basis allowing matters to be raised and issues to be addressed early.</p> <p>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.</p>
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
	
Internal Controls	<p>Board of Management approved College Workforce Plan in place and annual update report provided to HR and Corporate Development Committee.</p> <p>Detailed teaching resource planning through use of curriculum mapping tool (CMAP)</p> <p>Resourcing of support staff structures reviewed on an ongoing basis by Executive Management Team to ensure alignment with operational and strategic priorities.</p> <p>ITrent HR and payroll software developed to provide staff data and reports including a College establishment report.</p> <p>Professional Development Policies are aligned to strategic priorities.</p> <p>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.</p> <p>Results from staff skills survey being used to allow the College to identify and address future skills gaps.</p>
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	
Internal Controls	Detailed resource planning involving all relevant parties at key stages to address any issues in advance of project start date. (Reviewed 22.03.21)	
	Staff resource increased through recruitment of additional Project Manager to address the significant increase in level of expenditure and complexity of projects being undertaken. (Reviewed 22.01.21)	
	Embedded project / estate team with knowledge base that allows issues to be proactively identified and addressed. (Reviewed 22.03.21)	
	Continued use of external professional advisors (where required) to provide oversight and critical review of proposed activities / plans. (Reviewed 22.03.21)	
Probability & Impact Scores	2	2
		
Net Risk Score	4	
Trend		
Managed By	Vice Principal Operations	

TITLE: LTQ COMMITTEE - meeting held on Wednesday 19 May 2021

Action: The draft LTQC minutes from the meeting held on Wednesday 19 May 2021 are attached for information later in the agenda. They will be formally approved at the next Committee meeting scheduled for Wednesday 6 October 2021. The Committee Chair, Jacqueline Henry highlights the following for the Board to note:

- This session focused on the student experience and qualification assessment. The presentation on the Student Digital Experience was warmly welcomed and the Committee recommended further distribution via social media. This year's Student Satisfaction and Engagement Survey gradings were slightly lower for some indicators than in previous years, however, the Committee expressed their contentment that gradings had remained high, particularly given the challenges of the pandemic. The Committee was comforted to see that safeguarding students was at the heart of College work and commended the development of a Student Health and Wellbeing Strategy that managed College obligations to maintain the mental health and wellbeing of all students.
- The Committee wished to reassure the Board of the effective internal quality assurance processes for this session's qualification diet and to note the areas that had been strengthened. Staff had collaborated with colleagues at departmental, college, qualifying body and national levels to ensure greater consistency of approach and moderation of assessment. The Committee was particularly reassured by the creation of Internal Qualification panels for moderation of national qualifications. These actions mean that most students should be able to undertake assessment for course completion. Members noted that further work was ongoing to confirm whole or partial course deferral in terms of credit value, as well as individual assessment planning for students who were unable to complete this session for personal reasons.
- The Vice Principal Educational Leadership presented a draft Curriculum Strategy 2021-26 that had been produced to make the curriculum design priorities, and the actions required, more explicit to enable a shared understanding of the direction for curriculum change. The Committee welcomed the document and praised its form and content. It was discussed in detail and some minor modifications were suggested. The Committee agreed that it should be presented to the Board at its meeting scheduled for 14 June 2021.

Lead: Jacqueline Henry, Chair, LTQ Committee

Status: Open

TITLE: Corporate Development Committee - meeting held on Tuesday 1 June 2021

Action: The draft Corporate Development Committee minutes from the meeting held on Tuesday 1 June 2021 are attached for information later in the agenda. They will be formally approved at the next Committee meeting scheduled for Tuesday 14 September 2021. The Committee Chair, Jim Hannigan, will provide some highlights.

Lead: Jim Hannigan, Chair, Corporate Development Committee.

Status: Open.

TITLE: AUDIT COMMITTEE - meeting held on Thursday 20 May 2021

Action: The Audit Committee met on Thursday 20 May 2021. The Committee Chair, Graeme Bold highlights the following for the Board to note:

- The annual review of the effectiveness of the committee was considered and the committee met the Internal Auditors in a closed session to gain assurance on the effectiveness of the auditors in their dealings with the College. No issues were raised and the committee was assured all areas are working well.
- An update was provided on progress and performance KPIs for the 2020/21 Internal Audit (IA) plan. Positive progress has been made on the rolling IA action plan with the removal of 7 actions and a further 6 ready for review.
- The committee noted progress from the College to seek the annual Cyber Essential Plus accreditation, and that the Corporate Development Committee would provide oversight in embedding the Scottish Governments Cyber Resilience Framework. This process of oversight would be added to the assurance map. The committee also received an Internal Audit report in relation to the Fraud Response in relation to the recent IT incident which indicated that the College had followed its response plan, with several areas of good practice noted and no recommendation being raised.
- Two internal audit reports were provided on the response to COVID 19 covering the impact on teaching/learning and on college operations. Strong assurance was provided and no further action was recommended.
- An Internal audit report was received on Complaint Handling Processes with 3 medium and 6 low recommendations including timing of response to complaints and follow through on lessons learned from complaints. The committee agreed the management action plans.
- An Internal Audit report was received on the College External Website with weak assurance, 1 high recommendation and 3 medium recommendations relating to lack of a College marketing strategy and plan, analysis of website use and feedback on the site as well as accessibility standards. The committee were assured these will be addressed with a key appointment having been made to the senior management team and agreed the action plan.
- The Committee was provided with an updated assurance map detailing strategic risks and assurance provided via the 3 Levels Of Defence model. Management have made significant progress in developing this framework to demonstrate controls exist for key risks, and the map has been used to set the Internal Audit plan for 2021/22 and 2022/23.

- The Internal audit plan for 2021/22 was approved by the Committee which includes focus on areas of Digital strategy, IT systems, Estates Strategy, Cash management and Business Continuity.
- A draft plan was reviewed for 2022/23 to provide a complete view of how assurance will be gained by the rolling plan. This plan includes key areas of Curriculum strategy and planning and will be subject to on-going review.
- The external audit plan and budget was approved. This includes a focus on financial sustainability (taking a 5year view), financial controls as well as Value for Money assessments.
- The schedule of business, incorporating the IA plan, EA plan and broader set of controls was agreed for 2021/22. The Committee has now set the plan for the coming year.

Lead: Graeme Bold, Chair, Audit Committee

Status: Open

TITLE: **COMMITTEE CHAIR REPORT - REMUNERATION COMMITTEE**
Report of the meeting held on Tuesday 27 April 2021

Action: The draft Remuneration Committee minutes from the meeting held on Tuesday 27 April 2021 are attached for information later in the agenda. They will be formally approved at the next Committee meeting scheduled for Monday 4 October 2021. The Committee Chair, Jim Hannigan, will provide some highlights.

Lead: Jim Hannigan, Chair, Remuneration Committee

Status: Open

TITLE: **NOMINATIONS COMMITTEE - meetings held on Tuesday 11 May 2021 and Tuesday 25 May 2021**

Action: The draft Nominations Committee minutes from the meetings held on Tuesday 11 May 2021 and Tuesday 25 May 2021 are attached for information later in the agenda. They will be formally approved at the next Committee meeting. The Committee Chair, Waiyin Hatton, highlights the following for the Board:

- **The Committee agreed to recommend to the Board for approval, at its meeting scheduled for Monday 14 June 2021,** the approach and membership for a Selection Panel as follows to appoint 3 new Board members (to replace Jim Hannigan, Jacqueline Henry, and Angela Wilson):
 - ❖ Waiyin Hatton, Chair of the Board and Chair of the Selection Panel.
 - ❖ Jacqueline Henry, Vice Chair of the Board.
 - ❖ Linda Johnston, Senior Independent Member of the Board.
 - ❖ Willie MacKie, Chair of Ayrshire College (Independent Member of the Selection Panel) - required in accordance of Paragraph 3.25 of the College Sector Board Appointments: 2014 Ministerial Guidance.
 - ❖ Shirley Gordon, Secretary to the Board.
- The Committee considered extending the period of appointment of Mark Hamilton, co-opted member of LTQ Committee, for 1 further year to 31 October 2022 and agreed that this **be recommended to the Board for approval.**
- The Board is asked to **note** that the election timeframe for the Teaching Staff Board member vacancy has been extended and the outcome will be reported to the October 2021 Board meeting.

Lead: Waiyin Hatton, Chair, Nominations Committee

Status: Open

LEARNING, TEACHING AND QUALITY COMMITTEE

Minutes: Wednesday 19 May 2021.

Present: Jacqueline Henry (in the Chair), Gordon Hunt, Mark Newlands, Mark Hamilton, Vanessa Thompson, Liz Connolly, Fiona McKerrell.

Attending: Stephanie Graham (Vice Principal Educational Leadership), Cathy MacNab (Assistant Principal Performance and Skills), Angela Pignatelli (Assistant Principal Creativity and Skills), Iain Forster-Smith (Assistant Principal, Student Life and Skills), Shirley Gordon (Secretary to the Board), Waiyin Hatton (Chair of the Board), Martin Joyce (Director of Infrastructure).

Apologies: Ruth Binks, David Watson.

LM408 WELCOME

The Chair welcomed everyone to the meeting and noted apologies.

LM409 DECLARATIONS OF INTERESTS

- Liz Connolly: Trustee of the West College Scotland Foundation; Member of Developing the Young Workforce (DYW) west regional Board.
- Waiyin Hatton: Wai Beyond, People and organisational development consultancy; Action Against Stalking; Colleges Scotland (Board member).

LM410 MINUTES

The minutes of the meeting held on Wednesday 24 February 2021 **were approved**.

LM411 ACTIONS FROM THE MINUTES

The Committee **noted** the actions from the minutes, and it was **agreed** those completed could now be removed.

LM412 MATTERS ARISING FROM THE MINUTES

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

LM413 PRESENTATION ON THE STUDENT DIGITAL EXPERIENCE

The Assistant Principal Creativity and Skills played a video presentation on the Student Digital Experience.

Ms Pignatelli led the Committee through the key themes of the digital experience for students and staff over the last year to give a flavour of the journey, progress, developments, investments, and challenges experienced. She explained that much of the detail and evaluation of experiences had come from surveys completed by College students. She summarised the work of the Digital Strategy Group adding that, going forward, it was key to capitalise on the momentum to find the right mix of blended learning to meet the needs of all students and staff in curriculum areas.

The Committee commended the detail in the video presentation which clearly illustrated the ambition and direction of travel in which the College was positioning itself to best support staff, students, communities, and employer partners. Members suggested the video be circulated via College social media channels as well as to Committee members.
{ACTION – AP}

The Committee welcomed the efforts of the College to harness opportunities to personalise learning and widen access which highlighted the commitment and investment the College had to all its students (existing and new) and staff. The detail and ensuing

discussion clearly illustrated the flexibility and adaptability to be responsive to handling the College curriculum now and in the future.

The Chair thanked the Assistant Principal Creativity and Skills for the insightful summary and video presentation which was noted.

LM414 STUDENT SURVEY RESULTS

The Assistant Principal Performance and Skills explained that the Scottish Funding Council required that colleges conduct an annual mandatory, standardised Student Satisfaction and Engagement Survey (SSES) with the aim of assessing, and benchmarking, the student experience in FE colleges across Scotland.

Ms MacNab presented a high-level College summary of the survey results for the SSES in Session 2020-21, which was open for 6 weeks and closed on 30 April 2021. She reported that a national sector benchmark report would be published later in 2021.

The Committee discussed the results and trends in detail as well as key generic themes that had emerged. Considering the challenges of COVID and restrictions on campus learning time, the Committee viewed that the results were better than would have been expected. Members recognised that the role of the Students Association had been challenging in session 2020-21 due to remote working and paid tribute to its continued commitment to all students during the session especially in areas such as health and wellbeing and digital poverty.

The Committee reviewed and noted on the survey results.

LM415 SAFEGUARDING AND STUDENT WELLBEING

The Assistant Principal Student Life and Skills led the Committee through a summary of activity and developments in Safeguarding and Student Wellbeing Support over the academic year 2020/21. Mr Forster-Smith highlighted:

- Improved reporting mechanisms to provide management information supporting long term College objectives and developments in this area.
- An increase in demand across student support activity with nearly 900 students using services available.
- The range of support given to students across the College.
- The future funding opportunities to aid further developments in this area.

The Committee was comforted to see that safeguarding students at the College was at the heart of everything undertaken and recognised the Safeguarding, Student Wellbeing and Counselling team had faced many challenges during the pandemic turning around College services to continue to deliver high quality and effective support to all students.

Mr Forster-Smith highlighted the range of student wellbeing services available including the Helping Hands Nurturing Programme, access to the Student Wellbeing Advisor, Wellbeing Workshops, C.A.L.M. Curriculum, SilverCloud Online cCBT Resource and TIME 4 U Student Counselling. All activity delivered was in partnership with the Students Association to encourage greater student engagement in sport, clubs, and societies to foster community building, support teamwork and further strengthen resilience.

The Committee commended the development of a Student Health and Wellbeing Strategy that managed College obligations to maintain the mental health and wellbeing of all students covering the commitment to student health, the responsibilities of the College community and others for maintaining psychological health, health promotion initiatives,

communicating and training on health issues and the range of support available for the maintenance of mental and organisational commitment to handling individual issues.

Mr Forster-Smith alluded to future developments and opportunities explaining that details of how additional funding could be spent was yet to be confirmed. It was hoped it was granted with a high degree of flexibility to enable the College to create some important long-term support mechanisms and show some true legacy activity.

The Committee thanked the Assistant Principal Student Life and Skills and noted College performance, activity, and development as well as funding opportunities for further development.

LM416 STUDENTS ASSOCIATION (SA) UPDATE

Vanessa Thompson (SA President) outlined the varied workload of the Students Association over recent months particularly in liaison with students, lecturers / guidance lecturers and the College Executive and highlighted the following:

- The Students Association had reached the final stage in allocating the additional funds made available to it by the Scottish Government.
- The Students Association elections for 2021/22 session had taken place and a meeting to meet the new Student Association office bearers had been arranged to shape plans for the forthcoming year.
- The Students Association was delighted to support and promote upcoming campaigns.

The Chair noted that this would be the last Committee meeting for Vanessa and paid tribute to the contribution she had made at Committee meetings as well as the Students Association. Committee members wished Vanessa all the best in the future.

The Chair thanked the Students Association President for her drive and passion in progressing the work of the Association and the update was noted.

LM417 STUDENT 2020-21 QUALIFICATIONS UPDATE

The Assistant Principal Performance and Skills explained that the College curriculum offered a range of awards from 24 awarding bodies in session 2020-21. Some qualifications had been able to progress well remotely during the session, with on track completion of assessment and certification claims by June 2021. Assessment on other practical based vocational courses, however, had been impacted by Covid restrictions to varying degrees. Course teams had been actively and collaboratively working, internally and nationally, to agree and implement standardised and consistent modifications to assessment, that preserved the integrity of the awards and met regulatory compliance requirements.

Ms MacNab led the Committee through the scale of qualifications offered across the College and highlighted where additional internal quality assurance scrutiny was required prior to resulting and claiming certification including:

- National Qualifications (Nat 5s and Highers).
- SVQ programmes.
- School/College activity.
- SQA Awards – HN and NC Group Awards.
- College devised courses and other FE non advanced level awards.

The Committee commended the internal quality assurance processes and noted the areas that had been strengthened which provided members with additional reassurance of an

improving picture in that most students should be able to undertake assessment for course completion. Members noted that further work was ongoing to confirm whole or partial course deferral in terms of credit value, as well as individual assessment planning for students who were unable to complete this session for personal reasons.

The Committee noted the report and the Chair agreed to convey this assurance to the Board at its meeting scheduled for 14 June 2021. {ACTION – JH}

LM418 DRAFT CURRICULUM STRATEGY 2021-26

The Vice Principal Educational Leadership explained that the draft Curriculum Strategy 2021-26 had been produced to make the curriculum design priorities and actions required more explicit to enable a shared understanding of the direction for curriculum change.

Ms Graham reported that the strategy focused on the Curriculum Portfolio (the courses and qualifications offered), the modes of attendance and the way that provision was planned. A further linked strategy was proposed for Learning and Teaching to focus developments in the way that courses were taught and assessed. To have the strategy in place for the 2021-22 Curriculum Planning and Review process and fit in with Board and Committee meetings, the strategy was presented to the Committee at an early stage. That would ensure the Committee had an opportunity to input and to have a final draft developed for the June 2021 Board meeting (and be published at the start of 2021-22).

Ms Graham confirmed that the strategy would be shared with staff, an action plan for 2021-22 developed and progress reported and monitored through the Learning, Teaching and Quality Committee.

The Committee discussed the strategy in detail and made some suggestions for modification. Members agreed it illustrated an exciting time ahead for the College in its future collaborative work with staff, students, communities, and employer partners highlighting the College's focus to be as agile and adaptable as possible. They recognised that such a vision and flexible approach may open new opportunities to meet the needs of learners, the wider education sector and industry.

The Committee reviewed and noted on the draft Curriculum Strategy and agreed that it be presented to the Board at its meeting scheduled for 14 June 2021. {ACTION – StG}

LM419 UPDATE FROM EDUCATIONAL LEADERSHIP TEAM (ELT)

The Vice Principal Educational Leadership's report updated the Committee on developments in the following key areas since the last meeting:

- Credits and student activity.
- Applications 2021-22.
- Preparation for College
- Covid and Industrial Action.
- Student Services, Schools and Community (including Special Interest Groups, College School Partnership, Community provision in general, Learning beyond Lockdown (LBL) project and Engineering.

The report was noted.

LM420 SFC REVIEW OF COHERENT PROVISION AND SUSTAINABILITY PHASE 2 REPORT

The Vice Principal Educational Leadership's report updated the Committee on the Progress Update Phase 2 report which was published in March explaining that the final report was scheduled for summer 2021.

The report was noted.

LM421 COLLEGE LEAVER DESTINATIONS

A report of the Assistant Principal Performance and Skills explained that the College Leavers Destinations summary provided information on the destinations of successful full-time college leavers in Scotland. It supported the Scottish Funding Council's work with colleges on outcome-based planning through Outcome Agreements and the Scottish Government's skills strategy, Skills for Scotland and Developing the Young Workforce – Scotland's Youth Employment strategy, by providing key measurements for progression to further study and employment for all age groups.

The Committee noted the CLD return for session 2019-20 and that the national benchmark data would be issued by the SFC later in 2021.

LM422 QUALITY STANDARDS COMMITTEE MINUTES

The 11 February 2021 minutes from the meeting of the Quality Standards Committee were submitted for the Committee's consideration.

The Committee noted the 11 February 2021 minutes from the meeting of the Quality Standards Committee.

LM423 ANNUAL COMPLAINTS HANDLING REPORT

The Assistant Principal Performance and Skills report explained that the College Annual Complaints Handling Report for 2020 was published on the College website in line with legislative requirements of the Scottish Government and the Scottish Public Sector Ombudsman (SPSO). The annual statistics and report had been shared internally, prior to publication, with members of the Quality Standards Committee and Senior Management Team.

The Committee noted the Annual Complaints Handling Report 2020.

LM424 STRATEGIC RISK REGISTER

The Chair explained 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.

Mrs Henry presented the College Strategic Risk Register for consideration noting that the latest update was considered by the Board at its meeting held on Monday 22 March 2021.

The Committee reviewed and noted the current strategic risk register and did not propose any amendments and / or additions, or any re-phrasing, required to be made at this point.

LM425 ANY OTHER BUSINESS

- Dates of LTQC meetings 2021/22 - **The Committee noted and approved its 2021/22 meeting dates.**
- LTQC Topical Suggestions for Board Briefings – Mrs Henry asked all members to submit any suggestions for the next academic session to her direct.
{ACTION – ALL MEMBERS}
- Date of next meeting - Wednesday 6 October 2021 – 4 till 6pm.

CORPORATE DEVELOPMENT COMMITTEE

Minutes: Tuesday 1 June 2021

Present: Waiyin Hatton (Board Chair and in Chair to Minute No CD31), Jim Hannigan (in Chair from Minute No CD32), Liz Connolly, Linda Johnston, John Leburn, David Mark.

Attending: Shirley Gordon (Secretary to the Board), David Alexander (Vice Principal Operations), Alan Ritchie (Director of Finance), Martin Joyce (Director of Infrastructure), Natalie Smith (Director of Organisational Development and HR), Brian Stobbs (Head of IT), Vivienne Mulholland (Head of Finance and Student Funding).

Apologies: Nick Allan, Angela Wilson, Stefana Margarint.

CD22 WELCOME

The Chair welcomed everyone to the meeting and noted apologies. Dr Hatton explained that she would chair the meeting until Mr Hannigan arrived.

CD23 DECLARATIONS OF INTERESTS

The following declarations of interest were recorded and **noted**:

- Waiyin Hatton: Wai Beyond, People and organisational development consultancy; Action Against Stalking; Colleges Scotland (Board member).
- Liz Connolly: Trustee of the West College Scotland Foundation; Member of Developing the Young Workforce (DYW) west regional Board.
- John Leburn: Trustee of the West College Scotland Foundation.
- Jim Hannigan: University of Strathclyde and National Manufacturing Institute Scotland (NMIS); Chair of Developing the Young Workforce (DYW) West regional Board.
- David Alexander: Scottish Funding Council Board member and Chair of the SFC Audit and Compliance Committee.
- Angela Wilson: West Dunbartonshire Council.

CD24 MINUTES OF PREVIOUS MEETING

The minutes of the Corporate Development Committee meeting held on Tuesday 9 March 2021 were **approved**.

CD25 ACTIONS FROM THE MINUTES

The Committee **noted** the actions taken from the minutes, and it was **agreed** those completed could now be removed.

CD26 MATTERS ARISING FROM THE MINUTES

There were no matters arising not otherwise on the agenda.

CD27 VICE PRINCIPAL UPDATE REPORT

The Vice Principal Operations provided an overview of the report highlighting updates in relation to the following:

- 2020-21 Scottish Funding Council (SFC) funding allocations.
- The College voluntary severance scheme.
- Indicative 2021-22 SFC College Sector Funding Allocations.
- Ongoing engagement with the SFC.
- National bargaining.
- Human Resources.
- Infrastructure.
- Implementation of the Pentana system.

Mr Alexander reported that “Indicative 2021-22 SFC College Sector Funding Allocations” as issued by the SFC on 24 March 2021 had since been confirmed as final on 27 May 2021, with a redistribution of 1,659 credits from core delivery back to ESF but no change in the overall total credits required to be delivered in 2021-22 and a £3,000 increase in estate life cycle maintenance funding.

The Committee welcomed the significant activity continuing within the College and with partners to progress and conclude the Greenock OBC for submission to the SFC.

The Committee noted the report.

CD28 MANAGEMENT ACCOUNTS TO 30 APRIL 2021

The Director of Finance presented the Management Accounts for the period to 30 April 2021.

Mr Ritchie explained that the Covid-19 pandemic had continued to have a material impact on ongoing business operations and the April 2021 financial forecast to 31 July 2021 was based upon current information available to the College.

The Director of Finance led the Committee through the accounts drawing attention to the following:

- The Statement of Comprehensive Income and Expenditure which provided a summary of the financial position and showed a comparison of the approved 2020-21 budget with the full year forecast position to 31 July 2021. This statement also included the audited 2019-20 figures for comparison.
- An analysis of key variances that provided detail of the movement between the budgeted and forecast position for 2020-21.
- The Balance Sheet that reflected the assets and liabilities of the College.
- The cashflow analysis that showed the actual cash position to date and forecasts the cashflow to 31 July 2021.
- The student funding analysis that provided 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 financial graphs and performance indicators that provided background information about income and expenditure and highlight the main indicators of financial sustainability.
- The aged debt analysis that showed a summary of the age of the sales ledger.

The Committee thanked Mr Ritchie and his team for their proactive prudent approach throughout another challenging year. Members appreciated that the full impact of Covid-19 on College operations and finances would continue to be kept under review over the period to the end of the financial year. They noted that, with the additional SFC Sustainability Funding, the College expected to be able to deliver a breakeven adjusted financial operating outturn for 2020-21.

The Corporate Development Committee:

- **Noted the current 2020-21 adjusted operating position.**
- **Noted the detailed impact that Covid-19 had had on the operations and financial position of the College.**
- **Noted the cashflow position.**
- **Approved the Management Accounts for the period to 30 April 2021.**

CD29 2021-22 BUDGET AND MEDIUM-TERM FINANCIAL FORECAST

The Vice Principal Operations presented the following:

- a) The 2021-22 College budget.
- b) The 2021-22 Student Association budget.
- c) The College financial forecast for the three years to 2023-24.
- d) A note of the budgetary and forecast assumptions used.
- e) A sensitivity analysis of the key assumptions used.

Mr Alexander led the Committee through the 2021-22 College budget and three-year financial forecast to 2023-24. He explained that the budget and financial forecast were based on the guidance and governance framework with which the College required to comply. Mr. Alexander added the College had only just received notification on 27 May 2021 of the 2021-22 final SFC Grant in Aid allocations and the only change in financial terms was a £3,000 increase in estate maintenance funding which would not impact the overall budgeted position.

It was stated that the College was awaiting the SFC Financial Forecast Return (FFR) guidance which provided the college sector with baseline assumptions for use in preparing the three-year financial forecast. In prior years, the SFC FFR guidance had requested colleges provide a financial budget and forecast to cover a five-year period, however, due to the uncertainty arising from Covid-19 the shorter three-year period was requested. Any changes to the financial forecast to 2023-24 as a result of the SFC FFR Guidance would be reported to the September 2021 Corporate Development Committee meeting.

The Committee reflected on the unprecedented and challenging financial situation arising and welcomed the continued engagement with the SFC particularly around some of the national sector-wide uncertainties. Members recognised the excellent progress made so far by the College finance team in providing a strong baseline with visible planning assumptions and offered their support in any way required.

The Corporate Development Committee considered the basis upon which the 2021-22 College budget and three-year financial forecast to 2023-24 had been created and recommended the following for Board of Management approval:

- **The 2021-22 Student Association budget.**
- **The 2021-22 College budget.**

CD30 IT STRATEGY 2016-2021 ANNUAL UPDATE

The Director of Infrastructure explained that the College IT Strategy 2016-2021 was recommended for approval at the Finance and General Purposes Committee meeting of 8 March 2016 and subsequently approved by the Board of Management on 21 March 2016. By approving the IT Strategy, it was agreed that an annual update on progress would be provided to the Finance and General Purposes Committee. Following the recent Board of Management Committee restructure, IT Strategy updates now required to be provided to the Corporate Development Committee.

Mr Joyce provided an update on the progress of the 2016-2021 IT Strategy through its final year of implementation and prior to the adoption of a new strategy. He led the Committee through a:

- Summary of activity and progress to date against each of the IT strategic objectives and associated outcomes / indicators of success.
- Summary of key areas and considerations to take forward to the new IT Strategy to continue work in these areas, while also drawing on recent changes and trends across the IT landscape.

- More detailed review, including a BRAG assessment, of the “How do we get there?” indicators of success that were agreed for monitoring progress against each objective within the 2016-21 IT Strategy.

Mr Joyce reported that full migration of the legacy Skype for Business application to Microsoft Teams was underway for completion by the end of July 2021. He described some of the solutions and adaptations made to devices and / or software for any students / staff with additional support needs.

The Corporate Development Committee reviewed and considered the progress made in the five years since implementation of the College 2016-2021 IT Strategy.

CD31 IT STRATEGY 2021-2025

The Director of Infrastructure led the Committee through the new IT Strategy for the period 2021 – 2025.

Mr Joyce explained that the IT Strategy 2021-2025 was intended to lend itself to supporting the significant dynamic trends and unforeseen change that was likely to occur across the technology landscape as well as in curriculum delivery over the 5-years following the pandemic. The College had achieved significant progress and outcomes during the period of the 2016-2021 IT Strategy as highlighted earlier (Minute No CD30) the new 2021-2025 IT Strategy sought to build on these strong foundations in setting out how the College would support staff and students going forward.

Mr Joyce reported that the College Digital Strategy Group would monitor and review progress of the 2021-2025 IT Strategy. Feedback would be provided on any aspect which touched on or influenced the IT Strategy to ensure it remained responsive to end-user and curricular needs. It would communicate progress and make recommendations for change to the Senior Management Team and the Corporate Development Committee (including the various work stream outcomes) where appropriate.

The Committee suggested future consideration of a “Technology Condition Survey” and its incorporation into the Strategy.

The Corporate Development Committee reviewed the 2021-2025 IT Strategy and recommended that the Board of Management approve this at its meeting of 14 June 2021.

CD32 GOVERNANCE COMPLIANCE AND ROA OUTCOMES

The Director of Finance explained that the Committee’s remit included the requirement:

‘To ensure adherence to statutory requirements related to the College’s financial affairs and compliance with the Financial Memorandum, the Scottish Public Finance Manual (SPFM) and related guidance’.

Mr Ritchie led the Committee through the report, the objective of which was to provide assurance to the Committee that in fulfilment of its remit, the College was operating in compliance with:

- The Financial Memorandum with SFC.
- The Scottish Public Finance Manual.
- The Code of Good Governance.

Mr Ritchie added there was also a need for the Committee to demonstrate it had, through the Schedule of Business, met its requirements in relation to the relevant areas of the 2020-21 Regional Outcome Agreement and confirm this to the Board of Management.

The Committee extended its appreciation of the efforts made by college staff to provide this assurance.

The Corporate Development Committee considered the:

- Assurance provided in relation to governance compliance.
- Progress that had been made in relation to those ROA areas for which the Corporate Development Committee had responsibility and agreed to provide an update to the Board of Management.

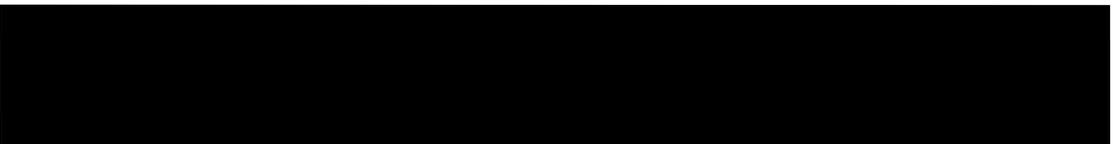
CD33 CONTRACT AWARDS - (RESTRICTED ITEMS)

a) 







b) 





[REDACTED]

c) [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

CD34 REVIEW OF STRATEGIC RISK REGISTER

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

- An update on the development of the College Risk Management Strategy.
- The current College Strategic Risk Register for consideration.

The Corporate Development Committee:

- **Noted the update on the development of the College Risk Management Strategy.**
- **Reviewed the current Strategic Risk Register and in doing so considered:**
 - o **The risks included in the register**
 - o **The revised risk rating both pre and post mitigation**
 - o **Whether any other risks should be considered for removal**
 - o **Whether any new risks should be considered for inclusion**

CD35 ESTATES AND SUSTAINABILITY 2020-21 UPDATE

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

The Corporate Development Committee reviewed and noted the report for information.

CD36 INFORMATION TECHNOLOGY 2020-21 UPDATE

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

The Corporate Development Committee reviewed and noted the report for information.

CD37 EXTERNAL AUDIT ENGAGEMENT STRATEGY 2020-21

The Director of Finance presented the Mazars LLP (external auditor) Audit Engagement Strategy and fee proposal for the review of the 2020-21 financial statements. These had been approved by the Audit Committee on 20 May 2021.

Mr Ritchie explained that the Audit Engagement Strategy provided an overview of the external auditor's preliminary audit planning procedures and approach in relation to the financial statements of the College for the year ended 31 July 2021. It also provided an overview of significant risks and key judgement areas and noted the four wider scope areas upon which the auditors were required to make a judgement:

- financial sustainability
- financial management
- governance and transparency
- value for money

Mr Ritchie added that Mazars, had set their fee for the audit at £32,500 (2019-20: £31,000) which was within the fee range set by Audit Scotland with the increase being attributed to the additional work requiring to be undertaken to address the increased risks noted along with the pension and property valuation exercises which required to be validated.

The Corporate Development Committee noted the content of the 2020-21 Audit Engagement Strategy and the proposed audit fee.

CD38 EQUALITY, DIVERSITY & INCLUSION MAINSTREAMING REPORT

The Director, Organisational Development & HR explained that Section 149 of the Equality Act 2010 placed 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 required the College to publish a report every two years on the progress it had made. Mrs Smith reported that the Board of Management meeting of 22 March 2021 delegated authority to the Corporate Development Committee to approve the 2021 College Equality Report and it was duly circulated to members by email during April 2021 and approved for finalisation and publication by the required deadline of 30 April 2021.

The Corporate Development Committee noted the publication of the 2021 College Equality Report and the Equality Outcomes 2021 - 2023 both of which could be found on the College website.

CD39 OVERVIEW OF COLLEGE PENSION ARRANGEMENTS

The Director, Organisational Development & HR provided an annual overview of the pension schemes currently in operation within the College.

The Corporate Development Committee considered and noted the report.

CD40 INTERNAL AUDIT REPORTS:

The Director of Finance explained that as part of the 2020-21 Internal Audit Plan, Wylie & Bisset had conducted several internal audit assignments which had a bearing on the remit of the Corporate Development Committee. Since its previous meeting, the Audit Committee had considered the following reports:

- Overall Financial Controls.
- Absence Management and Reporting.
- External Communications.
- Fraud Response Review.

Mr Ritchie reported that the Audit Committee had noted the content of the reports and approved the recommendations for inclusion and follow up review in the Rolling Audit Action Plan. He presented the four internal audit reports for consideration.

The Committee discussed the proposed implementation dates for the recommendations and Ms Connolly reported that the College had appointed a new Director of Marketing, Communications and Engagement who was taking up post in July 2021. A priority would be to draft a Marketing and Communications Strategy to incorporate many of the issues highlighted in the internal audit review including accessibility and engagement via the College website and its social media platforms.

The Corporate Development Committee considered and noted the contents of the internal audit reports.

CD41 DATES OF MEETINGS 2021-22

The Committee noted and approved its 2021-22 meeting dates.

CD42 SCHEDULE OF BUSINESS 2021-22

The Committee **noted** its schedule of business for 2021-22 as summarised by the Director of Finance.

CD43 ANY OTHER BUSINESS

Mr Hannigan acknowledged Mr Alexander's last CDC meeting before he leaves the College at the end of June 2021 to take up the post of Chief Executive Officer at Gateshead College. He thanked him for his input, support, and rigour in working with Committee.

CD44 DATE OF NEXT MEETING

14 September 2021 by TEAMS at 4.00 p.m.

AUDIT COMMITTEE

MINUTES: Thursday 11 March 2021.

PRESENT: Graeme Bold (in the Chair), Sabira Akram, Grant Lyall, Wai Wong.

ATTENDING: Liz Connolly (Principal), David Alexander (Vice Principal Operations), Alan Ritchie (Director of Finance), Shirley Gordon (Secretary to the Committee), Vivienne Mulholland (Head of Finance and Student Funding), Martin Joyce (Director of Infrastructure), Natalie Smith (Director of Organisational Development and HR).

**ATTENDING
BY**

INVITATION: Stephen Pringle (Wylie & Bisset), Lucy Nutley (Mazars).

APOLOGIES: None received.

AM544 WELCOME AND APOLOGIES

The Chair welcomed everyone to the first meeting of the newly constituted Audit Committee and introductions were made. No apologies were intimated.

AM545 DECLARATIONS OF INTERESTS

- Liz Connolly - Trustee of West College Scotland Foundation.
- Sabira Akram - Scottish Qualifications Authority.
- David Alexander - Board member of the Scottish Funding Council and Chair of the Scottish Funding Council Audit and Compliance Committee.

AM546 MINUTES

The minutes of the meeting held on Thursday 3 December 2020 **were approved**.

AM547 ACTIONS FROM THE MINUTES

The Committee **noted** the actions taken and outstanding since the last meeting.

AM548 MATTERS ARISING FROM THE MINUTES (AND NOT OTHERWISE ON THE AGENDA)

No matters arising were raised that were not already covered by agenda items.

.1 The Minutes of the Joint Audit and Finance & General Purposes Committee meeting held on 24 November 2020 **were approved**.

AM549 COMMITTEE REMIT AND MEMBERSHIP

The Secretary asked the Committee to consider and approve the Audit Committee remit and membership. She explained that, following approval of a Committee restructure at the Board meeting held on 1 February 2021, the Audit Committee remit was revised, and its new membership populated.

The Committee considered and approved its revised remit and membership.

AM550 [REDACTED] - (restricted item)



AM551 INTERNAL AUDIT REPORT – OVERALL FINANCIAL CONTROLS

Stephen Pringle explained that, as part of the 2020-21 Internal Audit Plan, Wylie & Bisset conducted an internal audit of the College's Overall Financial Controls which reviewed and considered:

- Efficient and effective procedures and controls were in place for key finance processes.
- Adequate segregation of duties was in place.
- There was adequate management oversight of finance processes.

Mr Pringle presented the outcome of the Overall Financial Controls internal audit review which concluded that Wylie & Bisset “...can provide a strong level of assurance over the financial controls in place within the College. We can conclude that these are adequate and performing as expected with no gaps which could give rise to instances of potential fraud or theft.’

The report identified several areas where the College was operating effectively and following good practice and made no recommendations for improvement.

In terms of governance, the Committee agreed its role was to *consider and note* Internal Audit reports and, thereafter, approve any recommendations for improvement within the Rolling Audit Action Plan.

The Audit Committee considered and noted the contents of the report.

AM552 INTERNAL AUDIT REPORT – HR: SICKNESS AND ABSENCE REPORTING

Stephen Pringle explained that, as part of the 2020-21 Internal Audit Plan, Wylie & Bisset conduct an internal audit of the College's sickness and absence reporting procedures which reviewed and considered:

- The College had policies and procedures in place for sickness and absence monitoring, reporting and management.
- The College appropriately monitored staff sickness and absence.
- Appropriate actions were taken to minimise staff sickness and absence.
- Roles and responsibilities in respect of sickness and absence monitoring, reporting and management were clearly defined and appropriate.
- The College had appropriate reporting in place regarding sickness and absence monitoring and management.
- Absences were processed and monitored consistently and in line with the College's procedure.

Mr Pringle presented the outcome of the HR: Sickness and Absence internal audit review which concluded that Wylie & Bisset ‘... can provide a strong level of assurance over the absence management arrangements in place at the College and that these are embedded throughout the whole College.’

The report identified several areas where the College was operating effectively and following good practice and made no recommendations for improvement.

The Audit Committee considered and noted the contents of the report.

AM553 INTERNAL AUDIT ANNUAL PLAN 2020-21 UPDATE

Stephen Pringle explained that the Audit Committee approved the 2020-21 College internal audit plan in May 2020, and he led the Committee through an update on 2020-21 planned internal audit activity for the year including:

- Agreed timings of the approved internal audit assignments.
- Dates that the Committee can expect to receive the internal audit reports.
- Agreed timings for the other audit work to be undertaken.

The Audit Committee noted the contents of this report.

AM554 ROLLING AUDIT ACTION PLAN

The Director of Finance explained that the purpose of the Rolling Audit Action Plan (RAAP) was to update the Audit Committee on the status of the recommendations made by both the internal and external auditors.

The Director of Finance led the Committee through the report, summarising movement in relation to audit recommendations made since the last meeting and confirmed that the RAAP was reviewed by staff with responsibility for the implementation of the audit recommendations on an ongoing basis. Mr Ritchie reported that the College considered that, despite the continuing challenges of Covid-19, good progress had been and was being made in addressing the recommendations made by the internal and external auditors.

The Committee discussed the requests for extensions of time in relation to five internal audit recommendations; three of which related to Continuing Professional Development and two related to Fraud Awareness. Mr Alexander summarised the position and challenges in relation to progressing these and members were satisfied that the time extensions would allow the College to fulfil the detail of the recommendations.

The Audit Committee:

- **Considered the Rolling Audit Action Plan Progress Review Report.**
- **Approved the removal of 2 internal audit recommendations.**
- **Approved the extension of time for 5 internal audit recommendations.**
- **Approved the Rolling Audit Action Plan.**

AM555 ANNUAL REVIEW OF EFFECTIVENESS OF THE COMMITTEE

The Secretary to the Committee explained that the Audit Committee’s remit stated that it would ‘review its own effectiveness at least annually and to report the results of that review to the Board’. She outlined the process proposed for the 2020-21 review of the Audit Committee’s effectiveness which followed that agreed in previous years. She reported that, in December 2020, the Audit Committee undertook a review of the External Auditor immediately following the completion of the external audit work. That was to ensure that the outcome from the audit was fresh in

Committee members minds when undertaking the review. Given that the Committee had already undertaken a review of the External Audit Service, it would, therefore, only be issued with the two questionnaires relating to:

- Evaluation of the Audit Committee.
- Evaluation of the Internal Auditors.

It was proposed that completed questionnaires be returned by Monday 29 March 2021 so that a report could be provided to the May 2020 Audit Committee for consideration and action as appropriate. Thereafter, the Audit Committee would report to the Board on its findings at the meeting in June. It was agreed that the College auditors would be asked to complete an Audit Committee evaluation form in order to inform the process, and that Committee members and key College executive officers would complete the evaluation form relating to internal auditors.

The Committee recognised that this was the first meeting for two Audit Committee members and agreed that a caveat be included in the analysis report presented to the May Audit Committee meeting acknowledging that.

The Committee considered and approved the wording of the questionnaires, the approach to be taken and the timetable for this.

AM556 ASSURANCE MAPPING UPDATE

The Director of Finance reported that the Scottish Government issued a revised Audit and Assurance Committee Handbook in 2018 to replace the previous Handbook published in July 2008. The updated document contained a new requirement for organisations to *'Develop an assurance framework and consider whether there are gaps or duplication in the assurance that the Committee are receiving.'*

To address that requirement, the College had been working with Wylie & Bisset (and previously with Scott Moncrieff) to develop an assurance framework. Mr Ritchie updated the Committee on the actions taken to develop the College audit assurance framework which included a draft assurance map.

The Committee commended the mapping work undertaken to date and made some suggestions for inclusion including additional definitions and more detail on the concept of the three lines of defence approach. **{ACTION – AR}**

The Audit Committee:

- **Considered and reviewed the content of the report.**
- **Agreed the format of the draft assurance map.**
- **Noted the timetable for completion of the initial 5 stages of the project.**

AM557 RISK MANAGEMENT STRATEGY UPDATE

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

Mr Ritchie provided an updated College Risk Management Strategy for consideration. The Committee commended the strategy and suggested linking the risk appetites with the Probability and Impact Matrix. **{ACTION – AR}**

The Audit Committee considered and approved the updated Risk Management Strategy for presentation to the Board of Management.

AM558 REVIEW OF STRATEGIC RISK REGISTER

The Director of Finance presented the current College Strategic Risk Register for consideration.

Mr Ritchie referred to the update on the development of the College Risk Management Strategy as discussed earlier and presented the current College Strategic Risk Register for consideration.

The Committee discussed the revisions made to the Register and welcomed, in particular, the inclusion of the Cyber Resilience risk.

The Audit Committee:

- **Noted the update on the development of the College Risk Management Strategy.**
- **Reviewed the current Strategic Risk Register and in doing so consider:**
 - o **The risks included in the register;**
 - o **The revised risk rating both pre and post mitigation;**
 - o **Whether any other risks should be considered for removal; and**
 - o **Whether any new risks should be considered for inclusion.**

AM559 SCHEDULE OF BUSINESS 2020-21

The Director of Finance outlined the remit of the Audit Committee and how the schedule of business assisted in fulfilling this. The schedule of business was also used to inform the Annual Report of the Chair of the Audit Committee to the Board of Management.

The Committee noted the 2020-21 Schedule of Business.

AM560 ANY OTHER BUSINESS

- No other business items were raised, and the Chair thanked everyone for the excellent discussion.
- Date of Next meeting - Thursday 20 May 2021 at 4.00 p.m. by TEAMS.

AUDIT COMMITTEE

MINUTES: Thursday 20 May 2021.

PRESENT: Graeme Bold (in the Chair), Grant Lyall, Wai Wong.

ATTENDING: Liz Connolly (Principal), Alan Ritchie (Director of Finance), Shirley Gordon (Secretary to the Committee), Vivienne Mulholland (Head of Finance and Student Funding).

ATTENDING BY

INVITATION: Stephen Pringle (Wylie & Bisset), Lucy Nutley (Mazars), Joanne Buchanan (Mazars).

APOLOGIES: Sabira Akram, David Alexander (Vice Principle, Operations).

AM561 ANNUAL EVALUATION OF INTERNAL AUDITORS – restricted item
The Audit Committee met with College staff only.



AM562 CLOSED SESSION REVIEW WITH INTERNAL AUDITORS
The Audit Committee met with Internal Auditors only.

The Internal Auditors confirmed that they had positive open working relationships with all staff who had been engaged in the internal audit processes during the year, and particularly with the Senior Management Team (SMT). Teams within the College were knowledgeable, willing to engage and receptive to the audit reports and acted on all points raised. It was recorded that management also challenged the auditors, which led to improved overall reporting and helped the auditors better understand how the College operated. The Committee welcomed this information and thanked the Internal Auditors for their comments.

AM563 WELCOME AND APOLOGIES

The Chair welcomed everyone to meeting and apologies were noted.

AM564 DECLARATIONS OF INTERESTS

- Liz Connolly - Trustee of West College Scotland Foundation; Member of Developing the Young Workforce (DYW) west regional Board.
- Sabira Akram - Scottish Qualifications Authority.

AM565 MINUTES

The minutes of the meeting held on Thursday 11 March 2021 **were approved.**

Regarding Minute No AM550 (IT Incident Update Report), it was acknowledged that the Committee supported the next steps as set out by Mr Alexander at the meeting, in particular, the independent testing of the College's networks by Trusted IA and the establishment of a new protocol for remote access. Mr Alexander had advised the Audit Committee that the College was in the process of seeking its annual Cyber Essential Plus accreditation and the Committee would be advised when accreditation was achieved.

Mr Ritchie explained that oversight of the College's progress in embedding, maintaining and developing the organisational approach to the Scottish Government's Cyber Resilience Framework sat with the Corporate Development Committee. It was due to receive an update report at its meeting on 1 June 2021. Following consideration by the Corporate Development Committee, this would be added to the Assurance Map for Audit Committee visibility. Mr Ritchie agreed to circulate to Audit Committee members the final report on the College's approach to addressing the Scottish Government's Cyber Resilience Framework after consideration at a future Corporate Development Committee meeting.

{ACTION – AR}

AM566 ACTIONS FROM THE MINUTES

The Committee **noted** the actions taken and outstanding since the last meeting and **agreed** that the completed actions could now be removed.

AM567 MATTERS ARISING FROM THE MINUTES (AND NOT OTHERWISE ON THE AGENDA)

One matter arising was raised that was not already covered by agenda items.

.1 IT Incident Update – the Director of Finance reported that the Trusted IA audit work was well underway, and an update report would be considered by the Corporate Development Committee at its meeting on 1 June 2021. As committed to earlier (Minute No AM565), Mr Ritchie would circulate the final report to Audit Committee members for information after consideration by the Corporate Development Committee.

{ACTION – AR}

AM568 ANNUAL REVIEW OF EFFECTIVENESS OF THE COMMITTEE

The Secretary to the Committee led members through the report on the outcomes of its annual effectiveness review. The Committee was pleased to note that this feedback was positive, and members were satisfied with the operation of the Committee and the level of information and assurances it received from a range of sources. Both the Internal and External Auditors confirmed that they were satisfied with the operation and effectiveness of the Committee.

In recognition of the suggestion to reduce the volume of papers going forward, it was agreed that, where possible, hyperlinks be used in the body of Committee papers for supporting information / appendices.

The Committee approved the report and would report the outcome as part of the Annual Report to the Board of Management.

AM569 EXTERNAL AUDIT ENGAGEMENT STRATEGY 2020-21 INCLUDING AUDIT FEE

The Director - Public Services Audit, Mazars LLP (external auditor) presented their Audit Engagement Strategy and fee proposal for the review of the 2020-21 financial statements. Ms Nutley explained that the Audit Engagement Strategy 2020-21 would also be presented to the Corporate Development Committee on 1 June 2021 given there was joint responsibility along with the Audit Committee for approving the College Annual Financial Statements.

Ms Nutley reported that the Audit Engagement Strategy provided the Audit Committee with an overview of their preliminary audit planning procedures and approach in relation to the financial statements of the College for the year ended 31 July 2021. The strategy also provided an overview of significant risks and key judgement areas and noted the four dimensions of wider scope work which the auditors required to make a judgement as follows:

- Financial sustainability.
- Financial management
- Governance and transparency.
- Value for money.

Within the dimension “Financial Sustainability”, she clarified, in response to a question, that they were extending their work on the going concern assumption in the financial statements looking forward two to five years from the reporting date, reviewing and assessing the College’s arrangements for financial planning and affordable and sustainable service delivery. Ms Nutley summarised their planned approach to undertake this work.

Ms Nutley added that Mazars had set its fee for the audit within the fee range set by Audit Scotland.

The Audit Committee approved the content of the 2020-21 Audit Engagement Strategy and the audit fee.

AM570 INTERNAL AUDIT REPORT – COVID 19 (PHASE 1)

Stephen Pringle explained that, as part of the 2020-21 Internal Audit Plan, Wylie & Bisset conducted an internal audit to assess the impact of Covid-19 on teaching and learning. This work was undertaken in two phases with the initial audit work assessing the digital technology improvements and challenges brought about due to the pandemic.

Mr Pringle presented the outcome of the internal audit review which concluded that Wylie & Bisset ‘...can provide a strong level of assurance over the College’s working practices in response to the Covid-19 pandemic and the impact these arrangements have had on its teaching and learning. We can also confirm that the College has established appropriate processes for identifying and resolving the digital technology improvements and challenges as a result of Covid-19. We have raised no recommendations from our review and have highlighted various areas of good practice which are in place....’

The report identified several areas where the College was operating effectively and following good practice and made no recommendations for improvement.

The Audit Committee noted that this report would also be presented to the next Learning, Teaching and Quality Committee for its review. **{ACTION – SG}**

The Audit Committee considered and noted the contents of the report.

AM571 INTERNAL AUDIT REPORT – COVID 19 (PHASE 2)

Stephen Pringle explained that, as part of the 2020-21 Internal Audit Plan, Wylie & Bisset conducted an internal audit to assess the impact of Covid-19 on the operations of the College. This work was undertaken in two phases with Phase 1 discussed earlier at Minute Ref AM570.

Mr Pringle presented the outcome of the internal audit review which concluded that Wylie & Bisset ‘... can provide a strong level of assurance over the College's overall response to the Covid-19 pandemic. We can also confirm that the College has taken cognisance of all aspects of the Audit Scotland: ‘Covid-19: Guide for Audit and Risk Committees’. We have raised no recommendations from this review.’

The report identified several areas where the College was operating effectively and following good practice and made no recommendations for improvement.

The Audit Committee considered and noted the contents of the report.

AM572 INTERNAL AUDIT REPORT – COMPLAINT HANDLING

Stephen Pringle explained that, as part of the 2020-21 Internal Audit Plan, Wylie & Bisset conducted an internal audit to review the processes in place for the management, monitoring and reporting of complaints.

Mr Pringle presented the outcome of the internal audit review which concluded that Wylie & Bisset ‘... can provide a substantial level of assurance regarding the controls in place for complaint handling. We have raised 9 recommendations, 3 of which have been graded medium and 6 as low. We have also raised 8 good practice points,

The report identified several areas where the College was operating effectively and following good practice and made nine recommendations in total – three medium and six low.

The Committee discussed the proposed implementation dates for some of the recommendations and Mr Ritchie indicated that the College would work to complete the recommendations in advance of some of the agreed dates where possible. The Committee would continue to monitor compliance with the recommendation action dates via the Rolling Audit Action Plan report.

The Audit Committee noted that this report would also be presented to the next Learning, Teaching and Quality Committee for its review. **{ACTION – SG}**

The Audit Committee considered and noted the contents of the report.

AM573 INTERNAL AUDIT REPORT – EXTERNAL COMMUNICATIONS (WEBSITE)

Stephen Pringle explained that, as part of the 2020-21 Internal Audit Plan, Wylie & Bisset conducted an internal audit to ensure there was sufficient website analytical information in place at the College. The review considered the College website traffic and the reporting arrangements in place, to assess whether the arrangements in place were sufficient and whether the website met the current EU directives on accessibility.

Mr Pringle presented the outcome of the internal audit review which concluded that Wylie & Bisset ‘... can only give weak assurance on the website analytical information and the reporting arrangements in place at the College. We can confirm that the College is working towards ensuring its website is meeting the current EU directives on accessibility. We have raised 5 recommendations, 1 of which has been graded high, 3 medium and 1 low. We have also raised 2 good practice points,.....’

The report identified several areas where the College was operating effectively and following good practice and made five recommendations in total – one high, three medium and one low.

The Committee discussed the proposed implementation dates for the recommendations and Ms Connolly reported that the College had appointed a new Director of Marketing, Communications and Engagement who was taking up post in July 2021. A priority would be to draft a Marketing and Communications Strategy to incorporate many of the issues highlighted in the internal audit review including accessibility and engagement via the College website and its social media platforms. The Committee would continue to monitor compliance with the recommendation action dates via the Rolling Audit Action Plan report.

The Audit Committee noted that this report would also be presented to the next Corporate Development Committee for its review. **{ACTION – AR}**

The Audit Committee considered and noted the contents of the report.

AM574 INTERNAL AUDIT REPORT – [REDACTED] - restricted item

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

AM575 INTERNAL AUDIT ANNUAL PLAN 2020-21 UPDATE

Stephen Pringle explained that the Audit Committee approved the 2020-21 College internal audit plan in May 2020, and he led the Committee through an update on 2020-21 actual internal audit activity for the year which had now been completed. He added that the September 2021 Audit Committee meeting would receive the Internal Audit Annual Report.

Mr Pringle summarised the appointment letter for the provision of the College internal audit service.

The Audit Committee noted the contents of this report.

AM576 ROLLING AUDIT ACTION PLAN

The Director of Finance explained that the purpose of the Rolling Audit Action Plan (RAAP) was to update the Audit Committee on the status of the recommendations made by both the internal and external auditors.

The Director of Finance led the Committee through the report, summarising the movement in relation to the audit recommendations made since the last meeting and confirmed that the RAAP was reviewed by the staff with responsibility for the implementation of the audit recommendations on an ongoing basis. Mr Ritchie reported that the College considered that, despite the continuing challenges of Covid-19, good progress had been and was being made in addressing the recommendations made by the internal and external auditors.

The Audit Committee:

- **Considered the Rolling Audit Action Plan Progress Review Report.**
- **Approved the removal of 7 internal audit recommendations.**
- **Approved the Rolling Audit Action Plan.**

AM577 NATIONAL FRAUD INITIATIVE UPDATE

The Director of Finance led the Committee through the approach adopted by the College in relation to the 2020-21 National Fraud Initiative review (NFI).

Mr Ritchie explained that the NFI review was undertaken every two years and the 2021 exercise was the third such request from Audit Scotland for the College to participate. The College had an established internal process for review of the outcomes notified by NFI. Where an outcome was recorded the College was required to investigate the query, and respond via the secure web site, on the outcome of the investigation.

The Committee welcomed the detail in the report and Mr Ritchie confirmed the detail of the investigations would be added to the Assurance Map.

The Audit Committee noted the outcome of the 2020-21 NFI exercise.

AM578 GOVERNANCE COMPLIANCE AND ROA OUTCOMES

The Director of Finance provided assurance that the College was operating in compliance with the:

- Financial Memorandum with the SFC.
- Scottish Public Finance Manual.
- Code of Good Governance.

Mr Ritchie explained that there was a need for the Committee to demonstrate it had met its requirements in relation to the relevant areas of the 2020-21 Regional Outcome Agreement and confirm this to the Board of Management.

The Audit Committee noted the assurance provided in relation to governance compliance as well as progress that had been made to those Regional Outcome Agreement areas for which the Audit Committee had responsibility and agreed to provide an update on the ROA areas it was responsible for to the Board of Management as and when required.

AM579 COLLEGE ASSURANCE MAP

The Director of Finance explained that the Scottish Government issued a revised Audit and Assurance Committee Handbook in 2018 to replace the previous Handbook published in July 2008. The updated document contained a requirement for organisations to ‘*develop an assurance framework and consider whether there were gaps or duplication in the assurance that the Committee was receiving.*’ To address that requirement, the College had been working with Wylie & Bisset to develop an assurance framework.

Mr Ritchie presented the draft College Assurance Map and updated on the actions taken to develop the College assurance framework.

The Committee discussed the detail of the Map and commended the visible linkages it provided to Internal Audit Reports, the Internal Audit Plan, the External Audit Engagement Strategy, the Rolling Audit Action Plan as well as the Strategic Risk Register.

The Committee requested that the College include both the gross and net strategic risk scores to allow an increased level of visibility on the risks faced by the College.

The Audit Committee:

- **Considered and reviewed the content of the report.**
- **Reviewed the content of the Assurance Map as the basis for consideration of the Draft Internal Audit Plan 2021-22 (Minute Ref AM580).**

AM580 DRAFT INTERNAL AUDIT PLAN 2021-22

Stephen Pringle explained that, in March 2020, the Audit Committee approved the appointment of Wylie & Bisset to provide internal and other audit services to the College for three years to 31 July 2023, with the option to extend the contract for a further two years until 31 July 2025.

Mr Pringle presented the draft internal audit plan for 2021-22 which had been compiled following discussion with the College Senior Management Team alongside a detailed review of the strategic risk register, assurance map and other key College documents by the audit team.

Mr Pringle led the Committee through the report highlighting the twelve areas of work which the internal auditors proposed undertaking during 2021-22.

The Committee supported these areas of review for internal audit purposes going forward and recognised their importance in terms of linkages to the College Strategic Plan 2019-2025 and College Strategic Risk Register.

In terms of the work proposed to be undertaken in 2022-23, Mr Pringle noted that the proposed assignments would be subject to review as part of the planning for 2022-23. The Committee was being asked to agree in principle, based upon the review of the assurance map undertaken, the twelve areas which would be subject to review by internal audit.

The Committee welcomed the flexible approach used to determine the areas of work that the internal auditors proposed undertaking as it ensured a tailored plan based on current need. Members suggested that, if modifications were indeed made to the plan, they be shown alongside some context and this was agreed. **{ACTION – AR}**

The Audit Committee approved the 2021-22 Internal Audit Plan and, in principle, the draft 2022-23 internal audit plan.

AM581 REVIEW OF STRATEGIC RISK REGISTER

The Director of Finance presented the current College Strategic Risk Register for consideration and highlighted amendments recently made explaining that mitigating controls across all risks had been reviewed by the responsible member of the Senior Management Team and, where appropriate, controls had either been inserted, updated, or removed.

The Audit Committee:

- **Noted the update on the development of the College Risk Management Strategy.**
- **Reviewed the current Strategic Risk Register and in doing so consider:**
 - o **The risks included in the register.**
 - o **The revised risk rating both pre and post mitigation.**
 - o **Whether any other risks should be considered for removal.**
 - o **Whether any new risks should be considered for inclusion.**

AM582 DRAFT COMMITTEE DATES 2021-22

The Committee noted and approved its 2021/22 meeting dates.

AM583 SCHEDULE OF BUSINESS 2020-21

The Director of Finance outlined the remit of the Audit Committee and how the schedule of business assisted in fulfilling this. The schedule of business was also used to inform the Annual Report of the Chair of the Audit Committee to the Board of Management.

The Committee noted the 2020-21 Schedule of Business.

AM584 ANY OTHER BUSINESS

- Ms Connolly reported that the recruitment exercise to appoint a new Vice Principle Operations was in place with a closing date of 25 May 2021.
- Date of Next meeting - Thursday 8 September 2021 at 4.00 p.m. by TEAMS.

WEST COLLEGE SCOTLAND NOMINATIONS COMMITTEE

MINUTE: Tuesday 11 May 2021 via Teams

Present: Waiyin Hatton (in the Chair), Jim Hannigan, Jacqueline Henry, Linda Johnston, Vanessa Thompson, Graeme Bold.

Attending: Shirley Gordon, Secretary to the Committee.

Apologies: None.

NM116 DECLARATION OF INTERESTS

The following declarations of interest were recorded and **noted**:

- Waiyin Hatton: Wai Beyond, People and organisational development consultancy; Action Against Stalking; Colleges Scotland (Board member).
- Jim Hannigan: University of Strathclyde and National Manufacturing Institute Scotland (NMIS); Chair of Developing the Young Workforce (DYW) west regional Board.

NM117 MINUTES

The minutes of the meeting held on 23 June 2020 were **approved**.

NM118 ACTIONS FROM THE MINUTES

The Committee **noted** the actions taken since the last meeting and it was **agreed** all actions listed were completed and could now be removed.

NM119 MATTERS ARISING FROM THE MINUTES (AND NOT OTHERWISE ON THE AGENDA)

The Nominations Committee **homologated** decisions it made in February 2021 in respect of memberships of the five standing committees and office bearer roles.

NM120 NOMINATIONS COMMITTEE - REMIT AND MEMBERSHIP

The Chair asked the Committee to consider and approve the Nominations Committee remit and membership. Dr Hatton explained that, following approval of a Committee restructure at the Board meeting held on 1 February 2021, the Nominations Committee remit was revised, and its new membership populated.

The Committee considered and approved its revised remit and membership.

NM121 BOARD - MEMBERSHIP AND SUCCESSION PLANNING

The Committee noted the current Board membership along with information on the period of appointment of each of the Board members.

Members discussed the Board membership and the upcoming vacancies later in the year.

The Committee:

- **Agreed to recommend to the Board, at its next meeting scheduled for Monday 14 June 2021, the approach and membership for a Selection Panel as follows to appoint 3 new Board members (to replace Jim Hannigan, Jacqueline Henry and Angela Wilson):**
 - ❖ Waiyin Hatton, Chair of the Board and Chair of the Selection Panel.
 - ❖ Jacqueline Henry, Vice Chair of the Board.
 - ❖ Linda Johnston, Senior Independent Member of the Board.
 - ❖ Willie MacKie, Chair of Ayrshire College (Independent Member of the Selection Panel) - required in accordance of Paragraph 3.25 of the College Sector Board Appointments: 2014 Ministerial Guidance.
 - ❖ Shirley Gordon, Secretary to the Board.

- **Noted the membership of Abbie McGrath (new Student President) and a Student Association Vice President (as yet name unconfirmed) as the new Student Association representative Board members from 1 August 2021 until 31 July 2022.**

- **Noted the membership of a new Teaching Staff representative Board member from 13 September 2021 until 12 September 2025.**

- **Noted the membership of a new Support Staff representative Board member from 14 June 2021 until 13 June 2025.**

- **Noted that the Nominations Committee would require to make a recommendation to the Board on a new Board Vice Chair after 31 January 2022 when Jacqueline Henry left.**

NM122

COMMITTEES - MEMBERSHIP AND SUCCESSION PLANNING

The Committee noted the current membership and quorum requirements of the five Board Committees along with information on the period of appointment of each of their members including the co-opted members.

Members discussed the need to ensure each Committee was populated with Board members (new and existing) who had the required skillset to drive forward the remit(s) as well as an area of interest in that field. It was particularly important to allow any new Board member time to settle into their Board and Committee membership role with induction to the wider college sector as well as WCS. That was especially the case, at the moment, when formal meetings were being held virtually.

With that in mind, members noted the Committees' membership gaps when three Board members demitted office (one in August 2021 and two in January 2022) as well as the resultant changes there would be in office bearer roles.

The Committee:

- **Noted the current membership of the 5 Committees, including that of the co-opted members.**
- **Considered extending the period of appointment of Mark Hamilton, co-opted member of the LTQ Committee, for 1 further year to 31 October**

2022 and agreed that this be recommended to the Board for approval at its meeting scheduled for Monday 14 June 2021.

- **Noted the membership and office bearer changes that would take place for the Board and its Committees particularly at the end of January 2022.**

NM123 STRATEGIC RISK REGISTER

The Committee considered risk in relation to the activities within its remit. It was acknowledged that risk was considered by the Board and the Board Committees at each of the meetings. That meant emerging risks were quickly identified and mitigating actions agreed.

In relation to risks pertinent to its remit, the Committee discussed the turnover of Board members with regard to ensuring knowledge transfer within the Board / Committees and a staggered programme of members demitting office. The Chair explained that was the intent behind the recent realignment of Committee memberships / office bearer roles and the Secretary agreed to circulate the Board membership list showing the timetable of when members were programmed to demit office. **{ACTION - SG}**

The Chair added that she considered any particular skills, expertise or experience that should be sought through the Board member recruitment process.

It was agreed that, going forward, the Committee would review the Strategic Risk Register only and not the Strategy itself (responsibility for which lay with the Audit Committee and Board).

The Committee reviewed and noted the current strategic risk register and did not propose any amendments and / or additions, or any re-phrasing, required to be made at this point.

NM124 ATTENDANCE AT BOARD AND COMMITTEE MEETINGS 2020/21

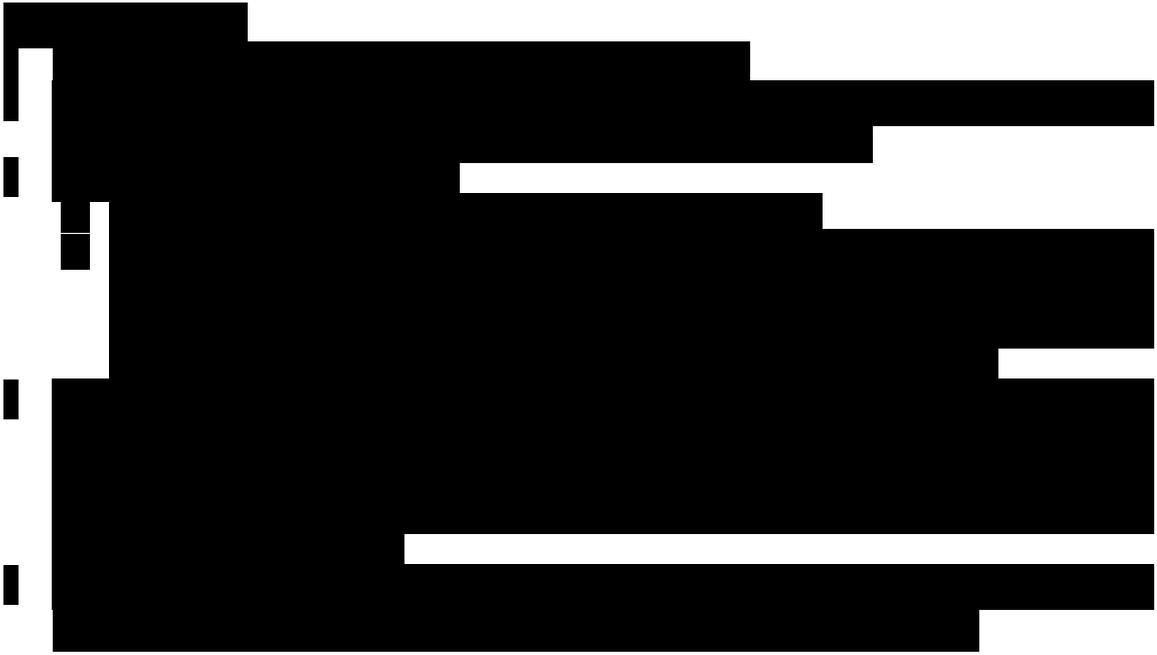
The Committee **noted** the attendance data for the Board and Committee members in 2020/21.

NM125 BOARD DEVELOPMENT ACTIVITIES REPORT 2020/21

The Committee **noted** the report on the various development and training activities that Board members had attended during session 2020/21.

NM126 ANY OTHER BUSINESS

- No other business items were raised.



NM129 ANY OTHER BUSINESS

- No other business items were raised.

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**WEST COLLEGE SCOTLAND
REMUNERATION COMMITTEE**

MINUTE: Tuesday 27 April 2021

Present: Jim Hannigan (in the Chair), Waiyin Hatton, Angela Wilson, Graeme Bold.

Attending: Liz Connolly, Principal, Natalie Smith, Director of Organisational Development and HR, Shirley Gordon, Secretary to the Committee.

Apologies: Jacqueline Henry.

RM82 DECLARATIONS OF INTERESTS

The following declarations of interest were recorded and **noted**:

- Waiyin Hatton: Wai Beyond, People and organisational development consultancy; Harvey McMillan, People and organisational development consultancy; Action Against Stalking; Colleges Scotland (Board member).
- Liz Connolly: Trustee of the West College Scotland Foundation; Member of Developing the Young Workforce (DYW) west regional Board.
- Jim Hannigan: University of Strathclyde and National Manufacturing Institute Scotland (NMIS); Chair of Developing the Young Workforce (DYW) west regional Board.

RM83 MINUTES

The minutes of the meeting held on Monday 1 February 2021 were **approved**.

There were no matters arising not otherwise on the agenda.

RM84 REMIT AND MEMBERSHIP

The Chair asked the Committee to consider and approve the Remuneration Committee remit and membership. He explained that, following approval of a Committee restructure at the Board meeting held on 1 February 2021, the Remuneration Committee remit was revised, and its new membership populated.

The Committee considered and approved its revised remit and membership.

RM85 [REDACTED] – **Restricted Item**

[REDACTED]

RM86 ANY OTHER BUSINESS

- Dates of RemCo meetings for 2021/22 - **The Committee noted and approved its 2021/22 meeting dates.**

TITLE: BOARD MEMBERSHIP, PROPOSED SCHEDULE OF BUSINESS
2020/21 AND DATES OF MEETINGS IN 2021/22

Background: The Board is asked to note:

1. **Current Board membership** – see Annex 1.
2. **Proposed Schedule of Business for 2020/21** – see Annex 2. This will be subject to review and adjustment in light of business coming forward but has been drafted based on the 2019/20 business cycle to give a guide.
3. **Dates of meetings in 2021/22** – see Annex 3. The dates of meetings of the Board and Committees is attached.

Action: The Board is asked to note the information.

Lead: Shirley Gordon, Secretary to the Board

Status: Open



WEST COLLEGE SCOTLAND BOARD OF MANAGEMENT

Under the terms of the Further and Higher Education (Scotland) Act 1992, as amended by the Post-16 Education (Scotland) Act 2013, the membership of the Board of Management 'shall consist of no fewer than 15 nor more than 18 members. The current membership is:

Chair

Dr Waiyin Hatton

Vice Chair

Jacqueline Henry

Principal

Elizabeth Connolly (*ex officio*)

Teaching staff – 1 elected

David Watson

Non-Teaching staff – 1 elected

Douglas Bayley

Students Association (2)

Vanessa Thompson

Stefana Margarint

Non-Executive Members

Sabira Akram

Nick Allan

Graeme Bold

Jim Hannigan

Gordon Hunt

Linda Johnston

John Leburn

Grant Lyall

Fiona McKerrell

Mark Newlands

Angela Wilson

In Attendance

Stephanie Graham, Vice-Principal Educational Leadership

David Alexander, Vice-Principal Operations

Shirley Gordon, Secretary to the Board

**BOARD OF MANAGEMENT
PERIOD OF APPOINTMENT AND MEMBERSHIP OF COMMITTEES 2020/21**

Name	Status	Period of appointment	Committee (s)	Period of appointment (as Chair / Vice Chair / member from Feb 2021 Committee Restructure)
Dr Waiyin Hatton	Chair	03.03.20 – 02.03.24	Board Nominations Remuneration CDC LTQC	Chair Chair Member Ex officio Ex officio
Jacqueline Henry	Non-Executive	3 +4 years 1.02.15 – 31.01.18 1.02.18 – 31.01.22	Board LTQC Nominations Remuneration	Vice Chair from 01.01.17 Chair – from Feb 2021 Vice Chair - from Feb 2021 Vice Chair - from Feb 2021
Elizabeth Connolly	Principal	01.09.18	Board CDC LTQC Audit Remuneration	Member Member Member In attendance In attendance
David Watson	Teaching Staff	4 years 13.09.17 – 12.09.21	Board LTQC Nominations	Member Member - from Feb 2021 Member - 01.04.18 – 31.03.20
Douglas Bayley	Support Staff	4 years 14.06.21 – 13.06.25	Board CDC Nominations	Member Member - from June 2021 Member - 14.06.21 – 13.06.23

Vanessa Thompson	Student President	1 year 1.08.19 – 31.07.20 Re-elected - 1.08.20 – 31.07.21	Board LTQC Nominations	Member Member – from Feb 2021 Member - from Feb 2021
Stefana Margarint	Student rep	1 year 1.08.20 – 31.07.21	Board CDC	Member Member - from Feb 2021
Sabira Akram	Non-Executive	4 years 1.12.19 – 30.11.23	Board Audit	Member Vice Chair - from Feb 2021
Nick Allan	Non-Executive	4 + 4 years 1.02.15 – 31.01.19 1.02.19 – 31.01.23	Board CDC	Member Vice Chair – from Feb 2021
Graeme Bold	Non-Executive	4 years 1.02.21 – 31.01.25	Board Audit Nominations Remuneration	Member Chair – from Feb 2021 Member - from Feb 2021 Member - from Feb 2021
Jim Hannigan	Non-Executive	3 +4 years 1.02.15 – 31.01.18 1.02.18 – 31.01.22	Board CDC Nominations Remuneration	Member Chair – from Feb 2021 Member – from Feb 2021 Chair – from Feb 2021
Gordon Hunt	Non-Executive	4 years 1.02.21 – 31.01.25	Board LTQC	Member Member - from Feb 2021
Linda Johnston	Non-Executive	4 + 4 years 1.01.17 – 31.12.20 1.01.21 – 31.12.24	Board CDC Nominations Senior Independent Member	Member Member – from Feb 2021 Member - from Feb 2021 Nominee – from Feb 2021
John Leburn	Non-Executive	4 + 4 years 1.01.17 – 31.12.20 1.01.21 – 31.12.24	Board CDC WCS Foundation	Member Member - from Feb 2021 Nominee – from Feb 2021
Grant Lyall	Non-Executive	4 years 1.02.21 – 31.01.25	Board Audit	Member Member - from Feb 2021

Fiona McKerrell	Non-Executive	4 years 1.12.19 – 30.11.23	Board LTQC	Member Member - from Feb 2021
Mark Newlands	Non-Executive	4 +4 years 1.02.15 – 31.01.19 1.02.19 – 31.01.23	Board LTQC	Member Vice Chair - from Feb 2021
Angela Wilson	Non-Executive	4 years 1.09.17 – 31.08.21	Board CDC Remuneration	Member Member - from Feb 2021 Member - from Feb 2021

CO-OPTED MEMBERS PERIOD OF APPOINTMENT AND MEMBERSHIP OF COMMITTEES 2020/21

Name	Status	Period of appointment	Committee
Ruth Binks	Co-opted	1 year 1.03.19 – 29.02.20 1.03.20 – 29.02.21 1.03.21 – 29.02.22	LTQ
Mark Hamilton	Co-opted	1 year 1.11.19 – 31.10.20 1.11.20 – 31.10.21	LTQ
Wai Wong	Co-opted	1 year 1.03.19 – 29.02.20 1.03.20 – 29.02.21 1.03.21 – 29.02.22	Audit
David Mark	Co-opted	1 year 1.03.18 – 29.02.19 1.03.19 – 29.02.20 1.03.20 – 29.02.21 1.03.21 – 29.02.22	CDC

WCS BOARD - SCHEDULE OF BUSINESS

WHAT	WHEN				
	Meeting – 5/10/20 Papers dist – 28/10/20	Meeting – 14/12/20 Papers dist – 7/12/20	Meeting – 1/2/21 Papers dist – 25/1/21	Meeting – 22/3/21 Papers dist – 15/3/21	Meeting – 14/6/21 Papers dist – 7/6/21
Standing Items of Business					
Chair’s Report	✓	✓	✓	✓	✓
Chief Executive’s Report	✓	✓	✓	✓	✓
Student Association Report	✓	✓	✓	✓	✓
Strategic Risk Register	✓	✓	✓	✓	✓
Board of Management:					
• Membership	✓	✓	✓	✓	✓
• Dates of Meetings	✓	✓	✓	✓	✓
• Proposed Schedule of Business	✓	✓	✓	✓	✓
• Any appointment matters to consider?	✓	✓	✓	✓ All remits and m’ships	Yes – part of Noms paper
• Other	✓ October Board agendas include the Articles, SofD and SOs to approve	None	Start of Board Dev Plan and Int Eff Review discussions	None	None
Report on Delegated Action Taken since last meeting (if any)	None	None	None	None	None
Approval of Policies?	None	None	None	None	None
Approval of contracts?	None	None	None	Yes - Associate Trainers	Yes – x3

WCS BOARD - SCHEDULE OF BUSINESS

WHAT	WHEN				
	Meeting – 5/10/20 Papers dist – 28/10/20	Meeting – 14/12/20 Papers dist – 7/12/20	Meeting – 1/2/21 Papers dist – 25/1/21	Meeting – 22/3/21 Papers dist – 15/3/21	Meeting – 14/6/21 Papers dist – 7/6/21
Main Items of Business					
Budget and 5-Year Financial Forecast	(DAX note - was signed off at the July Board meeting and there is no specific paper required – assuming any points arising at the FGP meeting would be picked up through the update from the FGP meeting when the Chair presents the FGP minutes). NOTE 1				✓
External Board Effectiveness Review – (carried out every 3 years – last done and submitted to February 2020 Board meeting. Next review due to be carried out by February 2023).	Not required in 2020				
Financial Regulations Annual Review	✓				
Staff Survey Outcomes	X - (DG note - removed – for Dec Board agenda instead).	X - (DG Note – removed - delayed from Oct agenda – not for Dec either as still under discussion at SMT).		X - Survey was undertaken before lockdown - now outdated. New survey will be run because so	

WCS BOARD - SCHEDULE OF BUSINESS

WHAT	WHEN				
	Meeting – 5/10/20 Papers dist – 28/10/20	Meeting – 14/12/20 Papers dist – 7/12/20	Meeting – 1/2/21 Papers dist – 25/1/21	Meeting – 22/3/21 Papers dist – 15/3/21	Meeting – 14/6/21 Papers dist – 7/6/21
				much time has passed since the last one.	
Regional Outcome Agreement Review Report		✓			
2020 -21 Financial Statements for the year end		✓			
Annual Report from External Auditor		✓			
Annual Report from Audit Committee		✓			
Annual Report from Internal Auditor		✓			
Management Accounts		✓		✓	✓
Review of Board Development Action Plan			✓	✓	✓
Draft Regional Outcome Agreement			✓		
Review of Modern Slavery Statement			Defer to March	✓	
Final Regional Outcome Agreement}				Defer - Final ROA and associated KPIs item. Board approved the Interim ROA 2020-21 at the Feb 21 meeting – No SFC guidance out yet for writing the 2021-22 one.	
Key Performance Indicators update}				Defer – as above	
HR Annual Report				Defer	For Oct 21 Board

WHAT	WHEN				
	Meeting – 5/10/20 Papers dist – 28/10/20	Meeting – 14/12/20 Papers dist – 7/12/20	Meeting – 1/2/21 Papers dist – 25/1/21	Meeting – 22/3/21 Papers dist – 15/3/21	Meeting – 14/6/21 Papers dist – 7/6/21
Proposed dates of Board meetings for following year				✓	
Internal Board Annual Effectiveness Review			✓	✓	✓
Update on the Employee Health and Wellbeing Strategy				Defer	
Budget and Financial Strategy (including budget for Students Association)					✓
Committee Reports on Progress against Regional Outcome Agreement					✓
Committee Reports					
Audit	✓ Sept minute		✓ Dec minute		March and May minutes
CDC				✓ March minute	June minute
Joint Audit - CDC		✓ Nov minute			
LTQC		✓ Nov minute		✓ Feb minute	May minute
Nominations	✓ June minute				May minute
RemCo		Oct minute		✓ Feb minute	April minute

NOTE 1 - The 5-year forecast would normally be signed off at the May/June FGP and approved at the June Board meeting – 2020 is the only year this hasn't happened due to COVID and so was signed off in July. The management accounts go to the Board twice a year (at December and June meetings) and that provides an update on the in-year financial position. The 5-year forecast would only be presented once a year at the June Board meeting when we roll it forward a year and provide an update on it.

Dates of Meetings in 2021-22

Committee	September 2021	October 2021	November 2021	December 2021	January 2022	February 2022	March 2022	April 2022	May 2022	June 2022
BOARD (at least 4) Mondays at 4.00 p.m.		4		13		7	21			13
Audit (at least 4) Wednesdays at 4.00 p.m.	8			1			2		18	
Joint Audit & CDC			23 (4pm)							
CDC (at least 4) Tuesdays at 4.00 p.m.	14		23 (2pm)				8		31	
LTQC (at least 4) Wednesdays at 4.00 p.m.		6		8		23			25	
Remuneration (twice per year) Mondays at 2.30 p.m. before Board meetings		4				7				
Nominations (at least annually)									TBC	

NOTES

- The venue for the Board and some Committee meetings may alternate between being virtual via Teams and different campuses.
- No formal business meetings are held in July or August.