

CONFIDENTIAL

REMUNERATION COMMITTEE

MONDAY 4 OCTOBER 2021 at 2p.m.
via the Teams link circulated by the Secretary

AGENDA

General Business

- 1. Apologies
- 2. Declarations of Interest
- 3. Minutes of the meeting held on Tuesday 27 April 2021 Enclosed JH
- 4. Matters arising from the Minutes (not otherwise on the agenda)

Main Items for Discussion and/or Approval

Agenda item 6 is deemed to be reserved under the Freedom of Information Act as it refers to an individual

- 5. Remit and Membership Paper 5 SG
- 6. Review of Pay scales of the College Senior Team Paper 6 NS
- 7. Strategic Risk Register Paper 7 JH
- 8. Any Other Business

Shirley Gordon
Secretary to the Committee

CONFIDENTIAL

**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; 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 REVIEW OF PAY SCALES OF THE COLLEGE SENIOR TEAM – Restricted Item

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

RM86 ANY OTHER BUSINESS

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

Title: **Committee Remit, Membership and Dates of Meetings in 2021/22**

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

- Remuneration Committee Remit (appendix A)
- Current membership list (appendix B)
- 2021/22 meeting dates (appendix C)

These are presented to the first Committee meeting of each new academic session for review, and approval.

Action: The Committee is asked to:

- Consider and approve the:
 - Remuneration Committee Remit (appendix A)
 - Current membership list (appendix B)
 - 2021/22 meeting dates (appendix C)

Lead: Shirley Gordon, Secretary to the Committee

Status: Open

West College Scotland
Board of Management
Remuneration Committee

Statement of Purpose

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

The purpose of the Remuneration Committee is to determine the remuneration and terms and conditions of the Principal, all other members of the Senior Management Team (SMT) including the College Executive and Heads, and the Secretary to the Board, and to ensure due process is followed.

1. Remit

- a. The Committee will review and determine the remuneration and terms and conditions and, where appropriate, the severance conditions of the Principal, all other members of the Senior Management Team including the College Executive and Heads, and the Secretary to the Board, on behalf of the Board of Management.
- b. To assist the Committee to make salary awards it will receive performance appraisal reports on the Principal, all other members of the College Executive, and the Secretary to the Board.
- c. The Chair of the Board of Management will conduct the annual performance appraisal of the Principal and of the Secretary to the Board.

The annual performance appraisal of the College Executive will be consistent with the recommendations in the College's HR Policy.

2. Membership

Category

The Chair of the Board of Management
The Vice Chair of the Board of Management
The Chairs of each of the standing Committees of the Board
A minimum of 1 member of the Board of Management

In Attendance

Principal
Director of Organisational Development & HR
Secretary

The Chair and Vice Chair of the Committee will be members of the Board of Management. The Vice Chair of the Board of Management or the Chair of one of the standing Committees of the Board of Management will Chair the meetings. If the Chair is not available to chair the meeting, then the members of the Remuneration Committee will appoint a Chair from amongst those members present but the Chair of the Board of Management may not chair meetings of the Remuneration Committee.

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

The Principal will not be present when her / his salary, severance conditions or performance is being considered.

Other members of the Executive Management Team and the Secretary to the Board, will not be present when their salary, severance conditions or performance is being considered.

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

3. Frequency of Meetings

The Committee will meet twice per year.

4. Quorum

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

5. Secretariat

Secretary to the Board of Management.

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

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

6. Review

The remit will be subject to review annually.

Remuneration Composition (Para 2 of the Remit)
Meetings – 2 per annum

Category	Name
The Chair of the Board of Management	Dr Waiyin Hatton
The Vice Chair of the Board of Management	Linda Johnston (Vice Chair)
The Chairs of each of the standing Committees of the Board	LTQ Chair – Mark Newlands Audit Chair – Graeme Bold CD Chair – Jim Hannigan (Chair) Nominations Chair – Dr Waiyin Hatton
A minimum of 1 member of the Board of Management	Vacancy

In Attendance	Name
Principal	Liz Connolly
Director of Organisational Development & HR	Natalie Smith
Secretary	Shirley Gordon

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

At the Remuneration Committee meeting held on 27 April 2021 the following 2021/22 meeting dates were approved:

- Monday 4 October 2021 – 2 till 3.45pm
- Monday 7 February 2022 – 2 till 3.45pm

These dates / times are before Board meetings.

TITLE: STRATEGIC RISK REGISTER

Background: The Committee considers risk in relation to the activities within its remit. Risk is considered by the Board and all the Board Committees at each of the meetings. This means that emerging risks are 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.

This paper presents the College Strategic Risk Register for the consideration of the Committee and provides an update on the actions taken by the College to embed risk management across the organisation. The latest update of the Strategic Risk Register is being considered by the Board at its meeting held later today and a copy of this is attached.

Action: The Committee is asked to note and review the current Strategic Risk Register attached and propose any amendments and / or additions, or any re-phrasing, required to be made.

Lead: Jim Hannigan, Chair, Remuneration Committee

Status: Open



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					

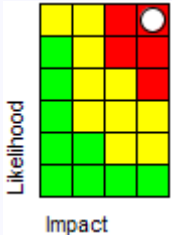
Classification	Description
AVERSE	Avoidance of risk and uncertainty is a key organisational objective.
MINIMALIST	Preference for ultra-safe business delivery options that have a low degree of inherent risk and only have a potential for limited reward.
CAUTIOUS	Preference for safe delivery options that 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.

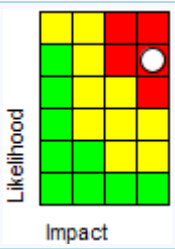
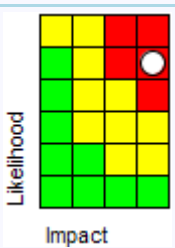

SR-02 Top 5 Strategic Risks

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	

Strategic Risk Register - SMT RISK REPORT

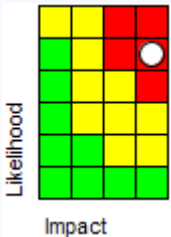

Risk Code & Title	01 WCS01 SFC Funding and Funding Methodology	
Risk Summary	Inability to clearly forecast the volatility and impact of SFC funding and funding methodology changes in relation to core-grant-in-aid, credit activity model; reduction in European funding; student support funding and estates maintenance.	
Risk Category	Finance	
Risk Appetite	Minimalist	
Proximity	Medium-term	
Probability & Impact	6	4
Gross Risk Score	24	 <p>A 5x5 grid risk matrix with 'Likelihood' on the vertical axis and 'Impact' on the horizontal axis. The grid is color-coded: Green (low risk), Yellow (medium risk), and Red (high risk). A white circle highlights the top-right cell (High Likelihood, High Impact), which is colored red.</p>
Internal Controls	Detail of 2021–22 SFC core funding for teaching, estate and student funding confirmed and paper provided to the Board of Management indicating the challenges this settlement poses for the College. Ongoing engagement with SFC on funding for estate investment and support for voluntary severance programme continues at SFC update meetings with Regional Outcome Agreement Manager.	
	College Transformation Plan agreed with SFC to take effect from 2020–21 onwards and funding / credit level confirmed by SFC to support this. Requirement for College to deliver 2020–21 curriculum activity in accordance with the agreed Business Transformation Plan. Further discussions to take place with the SFC regarding the curriculum delivery model required for 2021–22 in order to meet Transformation Plan requirements.	
	Estates Strategy 2016–2026 includes objective to improve / rationalise the College estate utilising estate maintenance funding. An annual Estate Strategy update report is provided to the relevant Corporate Development Committee which includes progress towards achievement of objectives. The Estates Strategy is currently being refreshed with an updated Strategy to be provided to the Corporate Development Committee in December 2021. (Reviewed 31.08.21)	
	Commercial Development and Credit Group monitor current and future curriculum delivery plans including credit delivery and staffing requirements. Report provided to each SMT meeting on credit activity.	
	Active College representation and involvement in external SFC review groups – Infrastructure Strategy, Sustainability Review, FES / Credit Review group (SAGE) and student funding. Additionally, the College currently Chairs two of the College Development Networks – Business Development Directors and the Finance groups which allows the College to gain an early understanding of issues likely to impact the organisation.	


	<p>The College has undertaken 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 in the Brexit transition there has not been any immediately impacts 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 through its membership of various groups, primarily the Business Development Directors and Finance Directors CDN groups, continues to access the latest Brexit 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 College is awaiting the SFC FFR planning assumption (expected late August 2021) before amending its longer-term planning scenarios. ESF activity is scheduled to end on 31 July 2022 although the SFC are planning that College activity targets and funding will continue at prior year levels, subject to some form of 'normalisation'.</p> <p>The College continues to engage with the SFC on future funding arrangements post 31 July 2022 to ensure that its current planning assumptions remain valid. The Corporate Development Committee will be kept informed of any changes to future funding.</p>
	<p>Break-even adjusted operating position (excluding the costs of voluntary severance) budget approved for 2021-22 by the Board of Management on 14 June 2021 along with 3-year financial scenario plan. 2021-22 forecast is monitored by SMT and quarterly by the Board of Management through provision of management accounts.</p>
Probability & Impact Scores	<p>6 4</p> 
Net Risk Score	<p>24</p>
Trend	<p>■</p>
Latest Note	<p>The Senior Management Team considered that the impact and probability scores of this risk remained valid and not subject to change. Whilst the College has created a 2021-22 budget there is no guidance as to the planning assumptions beyond March 2022 which indicates that there remains a large degree of volatility in any planning assumptions. The SFC in recent discussions have indicated that they are not likely to publish 2022-23 and 2023-24 planning assumptions until late August. In addition, they have indicated a return to the 'price x volume' method of funding which may have an impact upon the College. For these reasons no change in the score was proposed.</p>
Managed By	<p>Vice Principal Educational Leadership</p>

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	Board of Management have approved the college Estate Strategy 2016–2026, with the Corporate Development 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 with a revised Strategy to be presented to the December 2021 Board of Management for approval. (Reviewed 31.08.21)	
	Initial Outline Business Cases (OBC) 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 received funding from the SFC to undertake a refresh of the Greenock OBC. A revised Greenock OBC will be presented to the October Board of Management meeting for consideration. Once approved the revised OBC will be delivered to the SFC with a request for consideration by the end of 2021. (Reviewed 31.08.21)	
	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 31.08.21)	
	Corporate Development Committee receive an Update Report at each meeting on College engagement with stakeholders including SFC, Scottish Futures Trust, local councils and other key stakeholders.	
Probability & Impact Scores	5	4
		
Net Risk Score	20	
Trend		

Latest Note	<p>The Senior Management Team considered that the impact and probability scores of this risk remained valid and not subject to change.</p> <p>The updating of the Greenock outline business case remains ongoing with a paper being presented to the Board of Management in October 2021 for approval. Subsequently the OBC will be presented to the Scottish Funding Council for their comment. The College has continued to engage with the SFC in regard to this matter but until final approval is granted, and funding is made available the delivery of the Estate Strategy remains in question.</p> <p>A further aspect which will require to be considered is the impact of the Scottish Government's net-zero pledge. This has already had an impact on the investment required to complete the new Greenock campus and is likely to have an impact on the Paisley OBC as well. The College limited resources will in future require to be diverted to address the outcomes from the net-zero pledge.</p>
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 31.08.21)	
	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 the Board of Management and more recently in April 2021. The SFC have also received a copy of the condition survey report and presentation for their information. The Director of Infrastructure continues to engage with the SFC on the wider infrastructure issues impacting College operations as well as keeping them updated in the progress towards submission of revised Outline Business Cases for Greenock and Paisley. (Reviewed 31.08.21)	
	Outline Business Cases for Paisley and Greenock submitted to the SFC following Board of Management approval. The College has received funding from the SFC to undertake a refresh of the Greenock OBC during 2021. The updating of the Greenock outline business case remains ongoing with a paper being presented to the Board of Management in October 2021 for approval. Subsequently the OBC will be presented to the Scottish Funding Council for their comment. The College has continued to engage with the SFC in regard to this matter but until final approval is granted, and funding is made available the delivery of the Estate Strategy remains in question.	
	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. Principal and Director of Infrastructure formally updated the SFC at least twice a year on estate challenges faced by the College. (Reviewed 31.08.21)	

Probability & Impact Scores	5 4	
Net Risk Score	20	
Trend		
Latest Note	<p>The Senior Management Team considered that the impact and probability scores of this risk remained valid and not subject to change.</p> <p>As previously noted, the College estate lifecycle maintenance grant has reduced by £75k and the high priority maintenance grant has reduced by £783k for 2021–22. The Scottish Funding Council has provided a one-fund digital fund of £458k for 2021–22 but has indicated that this is only for that year as it is funded from covid consequential funds. So overall the College has seen a reduction of £400k in available funding with this reduction likely to increase in 2022–23. Due to these factors, the ability of the College to secure adequate future infrastructure investment remains weak and the risk score has not changed.</p>	
Managed By	Vice Principal Operations	

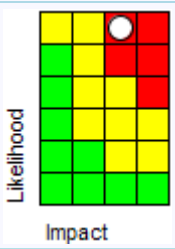
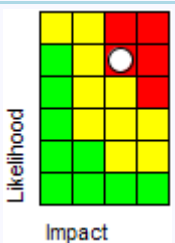
Risk Code & Title	04 WCS07 Impact upon Business Continuity Planning of Covid-19 pandemic	
Risk Summary	A material interruption to the service delivery of the College caused by inadequate business continuity planning, resulting in failure to delivery learning and teaching and achievement of required funding 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 during the first quarter of 2021-22. 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 finalised based on Scottish Government guidance document.</p>	
	<p>The impact of Covid-19 meant that the quarterly BCP scenario sessions were suspended. The College has been operating 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 which included adapting current operational procedures superseded the quarterly scenario sessions for 2020-21.</p> <p>During the first quarter of 2021-22, the College intends restarting the business continuity scenario planning sessions with involvement from both teaching and support staff. These sessions will continue to be 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>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 31.08.21)</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 is following sector wide guidance and working with Public Health Scotland, as required, having established processes and procedures in place around this. The College is able to react quickly to any future Government COVID measures which may be made and has already done so at the start of the new 2021/22 academic year which has seen students returning to our Campuses. Additionally,</p>	


	<p>engagement with staff associations enables staff feedback to be acted upon timeously. Risk mitigations in place go beyond those currently set out Nationally and this will continue to be the case to ensure staff and students are able to work and study in a safe environment. Actions continuing to support this approach lockdown include:</p> <ul style="list-style-type: none"> • Weekly COVID -19 SMT overview meetings supported by groups empowered to deliver overall objective of safe working and study environments • Regular communications and guidance to staff and students through our intranet • 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 will continue to assess the impact of any deferral of teaching activity on student achievement of qualifications; and • On-going monitoring of supply chains based upon risk analysis supplied by APUC. <p>The delivery of the work streams associated with the College Digital Strategy will ensure that the needs of both students and staff are addressed in relation to learning and teaching and delivery of support services.</p> <p>The College has a strategic approach to health and wellbeing provision, in order to structure our holistic approach to health promotion we have developed the PROSPER framework. The PROSPER framework has been formed to be the backbone of our Employee and Student Health and Wellbeing Strategies launched in December 2019. The PROSPER framework is at the core of everything that we do as a College and we are confident that we have a sustainable and strategic approach which recognises different dimensions of health promotion.</p> <p>The College has a wealth of health improvement initiatives in place and through the Healthy Lives Working Group continue to have a proactive response linked to the our operating environment. The group reports to both the Equality, Diversity and Inclusion Committee and Health & Safety Committees. 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>
Latest Note	<p>The Senior Management Team considered that the impact and probability scores of this risk remained valid and not subject to change.</p> <p>The College has reacted positively to the operational challenges presented by Covid-19 and this was confirmed by the internal auditors as part of the work carried out to deliver the 2020-21 internal audit</p>

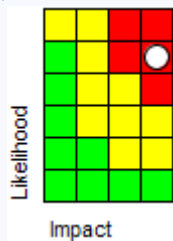
plan. The College Business Continuity Planning arrangements will also be subject to internal audit review as part of the 2021–22 plan.

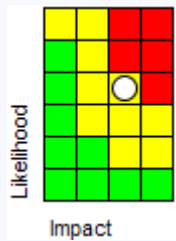

However, at this time the College is only just returning to some form of normal operation and therefore does not feel it appropriate to reduce the impact or probability score associated with this risk. It will be reviewed during the first quarter of 2021–22 in light of any impacts with the return to campus-based teaching.

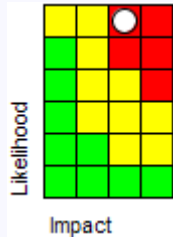
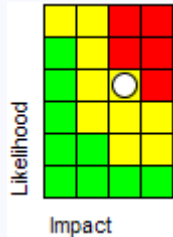

Managed By Vice Principal Operations

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 Learning, Teaching and Quality Committee.	
	2020-21 alternative income budget and forecast agreed and monitored by the Learning, Teaching and Quality 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 and Board of Management.	
	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 Learning, Teaching and Quality Committee on partnership working with local employers and stakeholders.	
Probability & Impact Scores	Adaption of course portfolio to meet student / employer needs undertaken in line with updated Portfolio Review Guidance produced for July 2021.	
	5	3
		

Net Risk Score	15
Trend	
Latest Note	<p>The Senior Management Team considered that the impact and probability scores of this risk remained valid and not subject to change.</p> <p>The College has seen a positive end to the 2020–21 financial year with the level of alternative business activity generated by the College exceeding forecasts. This increase is anticipated to provide a sound basis for the start of 2021–22. The College is minded to reduce the probability associated with this risk but is unwilling to do so until the end of the first quarter. The impact across the Scottish economy of the return to normal activity and the withdrawal of the staff furlough scheme have still to be established.</p>
Managed By	Vice Principal Educational Leadership

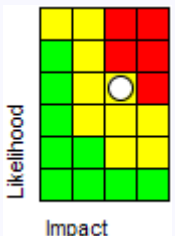
Risk Code & Title	06 WCS04 SFC Regional Outcome Agreement	
Risk Summary	Failure to deliver SFC Regional Outcome Agreement targets at a time of limited resource, competition and challenging economic environment due to Covid-19, results in future credit and/or funding adjustments.	
Risk Category	Learning and Teaching	
Risk Appetite	Open	
Proximity	Longer-term	
Probability & Impact	5	4
Gross Risk Score	20	
Internal Controls	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.	
	The College has undertaken 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 in the Brexit transition there has not been any immediately impacts on College funding. However, this will require to be kept under review as EU funding streams will expire over the coming period and alternative funding and the nature of it remains to be confirmed by Government.	
	The College through its membership of various groups, primarily the Business Development Directors and Finance Directors CDN groups, continues to access the latest Brexit 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.	
	The College is awaiting the SFC FFR planning assumption (expected late August 2021) before amending its longer-term planning scenarios. ESF activity is scheduled to end on 31 July 2022 although the SFC are planning that College activity targets and funding will continue at prior year levels, subject to some form of 'normalisation'.	
	The College continues to engage with the SFC on future funding arrangements post 31 July 2022 to ensure that its current planning assumptions remain valid. The Corporate Development Committee will be kept informed of any changes to future funding.	
	Effective ROA monitoring and reporting procedures in place, including operational planning process, and monitoring through the Board of Management and all Committees. At present no ROA is in place since SFC have not issued guidance for completion for 2021-22 document	
	Regular contact and review meetings with local authorities and schools to access attainment funding in support of College activities.	
Detailed curriculum development planning and review process which was subject to positive review by internal audit.		

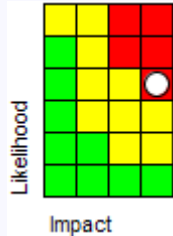
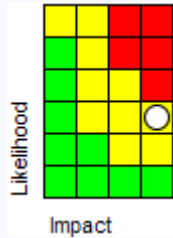
	<p>Blended approach to delivery of teaching and learning including online learning allowing College to address changes in recruitment and delivery.</p> <p>Curriculum offering is reviewed to ensure employer and student needs are met and appropriate courses delivered. Curriculum Planning & Review process updated for 2021–22 to bring in line with the Curriculum Strategy.</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. No 2021–22 ROA Guidance published by SFC and therefore draft ROA cannot be started (July 21)</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 improvement. External communications plan will be subject to an internal audit review as part of 2020–21 audit plan.</p> <p>Adaption of course portfolio to meet student / employer needs undertaken in line with updated Portfolio Review Guidance produced for July 2021.</p> <p>Approved by Board of Management in June 2021. Document shared with Heads at a specific session in August. Action plan for 2021–22 completed by ELT and Curriculum Strategy published on the Intranet for staff 24 Aug.</p>
Probability & Impact Scores	<p>4 3</p> 
Net Risk Score	12
Trend	
Latest Note	<p>The Senior Management Team considered that the impact and probability scores of this risk remained valid and not subject to change.</p> <p>The College anticipates achieving all required 2020–21 Regional Outcome Agreement objectives. The level of core and ESF credit activity will be in line with the 2020–21 budget and forecast. The late provision (March 2021) of additional Young person Guarantee and National Transitional Training funding meant that the College was unable to fulfil all its allocated activity despite the best efforts of the staff concerned. This will be discussed with the Scottish Funding Council.</p> <p>The future ROA framework remains uncertain and therefore the College will keep the current impact and probability scores under review as further guidance becomes available.</p>
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 likely to impact the College and the wider sector.	
	Financial assessment / planning scenarios on the impact of support staff job evaluation included within the 2021-22 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. The Director OD&HR will review the current approach and determine any changes required during 2021/22 to ensure that the College is able to plan to meet the longer-term needs of the College.	
Probability & Impact Scores	4	3
		
Net Risk Score	12	
Trend		

<p>Latest Note</p>	<p>The Senior Management Team considered that the impact and probability scores of this risk remained valid and not subject to change.</p> <p>The sector has received pay claims from both the teaching (average request of 3.8% increase) and support staff (average request of 6.8% increase) for 2021–22. The support staff have also requested consideration of several conditions of service including a 4–day week and improved allowances. Clearly these requests are unaffordable against the current increase in the sectors core teaching grant of 2.4%.</p> <p>Unless there is significant downward movement in the staff claims these factors are likely to lead to industrial unrest and potentially strike action. At this time negotiations are ongoing and therefore the College is not minded to amend the impact or probability scores at this time.</p>
<p>Managed By</p>	<p>Chief Executive and Principal</p>

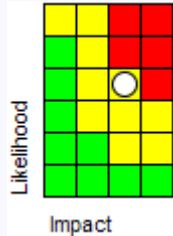
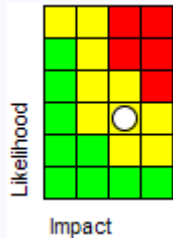

Risk Code & Title	08 WCS06 Digital Ambitions and IT Systems	
Risk Summary	Failure to adequately maintain or acquire and use IT systems and infrastructure effectively results in a failure to deliver / support the digital ambitions of the College.	
Risk Category	Digital	
Risk Appetite	Hungry	
Proximity	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 has reviewed progress achieved in delivering the previous IT Strategy on an annual basis. New IT Strategy for 2021–25 has been agreed and approved. (Reviewed 31.08.21)	
	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 + Cyber Essentials Plus. (Reviewed 31.08.21)	
	College to renew Cyber Essentials Plus accreditation annually. (Completed and achieved for 2021). Work completed on stage one of the Scottish Government Cyber Resiliency Framework. (Reviewed 31.08.21)	
	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. Work on the National Digital SLWG phase 2 has commenced with the College being an active member of the Group. Reports are regularly provided to senior management team on activities undertaken.	
	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		

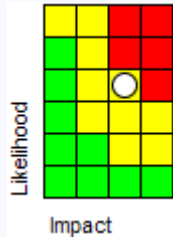
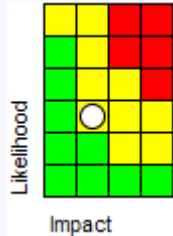

	<p>whole session 2020–21. This incorporates monthly <i>BRAG</i> rating and selected Internal Quality Assurance panels which monitor the correct application of awarding body guidance against qualifications and will provide early flags for student groups where deferral of their qualification into 2021–22 may be deemed necessary.</p> <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>
Latest Note	<p>The Senior Management Team considered that the impact and probability scores of this risk remained valid and not subject to change.</p> <p>The College has been given £458k of Digital Capacity building funds for 2021–22 which will assist the organisation in achieving some of its Digital Strategy objectives. However, it has been made clear that this funding is a one off for 2021–22 only as it is coming from covid consequential funds. This therefore calls into question the ability of the College to maintain the level of digital activity beyond July 2022 and may have an impact on delivery of the Regional Outcome Agreement objectives in future years. As the future funding of digital provision is uncertain at this time, the College will monitor the situation and amend the risk score in the future.</p>
Managed By	<p>Vice Principal Operations</p>

Risk Code & Title	09 WCS15 College Transformation Plan	
Risk Summary	Failure to deliver the financial and/or non-financial objectives outlined in the College Transformation Plan "Future Proofing Our College".	
Risk Category	Governance	
Risk Appetite	Cautious	
Proximity	Longer-term	
Probability & Impact	4	4
Gross Risk Score	16	
Internal Controls	<p>Transformation Plan has been developed by the College and discussed in detail with the SFC. Plan formally agreed and funding provided by SFC from 2020-21 to support this. Requirement for College to deliver the Transformation Plan and consider the level of third-party distance learning.</p> <p>Board of Management have approved the Plan and financial objectives are monitored through the Corporate Development Committee. Board of Management monitor overall plan achievement.</p>	
Probability & Impact Scores	3	4
		
Net Risk Score	12	
Trend	■	
Latest Note	<p>The Senior Management Team considered that the impact and probability scores of this risk remained valid and not subject to change.</p> <p>The College believes it has delivered on the objectives set in the Business Transformation Plan agreed with the Scottish Funding Council (SFC). It is currently undertaking work to establish the outputs from the plan and a report will be presented to the October 2021 Board of Management meeting. If as anticipated the financial and non-financial objectives have been achieved the College will look to engage with the SFC to close off the Business Transformation Plan and move to business as normal. The status and scoring associated with the risk will be reviewed after the October Board meeting and meeting with the SFC.</p>	
Managed By	Chief Executive and Principal	

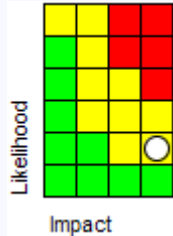
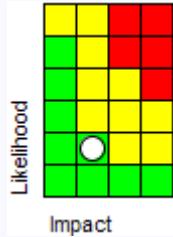

Risk Code & Title	10 WCS16 Cyber Resilience	
Risk Summary	The College fails to properly prepare for either an internal or external cyber-attack due to poor procedures or system failures resulting in a loss of data, funding and/or stakeholder trust.	
Risk Category	Digital	
Risk Appetite	Cautious	
Proximity	Immediate	
Probability & Impact		
Gross Risk Score		
Internal Controls	IT Strategy, Policies, Procedures and system access processes in place. The Corporate Development Committee has reviewed progress achieved in delivering the previous IT Strategy on an annual basis. New IT Strategy for 2021–25 has been agreed and approved. (Reviewed 31.08.21)	
	IT Contingency Planning in place with regular reviews and updates undertaken. Linked to Business Continuity Planning and Cyber Resiliency + Cyber Essentials Plus. (Reviewed 31.08.21)	
	College to renew Cyber Essentials Plus accreditation annually. (Completed and achieved for 2021). Work completed on stage one of the Scottish Government Cyber Resiliency Framework. (Reviewed 31.08.21)	
	Data from major IT systems reviewed on ongoing basis to ensure that information upon which strategic decisions are based is robust and up to date.	
	The College has completed the first stage of the Scottish Government Cyber Resiliency Toolkit which was reported to 01 June 2021 CDC. 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). An Action Plan is being developed to achieve compliance with this framework with updates being brought to subsequent Corporate Development Committee meetings.	
Probability & Impact Scores	4	3
Net Risk Score	12	
Trend		

Latest Note	<p>The Senior Management Team considered that the impact and probability scores of this risk remained valid and not subject to change.</p> <p>Following the January 2021 ransomware incident, the College employed an external consultancy to undertake a review of the vulnerability of the college network. The report received as a result of this work resulted in several actions being taken by the College to strengthen the IT network security arrangements. The Corporate Development Committee have been kept apprised of the work being undertaken.</p> <p>The College believes it is in a position where it is as well prepared as possible in relation to future cyber-attacks. However, given the recent prevalence of cyber-attacks on public bodies the College does not feel that the risk probability can be reduced at this time. The risk will be subject to further review in the coming months.</p>
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	Approved Workforce Plan in place and review of existing approach to be undertaken by Director OD&HR during 2021-22.	
	Clear procedures for communication and engagement with Trade Unions and College staff verified by 2018-19 internal audit on internal communications.	
	Staff engagement sessions and staff surveys undertaken on regular basis allowing matters to be raised and issues to be addressed early.	
	Local trade union consultation and negotiation committees in place for teaching and support staff. Minutes of the meetings are provided to staff via the College intranet.	
Probability & Impact Scores	3	3
		
Net Risk Score	9	
Trend		
Latest Note	The Senior Management Team considered that the impact and probability scores of this risk remained valid and not subject to change. Currently the Senior Management Team believe that the level of industrial relations within the College are on a par with the latter half of 2020-21. The College continues to engage on a proactive basis with both support and teaching staff unions and the results of the recent staff survey presented a positive picture of ongoing relations. There are actions to be taken to enhance staff relations and these will be implemented over the course of 2021-22.	
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	Board of Management approved College Workforce Plan in place and annual update report provided to Corporate Development Committee. Director OD&HR will review the current approach during 2021/22 to ensure it is enabling the College to meet requirements for future delivery.	
	Detailed teaching resource planning through use of curriculum mapping tool (CMAP) CMAP for 2021-22 completed for budget and being updated following recruitment (July 21)	
	Resourcing of support staff structures reviewed on an ongoing basis by Executive Management Team to ensure alignment with operational and strategic priorities.	
	ITrent HR and payroll software developed to provide staff data and reports including a College establishment report.	
	Professional Development Policies are aligned to strategic priorities.	
	Roll out of College CPD review process is ongoing and supports succession planning, leadership development and assists in mitigating the impact of the loss of key staff.	
	Results from staff skills survey being used to allow the College to identify and address future skills gaps.	
Probability & Impact Scores	3	2
		
Net Risk Score	6	
Trend		
Latest Note	The Senior Management Team considered that the impact and probability scores of this risk remained valid and not subject to change.	

	<p>The College is currently working to implement the current workforce plan. In conjunction with this work the College is also updating the College People Strategy which will include several revised workforce planning objectives. The College will also be piloting the revised Continuing Professional Development scheme in early 2022 as part of overall work force planning.</p>
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 31.08.21)	
	Consideration of increased staff resources through recruitment of additional Project Manager to address any significant increase in level of expenditure and complexity of projects being undertaken. (Reviewed 31.08.21)	
	Embedded project / estate team with knowledge base that allows issues to be proactively identified and addressed. (Reviewed 31.08.21)	
	Continued use of external professional advisors (where required) to provide oversight, support and review of proposed activities / plans. (Reviewed 31.08.21)	
Probability & Impact Scores	2	2
		
Net Risk Score	4	
Trend		
Latest Note	The Senior Management Team considered that the impact and probability scores of this risk remained valid and not subject to change. The College is undertaking several major projects (new roof at Paisley and new windows at Greenock) which will likely have some impact on normal operations. The work is being planned to minimise any disruption to learning and teaching. At this time there is no indications that this work cannot be contained to ensure minimal disruption to College life.	
Managed By	Vice Principal Operations	