

West College Scotland
CORPORATE DEVELOPMENT COMMITTEE
TUESDAY 23 NOVEMBER 2021 at 2.00 p.m. By TEAMS

AGENDA

General Business

1. Apologies
2. Declaration of Interests
3. Minutes of the meeting held on 14 September 2021 Enclosed JH
 .1 Actions arising from the Minutes Enclosed
4. Matters arising from the Minutes
 (and not otherwise on the agenda)
 .1 No items

Main Items for Discussion and/or Approval

- | | | |
|---|----------|----|
| 5. Committee Membership | Paper 5 | SG |
| 6. Communication and Marketing Strategy Update | Verbal | NT |
| 7. 2021 Staff Survey Results and Action Plan | Paper 7 | NS |
| 8. Estates Update Report | Paper 8 | MJ |
| 9. IT Update Report | Paper 9 | MJ |
| 10. Finance Update Report | Paper 10 | AR |
| 11. Procurement Approval (Restricted Item) | Paper 11 | AR |
| 12. Management Accounts to 31 October 2021 | Paper 12 | AR |
| 13. Strategic Risk Register Review | Paper 13 | AM |
| 14. 2020-21 Procurement Annual Report | Paper 14 | AR |

Items for Information

15. Schedule of Business 2021-22

Paper 15 AM

16. Any other business

Next meeting: Tuesday 8 March 2022 at 4pm by TEAMS

Shirley Gordon
Secretary to the Committee

CORPORATE DEVELOPMENT COMMITTEE

Minutes: Tuesday 14 September 2021.

Present: Jim Hannigan (in the Chair), Nick Allan, Liz Connolly, Linda Johnston, John Leburn, David Mark.

Attending: Waiyin Hatton (Board Chair), Shirley Gordon (Secretary to the Board), Amy McDonald (Vice Principal Operations), Alan Ritchie (Director Finance), Martin Joyce (Director Infrastructure), Natalie Smith (Director Organisational Development and HR), Nathan Tyler (Director Communications, Policy and Engagement), Brian Stobbs (Head of IT).

Apologies: Paul Sefton, Douglas Bayley.

CD45 WELCOME

The Chair welcomed everyone to the meeting and noted apologies.

CD46 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.

CD47 MINUTES OF PREVIOUS MEETING

The minutes of the Corporate Development Committee meeting held on Tuesday 1 June 2021 were **approved**.

CD48 ACTIONS FROM THE MINUTES

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

CD49 MATTERS ARISING FROM THE MINUTES

There were no matters arising not otherwise on the agenda.

CD50 COMMITTEE REMIT, MEMBERSHIP, AND MEETING DATES 2021-22

Given this was the first Corporate Development Committee meeting of the academic session, the Secretary asked the Committee to consider and approve the CDC remit, current membership and 2021-22 meeting dates.

The Committee approved its remit, membership and 2020-21 meeting dates.

CD51 2020-21 FINANCIAL YEAR END UPDATE

The Director Finance provided an update in relation to the 2020-21 College year end and cashflow position. This position was subject to the finalisation of the external audit work which commenced on 13 September 2021 for two weeks.

The Director Finance led the Committee through a summary of the Adjusted Operating Position, Student Activity, Cash at Bank, Financial Accounting Position and Income and Expenditure Account reporting that, as a result of the closure of onsite operations due to the second Covid-19 lockdown period, the College would have faced a position of financial deficit, however, during March 2021 the SFC announced that it would inject £15m into the

[REDACTED]

[REDACTED]

- [REDACTED]
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- [REDACTED]
- [REDACTED]
- [REDACTED]

CD54 IT SECURITY UPDATE– **RESTRICTED ITEM**

[REDACTED]

[REDACTED]

[REDACTED]

CD55 ANNUAL OD AND HR REPORT (2020-2021)

The Director Organisational Development & HR provided an update on a range of activities covered by the Organisational Development and HR Directorate from January 2020 to July 2021 and reviewed a number of key performance indicators.

Mrs Smith explained that, historically the report had been based on calendar year, however, in future years the report would be aligned to the financial year and, therefore, this report bridged the gap and covered a 19-month period from January 2020 to July 2021.

Mrs Smith led the Committee through a summary of the HR Report including staffing profile, employee turnover, length of service, sickness absence, equality, diversity and inclusion, learning and development, employee relations, resourcing and talent planning, health and wellbeing and data protection and freedom of information.

Mrs Smith summarised the activities of the Mobilisation Group set up to make recommendations to the Executive about how to respond to the changing nature of the Covid 19 pandemic. The Group consisted of senior stakeholders representing OD and HR, Estates, IT, Policy and Communications, and Curriculum as well as representatives from each of the three trade unions. She was delighted to report that the Mobilisation Group won the 2021 'Team of the Year' College Staff Award for its ongoing efforts. She also highlighted that the College Healthy Working Lives efforts won WCS the Health Promoting College of the Year Award at the CDN Awards in November 2020.

In terms of a forward look to 2021-2022 and beyond, Mrs Smith outlined the key areas of focus for the Organisational Development and HR Directorate.

Mrs Smith referred to the College equality data which compared well with the sector noting there had been indications of positive change, with ongoing incremental increases in the diversity of staff. She recorded a decrease in the gender pay gap, which was lower than the national benchmark and agreed to split this into teaching and support staff. She would also add further detail around the College's commitment to "talent planning".

{ACTION – NS}

The Corporate Development Committee reviewed and noted the content of the report.

CD56 STRATEGIC RISK REGISTER REVIEW

The Director 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 the current College Strategic Risk Register for consideration.

The Corporate Development Committee:

- **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

CD57 MARKETING AND COMMUNICATIONS UPDATE REPORT

The Director Communications, Policy and Engagement provided a verbal update in relation to current priorities within the Marketing Team.

The Corporate Development Committee noted Mr Tyler's update.

CD58 ESTATES AND SUSTAINABILITY 2021-22 UPDATE

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

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

CD59 IT UPDATE REPORT

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

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

CD60 FINANCE UPDATE REPORT

The Director Finance provided an update in relation to seven financial matters.

The Corporate Development Committee:

- **Considered the intended timetable to address the SFC request for submission of a revised Financial Forecast Return.**
- **Considered the College banking arrangements and approved the bank signatories.**
- **Noted the content of the report.**

CD61 ACCOUNTS DIRECTION FOR SCOTLAND'S COLLEGES 2020-21

The Director Finance explained that the SFC issued mandatory guidance for the preparation of the annual report and accounts each year.

Mr Ritchie provided an overview of the detailed requirements for the 2020-21 financial year and outlined the key points arising from the 2020-21 SFC Accounts Direction and Guidance notes including the Strategic Report (Accountability Report), Performance Report, Adjusted Operating Position, Remuneration and Staff Report, Parliamentary Accountability Report, Corporate Governance and Financial Statements.

The Corporate Development Committee noted the report.

CD62 INTERNAL AUDIT PLAN 2021-22

The Director Finance presented the 2021-22 internal audit plan which was approved by the 20 May 2021 Audit Committee. The plan was compiled following discussion with the College Senior Management Team and a review of the strategic risk register, assurance map and other key College documents by the audit team.

Mr Ritchie reported that there were several 2021-22 planned audit assignments which fell under the remit of the Corporate Development Committee.

The Corporate Development Committee noted the content of the report and that the schedule of business had been updated to reflect the receipt of internal audit reports at subsequent meetings.

CD63 SCHEDULE OF BUSINESS 2021-22

The Committee **noted** its schedule of business for 2021-22 as summarised by the Director Finance. This would be updated during the year to reflect revised dates for reports being submitted to the Committee.

CD64 ANY OTHER BUSINESS

No other business items were raised.

CD65 DATE OF NEXT MEETING

Tuesday 23 November 2021 at 2pm followed by a joint meeting with Audit Committee at 4pm (Via Teams)

CORPORATE DEVELOPMENT COMMITTEE – ACTIONS FROM THE MINUTES

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
14 Sept 21	CD55	Annual OD and HR Report (2020-2021) - gender pay gap - split this into teaching and support staff and add further detail around the College's commitment to "talent planning"	N Smith	Complete Report updated ahead of submission to Board	4 October 2021 Board meeting
16 Sept 2020	EM426	WDC District Heating System: An update report to be provided to a future meeting of the Committee.	M Joyce	Update provided in Estates Update paper.	Future meeting
3 Mar 2020	EM398	College Estate Strategy 2016-2026 - Progress Report: Proposed to refresh the Estate Strategy 2016-2026 document over the course of 2020-21 to reflect change, and changing, operating environment.	A McDonald	Refresh of 10-year Estate Strategy document will be progressed. Update paper on how strategy refresh will progress in summer 2022.	June 2022
10 Dec 2019	EM389	Centre for Performing Arts: Update to be given on the Centre for Performing Arts project.	M Joyce	Complete Update report provided as part of Estates Update paper	
28 May 2019 and 14 Sept 2021	EM352	Paisley OBC (Outline Business Case) – College to continue collaborative discussions and to progress dialogue with SFC (Scottish Funding Council), Renfrewshire Council and UWS (University of the West of Scotland) regarding opportunities for collaboration.	L Connolly A McDonald	Propose to close Meetings being held during November as to how this partnership could develop. Wider update in Estates Strategy refresh due Summer 2022.	Future meeting

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
				Action within Estates Strategy refresh.	
19 Nov 2019	FPM291	Business Transformation Plan - Committee to be kept informed of progress with discussion with SFC.	L Connolly	Updates will continue to be provided to the Corporate Development Committee and the Board of Management on College engagement with the SFC regarding implementation on the Business Transformation Plan during 2020-21.	Ongoing – Future Meetings

Title: **Committee Membership**

Background: The Committee is asked to note that the tenure of co-opted member, David Mark, expires on 28 February 2022. The next meeting of the Corporate Development Committee is 8 March 2021 so, due to timescales and David's term ending on 28 February 2022, the Committee is requested to consider this matter now.

Action: The Committee is asked to note that the:

- Tenure of co-opted member, David Mark, expires on 28 February 2022.
- Chair of the Committee will request that David Mark be reappointed for a further one year, 1 March 2022 to 29 February 2023, and will ask the Board of Management to approve this at the Board meeting scheduled for Monday 13 December 2021.

Lead: Shirley Gordon, Secretary to the Committee

Status: Open

TITLE: 2021 STAFF SURVEY RESULTS AND ACTION PLAN

Background: The latest staff survey was conducted in May 2021. This paper provides an overview of the results and action plan that the College has agreed to address the topics raised through the survey.

Action: The Corporate Development Committee are asked to consider and approve the survey results and action plan ahead of them being shared with the Board in December 2021.

Lead: Natalie Smith, Director, Organisational Development & HR

Status: Open



Meeting	Corporate Development Committee
Date	23 November 2021
Location	MS Teams
Item no	7a
Title of Paper	2021 Staff Survey Results and Action Plan Update
Presented By	Natalie Smith
Recommendation to Members	For Consultation
Appendix Attached	Yes – 'West College Scotland 2021 Staff Survey Results'

PURPOSE

This paper provides a summary of the key results in the 2021 staff survey and the action plan to address key areas identified.

The paper is presented in line with the Corporate Development Committee Terms of Reference Section 1. g) Human Resources and Organisational Development.

The paper is submitted:

- *For Consultation*

1. BACKGROUND

- 1.1. The 2021 staff survey was open from 29th April to 24th May 2021 and generated 662 responses, a 57% response rate. This was our largest response rate ever to a staff survey since the merged College was established.
- 1.2. Every question that was benchmarkable to the 2019 survey has achieved a better score in this survey, which is particularly noteworthy given this survey was conducted in the midst of the global COVID-19 pandemic.
- 1.3. Despite the strong scores achieved, there is always room for improvement, and an action plan has been created to address key areas we intend to focus upon. We've discussed the action plan with the Trade Unions and they are supportive of the content.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1. 662 members of staff completed the survey, 49% of which were support staff and 51% teaching staff, with respondents spread across all campuses.
- 2.2. The survey consisted of questions under 8 themes:
 - College Culture
 - College Leadership
 - Your Role
 - Your Line Manager
 - Team Working
 - Pandemic – Remote Working
 - Pandemic – Teaching Digitally
 - Pandemic - Engagement
- 2.3. College Culture
Most questions relating to College Culture received positive responses, with in excess of 70% of respondents either agreeing or strongly agreeing with the statement for most questions. The least positive was about whether staff perceived a “one College” culture. This came in at 38.8% in agreement, but this represents some progress, as it has increased by 19.8 percentage points (pp) compared to the previous staff survey.
- 2.4. College Leadership
The perception of leadership has improved since the last staff survey with responses to questions ranging from 56% to 63% in agreement. It is encouraging that the benchmark question on

leadership communication has improved by 19.8pp since the last staff survey.

2.5. Your Role

Staff told us that they understand what is expected of them in their role (95.1%) and that they understand how their role contributes to delivering the College goals and priorities (91.8%). It was also fantastic that 96.8% of respondents said that the needs of their students/customers drive what they do. The work-life balance question was a little less emphatic but was still encouraging with 71.3% agreeing that they are generally able to achieve a satisfactory work-life balance, an increase of 5.3pp from the last survey.

2.6. Your Line Manager

As in previous surveys there was a very positive perception of line management, with 83.2% stating that their manager is open, honest and fair. The next highest scoring question was 'I feel valued by my manager' which 80.5% of respondents agreed with, an increase of 7.5pp compared to 2019. The lowest scoring question in this category was 'My manager provides honest and accurate feedback on the work I undertake' which 74.7% of respondents agreed with, up 8.6pp compared to the previous survey. The introduction of My Conversations, which will replace the current CPDR process, should help increase this even further.

2.7. Team Working

Despite such widespread working from home during the pandemic, the perception of team working is even more positive than it was in 2019, with 86.8% agreeing with the statement 'my immediate colleagues and I work effectively as a team'. Furthermore, 68.6% of respondents agreed that 'there is generally good cooperation and collaboration with teams across the College', an increase of 14.6pp since 2019.

2.8. Pandemic – Remote Working

There were mixed responses to the questions although in general they were more positive than negative. It was clear that the majority of respondents (69.5%) were in favour of combining working from home with on-campus activity. There was a small difference between teaching staff (67.0%) and support staff (72.6%) responses.

2.9. Pandemic – Teaching Digitally

The challenges of adapting to teaching digitally comes through in the responses. Only 12.9% of respondents said they preferred it.

However, it clearly has its place, with 43.6% of respondents telling us that they would like it to remain as part of their mode of delivery.

2.10. Pandemic – Engagement

Around two thirds of staff felt supported and that the College was genuinely interested in the health and wellbeing of staff and students during the pandemic. 70.7% of respondents agreed that they were happy with the way that they had been able to adapt their work due to the pandemic.

2.11. In order to ensure that we maintain and build upon these good results, we have created an action plan that focuses on 3 key areas:

- One College Culture
- Leadership
- Hybrid Working

Action Plan

One College Culture	Leadership	Hybrid Working
<ul style="list-style-type: none">• Embed WCS vision<ul style="list-style-type: none">• Staff focus groups• WCS values• Introduce annual team/staff awards• Increased cross-campus working opportunities	<ul style="list-style-type: none">• Provide clear direction<ul style="list-style-type: none">• All staff engagement sessions with Exec/SMT• Operational Managers & CQL forums• Refreshed manager development programme	<ul style="list-style-type: none">• Clearly communicate WCS approach to new ways of working• Review pilot<ul style="list-style-type: none">• Staff focus groups• Student survey

2.12. The action plan will be delivered during the 2021/22 academic year, with the majority of the activity being completed before the next staff survey in May 2022.

2.13. Since the survey the action that we have already taken includes:

- We held 10 staff focus groups to seek views on the College's approach to how we work differently in the future
- We are currently undertaking a one year pilot of hybrid working during the 2021/22 academic year, and have provided guidance documents for managers and employees
- We have launched the first e-module of the '*leadingedge*' people manager development programme – Managing Hybrid Teams Effectively
- We've created a new online induction for new members of staff to set the tone for our 'one college culture' right from the start.

3. FINANCIAL IMPLICATIONS

3.1. There are no financial implications associated with this paper.

4. STUDENT EXPERIENCE

4.1. As we build levels of employee engagement across the College students will benefit.

5. HUMAN RESOURCE IMPLICATIONS

5.1. There are human resource implications associated with this paper.

5.2. By responding to what staff have told us we demonstrate that we listen and act upon employee voice, one of the 5 dimensions of Fair Work.

5.3. Though listening to, and acting upon, staff feedback we will build upon the levels of employee engagement across the organisation which can help improve productivity and a commitment from staff to do the best they can for the College and ultimately our students.

6. LEGAL IMPLICATIONS

6.1. There are no legal implications in this paper.

7. REPUTATIONAL IMPLICATIONS

- 7.1. There are no reputational implications associated with this paper.

8. COMMUNITY PARTNERSHIP IMPACT

- 8.1. There are no community partnership implications associated with this paper.

9. EQUALITIES IMPLICATIONS

- 9.1. There are no equality implications associated with this paper.

10. ENVIRONMENT IMPLICATIONS

- 10.1. There are no environmental implications associated with this paper.

RECOMMENDATIONS

Members are requested to:

- *Approve paper for presentation to the Board of Management meeting of 13 December 2021.*

End of report.

Appendix 1 – West College Scotland 2021 Staff Survey Results

Summary of Results

Compared to the 2019 survey, the share of positive responses from staff to the 17 comparable indicators shows:

↑ Increased 17
 ↓ Decreased 0
 → Static 0

College Culture

	"Agree" or "Strongly Agree"	Difference from 2019 Staff Survey
We now have a "one" college culture.	38.8%	↑ 19.8
My views and ideas are actively sought	57.2%	↑ 21.2
I feel able to raise concerns	78.5%	New
Colleagues treat each other with respect	79.6%	↑ 27.6
My actions and behaviours are consistent with the 'Building our Collective Future' framework	86.5%	New
The College strives for excellence in all that it does	70.0%	New
The College ensures students are the main priority	75.8%	↑ 10.8
The College is respected in the community overall	68.4%	↑ 14.4
I would recommend West College Scotland as a place to work	83.3%	New

College Leadership

	"Agree" or "Strongly Agree"	Difference from 2019 Staff Survey
I believe that the College leadership provide clear direction	56.2%	New
The college leadership provide clear, honest and timely communication	56.8%	↑ 19.8
I believe that my views will be treated with respect by members of the College leadership team	63.0%	New
The actions and behaviours of the College leadership are consistent with the 'Building our Collective Future' framework	58.1%	New

Your Role

	"Agree" or "Strongly Agree"	Difference from 2019 Staff Survey
I understand what is expected of me in my role	95.1%	↑ 7.1
I understand how my role contributes to delivering WCS goals and priorities	91.8%	↑ 4.8

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I am generally satisfied with the control I have over how I carry out my work	86.3%	↑ 2.3
The needs of students/my customers drive what I do	96.8%	New
I am generally able to achieve a satisfactory balance between my work and home life	71.3%	↑ 5.3

Your Line Manager

	"Agree" or "Strongly Agree"	Difference from 2019 Staff Survey
My manager is open, honest and fair	83.2%	New
My manager provides clear direction for my role	77.9%	↑ 9.9
My manager motivates me to do a good job	76.3%	↑ 8.3
I feel valued by my manager	80.5%	↑ 7.5
My manager provides honest and accurate feedback on the work I undertake	74.7%	↑ 8.6
The actions and behaviours of my manager are consistent with the College's 'Building our Collective Future' framework	75.9%	New

Team Working

	"Agree" or "Strongly Agree"	Difference from 2019 Staff Survey
My immediate colleagues and I work effectively as a team	86.8%	↑ 1.8
My team regularly reviews our effectiveness and makes appropriate changes	80.9%	↑ 9.9
There is generally good cooperation and collaboration with teams across the College	68.6%	↑ 14.6
I feel there is a good support network around me at work	77.1%	New
I have the opportunity to say how things can be improved in my team	82.2%	New

Pandemic – Remote Working

	"Agree" or "Strongly Agree"
Working remotely has been beneficial to my health and wellbeing	50.4%
Working remotely has helped my work/life balance	58.2%
Working remotely has improved my productivity	52.9%
I feel supported in being able to work remotely	63.8%
Communication has improved whilst we have been working remotely	41.4%
I have developed new virtual teams through remote working that are different to my normal campus team	43.8%
I have the IT equipment I need to be able to work remotely	72.2%
I have a suitable workstation for working at home	59.8%

CONFIDENTIAL

I have a suitable workspace that allows me to work from home effectively	63.0%
If we put the challenges of the pandemic aside, I would like to return to work on campus 100% of the time	30.7%
If we put the challenges of the pandemic aside, I would like to work a combination of working on campus and working remotely	69.5%
If we put the challenges of the pandemic aside, I would like to work from home 100% of the time	21.6%

Pandemic – Teaching Digitally

	“Agree” or “Strongly Agree”
My IT equipment allows me to meet the needs of students	54.1%
I have been offered sufficient training to be able to teach digitally	53.1%
I am happy with the way I have been able to adapt course delivery due to the pandemic	58.8%
I prefer teaching virtual classes to on-campus classes	12.9%
My students have engaged well with online learning	39.8%
My students have been able to progress their theoretical learning better through online learning	24.0%
I would like teaching virtually to remain as part of my mode of delivery	43.6%

Pandemic – Engagement

	“Agree” or “Strongly Agree”
I have felt connected to the College during the pandemic	64.8%
I feel supported in being able to work remotely	65.0%
I am happy with the way I have been able to adapt my work due to the pandemic	70.7%
The amount of communication during the pandemic has been about right	61.2%
College leadership have been visible during the pandemic	48.7%
The College has taken a genuine interest in the health and wellbeing of staff during the pandemic	59.6%
The College has taken a genuine interest in the health and wellbeing of students during the pandemic	64.1%
Changes, which have happened as a result of the pandemic, make me optimistic about how we will work going forward	56.9%

TITLE: ESTATES AND SUSTAINABILITY 2021-22 UPDATE

Background: This report provides the Corporate Development Committee with an update in relation to estates developments, projects, and funding.

Action: The Corporate Development Committee are requested to review and note this report for information.

Lead: Martin Joyce - Director of Infrastructure
Peter Thorne – Head of Estates

Status: Open

Date: 23 November 2021

1.0 Introduction

1.1 This report provides the Corporate Development Committee with an update in relation to estates developments, projects and funding and encompasses the following:

- External Estates Matters:
 - Clydebank District Heating System
 - NHS Golden Jubilee Hospital, Clydebank
- Catering update
- Estate project and budget updates
- Leasing agreements
- College Estate Strategy update
- Asset Transfer requests
- Sustainability

2.0 External Estates Matters

The following provide an update on wider estates developments:

2.1 Clydebank District Heating System

The Director of Finance and Director of Infrastructure continue to engage with West Dunbartonshire Council (WDC) and their representatives in relation to the Clydebank District Heating system, however there is no material change to report.

A new third round of funding has been announced for low and zero carbon projects for public sector organisations which are unable to borrow. The College would intend to submit a bid once the fund is open.

A further update will be provided at a future Committee meeting.

2.2 Clyde Mission Fund

A submission was lodged by the College in response to the Clyde Mission Fund's 'Call for Ideas'. This identified a need for £1.1m of financial support to fund the connection of the District Heating System at Clydebank, which it is anticipated would cover the one-off capital connection costs.

To date no formal response has yet been received, and a further update will be provided at a future Committee meeting.

2.3 NHS Golden Jubilee, Clydebank

The Director of Infrastructure continues to attend the Hospital Expansion Programme Board.

Phase 1 - now fully operational, functional, and complete.

Phase 2 - this phase will deliver additional theatres for orthopaedic surgery, a day case/day surgery admission unit, supporting accommodation, an outpatient/pre-operative assessment area and diagnostic space.

Since the previous update provided to the Corporate Development Committee:

- The external envelope which is using MMC (Modern Methods of Construction) is nearing wind and watertight status.
- The new 'NHS Assure' Review process remains underway.
- Several changes to internal layouts are being progressed through the change control process to meet new and updated demand for services.
- The scheme remains on programme and on budget

A further update will be provided at a future Committee meeting.

3.0 Catering Update

At the start of the new Academic Year, a reduced catering service became operational at each of the main campuses, following the restructure which took place in 2020-21. Prior to the restructure of the catering operation, the budget for the 26.1 FTE (headcount 35) staff was forecast to be £719,000. After the restructure, the remaining 14.11 FTE (headcount 19) staff was forecast to be £418,000. This equated to an overall reduction of £301,000 (42%) and at that time, it was anticipated that the service would continue to incur a deficit position of circa £150k for 2021-22 subject to an income level of £700,000 being achieved.

The Catering Service however is forecast to incur losses of £360k in the current year before indirect costs. This loss is double the loss incurred in 2019/20, the last year pre COVID pandemic and when indirect costs are considered the actual loss is forecast at £435k. Over the last 3 years the College has lost circa £1.4m on providing an inhouse catering service.

A further review of the catering service is currently underway and a separate update will be provided at the Committee meeting.

4.0 Estates Project and Budget Updates

The following section provides an update in relation to estates projects currently being progressed.

4.1 SFC Estates Funding - Financial Year 2021-22

Lifecycle Maintenance Funding

As previously reported, the level of lifecycle estate maintenance funding provided by the SFC for 2021-22 is **£1,121,000** and this funding is fully committed.

High Priority Maintenance Expenditure

The College has engaged with a cost consultant to determine a range of high-level probable costs to assist in determining the in-year priorities based on a reduced allocation of funding. As is typical, but more acute this year, the number of potential projects far exceed the available budget envelope. Due to extant pressures in materials costs and supply chain, it is prudent to undertake an initial level of assessment to determine overall viability and affordability of the potential schemes.

The High Priority Maintenance Funding provided by the SFC for 2021-22 is £2,572,000, which is a 23% reduction when compared to 2020-21 funding levels.

Details of the High Priority Maintenance expenditure 2021-22 will be brought to a future committee.

4.3 SFC Estates Funding – Financial Year 2020-21

High Priority Maintenance Expenditure - Category 1

Finnart Street, Greenock - Workshop Roof Covering Replacement Estimated 2020-21 spend - £250,000

Localised repair work will be undertaken when any water penetration disrupts curriculum delivery, and quarterly surveys will continue to be undertaken to monitor the condition of the concrete roof slabs which were given a 5-year lifespan in February 2021.

The most recent quarterly inspection report (August 2021) identified a requirement to undertake and implement some remedial works and these are now complete.

Finnart Street, Greenock - Tower Window Replacement Estimated 2020-21 spend - £530,000

Main Works Tender

Following receipt of six tender returns, the tender analysis has now identified the preferred contractor. The lowest tendered sum exceeds the budget allocated and contains several caveats and provisional sums that are currently under interrogation.

Project Budget

It is anticipated that the total project expenditure will be at least £567,060, with the probability that it may exceed £600,000 once the caveats are removed from the tender.

Cost savings are required to bring the tender within the allocated budget, and it is proposed that the scope of the works is reduced by eliminating the West elevation windows from the contract. The total project cost, including the contingencies and all other expenditure is to be kept below the approved budget of £530k.

This tender award can be issued under the delegated authority awarded to the Principle in June 2020.

The replacement of the West elevation windows however forms an integral part of the project and there is a desire to ensure these works are completed. To meet this goal, further approval will be sought from the 23rd of Nov CDC and 13th Dec Board Committees to increase the total expenditure on the project by about £120k, which would be funded from 2021-22 VHPM budget.

This approach will therefore allow the project to proceed and to accept a tender from the preferred contractor, based on a negotiated price, within the parameters of the approvals currently in place.

Project programme

It has been proposed that the project is to commence on site in spring 2022 avoiding the worst of the winter weather. The Tender Award is programmed for mid-January 2022 allowing fabrication of windows to commence and the scaffold works up to 7th floor commencing in March/April 2022.

Oakshaw Building, Paisley - Replacement of Workshop Windows Estimated 2020-21 spend - £50,000

Following the appointment of consultants to undertake the feasibility study, initial indications are that the sum of £220,000 is required for replacement of all the windows.

Based upon the consultant's advice, the College proposes to initiate a rolling programme of window replacement, commencing with those areas that have been upgraded in recent years.

Renfrew and Oakshaw Buildings, Paisley – Replacement of Roof Coverings and Rendering of Façade
Estimated 2020-21 spend - £1.278m

Detailed design works are complete, and the main works tender can proceed.

Procurement route

To meet the commercial and technical requirements for the project, a two stage SPD tender process has been undertaken. Stage one open tender to ascertain interest and technical ability is due for return on 22nd November. Stage two to follow in December following identification of five suitable contractors. Stage two tender returns due early February 2022 with tender award anticipated in March 22. This tender award can be issued under the delegated authority awarded to the Principle in June 2020

Project cost review

A pre-tender estimate to be submitted by the project Quantity Surveyor early December.

Project programme

It is proposed that the project is to commence on site in spring 2022 avoiding the worst of the winter weather. It is estimated that the project will be complete in August 22.

This item was subject to a separate report to the June 2021 Corporate Development Committee.

Abercorn Building, Paisley – Roof Repairs
Estimated Future Spend - £1,000,000 (To be profiled)

A planning appeal has now been formally submitted and a response is awaited from the reporter. Costs for these works will be shared with the College's tenants Milne Craig who occupy circa 55% of the Abercorn Building. Whilst it is early in the process Milne Craig have tried to negate their obligations for their cost of this roof repair however nothing brought forward has been justifiable. Members will be kept up to date on this position as it is possible there may be a dispute when Milne Craig are asked for their share of costs.

The plan for this work is as follows:

- Prepare a design and specification of works based on the condition of the roof meeting appropriate planning regulations for the phases of work necessary
- Undertake a compliant open market competitive tender exercise for the works
- Appoint the contractor who presents the best value and most commercially advantageous tender
- Schedule works in and around a 3-4 financial year period to ensure minimal disruption to use of facilities during this time.
- A project execution plan and detailed timetable are currently being prepared and the committee will be advised in due course.

5.0 Leasing Agreements

The following matters are currently being progressed in relation to lease agreements:

5.1 YMCA, New Street, Paisley

The College terminated the lease and vacated the property on the on the 12th of October 2021. The Landlord has now served a terminal schedule of dilapidations which they have costed at £250,000. The College is in the process of procuring its own Building Surveyor who will advise on the extent of our obligations.

Further reports will be provided in due course.

5.2 West Dunbartonshire Council

The Board of Management approved the terms of a leasing arrangement between the College and West Dunbartonshire Leisure for the use of the Sports Centre in Clydebank and while the lease has been executed by the College, but it has not yet been executed by the Council.

The College is attempting to lease (at no cost) a small area of ground adjacent to the Clydebank Campus to facilitate external nursery teaching space. Discussions remain on-going.

6.0 College Estate Strategy Update

6.1 An interim update of the College Estate Strategy (2016-2026) is currently being progressed and it is intended to deliver a short presentation to the December 2021 Board of Management prior to the wider strategy refresh in the summer of 2022.

6.2 The Outline Business Case for the Greenock Campus is subject to a separate report.

7.0 Asset Transfer Requests

7.1 The College has not received any Asset Transfer requests under the provisions of the Community Empowerment Act.

8.0 Sustainability Update

8.1 The SMT has considered a College Sustainability Strategy which encompasses several of the [Climate Action Roadmap for UK FE Colleges](#) objectives. Based on feedback received the Sustainability Strategy is being reviewed and will be presented to the Corporate Development Committee in the first quarter of 2022.

8.2 The current College Carbon Management Plan is due to expire at the end of 2021. The full impact of Covid-19 on the operations of the College still needs to be understood and what impact it is likely to have on the longer term. It is intended that the new College Carbon Management Plan will be presented to the SMT following a review of the impact of Covid-19 and once the overarching Sustainability Strategy has been approved.

8.3 Other work which has been undertaken since the last Committee meeting:

- Renfrewshire Council have recently been given the greenlight for the development of a major new transport infrastructure within Paisley with the receipt of £38m of UK 'Levelling up Funding'. The College will work in partnership to develop ideas around the Active Travel Project around the Paisley campus.
- The College is engaging with a local organisation, Inverclyde Bothy, to help support their funding application by providing College cycling statistics. The funding would allow them to deliver free cycling initiatives within Inverclyde. To support this initiative further, the College have offered the loan of college bikes for the duration of this project.
- The College is participating in the Public Sector Energy Benchmarking project via Zero Waste Scotland and as wider part of a Scottish Government initiative. This would provide the College with the ongoing benefit in responding to current and future net-zero carbon focused initiatives.
- Working with the Head of Construction to prevent excessive wood waste. We plan to incorporate the current wood waste as part of course work and allowing our students to create unique and creative

chairs.

- The College is exploring the opportunity of offering a commercial course for furniture repairs to enable learners to have the skills to upcycle furniture and to keep items in circulation and prevent unnecessary waste going to landfill.
- The College Construction Department are working closely with our paint suppliers to reuse paint tins to help reduce the Colleges waste and to keep the tins in circulation. Over the course of an academic session, the College has the potential to prevent 1,368 paint tins being skipped which as well as providing environmental benefits will have financial benefits.
- The issue of the twice-yearly Sustainability Newsletter to promote COP26 and to highlight key dates and events which included:
 - o Calling Green Projects – The College is going the extra mile to encourage in house initiatives that will deliver sustainable and environmental benefits by offering financial support to potential projects. The engagement has been very encouraging, and we look forward to supporting teams on our journey to becoming net zero.
 - o ‘Meat Free Monday’ delivered across our canteen services to support COP26.
 - o Home Energy Scotland delivering a webinar on saving energy at home.
 - o Highlighting the Green Gown Awards and encouraging potential projects for next year’s applications.
 - o Positive feedback received regarding the College Sustainability Newsletter which we will continue to use as a method to engage with the College wide community *“sustainability newsletter to staff was great, really informative”*

8.4 Public Bodies Climate Change Duties Annual Reporting

The College has now completed the 2020-21 Public Bodies Climate Change Duties Reporting to the Scottish Government. As part of this submission, the College was for the first time required to include the impact of home working which now accounts for 42% of College scope 3 emissions. This report was peer reviewed as part of EAUCs one to one pairing with Dumfries and Galloway College.

The College Carbon Management Plan set a target of a 10% reduction by 2021 and the 2020-21 report showed good progress having been made and exceeded, with a 42% reduction in total College carbon emissions to date. It should be noted that 2019-20 and 2020-21 years have been impacted by the global pandemic which resulted in national lockdowns and the closure of College campuses. In 2018-19, which was the last full year of normal operations, the College had achieved a cumulative reduction of 20% which was in excess of the 10% reduction target. As the College moves back to ‘normal operations’ the likelihood is that the gains shown in the past two years will be partially reversed but with a solid base for the College to achieve future reductions.

The table below shows the movement per year along with the cumulative % reduction:

Year	Scope 1	Scope 2	Scope 3	Total	Cumulative Movement	%
2014/15	2,243	2,870	190	5,303		

2015/16	2,391	2,465	277	5,133	(170)	3
2016/17	2,265	1,959	635	4,859	(444)	8
2017/18	2,325	1,562	543	4,430	(873)	16
2018/19	2,378	1,423	448	4,249	(1,054)	20
2019/20	2,002	1,006	259	3,267	(2,036)	38
2020/21	2,032	785	245	3,062	(2,241)	42

Since reporting began in 2014-15, the College has been required to consider the impact of refrigeration gases along with home working. Going forward the College will require to consider the implications of procurement activities and student travel on its carbon emissions. The College is working with EAUC and APUC on what the impact of these activities might be and more importantly how the College can mitigate these impacts.

9.0 Conclusion

- 9.1 This report provides the Corporate Development Committee with an update in relation to estates developments, projects, and funding.
- 9.2 The Corporate Development Committee are requested to review and note this report for information.



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TITLE: INFORMATION TECHNOLOGY UPDATE

Background: This report provides the Corporate Development Committee with an update in relation to IT developments, projects, and funding.

Action: The Corporate Development Committee are requested to review and note this report for information.

Lead: Martin Joyce - Director of Infrastructure
Brian Stobbs – Head of IT

Status: Open

1.0 Introduction

1.1 This report provides the Corporate Development Committee with updates on Information Technology (IT) funding, developments and projects encompassing the following areas:

- Service developments
- Support for teaching and learning
- Infrastructure developments
- Security and resilience
- IT Project and associated budget updates
- College IT Strategy

1.2 Comprising 57 staff and 46.41FTE, covering all campus locations, the IT Department is currently arranged into two functional service areas:

- Solutions and Development
- Service and Infrastructure

2.0 Service Development Updates

The following section provides an update on current IT service developments:

- 2.1 The post of *IT Resource Administrator* that was introduced into the IT Sector structure on 1 July 2021 - initially on an 18-month fixed term contract – and is now fully embedded into IT operational activities and is seen as a valuable addition to the team. The fixed term contract for the post currently runs until 31 December 2022, and this will be subject to review during initial months of 2022.
- 2.2 To date the *IT Resource Administrator* has primarily led and supported the processes involved with providing all students with IT devices (e.g., Chromebooks, laptops, tablets) for their studies and ensuring the continuing implementation of the systems required to support these activities, with an emphasis on effective asset management. It is intended to broaden the role to co-ordinate and administer other software and hardware systems and processes as used by the College's staff and students.
- 2.3 The initial functionality required in the College's existing Library Management System – Heritage Cirqa – for usage in the device distribution process has now been developed and is in place. The implementation of additional functionality and use of the system for the recording and management of device loans to students will be introduced over the coming months. The system will continue to be refined as required moving forward.
- 2.4 The College's Microsoft agreement has been renewed for the next 3-year period through a contract awarded to Softcat under a Scottish Government Software Framework. The College has used this opportunity to enhance our Microsoft subscription to provide us with a wider toolset in areas such as Cyber Security and Business Intelligence Reporting – details are included later in this update.
- 2.5 The extension to our Print Services contract signed in May 2021, included an option to reduce the number of machines, to accommodate for operational changes, with no penalty. The current usage of the printers we have is being analysed and compared to pre-pandemic usage, to identify opportunities we may have for reducing the amount of print devices on-campus.

3.0 Support for Teaching and Learning

3.1 Student Digital Resources - Chromebooks / Windows/ Other Devices

From the total of circa 2,100 devices (Chromebooks and laptops) which were issued during AY20-21:

- 750 have been retained by returning students
- 700 have been returned

For the remainder, a concerted effort continues to be made to recover the devices from those students who no longer require them. Letters have recently been issued formally requesting their return, which has been partially successful.

3.2 As advised in previous reports to the committee, a further 1100 Chromebooks were purchased this Academic Year. From that stock plus the returned devices, a total of circa 1080 devices have been issued to date to this year's students.

3.3 Also purchased this year were:

- 1000 Windows Laptops
- 700 Android Tablets
- 100 Apple MacBooks

The Windows Laptops have been delayed due to the current worldwide semiconductor supply chain constraints. A definitive delivery date from the HP framework has yet to be confirmed – the latest delivery date is January 2022, but this has already slipped several times.

The Android Tablets and Apple MacBooks have been received and discussions are ongoing with Curriculum colleagues on their requirements for deployment.

3.4 Staff Digital Resources

Work continues issuing upgraded and replacement laptops for approximately 1,000 teaching and support staff across the College. 70 priority devices were deployed to staff at the end of last academic year and 400 devices purchased in 2020-21 that were in storage with an external partner have been brought on-site. 100 of these have been re-allocated to the Student Digital Resources programme, to supplement that resource while we await the order arriving for that activity. The remaining 300 are being rolled out to teaching staff through an appointment system that staff can book.

A further 455 devices for 2021-22 have also been ordered, and further orders for the balance of any outstanding devices will be raised as required.

3.5 As part of the work of the Digital Strategy Group, the IT team are assessing the totality of devices required across the organisation, from BYOD, devices issued to students, Classroom in a Box, IT suites, dedicated classroom equipment and overall staff provision. These 'end-point' devices number in the region of 10,000, having doubled over the last year or so following the decision to distribute devices to students.

3.6 AV Solutions

Across curriculum teams, a variety of classroom digital AV solutions are being researched and piloted to support continuing online or blended learning.

Alongside this curricular need, there is also a requirement to assess changes to existing internal hardware solutions to facilitate hybrid working (for example, within meeting rooms), permitting a mix of in-person and virtual attendance, to allow for flexible working practices as we continue through and out of the Covid-19 pandemic.

As a workstream of the Digital Strategy Group, a project group will be brought together to look at these different solutions and others available from College suppliers, along with establishing the requirements in different areas. The aim for the group will then be to agree a corporate solution (or finite set of solutions) that can then be procured across the College as whole (although not deployed to every room) to ensure a consistent experience and one which the IT team are then able to fully support.

3.7 myday

An enhanced version of the myday student portal solution (version 3) is now available for the College to adopt. The IT team – working in conjunction with Iain Forster-Smith (AP Student Like and Skills), his team and the solution provider (Collabco) – have begun work on the setup of the College’s presence on the new version (which will be developed alongside the continued use of version 2 until we are ready to ‘go live’ with version 3). Work on the aesthetic design setup will also involve the College’s Student Service, Marketing, and other departments. On completion of the migration to v3, it is intended to decommission the current student intranet platform as all functionality will be available through the new platform.

4.0 **Infrastructure Development Updates**

The following section provides an update in relation to key infrastructure development work currently being progressed by the IT Department.

4.1 Power BI

As reported above, the College now has an enhanced Microsoft subscription that provides us with a wider toolset. We can now use Power BI across the College for the provision of Business Intelligence on our datasets. Work has commenced on building proof-of-concept setups of Power BI using the Student Records and HR datasets. This will be extended to other areas (such as IT Helpdesk reporting) in the future.

4.2 Cloud Resources

The College currently has significant IT resource already hosted in “the cloud”, with Microsoft 365 (E-mail, Teams, One Drive etc) and solutions provided by external partners (e.g., BluQube Finance system). The College aims to make further use of cloud resources and reduce reliance on campus hosted systems.

Discussions and preparation work have commenced with Microsoft and Softcat (the College’s software reseller partner) on a ‘solution assessment’ that will advise on potential options for moving College IT Infrastructure resources to the cloud. Microsoft have introduced their partner, Source Code, to this process to support the setup and running of the assessment.

4.3 Virtual Infrastructure & Storage

The College’s on-premises virtual infrastructure and storage requires to be upgraded, which will require additional hardware which has been provided for within the 2021-22 core IT budget. This project will be closely aligned to any ‘Move to the Cloud’ proposals, to ensure

on-premises resource is not renewed or increased when cloud resource utilisation provides an effective alternative.

The College is planning to utilise SharePoint online – which is part of the Microsoft subscription held by the College – to store shared materials and migrate away from internal network storage.

5.0 Security and Resilience

Several security and resilience initiatives remain under way:

5.1 Threat Protection

As reported above, the College now has an enhanced Microsoft subscription that provides us with a wider toolset. We now have a range of functions to monitor and respond to threats and strengthen our security posture across endpoints, email, identities, data, and apps with Microsoft 365 Defender (formerly known as Advanced Threat Protection [ATP]). The IT Team are currently developing an understanding of this functionality – including reviewing the resources available through the ‘Learning hub’ provided with access to the Microsoft 365 security centre.

5.2 Threat Containment

Another layer of security that is being explored is the containment of threats in the event of our protection layers suffering a breach. For this, a proof-of-concept test is being setup in conjunction with a College partner, Ricoh (who currently provide the College’s Managed Print Service solutions), to evaluate their security product, BullWall ‘RansomCare’, which they promote as:

“an advanced detection and containment software. It is constantly monitoring file activity across your monitored file- and cloud shares. It instantly reacts to ongoing criminal encryption and corruption of files and will stop it in its tracks by isolating the compromised user and device.”

5.3 Scottish Government Cyber Resiliency Framework

The working group have reconvened after a period where there has not been a direct focus on the Cyber Resilience Framework. The group will initially review the initial self-assessments – which scored the College at, 83% in the ‘Baseline’ stage, 60% for the ‘Target’ stage, and 30% at the ‘Advanced’ stage – to see what effect recent work has had on the scoring. The working group will then progress to building a plan of action to put the measures in place required to achieve full Target level compliance.

The guidance in the Cyber Resilience Framework documentation advises that *“For the majority of public sector organisations, the most appropriate progression stage to aim for is expected to be the Target Stage – in effect, this will become the new “baseline” for the Scottish public sector.”*

5.4 Further areas being explored to enhance the college’s Security and Resilience, which will lead to further projects and activities over the coming months, include:

- Cloud Backups (data protection and risk mitigation)
- Infrastructure Reporting & Monitoring (i.e., system status and health)
- Multi Factor Authentication (user account security)

6.0 IT Project Finance Updates

6.1 For Financial Year 2021-22, the IT team are delivering the following main project activities, which are funded from the annual IT Project budget of £500,000 plus additional one-off funding of £458,000 received from the SFC, giving a total available budget of £958,000:

Allocation	Amount Allocated	Expenditure to date	Details
User Device Renewals	£318,000	£28,500	Laptops for staff. Classroom PCs
Infrastructure	£365,000	£4,500	UPS (Uninterruptible Power Supply). Server, Network, Storage, Cloud Resources
Teaching and Learning Equipment	£90,000	£3,300	AV solutions for Classrooms 'Development Rooms' for teaching innovation In-year Curriculum requests
Resource Enhancements	£85,000	£3,800	Self Service Lockers Space utilisation solutions AV solutions for meeting rooms
Security Enhancements	£100,000	£39,500	Multi Factor Authentication Reporting & Monitoring Advanced Threat Protection (ATP)
TOTAL	£958,000	£79,600	(8.3% Expenditure to Date)

7.0 Conclusion

- 7.1 This report provides the Corporate Development Committee with an update in relation to IT developments, projects, and funding.
- 7.2 The Corporate Development Committee are requested to review and note this report for information.

TITLE: FINANCE UPDATE REPORT

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

1. Scottish Funding Council Circulars
2. SFC Financial Forecast Report Update
3. Report and Financial Statements for year ending 31 July 2021
4. National Bargaining
5. Payment Portal
6. National Fraud Initiative

Action: The Corporate Development Committee is requested to note the content of the report.

Lead: Alan Ritchie, Director of Finance

Status: Open

1. Scottish Funding Council Circulars

1.1 The SFC have issued the following funding announcements since the 14 September 2021 meeting. These announcements either confirm the earlier allocation of funds as per the College 2021-22 budget or provide clarification of amounts to be received.

- 27-8-21: [ESF Developing Scotland's Workforce Guidance 2021-22](#)
 - SFC programme guidance notes – updated for Academic Year (AY) 2021-22 - for institutions participating in the European Social Fund programme, 'Developing Scotland's Workforce'
- 27-8-21: [College Foundation Apprenticeship places for AY 2021-22](#)
 - Provide guidance on Foundation Apprenticeship places for colleges in Academic Year (AY) 2021-22, including funding allocations, eligibility criteria and reporting requirements.
 - As announced in March 2021 and confirmed in the Final College Funding Allocations for AY 2021-22, published at the end of May 2021, the Scottish Funding Council (SFC) is responsible for the funding of Foundation Apprenticeships (FAs) delivered directly through Scotland's colleges from AY 2021-22. FAs that are delivered through local authorities or independent training providers will continue to be funded by Skills Development Scotland (SDS). Additional funding was made available to support the transition of college FAs from SDS to SFC. This guidance relates to this transition year, and we aim to streamline the guidance in future years. The Final College Funding Allocations for AY 2021-22 confirmed the allocation and distribution of 30,354 credits (3,162 starts) for FAs in AY 2021-22, with £8.8 millions of associated funding for this activity.
- 31-8-21: [College and University Outcome Agreement Guidance 2021-22](#)
 - This guidance outlines the steps required to ensure an agreement is in place between SFC and each university, college or college region during this transition year which captures, at a high level, contributions, impact, and outcomes and provides assurance on use of allocated funding in AY 2021-22.
 - A full update on the 2021-22 arrangements will be provided to the Learning, Teaching and Quality Committee on 8 December 2021.
- 5-10-21: [Access to Free Period Products 2021-22](#)
 - The circular announced the continued additional funding to provide students access to free period products at colleges and universities in 2021-22. This funding has been provided and allocated by the Scottish Government.
 - The College continues to deliver on this Scottish Government priority through the provision of free products in college toilets and delivery to student homes through a recognised third-party provider ([Hey Girls](#)).
 - WCS 2021-22 funding confirmed at £38,250 (2020-21: £40,119). The provision of this funding will allow the College to continue to deliver on this initiative.

- 18-10-21: [NTTF and YPG in colleges AY 2021-22](#)
 - provide guidance on the National Transition Training Fund (NTTF) and Young Person's Guarantee (YPG) for colleges for Academic Year (AY) 2021-22, including activity/funding allocations, eligibility criteria and reporting requirements.
 - the £30 million National Transition Training Fund (NTTF) aims to continue to tackle the rise in unemployment in adults aged 25+ by offering short sharp training opportunities for people to learn in-demand skills.
 - the £70 million Young Person's Guarantee (YPG) programme aims to give all young people the chance to succeed despite the economic impacts of COVID-19, while also ensuring employers continue to benefit from the fresh talent and new perspectives that young people bring to workplaces across Scotland.
 - The expectation is that activity under NTTF and YPG should be targeted at new students. However, the aim of the programme does make it possible to provide a 'Skills Boost' to current students or those who have completed a qualification /course and have limited opportunity for employment where there is evidence that this would improve their employability prospects.
 - All courses should commence and complete in Academic Year (AY) 2021-22 (by end of July 2022).
 - **Activity delivered under NTTF and YPG must be more than the Colleges core credit targets for AY 2021-22.** Any shortfall in activity may result in the recovery of funding.

2. SFC Financial Forecast Report Update

- 2.1 As previously noted in August the College received further guidance on the [Financial forecast return \(FFR\) for further education institutions 2020-21 to 2023-24](#). The circular requests that colleges supply the SFC with their medium-term financial forecast return for the period 2020-21 to 2023-24 by 15 October 2021. The College submitted the requested FFR spreadsheet and commentary by the required date and receipt was confirmed by the SFC.
- 2.2 The commentary and spreadsheet were clearly labelled as draft as at this stage there remain several fundamental questions which require to be addressed by the SFC for the College to effectively present a revised 2021-22 budget and further 2-year forecast to the Board of Management.
- 2.3 The areas of further discussion with the SFC include but are not limited to:
 - Relaxation of 2021-22 credit guidance which will allow the College to provide a firmer estimate of activity levels.
 - YPG / NTTF conditions of delivery.
 - Voluntary severance support.
 - Discussion of College action plan to address 2021-22 deficit position.
 - Further reduction in college activity targets proposed for 2022-23

- 2.4 The College was due to meet with the SFC on 1 November 2021 to discuss the above matters, however on the morning of the meeting the SFC requested that it be postponed allowing them to obtain feedback from a subsequent meeting. The SFC meeting was subsequently held on the 11 November with SFC undertaking to review the following requests:
1. **SFC credit guidance** – requesting update to credit guidance to confirm answer to requests made by VP group – focused on additional support primarily to manage the impacts of COVID.
 2. **Reduction in credit target for 2022/23 year** – are proposed reductions in credit target of 4k credits going to take place?
 3. **European Social Fund** – will 5.6k credit targets worth £1.6m be part of core funding in 2022/23?
 4. **Credit Guidance for 2022/23** - request for guidance to be issued by Easter 2022 to allow sufficient time to manage impacts.
- 2.5 The Management Accounts to 31 October 2021 (agenda item 12) provide an update on the financial challenges faced by the College due to the impacts from the global pandemic. The paper accompanying the Management Accounts also provides detail on the actions the College intends to take to mitigate, as far as possible, the deficit most likely to be faced by the College in 2021-22.
- 2.6 Based upon the responses received from the SFC, the College will look to finalise the 2021-22 budget and the further 2-year forecast to 31 July 2024 and present an update to the February 2022 Board of Management meeting.
- 3. Report and Financial Statements for the year ending 31 July 2021**
- 3.1 On 14 September 2021 the Committee received a paper updating it on the 2020-21 Financial Year End position (paper 6). The paper highlighted the following key outcomes for the financial year to 31 July 2021:
- The adjusted operating surplus was £214k compared to the January 2021 forecasted position of £37k surplus.
 - The level of SFC credit activity was likely to be 159,497 credits compared to a target of 161,454 an overall shortfall of 1,957
 - The cash position at the year-end was £8,776k which after accounting for committed funds would leave the College with £3,496k of free funds.

The paper showed the reason for the £187k improved adjusted operating position compared to the Board of Management approved budgeted adjusted operating position of £27k. The Committee noted the content of the paper and the likely outturn position for the year ended 31 July 2021.

3.2 Following the completion of the year end audit work by Mazars, the College has:

- Continued to report an adjusted operating surplus of £214k.
- Delivered 158,701 core/ESF credits which is 8 credits over its SFC target for the year of 158,693 credits. The College has not been able to deliver fully against its allocation for the Young Person Guarantee nor the National Transitional Training funds with a short fall of 1,748 credits which have been provided for as repayable to the SFC in the year-end financial statements.
- A cash balance of £8,776k, of which £3,557k can be considered as free funds representing 23 days of cash.

3.3 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 of 31 July 2021 - after adjusting for depreciation and loan repayments.

3.4 The College has seen a slight improvement in the budgeted adjusted operating position from a surplus of £27k to £214k, a gain of £187k. There was a minor adjustment to the annual depreciation charge following the interim land and building valuation exercise carried out in July 2021. This was carried out in line with the accounting policy with a full valuation being undertaken as of 31 July 2023. The pension service charge and interest charge of £3,747k is comparable to the prior year charge of £3,265k and reflects the changes made to the pension actuarial assumptions. In 2019-20 Financial Statements the College seen an actuarial deficit of £16,957k whilst this year the annual pension valuation exercise has resulted in an actuarial gain of £16,703k

3.5 The above adjustments have resulted in the financial statements showing an accounting surplus of £10,965k due primarily to the gain on the pension fund valuation.

3.6 The Annual Audit Report from Mazars (external auditor) was unqualified and contained no recommendations requiring to be addressed by the College.

3.7 The Report and Financial Statements for the year ending 31 July 2021 will be considered in full at the Joint Audit and Corporate Development Committee.

4. National Bargaining

4.1 The Employers Association has now received pay claims for the year to 31 August 2022 from both sets of unions as noted below:

- Teaching Staff
 - The teaching staff original claim was for a £2,000 consolidated increase on all national salary scale points for unpromoted and promoted staff. This has subsequently been revised down to £1,600 and then to £1,300 which would equate to an average increase of 3.1%
 - After negotiation, the teaching staff have been offered a £800 consolidated increase on all national salary scale points. The union executive has rejected this offer and negotiations are ongoing.

- Professional Services Staff
 - The professional services staff claim was for a £2,000 consolidated rise on all salary scale points which would equate to a rise of between 5.6% and 9.1% depending on the scale point.
 - The support staff have been offered, and rejected, Public Sector Pay Policy which is:
 - providing a guaranteed cash underpin of £800 for public sector workers who earn £25,000 or less.
 - providing a guaranteed basic pay increase of 2 per cent for public sector workers who earn more than £25,000 and up to £40,000.
 - a guaranteed basic pay increase of 1 per cent for those public sector workers earning more than £40,000 and up to £80,000.
 - limiting to £800 the maximum basic pay increase for those earning £80,000 or more.
- Negotiations are continuing.

5. Payment Portal

- 5.1 As was reported to the September 2021 Committee, the next steps of the project to be undertaken were to focus on testing data flows between core existing systems and to finalise the solution for advertising on social media platforms incorporating payment technology.
- 5.2 Since September the College has worked with the core system providers in testing the workflows and data integration. The test environment has now been written to the live system and provides integrated information at both invoicing and payment receipting levels. Usage of the new digital payment technology has been increasing on a monthly basis.
- 5.3 During October the College finalised the scope for commercial courses, which are advertised widely on social media. After successful testing, this was trialled on the live environment for one course being delivered across the main College campuses. This has been successful from all party's perspective, including positive feedback on the process from students. Work is now underway to roll out this facility to each curriculum area.

6. National Fraud Initiative

- 6.1 The College has now concluded the 2021 NFI exercise having received several last-minute staffing matches in relation to another College. These were investigated and cleared after establishing that the data entered by the other College was incorrect.

TITLE: **PROCUREMENT APPROVAL**

[REDACTED]

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Status: **Restricted**

TITLE: MANAGEMENT ACCOUNTS TO 31 OCTOBER 2021

Background: This paper presents the Management Accounts for the 3 months to 31 October 2021. The Covid-19 pandemic has continued to have a material impact on ongoing business operations and the financial forecast to 31 July 2022 is based upon the current information available to the College.

Action: The Corporate Development Committee is requested to:

- Comment upon the revised format of the Management Accounts pack and make any suggestions for change.
- Note the current 2021-22 adjusted operating position.
- Note the cashflow position.
- Approve the Management Accounts to 31 October 2021.

Lead: Alan Ritchie, Director of Finance

Status: Open

1. Introduction

1.1 The College has made several changes to the presentation of the Management Accounts pack to assist the Committee in understanding the operation of the College and the assumptions used.

1.2 Noted below are the contents of the pack along with an indication of the changes made:

- **Executive Summary**

The Executive Summary has been expanded to provide a clearer picture of the assumptions used in arriving at the forecast. The summary includes:

- A commentary on the adjusted operating position which is the key measure of financial sustainability.
- The level and composition of SFC credits and a commentary on any movements.
- Cash days are highlighted as another key component of financial sustainability and includes an estimate of the level of 'free cash available' to the College.
- Cash budget for other priorities is included and shows the availability of future funds for investment.
- Income section provides an overview of the College income streams and commentary on the overall position.
- The ability of the College to generate Alternative Income forms a key part of financial sustainability and is therefore highlighted separately.
- Staff costs which represent 80% of the overall cost of the College are shown in detail including delivery of staff efficiencies and staff FTE.
- The delivery of Non-Staff Cost efficiencies is critical to the achievement of the adjusted operating position and a commentary is provided on how the College plans to deliver these.
- The Executive Summary will be expanded in future to include other areas of focus as required by the Senior Management Team or Board of Management.

- **Financial Risks**

This section provides an overview of the financial risks faced by the College and the likely impact of these risks on financial sustainability.

This section will be developed along with the intended changes to be made to the College Risk Management Strategy which will be considered by the December Audit Committee.

- **Statement of Comprehensive Income and Expenditure**

A summary of the financial position and shows a comparison of the approved 2021-22 budget with the full year forecast position to 31 July 2022. This statement also includes the audited 2020-21 figures for comparison.

- **Variance Analysis**

Details the movement between the budgeted and forecast position for 2020-21.

- **Balance Sheet**

Reflects the assets and liabilities of the College.

- **Cashflow**

Shows the actual position to date and the forecast to 31 July 2022.

2. Overview – Management Accounts to 31 October 2021

2.1 The 14 June 2021 Board of Management approved the 2021-22 Budget which stated that the College would seek to deliver an adjusted operating surplus of £25,000. After accounting for depreciation and loan repayments this adjusted operating position would have resulted in an accounting deficit of £(2,852,000) for the year.

2.2 As noted in the Board of Management covering paper on the 2021-22 budget the financial operating environment of the College was, and has proven to be, challenging. The variance analysis within the management accounts highlights the changes compared to the Board approved budget which the College has had to account for during the first quarter of 2021-22.

2.3 The more significant variances are:

- A predicted 4,000 core/ESF credit reduction resulting in a loss of £1,132,000 of SFC income. The College has faced increased competition from the university sector, who were given additional funding for places in 2021-22, along with a more buoyant employment market which has meant potential students taking a job rather than coming to college. This position is not unique to West College Scotland and is being experienced by most of the sector.
- With the College being unable to deliver its core/ESF activity target, it is therefore not able to claim funding for Young Person Guarantee nor the National Transition Training funds which has resulted in a reduction of £1,000,000 of SFC funds. The College was prepared to deliver activity under this funding stream but has had to divert the activity into core/ESF activity.
- The increased competition from the HE sector has seen a reduction in the number of HE students coming to the College which has resulted in a loss of £194,000 of tuition fees.
- As highlighted in the papers on catering and nursery provision, the College has seen a reduced level of activity in both these areas resulting in a forecasted reduction of £480,000 in income.
- The announcement in October of an increase in employers and employees National Insurance by 1.25% from April 2022 has resulted in an increase of £143,000 in staff costs. The SFC have confirmed that no additional funding will be made available to cover this additional cost.
- The College has provided for additional voluntary severance costs of up to £850,000 associated with the transformation of catering services and potential closure of nursery services at the end of 2021-22 however the College will take all steps to minimise redundancies and protect employment of staff. The College has opened discussions with the SFC regarding funding to support this cost but is assuming at this time that the College will be required to fund these costs.
- The College has reviewed its balance sheet and may be able to release up to a £1,000,000 of provisions by the end of July 2022 following thorough risk review. The release of these provisions will enable the College to mitigate the cost of the voluntary severance programme.

- Staff costs have been reduced due to the cessation of the SFC YPG / NTTf programmes. Overall staff costs are under review with the Executive approving all vacancies and where possible delaying appointments. Delivery hours are also being reviewed to assess whether further efficiencies can be obtained, and future forecasts will be updated accordingly.
- Catering cost have been reduced to reflect the decrease in income expected and other non-staff budgets have been reviewed and further savings are forecasted to be delivered over the course of 2021-22.

2.3 After accounting for the above variances the College is now forecasting to deliver an adjusted operating deficit of up to £(2,035,000), which will result in the financial deficit for the year increasing to £(4,914,000). Work will continue to reduce the operating deficit through the Budget Planning work already in progress. **It is essential to ensure financial sustainability of the College** and therefore work does not just cover the current financial year but looks ahead to the next 3 years.

2.4 It should be noted that the overall financial deficit is prior to the impact of the annual pension valuation, the outcome of which will not be known until September 2022 and any movement in the staff holiday pay provision (non-cash) which will be calculated as part of the year end work.

2.5 The forecast for the year to 31 July 2022 is based upon the information available to the College at the time of compiling the accounts. Discussions with the SFC remain ongoing regarding several key matters which may have an impact on the forecast position. As these matters are clarified the forecast position will be updated.

2.6 As noted in the Financial Risk section of the pack, the College continues to face several risks which may have an impact on the final adjusted operating position:

- 1) Outcome of National Bargaining
- 2) Increased competition leading to reduced levels of alternative income
- 3) Further reduction in SFC fundable activity
- 4) Termination of European Social Fund
- 5) Increased inflationary pressures on non-staff costs

2.7 The College Budget Action Plan which aims to reduce the impact of the above risks, along with mitigating some of the impact of the variances notes in section 2.2 above.

Cashflow Position

2.8 The availability of cash to support ongoing College operations is essential. The Management Accounts 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 £4.6m (25 days) of cash as of 31 July 2022.

2.9 It is important to note that the forecast cash position includes amounts relating to:

- £1.2m of SFC estates maintenance funding held for projects committed to but not yet paid for at the year end.
- £0.25m of SFC Flexible Workforce Development Fund.
- £1.0m of provisions which may require to be repaid primarily in relation to ESF and estate related projects.

If the cash amounts relating to these areas was to be repaid, the College underlying free cash position would be £2.2m (13 cash days).

2.10 The College is currently in discussions with Bank of Scotland who provided the loan financing about the options to repay the outstanding amount, thereby releasing the capital repayments for investment in the College infrastructure and reducing the operating costs through the removal of the interest charge. Further details regarding the repayment option will be brought to a future Committee meeting if applicable.

2.11 As outlined 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 13 days - as at 31 July 2022. 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.

3.2 The College will continue to:

- Monitor income and costs closely, to enable the College to continually estimate the 2021-22 financial outturn and cashflow position.
- Continue to engage with the SFC in relation to the financial challenges arising because of the global pandemic.

- 3.4 The Corporate Development Committee is requested to:
- Comment upon the revised format of the Management Accounts pack and make any suggestions for change.
 - Note the current 2021-22 adjusted operating position.
 - Note the cashflow position.
 - Approve the Management Accounts to 31 October 2021.



Financial Information Pack
2021-22

For the period to 31 October 2021

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EXECUTIVE SUMMARY

ADJUSTED OPERATING POSITION

	Actual 2020-21	Budget 2021-22	Forecast 2021-22
	£	£	£
Deficit	(5,738,694)	(2,850,252)	(4,921,858)
Add Back:			
Net Depreciation	2,731,965	3,197,000	3,208,606
FRS102 Pension Adjustment	3,747,000	0	0
Loss on the disposal of asset	0	0	0
Less:			
Loan repayments	(527,000)	(322,000)	(322,000)
Adjusted Operating Position	213,271	24,748	(2,035,252)

Comment

The College has been impacted by lower than anticipated enrolment numbers for 2021-22 (see below) which has resulted in the College being unable to claim up to 4,000 credits (£1.1m). The lower level of recruitment has also impacted tuition fees due to the College especially in HE courses (£0.2m). As the College is unable to claim its full allocation of core credits the additional teaching of YPG/NTT activities cannot proceed despite the College having courses it can deliver. This has resulted in the loss of the contribution to overheads element being removed from the budget (£0.2m). The College has also seen a reduction in footfall through its refectories and nursery provision resulting in a net loss of income of (£0.3m).

SFC CREDITS

Element	YTD 2020-21	Budget 2021-22	Forecast 2021-22	SFC Target 22	2021-22
Core Grant / ESF	109,200	161,517	157,815	161,517	
Foundation Apprenticeships	1,100	1,444	1,156	2,888	
Sub-total	110,300	162,961	158,971	164,405	
Young Persons Guarantee / National Transition Training Fund	-	3,534	-	3,534	
Total	110,300	166,495	158,971	167,939	
Split by:					
Campus based / blended learning	107,150	158,495	146,971		
Online learning 3rd party delivery	3,150	8,000	12,000		
	110,300	166,495	158,971		

Comment

The College has budgeted to deliver 162,961 credits by 31 July 2022. In response to the global pandemic the SFC has guaranteed to fund the College for its core activity (155,879 credits) but as the remaining 5,638 credits which relate to ESF funding will require to repay the associated activity is not delivered. The College requires to deliver on its core and ESF funding before drawing down any of the YPG / NTT funding. The College undertakes significant activity in these two areas but currently requires to classify the activity as core.

The SFC 2021-22 credit guidance, which was issued in July 2021 after the budget had been agreed with the Board of Management, resulted in a reduced level of credits being able to be claimed by the College for activity it was already committed to. This combined with lower recruitment numbers than expected has resulted in the College currently forecasting approximately 4,000 credit shortfall in 2021-22. The College is undertaking a review of credit delivery combined with an active marketing campaign to attract further students to the College.

EXECUTIVE SUMMARY

CASH DAYS

	Actual 2020-21 £	Forecast 2021-22 £	Budget 2021-22 £
Cash at Bank	8,776,000	4,629,000	3,585,000
<u>Committed funds</u>			
Estates Maintenance & IT Projects	3,172,000	1,200,000	1,200,000
SFC specific funding	427,000	250,000	-
Potential clawback / repayments	1,430,000	1,000,000	-
Free funds	3,747,000	2,179,000	2,385,000
Cash days			
Bank	53	28	21
Free funds	23	13	14

Comment

The College is forecasting to be holding 13 days of free cash by the end of the financial year. The forecast does not include the repayment of the current bank loan which is under consideration with the lending provider. The College is now forecasting that it will not require to pay back as much of the estimated £1.4m in provisions during the course of 2021-22. Work on what will require to be repaid is ongoing and the cashflow forecasts will be updated as further clarification is gained.

CASH BUDGET FOR OTHER PRIORITIES

	Actual 2020-21 £	Forecast 2021-22 £	Budget 2021-22 £
Agreed SFC spend	1,639,000	1,639,000	1,639,000
Allocated to:			
Cost of annual pay award	644,000	644,000	644,000
ICT expenditure	468,000	500,000	500,000
Estates or Other Projects	0	173,000	173,000
Loan repayments	527,000	322,000	322,000
Total	1,639,000	1,639,000	1,639,000

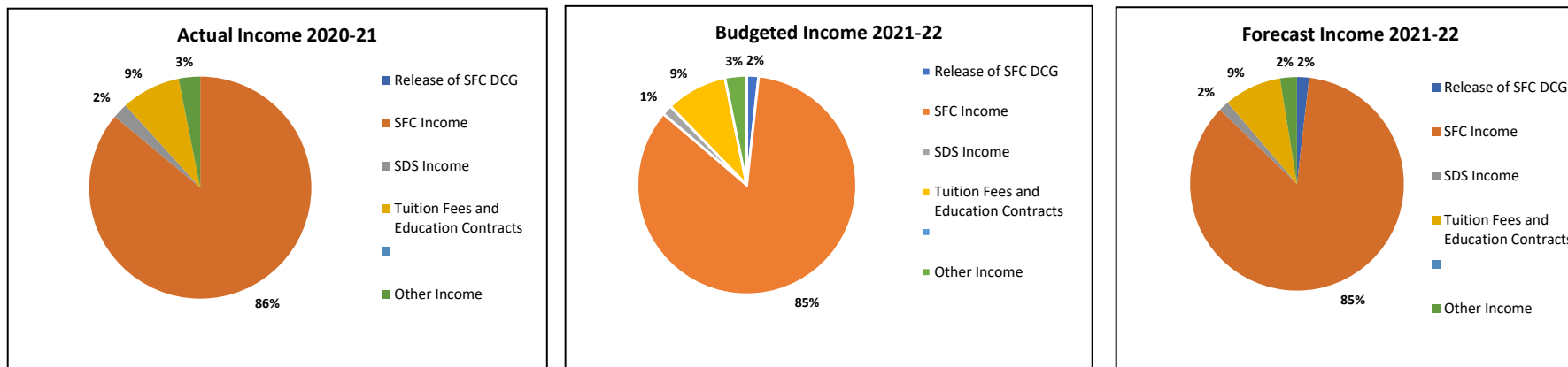
Comment

The requirement for the College to spend what was previously net depreciation charge, is a legacy arrangement. The amount is fixed at £1.639m and cannot be varied. The cost of the 2015-16 pay award is a fixed amount that the College will require to incur going forward. As the amount of the loan repayments decreases, the College will look to invest the released funds towards specific areas - estates and IT development.

The College is currently engaged with the loan provider and SFC to establish if there is any value in repaying the loan early and thereby releasing the capital payments for investment and reducing the loan interest charges incurred.

EXECUTIVE SUMMARY

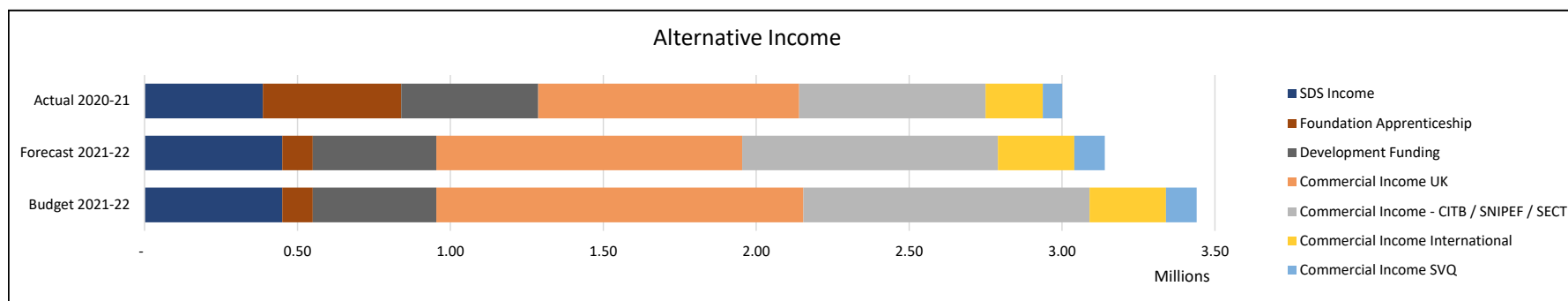
INCOME



Comment

The reliance of the College on public funding primarily from the SFC continues, with 85% of income (2020-21: 85%) being provided by the SFC. The whole of the core/ESF teaching allocation is utilised to cover the salary costs incurred by the College. To note that SFC income for 2021-22 has not been increased to provide cover for the 1.25% increase in employers national insurance contributions from April 2022. This means that the college requires to find a further £140k of savings in 2021-22. Tuition fees and education contracts which includes alternative income sources (see further detail below) account for 9% of the College income. Outside of alternative income the College's next largest source of fees is from HE students, with the majority of these fees being paid by SAAS in February of each year. The collection of fees and other income along with the generation of alternative income provides the contribution to costs needed to run the College.

EXECUTIVE SUMMARY ALTERNATIVE INCOME



Alternative Income

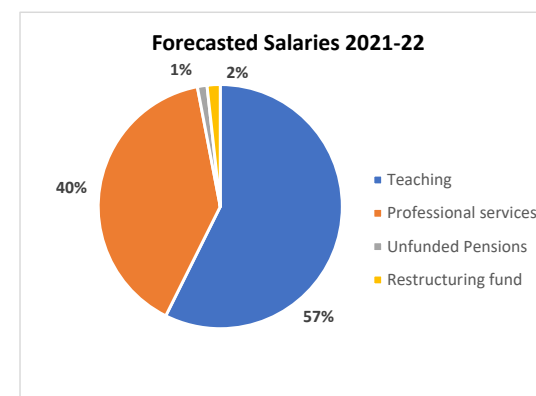
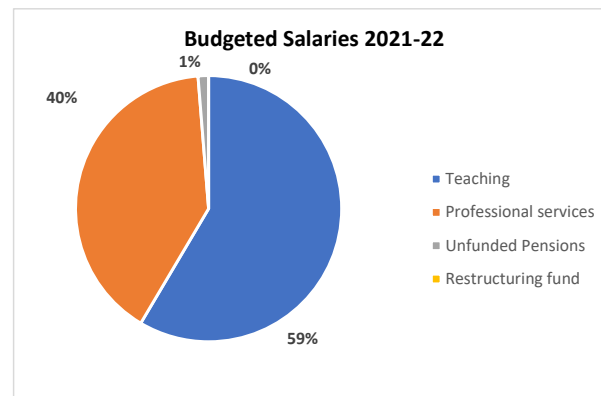
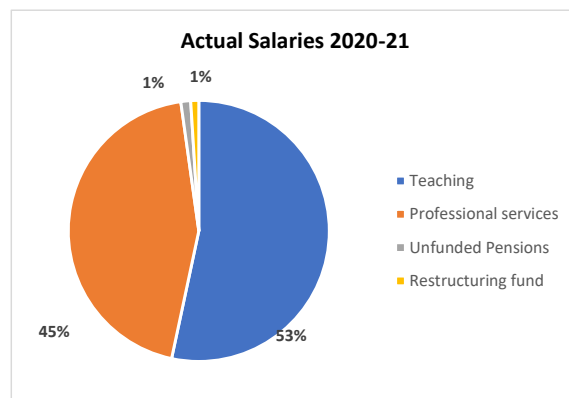
	Actual 2020-21	Budget 2021-22	Forecast 2021-22
	£	£	£
SDS Income	386,939	450,000	450,000
Foundation Apprenticeship	452,167	100,000	100,000
Development Funding	447,763	404,000	404,000
Commercial Income UK	853,873	1,200,000	1,000,000
Commercial Income - CITB / SNIPEF / SECT	609,213	936,000	836,000
Commercial Income International	187,260	250,000	250,000
Commercial Income SVQ	63,667	100,000	100,000
Total	3,000,882	3,440,000	3,140,000

Comment

The College continues to consistently generate over £3m in alternative income from several varied sources as shown in the table opposite. The forecasted decrease in alternative income has been matched by an increase in Flexible Workforce Development Funding which is accounted for through SFC income, so overall the College alternative income position is on budget. Foundation Apprenticeship income was previously funded through Skills Development Scotland but from 2021-22 this activity is now funded through the SFC with only a residual element funded from SDS in 2021-22

EXECUTIVE SUMMARY

STAFF COSTS



STAFF COST EFFICIENCIES

	Actual 2020-21 £'000	Budget 2021-22 £'000	Forecast 2021-22 £'000
Staff Turnover	260	300	300
Unfilled Vacancies	400	200	411
Voluntary Severance Savings	284	0	0
Overall efficiencies	944	500	711

Comment

The 2021-22 budget included £500k of efficiencies to be delivered to balance the budget. The Executive review and authorisation of all vacancies along with an overall review of staff costs has resulted in the College being able to identify a further £211k of efficiencies primarily in savings from staff turnover and unfilled leavers. The level of efficiencies will continue to be reviewed and updated each month.

STAFFING NUMBERS

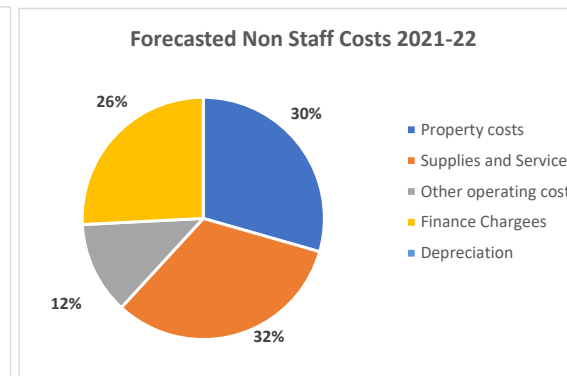
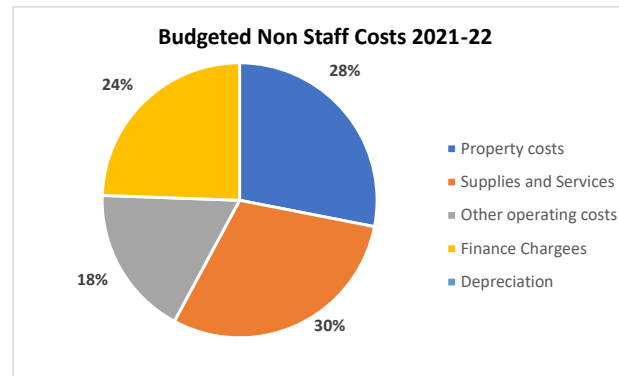
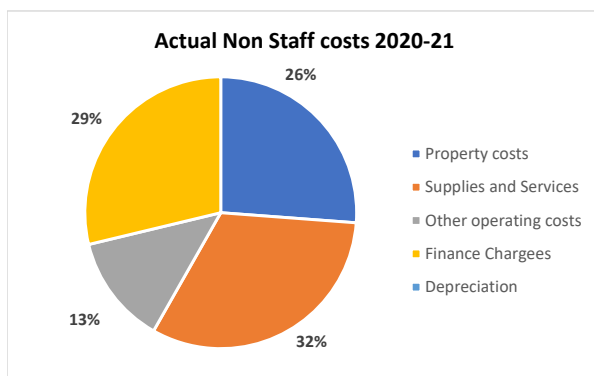
	Actual 2020-21 FTE	Budget 2021-22 FTE	Forecast 2021-22 FTE
Teaching - Permanent	393.8	405.5	402.8
Teaching - Temporary	65.3	100.0	84.7
Premises	66.2	65.3	68.0
Other Professional Services	355.5	390.8	445.4
Total	880.9	961.6	1000.9

Comment

Overall core permanent teaching and professional services staffing numbers remain consistent with the budgeted position. Any impact from the proposed voluntary severance scheme are not expected to take effect until the end of the financial year. Temporary teaching staff increased from 2020-21 due to the inclusion of additional staff to deliver (i) YPG/NTT (ii) deferred student activity and (iii) cover cost for staff to attend teacher training qualification courses. The removal of YPG/NTT activity has resulted in a reduction of 15 FTE in temporary staffing cost.

EXECUTIVE SUMMARY

NON STAFF COSTS



NON STAFF COST EFFICEINCIES

	Actual 2020-21 £'000	Budget 2021-22 £'000	Forecast 2021-22 £'000
Consumables / Tools and Equipment	306	0	150
Exam Fees	98	0	140
Professional Fees	0	0	50
To be determined	0	382	42
Total	404	382	382

Comment

The College has to date identified £340k of non-staff efficiencies which leaves £42k of efficiencies to be found. The efficiencies in consumable costs have occurred primarily due to the reduction in teaching activity and through discussion with relevant budget holders. The exam efficiencies have been brought about through a change in the exam processing arrangements. The College continues to review all non-staff costs for further efficiencies.

FINANCIAL RISKS

No.	Risk Category	Description of Risk	Financial Impact	Impact		Probability		Score	
1	Finance	<u>Outcome of National Bargaining</u>							
		The College has budgeted for 2% increase which is equivalent to Public Sector Pay Policy. The budget was set prior to the increase in employers national insurance contributions by 1.25% in April 2022.Current negotiations with both sets of unions indicate that a settlement in excess of this will be required to avoid strike action.	An increase in staff costs of 1% will require the College to find savings of £480k. The majority of the saving will require to be made from staff costs which is equivalent to 8 FTE.		Critical	3	Very Likely	5	15
2	Competitive Environment	<u>Increased competition leading to reduced levels of alternative income</u>							
		The College continues to face increasing competition from both the wider college sector and external providers. The increasing cost of College staff makes obtaining external work more challenging. It should be noted that the College has a good track record in this area and the risk is both positive and negative regarding income growth or reduction.	A movement of 1% in forecasted alternative income funding would amount to £30,000		Critical	3	Likely	4	12
3	Student	<u>Further reduction in SFC fundable activity</u>							
		There is a risk that the proposed winter start programme does not attract as many students as anticipated leading to a reduction in SFC core/Est income	A reduction of 1,000 credits would result in a loss of £283,000 of SFC income.		Critical	3	Possible	3	9
4	Finance	<u>Termination of European Social Fund</u>							
		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. 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. There is a risk that this assumption will vary as the 2022-23 budget becomes clearer leading to a material financial / staffing impact on the College.	The College receives £1.6m (5,638 credits) of ESF related funding which requires 25 FTE of staff to deliver the activity.		Critical	3	Very Unlikely	2	6

No.	Risk Category	Description of Risk	Financial Impact		Impact		Probability		Score
5	Finance	Increased inflationary pressures on non-staff costs							
		The College like all organisations is incurring increased costs to purchase goods and services. One area where this is especially relevant is utility costs but as the College purchases these from a national contract there is a degree of price stability this year. All other costs are showing increased cost and there is a risk that anticipated efficiency savings cannot be realised.	The College has current realised 90% of the budgeted efficiency savings in non-staff costs. However further savings are required and ability to deliver these savings is at risk.		Marginal	2	Possible	3	6

STATEMENT OF COMPREHENSIVE INCOME AND EXPENDITURE 2021-22

Year to 31 October 2021

	Year to Date			Annual			2020-21
	Budget £'000	Actual Inc Commitments £'000	Variance £'000	Budget £'000	Forecast £'000	Variance £'000	Actual £'000
SFC Income	13,703	12,420	1,283	54,811	52,707	2,104	50,745
<u>Tuition fees and education contracts</u>							
SDS Income	239	86	152	954	954	0	1,287
Fees	1,436	340	1,096	5,742	5,248	494	4,965
	1,674	426	1,248	6,696	6,202	494	6,252
<u>Other income</u>							
Other Income Excl Interest	557	319	237	2,226	1,722	504	1,988
	557	319	237	2,226	1,722	504	1,988
Total Income	15,933	13,164	2,769	63,733	60,631	3,102	58,985
Total Salary Costs	(11,955)	(10,690)	(1,265)	(47,821)	(47,745)	(76)	(48,292)
Property Costs	(1,317)	(792)	(525)	(5,267)	(5,242)	(25)	(4,303)
Supplies and Services	(1,478)	(1,538)	60	(5,592)	(5,770)	178	(5,266)
Other Operating Costs	(830)	(616)	(214)	(3,319)	(2,200)	(1,119)	(2,139)
Depreciation and Finance Charges	(1,146)	(1,140)	(6)	(4,584)	(4,596)	12	(4,725)
Total Non Staff Expenditure	(4,771)	(4,086)	(685)	(18,762)	(17,808)	(954)	(16,432)
Total Expenditure	(16,726)	(14,776)	(1,950)	(66,583)	(65,553)	(1,030)	(64,724)
Financial accounts deficit	(793)	(1,612)	819	(2,850)	(4,922)	2,072	(5,739)
Revaluation reserve	776	771	5	3,104	3,104	0	2,640
Historical (Deficit)/Surplus	(17)	(841)	(825)	254	(1,818)	2,072	(3,099)
<u>Adjusted Operating Position</u>							
Financial accounts deficit				(2,850)	(4,922)	2,072	(5,739)
Add back: Depreciation net of release of deferred capital				3,197	3,209	(12)	2,732
Add back: Loss on disposal of assets				0	0	0	0
Add back: FRS Pensions Adjustments				0	0	0	3,747
Less: Revenue funding allocated to loan repayments				(322)	(322)	0	(527)
Adjusted operating surplus / (deficit) for the year				25	(2,035)	2,060	213

	Operational Variances	
	£'000	£'000
Reduction in level of SFC credit activity due to lower than budgeted student enrolments (4,000 credits)	(1,132)	
Release of previously provide for ESF income as College audit work indicates no longer required	850	
Reduction in Foundation Apprenticeship income due to lower than budgeted student enrolments	(135)	
As the College is unable to fulfil its core/ESF SFC credit activity it is therefore unable to claim the additional YPG / NTT funding	(1,000)	
Flexible Workforce Development Fund activity is anticipated to be higher than budget due to improved engagement with external parties	300	
SFC childcare income reduced to match anticipated expenditure	(987)	
Total increase / (decrease) in SFC income		(2,104)
Increased competition from universities has resulted in a reduction in HE tuition fees	(194)	
The College has seen a greater uptake of SFC FWDF training opportunities than in the tradition commercial income courses	(200)	
The budget for commercially contracted courses has been reduced to reflect actual contracted activity.	(100)	
Decrease in tuition fees and educational contracts		(494)
Total increase / (decrease) in tuition / education contracts income		(494)
Nursery income has been reduced due to lower numbers of students utilising the nursery service	(239)	
Catering income has been reduced to reflect lower footfall and increased competition	(280)	
Rental income has been increased to reflect the revised lease rentals	15	
Total increase / (decrease) in other income		(504)
TOTAL (DECREASE) / INCREASE IN INCOME		(3,102)
Westminster Government has announced a 1.25% increase in employers NI contributions from April 2022	143	
Reduction in temporary staff costs with the removal of SFC YPG/NTT funding	(748)	
Release of holiday pay provision as staff will be required to take annual leave by the end of the financial year	(200)	
Increase in level of staff efficiencies recognised in year primarily through staff turnover savings	(211)	
Increased cost of open learning markers due to change in teaching delivery mix	90	
Restructure costs for the current voluntary severance programme which will be fully funded by the College	850	
TOTAL INCREASE / (DECREASE) IN STAFF EXPENDITURE		(76)
Minor reductions in property cost including rent and waste costs	(25)	
Total decrease in property expenditure		(25)

	Operational Variances	
	£'000	£'000
With reduction in student activity further consumables cost savings have been recognised	(150)	
Increased cost of delivering open learning activity due to change in teaching delivery mix	221	
Reduction in catering expenditure as a result of loss of income	(200)	
Reduction in professional fees	(25)	
Consolidated savings now recognised in actual expenditure lines	340	
Other incidental movements in forecast	(8)	
Total decrease / (increase) in supplies and services expenditure		178
Reduction in examination fees following review of registration process	(140)	
Reduction in the childcare expenditure due to match reduction in income	(987)	
Other incidental movements in forecast	8	
Total decrease / (increase) in other operating costs		(1,119)
Increase in depreciation charge following interim valuation exercise	12	
Total decrease / (increase) in depreciation and finance charges		12
TOTAL (DECREASE) / INCREASE NON-STAFF EXPENDITURE		(954)
NET VARIANCE IN THE YEAR		(2,072)
NET VARIANCE IN THE YEAR EXCLUDING DEPRECIATION		(2,060)
BOARD OF MANAGEMENT APPROVED OPERATING SURPLUS		25
FORECAST ADJUSTED OPERATING POSITION AFTER VARIANCE MOVEMENT		(2,035)

BALANCE SHEET

	As at 31 July 2021 £'000	As at 31 Oct 21 £'000	Movement £'000
Fixed Assets	111,106	109,982	1,123
Current Assets			
Stock	3	3	0
Trade Debtors	126	210	(84)
Other Debtors due within one year	35	105	(70)
Prepayments/acc income	477	-	477
Scottish Funding Council Debtor	1,402	8,333	(6,931)
SFC - Support job evaluation	2,727	2,727	0
Cash and Bank	8,776	768	8,008
	<u>13,547</u>	<u>12,146</u>	
Creditors: Amounts falling due within one year			
Trade Creditors	(603)	(893)	289
Other Creditors	(645)	(1,280)	634
Other Creditors - Support job evaluation	(2,727)	(2,727)	0
Accruals and Deferred Income	(4,778)	(3,442)	(1,336)
Tax & Social Security	0	0	0
Scottish Funding Council	(4,193)	(4,089)	(104)
Bank loans	(250)	(250)	0
Finance Lease	(82)	(82)	0
Deferred Capital Grant SFC	(1,100)	(1,100)	0
Deferred Capital Grant Non SFC	(184)	(184)	0
	<u>(14,562)</u>	<u>(14,046)</u>	
Net Current (Liabilities)/ Assets	(1,016)	(1,900)	
Total Assets less Current Liabilities	110,090	108,082	
Creditors: After one year			
Bank loan	(1,020)	(960)	(61)
Finance Lease	(68)	(61)	(7)
Deferred Capital Grant SFC	(21,996)	(21,721)	(275)
Deferred Capital Grant Other	(4,254)	(4,208)	(46)
	<u>(27,338)</u>	<u>(26,950)</u>	
Net Assets Excluding provisions	82,752	81,132	

Provisions

Pension Liability	(30,157)	(30,157)	0
Other	(97)	(97)	0

Net Assets including Provisions

52,498	50,878
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Restricted Reserves

Pension Reserves	(30,157)	(30,157)	0
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Unrestricted Reserves

I&E Reserve	14,247	13,406	841
Revaluation Reserve	68,408	67,637	771
	82,655	81,043	
	52,498	50,886	

CASHFLOW

	Quarter 1 Ended Oct 21 Actual £'000	Quarter 2 Ended Jan 22 Forecast £'000	Quarter 3 Ended Mar 22 Forecast £'000	Quarter 4 Ended Jul 22 Forecast £'000
Opening bank balance	8,776	768	2,246	7,816
Net (Outflow) / Inflow	(8,008)	1,478	5,570	(3,187)
Closing bank balance	768	2,246	7,816	4,629
Cash days	4	12	43	25
INCOME				
SFC Income	4,913	14,479	18,534	13,069
Other Income	1,504	3,821	3,018	1,517
	6,417	18,300	21,552	14,586
EXPENDITURE				
Staff Costs	(10,715)	(12,699)	(11,978)	(12,027)
Restructuring Costs	-	-	(850)	-
Estates Maintenance	(747)	(903)	(825)	(995)
Other Operating Costs	(2,882)	(3,139)	(2,244)	(4,666)
Loan Repayments	(81)	(81)	(85)	(85)
	(14,425)	(16,822)	(15,982)	(17,773)
Net (Outflow) / Inflow	(8,008)	1,478	5,570	(3,187)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[illegible]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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 the current College Strategic Risk Register for the consideration of the Corporate Development Committee.

Action: The Corporate Development Committee is requested to 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: Alan Ritchie, Director of Finance

Status: Open

1. Risk Management Strategy

- 1.1 The College Risk Management Strategy details and communicates the College's approach to risk management and assurance. It is an integral part of the College's internal control and corporate governance arrangements. The current [Risk Management Strategy](#) was approved in December 2020 and is updated annually to reflect required changes.

2. Strategic Risk Register Update and Considerations

- 2.1 The Strategic Risk Register was approved at the October 2021 Board of Management meeting.
- 2.2 The SMT has continued to review the Strategic Risk Register with the latest full review being undertaken on 9 November 2021. Based on this review the following amendments have been made:

Removed

- **WCS14 Estates Investment Works**

Net risk score - 4

Normal business activities are unduly affected due to the complexity of sequencing estates investment works

SMT concluded that the College now has a proven track record in regard to delivery of projects and that individual project risk registers are a more appropriate vehicle to manage this risk.

Amended

- **WCS11 Alternative Income Growth**

Previous net score 15 revised to 12 ↓

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.

SMT review concluded that the College has been able to generate a consistent level of alternative income despite the impact of external factors which has resulted in income remaining stable and delivery of College ROA objectives. Due to this the probability of the risk was reduced from 5 (very likely) to 4 (likely) with the option to reduce this further depending on future circumstances.

- **WCS09 Staff Relations**

Previous net score 9 revised to 12 ↑

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.

The industrial relations landscape is becoming more challenging with negotiations at a national level now likely to have an impact locally. The College continues to maintain good local relationships however the external factors which the College cannot control are now felt to have a negative impact on previously good local relationships. The financial challenges faced by the College and the actions required to address the financial challenge will also lead to a potential straining of relationships.

- **WCS06 Digital Ambitions and IT Systems**

Previous net score 12 revised to 9 ↓

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.

SMT review concluded that the Digital and IT strategies have proven to be adequate vehicles to deliver on the digital and IT ambitions of the College especially regarding equipping students and staff. This belief has been cemented by the receipt of several awards by the College for its work in this area. The transition from server-based provision to cloud based which is currently underway will only further reduce the risk in this area.

- **WCS07 Impact upon Business Continuity Planning of Covid-19 pandemic**

Previous net score 15 revised to 8 ↓

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.

Review concluded that the impact and probability of a material interruption to the service delivery of the College caused by inadequate business continuity planning has reduced. Consequently, the impact was reduced from 3 (critical) to 2 (marginal) and the probability was also reduced from 5 (very likely) to 4 (likely).

It was noted that the longer-term impact on staff was not yet fully known but the College was in other aspects operating from a position of knowledge having come through the last two years. There is a question as to how long the resilience of staff can be maintained especially if level of absence levels rises. Good planning in place and to be reviewed at next assessment date.

- 2.3 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.

3 Conclusion

3.1 The Corporate Development Committee is requested to 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.

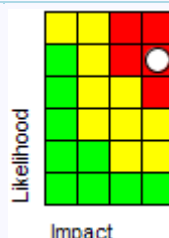
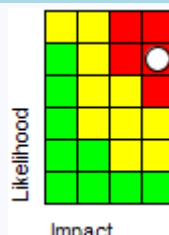

Top 5 Strategic Risks

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 and retain staff.	Medium-term	20	20	
03 WCS02	Estate and IT Investment	Failure to secure adequate medium term funding from the Scottish Government Capital Programme 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 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	15	12	
05 WCS04	SFC Regional Outcome Agreement	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.	Longer-term	12	12	


Strategic Risk Register - SMT RISK REPORT

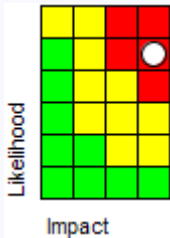

Risk Code & Title	01 WCS01 SFC Funding and Funding Methodology	
Risk Summary	Inability to clearly forecast the volatility and impact of SFC funding and funding methodology changes in relation to core-grant-in-aid, credit activity model; reduction in European funding; student support funding and estates maintenance.	
Risk Category	Finance	
Risk Appetite	Minimalist	
Proximity	Medium-term	
Probability & Impact	6	4
Gross Risk Score	24	
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.	
	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 early 2022.	
	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.	
	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 has received and reviewed the SFC FFR planning assumption for the next three years. An updated financial forecast return has been submitted in draft to the SFC which is still subject to review. 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.	
	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.	
Probability & Impact Scores	6 4	
Net Risk Score	24	
Trend		
Latest Note	SMT review concluded that this remains the most significant risk faced by the College. The SFC are not able to provide a clear forecast beyond March 2022 which means the volatility and impact of SFC funding remains. There continues to be no clear time line for discussion on revisions to the funding methodology and the impact of any future reduction in European funding; student support funding and estates maintenance remains unclear.	
Managed By	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 and retain staff.		
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 Board of Management for approval.		
	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 was presented to the October Board of Management meeting for consideration. This revision will be subject to further changes requested by the SFC and will be submitted in due course.		
	Update report provided to each meeting of the Corporate Development Committee which indicates how the College has prioritised the use of SFC estate maintenance funding to address the College 2019 Estate Condition Survey results.		
	Corporate Development Committee receive an Update Report at each meeting on College engagement with stakeholders including SFC, Scottish Futures Trust, local councils and other key stakeholders.		
Probability & Impact Scores	5	4	
Net Risk Score	20		
Trend			

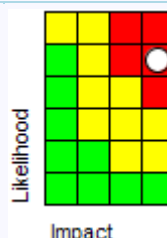
Latest Note	SMT review concluded that the risk remains and the scoring is reflective of the risk faced by the College.
	<p>The risk text was updated to remove legislative requirement as this is a requirement, changed from</p> <p><i>'Failure to deliver Estate Strategy 2016–2026 objectives due to business 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.'</i></p> <p>to</p> <p><i>'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 and retain staff.'</i></p>
Managed By	Principal & Chief Executive Officer



Risk Code & Title	03 WCS02 Estate and IT Investment	
Risk Summary	Failure to secure adequate medium term funding from the Scottish Government Capital Programme 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.	
	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.	
	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 presented to the Board of Management in October 2021 for approval. The SFC subsequently presented further amendments and these are currently being worked through. The OBC will be presented to the Scottish Funding Council for their comment following these updates. 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.	

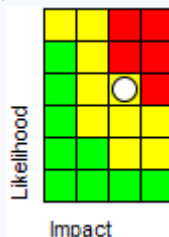

Probability & Impact Scores	5 4	
Net Risk Score	20	
Trend		
Latest Note	<p>SMT review concluded that the risk remains and the current risk score is reflective of the quantum of the overall risk.</p> <p>The risk text was updated to clearly state the risk faced by the College with text changed from</p> <p><i>'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.'</i></p> <p>to</p> <p><i>'Failure to secure adequate medium term funding from the Scottish Government Capital Programme for future investment or refurbishment of IT and physical infrastructure resulting in increased maintenance costs or loss of students due to failing facilities.'</i></p>	
Managed By	Principal & Chief Executive Officer	

Risk Code & Title	04 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	5	3	
Gross Risk Score	15		
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.		
	2021-22 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.		
	Adaption of course portfolio to meet student / employer needs undertaken in line with updated Portfolio Review Guidance produced for July 2021.		
Probability & Impact Scores	4	3	

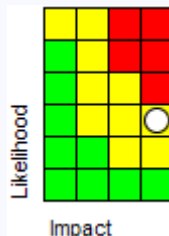


Net Risk Score	12
Trend	
Latest Note	SMT review concluded that the College has been able to generate a consistent level of alternative income despite the impact of external factors which resulted in income remaining stable and delivery of College ROA objectives. Due to this the probability of the risk was reduced from 5 (very likely) to 4 (likely) with the option to reduce this further depending on future circumstances.
Managed By	Vice Principal Educational Leadership

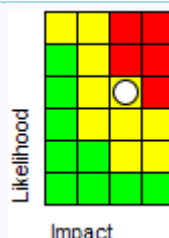
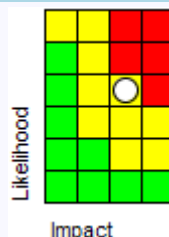

Risk Code & Title	05 WCS04 SFC Regional Outcome Agreement		
Risk Summary	Failure to deliver SFC Regional Outcome Agreement targets at a time of limited resource, competition and challenging economic environment due to Covid-19, results in future credit and/or funding adjustments.		
Risk Category	Learning 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 has received and reviewed the SFC FFR planning assumption for the next three years. An updated financial forecast return has been submitted in draft to the SFC which is still subject to review. 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. ROA guidance for 2021-22 provided by SFC and report to be presented to the December Board of Management on ROA arrangements for 2021-22.		
	Regular contact and review meetings with local authorities and schools to access attainment funding in support of College activities.		
	Detailed curriculum development planning and review process which was subject to positive review by internal audit.		

	Blended approach to delivery of teaching and learning including online learning allowing College to address changes in recruitment and delivery.		
	Curriculum offering is reviewed to ensure employer and student needs are met and appropriate courses delivered. Curriculum Planning & Review process updated for 2021–22 to bring in line with the Curriculum Strategy.		
	2021–22 Interim ROA finalised following receipt of revised SFC guidance on monitoring of 2021–22 outcomes given impact of Covid–19. Board of Management to approve Interim 2021–22 ROA at December 2021 meeting and document submitted to SFC. Changes to ROA have been reported to Board of Management and individual Committees made aware of ROA objectives relevant to their remit.		
	College Marketing Plan ensures that the College is seen as the place to come to be educated. Internal communication plans subject to internal audit review with limited number of recommendations for improvement. Communication and Marketing Strategy to be considered by the November Corporate Development Committee and then by the December 2021 Board of Management.		
	Adaption of course portfolio to meet student / employer needs undertaken in line with updated Portfolio Review Guidance produced for July 2021.		
	Approved by Board of Management in June 2021. Document shared with Heads at a specific session in August 2021. Action plan for 2021–22 completed by ELT and Curriculum Strategy published on the Intranet for staff 24 Aug. https://intranet.westcollegescotland.ac.uk/reference/Strategy/WCS%20Curriculum%20Strategy%202021-26.pdf		
Probability & Impact Scores	4	3	
Net Risk Score	12		
Trend			
Latest Note	SMT review concluded that despite enrolment challenges being faced by the College, the ability to deliver on the core objectives of the SFC Regional Outcome Agreement will still be achieved. There is a risk to the reputation of the College if the enrolment targets were missed for several years but that is not expected to the case, hence the score remained as per previous assessment.		
Managed By	Chief Executive and Principal		

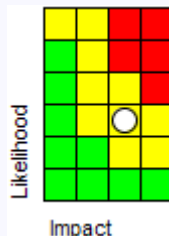


Risk Code & Title	06 WCS05 National Pay Bargaining	
Risk Summary	Impact and outcome of National Pay Bargaining for both teaching and support staff has an adverse effect on either efficiency of delivery or budget.	
Risk Category	Staffing and HR	
Risk Appetite	Open	
Proximity	Medium-term	
Probability & Impact	4	3
Gross Risk Score	12	
Internal Controls	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>	
Probability & Impact Scores	4	3
		
Net Risk Score	12	
Trend		

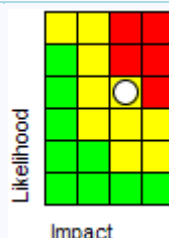
Latest Note	SMT review concluded that the impact and outcome of National Pay Bargaining for staff is at the present moment in a state of flux. It was noted that College is struggling to attract staff in certain areas and this will have an adverse effect on either efficiency of delivery or budget. The reason from this struggle is not clear so the risk scoring and text has remained as per previous assessment.
Managed By	Chief Executive and Principal

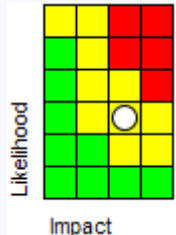

Risk Code & Title	07 WCS15 College Budget Action Plan		
Risk Summary	Failure to deliver the financial and/or non-financial objectives outlined in the College Budget Action Plan.		
Risk Category	Governance		
Risk Appetite	Cautious		
Proximity	Longer-term		
Probability & Impact	3	4	
Gross Risk Score	12		
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 and consider the level of third-party distance learning.		
	Board of Management have approved the Plan and financial objectives are monitored through the Corporate Development Committee. Board of Management monitor overall plan achievement.		
Probability & Impact Scores	3	4	
Net Risk Score	12		
Trend			
Latest Note	<p>SMT view that the CTP has been delivered and that the objective now is to deliver the College Budget Action Plan with the risk of failure remaining as the same scoring as previous risk.</p> <p>Title changed from 'College Transformation Plan' to 'College Budget Action Plan' with the text changed from 'Failure to deliver the financial and/or non-financial objectives outlined in the College Transformation Plan "Future Proofing Our College".' to 'Failure to deliver the financial and/or non-financial objectives outlined in the College Budget Action Plan.'</p>		
Managed By	Chief Executive and Principal		

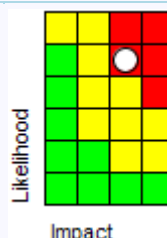
Risk Code & Title	08 WCS16 Cyber Resilience		
Risk Summary	The College fails to properly prepare for either an internal or external cyber-attack due to poor procedures or system failures resulting in a loss of data, funding and/or stakeholder trust.		
Risk Category	Digital		
Risk Appetite	Cautious		
Proximity	Immediate		
Probability & Impact	4	3	
Gross Risk Score	12		
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.		
	IT Contingency Planning in place with regular reviews and updates undertaken. Linked to Business Continuity Planning and Cyber Resiliency + Cyber Essentials Plus.		
	College renewing Cyber Essentials Plus accreditation annually. (Completed and achieved for 2021). Work completed on stage one of the Scottish Government Cyber Resiliency Framework with further review work currently being 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.		
	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	Following review by SMT the risk description and scoring to remain as stated. Work undertaken following incident earlier in the year combined with the work being undertaken to address the Scottish Government Cyber Resilience Framework provides a degree of assurance regarding the controls in place at the College. The risk will always be present, as it is for all organisations, and the College believes it is in a positive position to address the risk.
Managed By	Principal & Chief Executive Officer

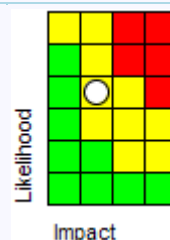
Risk Code & Title	09 WCS09 Staff Relations		
Risk Summary	Inability to maintain positive staff relations due to internal or external factors resulting in loss of staff trust, less efficient delivery and potential industrial action.		
Risk Category	Staffing and HR		
Risk Appetite	Open		
Proximity	Longer-term		
Probability & Impact	3	3	
Gross Risk Score	9		
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	4	3	
Net Risk Score	12		
Trend			
Latest Note	The industrial relations landscape is becoming more challenging with negotiations at a national level now likely to have an impact locally. The College continues to maintain good local relationships however the external factors which the College cannot control are now felt to have a negative impact on previously good local relationships. The financial challenges faced by the College and the actions required to address the financial challenge will also lead to a potential straining of relationships.		
Managed By	Chief Executive and Principal		

Risk Code & Title	10 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	3	
Gross Risk Score	12		
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.		
	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.		
	College renewing Cyber Essentials Plus accreditation annually. (Completed and achieved for 2021). Work completed on stage one of the Scottish Government Cyber Resiliency Framework with further review work currently being undertaken.		
	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. Since June 2021, we have representation in the additional national groups: Scottish Funding Council Digital Reference Group and the CDN Digital Capability Research Group. the findings of the latter which have concluded their first phase with the Report Findings being shared with SMT and heads seeking feedback.		
	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.		

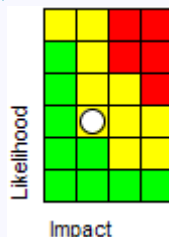
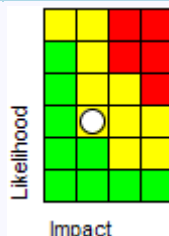

	<p>Systems are in place for early identification and monitoring of provision deemed to be at risk of non-completion. Enhanced internal quality assurance on qualifications progress has been in place for the whole session 2020–21 and is continuing into 2021–22. This incorporates monthly <i>BRAG</i> rating and selected Internal Quality Assurance panels which monitor the correct application of awarding body guidance against qualifications.</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	3	3	
Net Risk Score	9		
Trend			
Latest Note	<p>SMT review concluded that the Digital and IT strategies have proven to be adequate vehicles to deliver on the digital and IT ambitions of the College especially regarding equipping students and staff. This belief has been cemented by the receipt of several awards by the College for its work in this area. The transition from server based provision to cloud based which is currently underway will only further reduce the risk in this area.</p>		
Managed By	Principal & Chief Executive Officer		

Risk Code & Title	11 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	5	3	
Gross Risk Score	15		
Internal Controls	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.		
	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.		
	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.		
	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)		
	Good interaction with staff, trade unions and Student Associations with regular meetings taking place and information being supplied to all parties on a timely basis normally via the College intranet, with the use of the Homeworking Times publication being key.		
	Continued engagement with Scottish Funding Council, Skills Development Scotland and other funding bodies to gain clarity on future funding and determine impacts upon College financial sustainability.		
	The College 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>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 13 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>2021–2022 focus is on sustainable approaches and innovation around digital now that workstream work has completed. (1 Sept 2021)</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</p> <p>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	4	2
Net Risk Score	8	
Trend		
Latest Note	<p>Review concluded that the impact and probability of a material interruption to the service delivery of the College caused by inadequate business continuity planning has reduced. Consequently the impact was reduced from 3 (critical) to 2 (marginal) and the probability was also reduced from 5 (very likely) to 4 (likely).</p>	



	It was noted that the longer term impact on staff was not yet fully known but the College was in other aspects operating from a position of knowledge having come through the last two years. There is a question as to how long the resilience of staff especially if level of absence rises. Good planning in place and to be reviewed at next assessment date.
Managed By	Principal & Chief Executive Officer

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	3	2
Gross Risk Score	6	
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	Following SMT review the SMT consider the risk still to be valid and the score to remain as noted. Implementation of the College workforce plan is becoming more critical given the difficulties to recruit	

	into certain positions and the reskilling of current staff which is required. Work is underway to implement the workforce plan.
Managed By	Chief Executive and Principal

TITLE: **2020-21 PROCUREMENT ANNUAL REPORT**

Background: This report provides the Committee with the 2020-21 Procurement Annual Report for consideration prior to its publication.

Action: The Corporate Development Committee is requested to note the 2020-21 Procurement Annual Report.

Lead: Alan Ritchie, Director of Finance

Status: Open

1. Procurement – 2019-20 Annual Report and Strategy Update

- 1.1 Under Section 15 of the Procurement Reform (Scotland) Act 2014 all contracting authorities with an annual regulated procurement spend above or equal to £5 million must prepare and implement a Procurement Strategy.
- 1.2 The West College Scotland Procurement Strategy 2021-25 was approved by the Corporate Development Committee on 9 March 2021 and can be found on the [College website](#).
- 1.3 The Procurement Reform (Scotland) Act 2014 also requires all public sector organisations to prepare and publish a Procurement Annual Report, which summarises procurement activities carried out during the year.
- 1.4 *Appendix A* provides the 2020-21 Procurement Report for the year to 31 July 2021. The Procurement Report sets out the procurement activities that the College plans to take during the 1 August 2021 to 31 July 2023 period in order to make further progress in achieving current Procurement Strategy objectives.
- 1.5 The Annual Report demonstrates that the College is continuing to make progress towards achieving its procurement objectives. The report highlights several areas where good progress has been made, including:
- Non-regulated procurement is expenditure whose value is less than £50,000 for the full life of the contract. The College has seen a decrease in non-regulated procurement from 36% to 30% of total influenceable spend. This has been achieved through the increased use of category A, B and C contracts aligned with the continued consolidation of College expenditure in areas such as IT and estate maintenance.
 - Of the 20 outcomes set within the Procurement Strategy, 40% are considered as complete with only one classified as amber – with this relating to the implementation of a connection between the College finance system and external supplier catalogues. This outcome is progressing but was delayed due to the staff shortages and the covid-19 lockdown period.
 - Through the use of the APUC shared services agreement for the provision of procurement staff the College is developing its capacity to deliver larger tender exercises which have the potential to deliver greater benefits to the College. These larger tenders are because of the consolidation of expenditure across departments.
 - A continuation of progress which is designed to seek further improvement to the PCIP assessment score of 76% which the College achieved in December 2019.

2. Conclusion

- 2.1 The Corporate Development Committee is requested to note the 2020-21 Procurement Annual Report.

Annual Procurement Report 2020-21



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1. Introduction

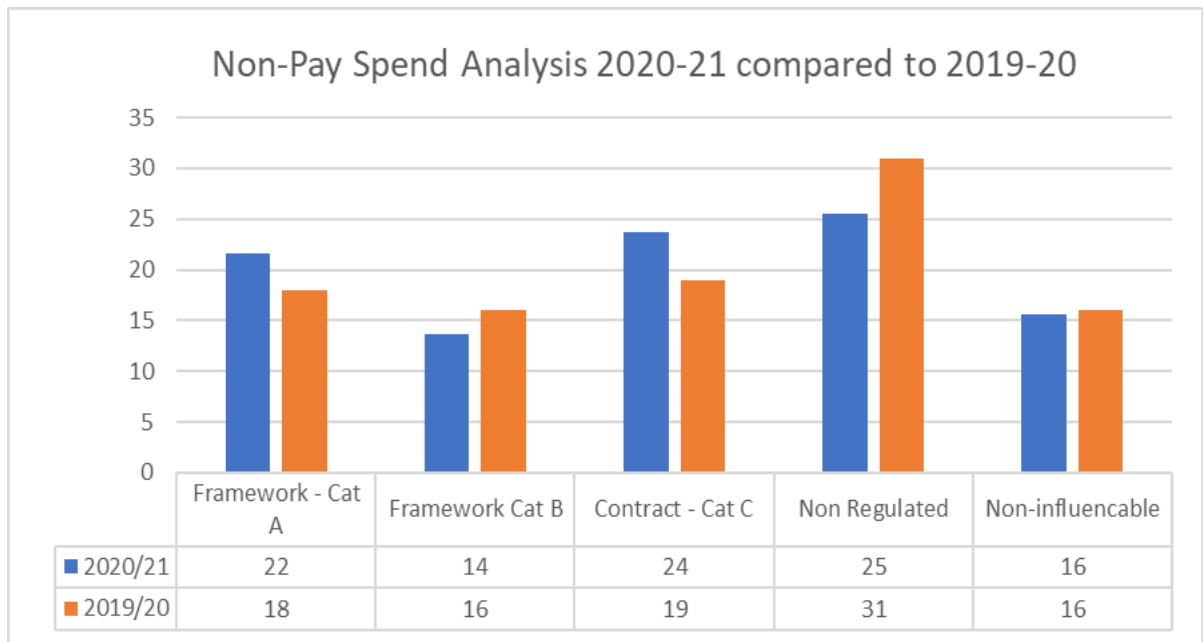
1.1 This report details procurement activities undertaken as follows:

Section 2:	Summary of Completed Regulated Procurement
Section 3:	Review of Regulated Procurement Compliance
Section 4:	Summary of Community Benefits Summary
Section 5:	Summary of Supported Businesses Summary
Section 6:	Summary of Future Regulated Procurement Summary
Section 7:	Other Considerations - this provides an overview of some of the key procurement developments being undertaken by the College.

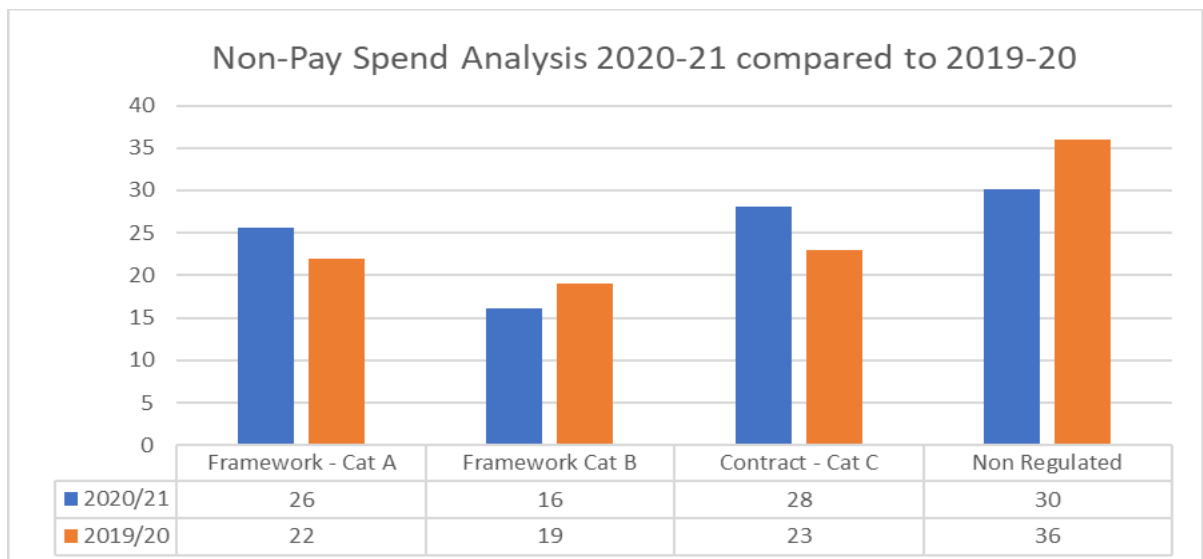
1.2 The categorisations of procurement expenditure referred to within this report are defined as follows:

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

- 1.3 The annual expenditure profile of West College Scotland continues to be monitored on a supplier basis to identify areas for efficiency, improvement, and collaborative procurement. The College's non-pay expenditure for 2020-21 totalled £12.7m (2019-20: £11.3m), of which £1.8m (14%) (2019-20: £1.8m) was non-influenceable spend. Therefore, £10.9m (86%) of College expenditure was influenceable (2019-20: £9.5m (84%)).
- 1.4 An analysis of **non-pay expenditure** for 2020-21 (£12.7m) when compared to 2019-20 (£11.3m) is summarised in the chart below:



- 1.5 Excluding non-influenceable expenditure, an analysis of **influenceable** non-pay spend for 2020-21 (£10.9m) when compared to 2019-20 (£9.5m) can be summarised as follows:



- 1.6 As can be seen above, 42% (2019-20: 41%) of the 2020-21 expenditure was undertaken through Category A and Category B contractual arrangements.
- 1.7 The College local contract spend (Category C) has increased from 23% to 28% year on year. A key reason for this movement is an increase in the level of estates expenditure and estate projects being subject to contract in 2020-21.
- 1.8 **Non-regulated expenditure** as a total value has remained the same year on year at £1.8m. As a percentage of total expenditure, the overall level has reduced from 36% to 30%. This is a positive indicator of the influence the Procurement Team are exerting to move more of the College expenditure to being subject to contract.
- 1.9 During 2020-21 due to staff recruitment issues, the College has had a period of limited procurement resource where the College was required to make purchases without a direct input from procurement professionals but within the Financial Regulations.
- 1.10 During 2021-22 the Procurement Team will look to engender greater engagement with stakeholders. Key areas being in relation to curriculum trade materials for construction, building services and engineering, estates professional advisors and media advertising.
- 1.11 There were ten regulated procurements totalling £4.2m during 2020-21, all relating to goods and services (2019-20: 9 regulated procurements with a value of £4.0m). More detail on these regulated procurements can be found in section (2) which follows.

2. Summary of Completed Regulated Procurements

- 2.1 The Procurement Annual Report is required to focus upon regulated procurements; these are defined as goods and services worth more than £50,000 excluding VAT and works contracts worth more than £2,000,000 excluding VAT
- 2.2 The College conducted ten regulated procurements for goods and services during the year. The College did not conduct any regulated procurement in the works category (contracts with a value of more than £4,773,252 (excluding VAT)) during 2020-21.
- 2.3 There were four EU regulated procurements for goods and services (contracts with a value of more than £189,330 (excluding VAT))¹ arising during the reporting period 2020-21 - these totalled £3.2m in value and related to contracts for IT software and licencing, associate trainers, distance learning, hair dressing kits and consumables, beauty kits and consumables.
- 2.4 To be included in this report the regulated procurement had an award notice published on the [Public Contracts Scotland Tender portal](#).

Categories and Nature of Procurement

Regulated Contracts

- 2.5 The College conducts all procurement activities in an open and transparent manner in accordance with best practice and legislative requirements.
- 2.6 The work plan included at *Appendix A* provides details of the description and category of regulated procurement tendering activity that the College progressed during 2020-21, with this totalling £4.2m in total contract value. These regulated procurements have been separated into contract categories, with the information provided showing the following:
- the date of award
 - the description of the contract
 - the category of the contract
 - the estimated total value over the contract period, including any extension periods
 - the contract start date
 - the duration of the contract including any extension periods (where applicable)
- 2.7 This information, in conjunction with the publication of the College [Contracts Register](#) and use of Public Contracts Scotland (PCS) for all procurement activity over the reporting period, provides complete transparency of the College's procurement activities for the period 2020-21.

¹ Public contracts thresholds are revised every 2 years – next due on 01 /01/2022

3. Review of Regulated Procurement Compliance

Regulated Procurement Compliance

- 3.1 The College conducted a total of ten procurement exercises over the regulated threshold of £50,000 during 2020-21 - these are detailed in *Appendix A* and were in the areas of:
- IT - Software Purchase; Licences; Maintenance; Development; Royalties (2)
 - Estates- Professional Services; Architects; Estates Agents; QS; Construction Management; Surveying Equip & Services (3)
 - Hair and Beauty Equipment, Services, Suppliers Purchase, Maintenance and Repair (2)
 - Education Packs and Materials Specific to Teaching and Learning (3)
- 3.2 Of these regulated procurements, four were above the OJEU threshold.
- 3.3 The College continues to:
- seek to access and utilise collaborative procurement approaches wherever possible, including the use of procurement framework agreements with APUC and other centres of procurement expertise; and
 - consolidate procurement and seek opportunities for cross campus collaboration on an ongoing basis.

Low Value / Low Risk Purchases

- 3.4 The College utilises Public Contracts Scotland (PCS) electronic portal to conduct procurement exercises including sourcing competitive quotes for non-regulated procurement via the Quick Quote system in line with the College Financial Regulations, and to issue Prior Information Notices and Contract Notices for procurement exercises over the regulated thresholds. Continued use of this approach has resulted in the inclusion of local suppliers wherever possible during the tendering of Category C local contracts. The adoption of the PCS portal systems as the default method to conduct procurement exercises across the College ensures compliance and transparency in the processes adopted.
- 3.5 The increased usage of further competition via frameworks demonstrates the College's commitment to participating in collaborative procurement at a national and sectoral level.
- 3.6 The College Procurement Strategy will continue with a mix of further competition using frameworks, direct awards, open tenders, and quick quotes. This will be informed by intelligence on the overall College expenditure allied with the market knowledge to match this data to appropriate procurement routes wherever possible.

4. Community Benefit Summary

- 4.1 The provision of community benefits is obligatory under the terms of the Procurement Reform Act for contracts with a total value over £4,000,000. The College is committed to maximising any opportunities to obtain Community Benefits from procurement activities.
- 4.2 These opportunities are maximised by including a section on Community Benefits in the standard documentation used for larger regulated procurements where appropriate.
- 4.3 The College assesses each individual procurement on a case-by-case basis to consider appropriateness for Community Benefits in terms of contract value, supplier base and nature of contract. Part of this assessment process takes into consideration any negative effect on choice or value for money that seeking Community Benefits may have on a contract below the mandatory Community Benefits level of £4,000,000.
- 4.4 Relevant Community Benefits may include but are not restricted to:
- The provision of supplies and/or services to support College curriculum activities and student welfare.
 - The offer of recycled IT equipment to students.
 - Upskilling opportunities for students and staff.
 - Student workplace and vocational training opportunities.
 - Direct involvement in College schemes or programmes.
 - Educational support initiatives.
 - Presentations for staff and students.
 - Minimising negative environmental impacts, for example those impacts associated with vehicle movements and associated emissions.
- 4.5 In the reporting period, the College has continued to engage with several suppliers who provide community benefits either because of direct commitment via local contracts or framework commitments. Examples of the community benefits secured by the College include:
- The provision of pop-up displays and the contribution of materials towards activities promoting sustainability issues.
 - The provision of student training services and materials in the curriculum area of hairdressing and beauty therapy.
 - The provision of promotions and competitions for students in the catering supplies area.

4.6 The College will continue to promote areas of community benefit as follows:

- All standard quotation documentation includes a section inviting bidders to provide Community Benefits where appropriate.
- Tender documentation for regulated procurements includes a method statement response on Community Benefits that may be provided specific to the contract, where appropriate.
- The College has achieved Living Wage Accreditation and will continue to promote payment of the Living Wage and Fair Work Practices for all relevant procurements.
- The College will ensure that, where suppliers have committed to provide Community Benefits as part of a contract, they will prepare a report on the delivery of these benefits on a six-monthly basis as part of the Contract Management programme as appropriate.

5. Supported Businesses Summary

- 5.1 A Supported Business is defined as one where at least 30% of their workforce are classed as disabled or disadvantaged. (Public procurement directive allows public bodies to make the decision to reserve public contracts for supported businesses. This is enacted in Scotland by Regulation 21 of the Public Contracts (Scotland) Regulation 2015 and as a public body, you can make use of these regulations to restrict the tendering process for goods or services to supported businesses only.)
- 5.2 Higher value procurements, regulated procurements (between £50,000 and financial threshold and those equal to and above the financial thresholds) are conducted in line with Routes 2 and 3 respectively of the Scottish Government Procurement Journey. Both Routes 2 and 3 mandate the use of the Single Procurement Document (SPD (Scotland)). The SPD covers exclusion, selection and award criteria and includes questions relating to companies self-certifying themselves in terms of size (micro, small or medium), or whether they are supported businesses.
- 5.3 The College reviews each procurement to determine whether it could be fulfilled by a Supported Business, whilst remaining compliant with relevant Procurement legislation and ensuring value for money for the institution (using the only [Supported Business register](#) currently available and published by Ready for Business).
- 5.4 During the reporting period the College had an agreed arrangement with WEEE Scotland to recycle IT hardware. WEEE Scotland is a Supported business. This enables the College to recycle IT hardware in a compliant manner and contribute to the College's aims to meet its sustainable obligations and work with local Support Businesses.
- 5.5 It is anticipated that opportunities for engagement with supported businesses will continue to increase going forward. The College will continue to engage with businesses via this route as well as in its own local contracting arrangements. External bodies such as APUC and Scotland Excel continue to promote opportunities for supported businesses along with small and medium enterprises (SMEs) and micro business.

6. Future Regulated Procurement Summary

- 6.1 The College has prepared a summary of the anticipated regulated procurement schedule over the next two years – for the period covering 2021-22 to 2022-23 - as shown in *Appendix B*. This is estimated as the College receives funding on an annual basis and the level of purchasing requirement cannot therefore be predicted with certainty.
- 6.2 Possible contracts have been included, with these being above the regulated contract tender threshold based on the total value over the anticipated period of the contract.
- 6.3 The College will continue to publish Prior Information and Contract Notices via Public Contracts Scotland in the 2021-22 year to alert the supply base to tender opportunities.
- 6.4 Significant capital work on the College estate and ad hoc procurement requirements may arise in-year which have not been included, and it is anticipated that further regulated procurement exercises will be identified throughout the next year.

7. Other Considerations

- 7.1 In this section, the College is highlighting procurement/process improvements that support better procurement. These improvements support the achievement of Procurement Strategy objectives and promote improved compliance.

Procurement Influenced Spend

- 7.2 The Covid-19 pandemic and procurement resourcing issues over the past 12 months have resulted in an increase of non-regulated spend from 31% to 33%. Further development of the analysis of procurement spend information coupled with greater engagement with procurement across the College going forward is required.

Procurement Procedures

- 7.3 Several procurement procedures are in place to provide best practice information and reflect legislative requirements. The procedures have been sited on the College Procurement Intranet site and cover a range of procurement subjects to enhance communication, engagement, competence and compliance. These procedures are aligned to the Scottish Government Procurement Journey, support the College Strategic Plan 2019-2025 and are reflected in the College Financial Regulations.

Procurement and Commercial Improvement Plan

- 7.4 West College Scotland is required to undertake the Procurement and Commercial Improvement Plan (PCIP) Lite assessment with APUC. This assessment focusses on the policies and procedures driving procurement performance and the results they deliver.
- 7.5 The next College PCIP review by APUC is due to be completed in 2023. The College is making progress following on from the last assessment in 2019 with emphasis on areas where further improvement can be made. These areas include the following:
- Further embedding of sustainable procurement.
 - Continued development of contract and supplier management across all significant contracts.
 - Development in the measuring of contract performance.
 - Further increase of contract coverage for potential influenceable spend.

Summary

- 7.6 This report outlines the College commitment to compliant, proactive and best practice procurement. The College continues to actively engage with the aims of the Procurement Reform (Scotland) Act 2014 and maintains an ethos of continuous improvement for both current procurement activities and future planned work. The College seeks to continue to expand the already increased awareness and engagement with procurement by staff, students, and the supply base to achieve further improvement in the period 2021-22.

Appendix A - Regulated Procurements Completed 2020-21

Date of Award	Description	Contract Type	Contract Duration - months incl extensions	Estimated Total Contract Value incl extensions	Status
January 2021	Associate Trainers	Contract - Category B	48	£1,000,000	New
February 2021	Beauty Kits and Consumables	Contract - Category B	48	£360,000	Re-let
February 2021	Hairdressing Kits and Consumables	Contract - Category B	48	£432,000	Re-let
February 2021	Hair and Beauty Uniforms	Contract - Category B	48	£152,000	Re-let
February 2021	Make Up Artistry Kits	Contract - Category B	48	£172,000	Re-let
		Total Category B		£2,116,000	
September 2020	Purchase of myday student portal software and app. CCS G Cloud	Contract - Category C	36	£62,843	New
November 2020	Replacement of Refectory Roof Terrace Clydebank Campus	Contract - Category C	One Off	£55,138	New
November 2020	Paisley Traffic Calming and Landscaping	Contract - Category C	One Off	£43,153	New
January 2021	Engineering Equipment - AMCF First Release	Contract - Category C	One Off	£160,000	New
March 2021	Distance Learning	Contract - Category C	48	£1,830,000	Re-let
		Total Category C		£2,151,434	

Appendix B - Forward Procurement Plan 2021-22 and 2022-23

Summary

2021-22 Forward Procurement Plan	
Category A Contracts	£200,000
Category B Contracts	£3,077,790
Category C Contracts	£580,000
All Contracts Total 2021-22	£3,857,790
2022-23 Forward Procurement Plan	
Category B Contracts	£2,663,227
Category C Contracts	£1,599,740
All Contracts Total 2022-23	£4,262,967
Total All Contracts 2021-2023	£8,120,757

Contract Delivery Plan 2021-22

Expected Date of Award	Description	Contract Type	Contract Duration - months incl extensions	Estimated Total Contract Value incl extensions	Status
January 2022	Mobile Voice & Data Services - Lot 6 Mobil Voice & Data) (Crown Commercial Services)	Contract - Category A	48	£200,000	Re-let
		Total Category A		£200,000	
August 2021	Coffee Supply and Maintenance	Contract - Category B	48	£25,000	New
November 2021	Microsoft Training Courses - External Providers	Contract - Category B	48	£60,000	Re-Let
December 2021	Graduation Audio Visual (AV)	Contract - Category B	48	£11,790	Re-Let
December 2021	Roofing and Re-Rendering to Renfrew and Oakshaw	Contract - Category B	One-off	£830,000	New
February 2022	Fully Managed Vending Machines	Contract - Category B	48	£45,000	Re-Let
February 2022	Supply of Paper & Specialist Paper	Contract - Category B	48	£200,000	Re-Let
March 2022	Finnart Tower Windows Replacement	Contract - Category B	One-off	£330,000	New
March 2022	Fixed Telephony Service - Voice framework	Contract - Category B	48	£23,000	Re-Let
April 2022	Legal Services	Contract - Category B	48	£60,000	Re-Let
May 2022	Sports Uniforms	Contract - Category B	48	£408,000	Re-Let
June 2022	Insurance Policy Renewal	Contract - Category B	48	£700,000	Re-Let
July 2022	Provision of Personal Protection Equipment - PPE	Contract - Category B	48	£360,000	Re-Let
July 2022	Repair and Maintenance of Catering Equipment across all campuses	Contract - Category B	48	£25,000	Re-Let
TBC	Occupational Health - Health Surveillance	Contract - Category B	TBC	TBC	New
		Total Category B		£3,077,790	
August 2021	'MyHealth' student app	Contract - Category C	One-off	£15,000	New
August 2021	Airport services for specialist training delivery	Contract - Category C	One-off	£45,000	New
March 2022	Estate consultancy specialists	Contract - Category C	48	£400,000	New
April 2022	AMCF Equipment Purchase - phase 2	Contract - Category C	One-off	£120,000	New
		Total Category C		£580,000	

Contract Delivery Plan 2022-23

Expected Date of Award	Description	Contract Type	Contract Duration - months incl extensions	Estimated Total Contract Value incl extensions	Status
February 2023	Fresh Dairy Products	Contract - Category B	48	£96,000	Re-let
February 2023	Fresh Bakery Products	Contract - Category B	48	£120,000	Re-let
February 2023	Library Books, Educational Textbooks and Multimedia Supplies	Contract - Category B	48	£500,000	Re-let
March 2023	Provision of Lease of Office Equipment (MFD - Printers)	Contract - Category B	48	£1,500,000	Re-let
May 2023	VMWare License Renewal	Contract - Category B	48	£57,227	Re-let
July 2023	S&D of Grocery, Frozen & Chilled Food - TUCO 11042-TU	Contract - Category B	48	£390,000	Re-let
		Total Category B		£2,663,227	
April 2023	The Provision of Glass Cleaning Services-All Campuses	Contract - Category C	48	£71,992	Re-let
April 2023	All Campus Landscaping & Gardening	Contract - Category C	48	£82,320	Re-let
April 2023	Waste & Recycling Management Services - LOT 1 - Waste Management	Contract - Category C	48	£275,624	Re-let
April 2023	Waste & Recycling Management Services - LOT 2 - Confidential Waste	Contract - Category C	48	£4,752	Re-let
April 2023	Waste & Recycling Management Services - LOT 3 - Compactor Rental	Contract - Category C	48	£214,652	Re-let
July 2023	Sports Uniforms	Contract - Category C	48	£408,000	Re-let
July 2023	Taxi Services- Clydebank - Lot 1	Contract - Category C	48	£19,200	Re-let
July 2023	Taxi Services- Paisley - Lot 2	Contract - Category C	48	£163,200	Re-let
July 2023	Taxi Services- Greenock - Lot 3	Contract - Category C	48	£360,000	Re-let
		Total Category C		£1,599,740	

TITLE: SCHEDULE OF BUSINESS 2021-22

Background: This paper outlines how the 2021-22 Schedule of Business to enable the Corporate Development Committee to fulfil its' remit.

Action: The Corporate Development Committee is requested to note the content of the report.

Lead: Amy McDonald, Vice Principal Operations

Status: Open

1. Corporate Development Remit

1.1 The main purpose of the Corporate Development Committee is to:

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

Corporate Development Committee					
Remit	14 Sept 2021	23 Nov 2021	23 Nov 2021 Joint Committee	8 March 2022	31 May 2022
a) <i>To have strategic oversight of the overall management of the College's resources – finance, people, procurement, information technology and property.</i>					
b) <i>To consider and advise the Board of Management on the development and implementation of College policy and strategy, including but not limited to the following areas:</i>					
<ul style="list-style-type: none"> • <i>Communication and Marketing</i> <ul style="list-style-type: none"> ○ Update report on College Marketing activity ○ Marketing and Communication Strategy 	Y	Y Y		Y Y	Y
<ul style="list-style-type: none"> • <i>People</i> <ul style="list-style-type: none"> ○ Update from LJCNC lecturing/support staff meetings ○ Update from Equality, Diversity and Inclusion Committee ○ Update on National Bargaining ○ People Strategy 2021-22 Update ○ People Strategy 2022-2025 ○ Annual review of Modern Slavery Statement 	Y Y Y	Y Y Y		Y Y Y Y Y	Y Y Y Y
<ul style="list-style-type: none"> • <i>Health and Safety</i> <ul style="list-style-type: none"> ○ Mobilisation Group Update Report (Covid-19) ○ Update from Health & Safety Committee 	Y Y	Y Y		Y Y	Y Y
<ul style="list-style-type: none"> • <i>Estate</i> <ul style="list-style-type: none"> ○ Update report on College leasing arrangements ○ Estate Strategy – Annual Update ○ Estate Strategy 2016-2026 Refresh - Update ○ Estate outline business case update 	Y Y Y			Y Y	Y Y

Corporate Development Committee					
Remit	14 Sept 2021	23 Nov 2021	23 Nov 2021 Joint Committee	8 March 2022	31 May 2022
○ Estate maintenance, sustainability, and project update reports	Y	Y		Y	Y
<ul style="list-style-type: none"> • <i>Carbon management and sustainability</i> <ul style="list-style-type: none"> ○ Carbon Management Plan – Progress Update ○ Revised Carbon Management Plan 2021-2025 Update ○ Annual Scottish Government Sustainability Report 	Y	Y Y Y		Y	Y
<ul style="list-style-type: none"> • <i>Information Technology</i> <ul style="list-style-type: none"> ○ IT Strategy – Annual Update ○ IT Project Update Report 	Y	Y		Y	Y Y
<ul style="list-style-type: none"> • <i>Finance</i> <ul style="list-style-type: none"> ○ Management Accounts ○ Update of Financial Forecast ○ SFC Funding Update ○ Annual budget and medium-term financial forecast 	Y Y Y	Y (October) Y		Y (January) Y	Y (April) Y Y Y
<ul style="list-style-type: none"> • <i>Procurement</i> <ul style="list-style-type: none"> ○ Procurement Strategy Annual Update ○ Procurement Annual Report including future year plan ○ PCIP Update Report (next review by December 2022) 		Y Y			
Ensuring progress is monitored in delivering strategic outcomes in these areas.					
Finance					
c) To consider and advise the Board of Management on key strategic financial and management matters including:					
<ul style="list-style-type: none"> • <i>solvency of the College</i> <ul style="list-style-type: none"> ○ Cashflow report contained in the Management Accounts 	Y	Y		Y	Y

Corporate Development Committee					
Remit	14 Sept 2021	23 Nov 2021	23 Nov 2021 Joint Committee	8 March 2022	31 May 2022
<ul style="list-style-type: none"> <i>cashflow</i> <ul style="list-style-type: none"> Cashflow report contained in the Management Accounts 	Y	Y		Y	Y
<ul style="list-style-type: none"> <i>effectiveness and appropriateness of the utilisation of College resources</i> <ul style="list-style-type: none"> Update on year-end financial position Internal Audit Report – Review of Financial Regulations Internal Audit Report – Cash Management Internal Audit Report – Sustainability and Carbon Management Internal Audit Report – Estate Strategy Internal Audit Report – IT Systems Administration 	Y		Y	Y Y Y	Y Y
<ul style="list-style-type: none"> <i>financial strategy, budgeting, financial monitoring and forecasts</i> <ul style="list-style-type: none"> Management Accounts Update of Financial Forecast Update on SFC Funding via Vice Principal Update Report Annual budget and medium-term forecasts 	Y Y Y	Y (October) Y Y		Y (January) Y Y	Y (April) Y Y Y
<ul style="list-style-type: none"> <i>banking arrangements and approval of bank signatories</i> <ul style="list-style-type: none"> Annual review of banking arrangements 	Y				
<ul style="list-style-type: none"> <i>investments and borrowing</i> <ul style="list-style-type: none"> Annual review of banking arrangements 	Y				
<ul style="list-style-type: none"> <i>taxation</i> <ul style="list-style-type: none"> Annual update report on taxation matters 	Y				

Corporate Development Committee					
Remit	14 Sept 2021	23 Nov 2021	23 Nov 2021 Joint Committee	8 March 2022	31 May 2022
<ul style="list-style-type: none"> ○ Reports will be provided on any material changes as required 					
<ul style="list-style-type: none"> • <i>pension arrangements</i> <ul style="list-style-type: none"> ○ Overview of College pension schemes 					Y
<ul style="list-style-type: none"> • <i>approval of contracts between the values of £250,000 and £500,000</i> <ul style="list-style-type: none"> ○ Authorisation sought as required 					
d) To consider and recommend the College's annual financial statements and associated reports for approval to the Board of Management at a joint meeting with the Audit Committee. <ul style="list-style-type: none"> ○ External Audit Management Letter ○ Corporate Governance Statement ○ Financial Statements ○ Annual Internal Audit Report ○ Internal Audit Annual Plan 2021-22 ○ External Audit Planning Memorandum 	Y		Y Y Y Y		Y
e) To ensure adherence to statutory requirements related to the College's financial affairs and compliance with the Financial Memorandum, Scottish Public Finance Manual (SPFM) and related guidance (including Accounting Policies in the Financial Statements) and to provide the Board of management with assurance on these matters. <ul style="list-style-type: none"> ○ Internal Audit Annual Report ○ External Audit Management Letter ○ Annual report on Corporate Governance Compliance 			Y Y		Y

Corporate Development Committee					
Remit	14 Sept 2021	23 Nov 2021	23 Nov 2021 Joint Committee	8 March 2022	31 May 2022
f) To review College Financial Regulations on an annual basis, or more frequently if required and recommend these to the Board of Management for approval. <ul style="list-style-type: none"> Review of Financial Regulations Corporate Governance Statement review – Financial Statements Internal Audit Report – Review of Financial Regulations 	Y		Y	Y	
Human Resources and Organisational Development					
g) To have strategic responsibility for oversight of and compliance with employment, health and safety, data protection and freedom of information legislation, advising the Board of Management on the operation and implementation of effective and efficient policies and systems in the following areas, advising the Board of Management on these areas as required:					
<ul style="list-style-type: none"> <i>equality, diversity, and inclusion</i> <ul style="list-style-type: none"> Equality, Diversity, and Inclusion Mainstreaming Report Update from Equality, Diversity, and Inclusion Committee 	Y	Y		Y	Y
<ul style="list-style-type: none"> <i>learning and development</i> <ul style="list-style-type: none"> Updates provided as required 					
<ul style="list-style-type: none"> <i>employee relations</i> <ul style="list-style-type: none"> Mobilisation Group Update Report (Covid-19) 	Y	Y		Y	Y
<ul style="list-style-type: none"> <i>health, safety and wellbeing</i> <ul style="list-style-type: none"> Mobilisation Group Update Report (Covid-19) Update from Health & Safety Committee 	Y Y	Y Y		Y Y	Y Y
<ul style="list-style-type: none"> <i>workforce planning</i> 					

Corporate Development Committee					
Remit	14 Sept 2021	23 Nov 2021	23 Nov 2021 Joint Committee	8 March 2022	31 May 2022
<ul style="list-style-type: none"> ○ People Strategy 2021 ○ People Strategy 2022-2025 				Y	Y
<ul style="list-style-type: none"> • <i>payroll</i> <ul style="list-style-type: none"> ○ Overview of College pension schemes ○ Updates provided as required 					Y
<ul style="list-style-type: none"> • <i>voluntary severance schemes</i> <ul style="list-style-type: none"> ○ Updates provided as required 					
<ul style="list-style-type: none"> • <i>freedom of information and data protection</i> <ul style="list-style-type: none"> ○ Finance Update Report 	Y				
Assets and Infrastructure					
h) To consider and advise the Board of Management on key strategic infrastructure matters including:					
<ul style="list-style-type: none"> • <i>monitoring and review of the overall management and development of College property and information technology, ensuring that a comprehensive register of land, buildings and infrastructure assets is maintained and assurance is given to the Board of Management that the correct procedures are followed in respect of Exchequer funded assets.</i> <ul style="list-style-type: none"> ○ Estate Strategy – annual progress update ○ Estate business case updates ○ College leasing arrangements update ○ Report on Paisley (CPA) relocation project 	Y Y Y	Y Y		Y Y	Y Y

Corporate Development Committee					
Remit	14 Sept 2021	23 Nov 2021	23 Nov 2021 Joint Committee	8 March 2022	31 May 2022
<ul style="list-style-type: none"> <i>maintenance of estate and information technology in an efficient and effective manner, in accordance with a planned maintenance programme which is consistent with approved strategy and associated financial projections.</i> <ul style="list-style-type: none"> Estate maintenance, sustainability and project update reports 	Y	Y		Y	Y
<ul style="list-style-type: none"> <i>the implementation and development of carbon management and sustainability plans to address Scottish Government climate change requirements and ensure awareness of local, national, and global environmental matters.</i> <ul style="list-style-type: none"> Carbon Management Plan (CMP) – Progress Update Revised Carbon Management Plan 2021-2025 Annual Scottish Government Sustainability Reporting Requirements Update Estate Strategy Progress Update – includes annual review of College Carbon Management and Sustainability Plan 	Y Y	Y Y Y		Y	Y Y
<ul style="list-style-type: none"> <i>consideration and approval of information technology initiatives and innovations as required and the promotion of the effective and efficient use of IT services and assets.</i> <ul style="list-style-type: none"> IT Strategy 2021-2025 - Annual Update IT Project Update Report 	Y	Y		Y	Y Y
Marketing and Communications					
i) To consider and advise the Board of Management on key strategic matters relating to marketing and communications including:					
<ul style="list-style-type: none"> <i>the implementation, development and review of marketing and communication strategies</i> <ul style="list-style-type: none"> Update report on College Marketing activity Marketing and Communication Strategy 	Y	Y		Y Y	Y

Corporate Development Committee					
Remit	14 Sept 2021	23 Nov 2021	23 Nov 2021 Joint Committee	8 March 2022	31 May 2022
<ul style="list-style-type: none"> <i>policies which enable the College to build its reputation.</i> <ul style="list-style-type: none"> Marketing and Communication Strategy 				Y	
Risk					
j) <i>To consider risk relating to the matters that fall within the Committee's remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.</i> <ul style="list-style-type: none"> Review of Strategic Risk Register 	Y	Y		Y	Y
Other Matters					
k) <i>Any other matters as required by the Board of Management.</i>					
l) <i>The Committee can request representatives of other organisations to attend meetings if/as required.</i>					