

**West College Scotland**  
**CORPORATE DEVELOPMENT COMMITTEE**  
**TUESDAY 7 MARCH 2023 at 4.00 p.m. By TEAMS**

**AGENDA**

**General Business**

1. Apologies
2. Declaration of Interests
3. Minutes and actions
  - .1 Minutes of the meeting held 22 November 2022 Enclosed JL
  - .2 Actions from the CD Committee Minutes Enclosed JL
  - .3 Minute of meeting of Joint Audit and Corporate Development Committee 22 November 2022 Enclosed JL
  - .4 Actions from the Joint Committee Minutes Enclosed JL
4. Matters arising from the Minutes  
(and not otherwise on the agenda)

**Main Items for Discussion and/or Approval**

**Finance / Procurement / Student Funding**

5. Finance Update Report Paper 5 AR
6. Performance Reporting - Management Accounts to 31 January 2023 Paper 6 AR
7. Procurement Strategy Update Paper 7 VM
8. Procurement Approval Paper 8 VM

**Communications, Policy, and Engagement**

9. Communication and Marketing Update Paper 9 NT

**Organisational Development and Human Resources**

10. People Update Report Paper 10 JR
11. Annual review of Modern Slavery Statement Paper 11 JR

## **Estate / Information Technology**

12. Draft Estate Strategy	Paper 12	AM
13. Estate Update Report including projects	Paper 13	AM
14. IT Update Report	Paper 14	BS
15. Sustainability Update Report	Paper 15	AR

## **Risk Management**

16. Strategic Risk Register	Paper 16	AM
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## **Items for Information**

17. Internal Audit Report – Payroll	Paper 17	JR
18. Internal Audit Report – IT Strategy	Paper 18	AM
19. Schedule of Business 2022-23	Paper 19	AR
20. Any other business		

**Next meeting:** Tuesday 30 May 2023 at 4pm by TEAMS

## CORPORATE DEVELOPMENT COMMITTEE

**Minutes:** Tuesday 22 November 2022.

**Present:** John Leburn (in the Chair), Linda Johnston, David Mark, Daniel McMahon

**Attending:** Amy McDonald (Vice Principal Operations), Stephanie Gunn (Vice Principal Educational Leadership), Alan Ritchie (Director Finance), Joe Rafferty (Acting Director Organisational Development and HR), Brian Stobbs (Head of IT), Vivienne Mulholland (Head of Finance and Student Funding), Nathan Tyler (Director Communications, Policy, and Engagement), Marcelle McLaughlin (Sustainability Officer) Charlene Clark (PA to the Principal).

**Apologies:** Liz Connolly, Jane McKie, Douglas Bayley, Sandor Nagy, Waiyin Hatton (Board Chair), Anne McEwen (Head of Estates)

### **CD145 WELCOME**

The Chair welcomed everyone to the meeting and noted apologies.

### **CD146 DECLARATIONS OF INTERESTS**

The standing declarations of interests of members, as available on the [Register of Interests](#) on the College website, were noted as current. There were no specific interests declared with regard to the items on the agenda for the meeting.

### **CD147 MINUTES OF PREVIOUS MEETING**

The minutes of the Corporate Development Committee meeting held on Tuesday 6 September 2022 were **approved** with one amendment to members present. Remove duplicated name Douglas Bayley and replace with Daniel McMahon.

### **CD148 ACTIONS FROM THE MINUTES**

The Committee **noted** the actions taken from the minutes.

### **CD149 MATTERS ARISING FROM THE MINUTES**

There were no matters arising not otherwise on the agenda.

### **CD150 REAPPOINTMENT OF CO-OPTED MEMBER**

The committee noted that the tenure of co-opted member, David Mark, expires on 29 February 2023. As such, the Chair of the Committee requested that David be reappointed for a further one-year term (1 March 2023 to 29 February 2024).

The next meeting of the Committee is 7 March 2023 (Board meeting thereafter for approval is 24 April 2023) so, due to timescale and David's term ending on 29 February 2023, the Committee is requested to consider this matter now and the Chair will present this for approval to the Board meeting scheduled for 12 December 2022.

**The Committee approved the reappointment of David Mark for a further year.**

### **CD151 FINANCE UPDATE REPORT **Restricted Item****

### **CD152 MANAGEMENT ACCOUNTS TO 31 OCTOBER 2022 **Restricted Item****

### **CD153 2021-22 PROCUREMENT REPORT**

The Head of Finance and Student Funding presented the Committee with the 2021-22 Procurement Report for approval prior to its submission to the Scottish Government and its publication on the College website.

Ms Mulholland highlighted the following points from the report:

- The College has had one year of the shared services agreement with APUC and has seen a continuous improvement in the level of compliance both in category A and B contracts and an increase in compliance levels in the form of value.
- Emphasis in the report on compliance, with procurement working closely with budget holders.
- Compliance is improving and the College aims to reach 70%-80% compliance. The team are looking at what signposting / training the College has in place and the level of engagement with existing and new procurement as well as opportunities for collaboration.

The following points were raised:

- Noted good progress has been made and continuous drive for improvements and value for money.
- Section 4.5 Community Benefits for stationery - data needs updated to reflect current year before submitted.

**The Corporate Development Committee approved the 2021-22 Procurement Report for submission to Scottish Government and for publication.**

#### **CD154 COMMUNICATION AND MARKETING UPDATE**

The Director of Communications, Policy and Engagement provided an update in relation to the following matters:

- Communications
- Marketing
- Strategic Engagement
- Policy
- Events

Mr Tyler highlighted the following point:

- The College has been in contact with all local elected ministers to request a 1-2-1 meeting with himself and the Chair of the Board to brief ministers on sector issues in relation to funding and the College position. Aim to get each parties ministers together collectively if easier and ensure they fully understand what a flat cash settlement and increase in the cost of living means and how this impacts the College.

The following points were raised:

- The Committee noted the results of the WCS perception survey.
- Noted there is a need for funding for a new website, details are being explored and will be brought to a future meeting.

**The Corporate Development Committee considered the report and approved.**

#### **CD155 2021-22 ORGANISATIONAL DEVELOPMENT AND HR REPORT**

The Acting Director Organisational Development and HR provided updates on a range of activities covered by the Organisational Development and HR Directorate from August 2021 to July 2022 highlighting several key performance indicators.

Mr Rafferty highlighted the following points:

- The College has adjusted the time frame in the last Report to align with the College year instead of the calendar year, so the last report was 18 months. Some of the commentary will note this when looking at some of the comparative figures.
- Two dominating factors in terms of commentary, firstly still coming out the pandemic and secondly the College financial position.
- The absence rate has gone up from 3.6% to 4.4% as the College comes out of the pandemic with people mixing again and mental health issues rising.
- Slight increase in the diversity of staff across the College.
- One of the main initiatives, My Conversations, along with a new platform Evolve replaces the annual CPDR for staff. This involves short/long term objectives and more frequent check ins for staff development with the new platform holding all learning material and records. Encouraging signs of staff using the new platform.
- The College OD&HR Manager was asked to speak at a conference based on the development of the Evolve platform at West College Scotland.
- Three voluntary severance programmes over the past year with a total of 44 staff being accepted.
- The My Voice staff survey had a 42% response rate and supported the implementation of the hybrid working protocols for the College as well as training and advice for managers.
- The new partly Government funded staff wellbeing advisor provides 1-2-1 support to staff and saw 36 staff engage. The College was involved in various wellbeing initiatives and has developed a Wellbeing Strategy.
- Had expected progress on the Data Protection and Information Bill, however, the Government has not progressed yet. The College have adopted the ICO accountability tracker to monitor detailed compliance data, and to fulfil its obligations under the seventh data protection principle 'Accountability'.
- For reporting the HR team are looking at moving away from annual reporting to real time reporting for business partners.

The following points were raised:

- Important to look at post covid and absenteeism, to understand any new health concerns affecting our employees.
- Noted the excellent progress on staff developing themselves and keeping up to date as the College moves forward.

**The Corporate Development Committee:**

- Reviewed and noted the content of the report for information.
- Approved for consideration at December Board of Management for approval to publish.

**CD156 ESTATE UPDATE REPORT INCLUDING PROJECTS** **Restricted Item**

**CD157 IT UPDATE REPORT** **Restricted Item**

**CD158 SUSTAINABILITY UPDATE REPORT**

The Chair welcomed Marcelle McLaughlin, Sustainability Officer, to the meeting to provide the Committee with an update on the implementation of the College Sustainability Strategy including a summary of the College 2021-22 emissions.

Ms McLaughlin highlighted the following points:

- The first meeting of the Sustainability Oversight Group took place this month with representation from areas across the College and Chaired by the Principal and Chief Executive.
- Engagement platforms include the sustainability portal, staff intranet, West World newsletters and social media platforms.
- Monthly feeds to staff on stats on what the College are doing in relation to sustainability and raise the profile further.
- Green rooms to be created on all campuses to house staff/student donations to help keep items in circulation longer as well as offer support through the cost-of-living crisis.
- Stationery amnesty for staff and students – opportunity to share surplus and redundant items and remove the need to purchase new.
- Looking at a shutdown of IT equipment over weekends and evenings.
- The College recently submitted its 2021-22 Annual Climate Report and making good progress with a 46% reduction since baseline year 2015-16. Now required to report on procurement activity which equates to 170% of the College baseline emissions, continue to report separately to show like for like progress.
- Going forward there is a requirement to include staff/student commuting which may prove difficult, although, a short travel survey should allow the College to work with an estimated average.
- Almost returned to business as it was in 2018-19 and still seeing a positive reduction in emissions. To prevent these figures rising the College have some initiatives to support this e.g. heating/cooling switch off, highlight importance of virtual meetings as first option in travel policy and switch off campaigns at Christmas.
- An audit of curriculum to further embed our sustainability goals.
- Holding a global teach in week in March involving students on sustainable development goals, waste, and active travel.
- Make a pledge platform over staff intranet and social media, to make a sustainable pledge for the new year to support a positive change to the environment. Good if Board members could get involved.

Ms McLaughlin took the Committee through the report and the following points were raised:

- Members understand the significant financial constraints on the larger projects for sustainability, however, vital that we should continue on smaller initiatives as they are vital to delivering the required culture change in addition to contributing to carbon emission savings.

**The Corporate Development Committee noted the update.**

**CD159 SCHEDULE OF BUSINESS 2022-23**

The Committee **noted** its schedule of business for 2022-23. This would be updated during the year to reflect revised dates for reports being submitted to the Committee.

Agreed to look at a high-level schedule over one page to show a clearer view for the year for the Committee.

**{ACTION – AMcD}**

**CD160 ANY OTHER BUSINESS**

No other items were raised.

**CD161 DATE OF NEXT MEETING**

Tuesday 7 March 2023 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)
3 Mar 2020	EM398	<b>College Estate Strategy 2016-2026 - Progress Report:</b> 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.	<b>Ongoing</b> Updated to Spring 2023
16 Sept 2020	EM426	<b>WDC District Heating System:</b> An update report to be provided to a future meeting of the Committee.	A McDonald	Update provided in Estates Update paper.	<b>Ongoing</b> Future meeting
6 Sept 22	CD138	<b>Communications and Marketing Update Report</b> - share the full results and analysis from the College Perception Survey as soon as it was received.	N Tyler	Update provided as part of November 2022 paper along with copy of Perception Survey.	<b>Complete</b> November 2022 meeting

## JOINT MEETING OF AUDIT COMMITTEE AND CORPORATE DEVELOPMENT COMMITTEE

**MINUTES:** Tuesday 22 November 2022

**Present:** Grant Lyall (Chair)

**Audit:** Graeme Bold, Ronald Leitch.

**CD:** John Leburn, Linda Johnston, Daniel McMahon.

**Attending:** Amy McDonald (Vice Principal Operations), Stephanie Gunn (Vice Principal Educational Leadership), Alan Ritchie (Director Finance), Nathan Tyler (Director Communications, Policy & Engagement), Vivienne Mulholland (Head of Finance and Student Funding), Brian Stobbs (Head of IT), Charlene Clark (PA to Principal)

**Attending by invitation:**

Joanne Buchanan (Mazars – External Auditors).

Stephen Pringle (Wylie & Bisset – Internal Auditors).

**Apologies:** Liz Connolly, Jane McKie, Douglas Bayley, Sandor Nagy, David Mark, Lucy Nutley (Mazars – External Auditors), Graham Gillespie (Wylie & Bisset – Internal Auditors).

### **AFM55 CLOSED SESSION WITH EXTERNAL AUDITORS - Restricted Item**

#### **AFM56 WELCOME**

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

#### **AFM57 DECLARATIONS OF INTERESTS**

The standing declarations of interests of members, as available on the [Register of Interests](#) on the College website, were noted as current. There were no specific interests declared with regard to the items on the agenda for the meeting.

#### **AFM58 MINUTES**

The minutes of the joint meeting of the Audit and Finance and General Purposes Committee held on 23 November 2021 **were noted (having already been approved at each of the Committees)**.

#### **AFM59 ACTIONS FROM THE MINUTES**

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

#### **AFM60 EXTERNAL ANNUAL AUDIT REPORT AND LETTER OF REPRESENTATION 2021-22**

Ms Buchanan, external auditor - Mazars, presented their report on the audit of the financial statements for the year ending 31 July 2022 and the letter of representation 2021-22 was considered.



Ms Buchanan summarised the audit conclusions and explained that Mazars had substantially completed their work on the financial statements and wider scope work for the year ended 31 July 2022.

Ms Buchanan led the Committee through the report and highlighted that the auditors delivered an unqualified opinion concerning:

- The financial statements for the year ending 31 July 2022.
- The regularity of income and expenditure (in all material respects the expenditure and income recognised in the financial statements have been applied for the purposes intended).
- The remuneration and staff report, performance report and governance statement.

The external auditors also concluded that the College had:

- effective arrangements in place, including budgetary control, which helped the Board members scrutinise finances.
- adequate financial planning arrangements in place. The long-term operational funding gap previously identified by the College as well as a need for significant capital investment increases and becomes more urgent. The College is reliant on the outcome of dialogue with the Scottish Funding Council to ensure future capital investment is made and therefore the risk of the College not being financially sustainable is partially reduced.
- governance arrangements in place that provide appropriate scrutiny by the Board of Management of decisions made.
- an effective performance management framework in place that supports progress towards the achievement of value for money.

This led to the Auditors anticipating the Report being unqualified.

Ms Buchanan noted there remains a long-term funding gap and need for capital investment which is ongoing. On performing the audit there were no significant difficulties and there was no deviation from the previously presented plan. There were also no internal control weaknesses to bring to the Committees attention. Ms Buchanan noted in relation to land and buildings that the uncertainty has been removed this year after correspondence with the valuer and there is no need for an emphasis of matter.

Ms Buchanan noted that during the audit process, the College were informed by the SFC of the introduction of a 2% tolerance for those colleges that had not met their credit target. This resulted in an adjusted misstatement of £886k being made to the financial statements presented for audit. Ms Buchanan noted this is not something the College could have been aware of, is not a reflection on what was prepared and is being flagged with SFC.

The Oakshaw Building condition was discussed with management with the intention to bring it back into use and, as such, no impairment was deemed necessary. The defined benefit pension was also discussed and will show as a surplus on the accounts this year.

Ms Buchanan noted that overall, the annual audit was an extremely straight forward process and thanked Mr Ritchie and the team for their work and support not only this year but over the last six years.

The following points were raised:

- Responding to a question on going concern and the significant savings noted as required to balance the budget, Ms Buchanan responded that going concern considers a period of 12 months from the date of signing of financial statements. The auditors consider the level of savings required with a focus on a 12-month view, and consider whether there will be a continued provision of service. With the cash position of the College and the actions proposed to be taken, Mazars has no concern that the College cannot deliver over the next 12 months. In the longer term, all factors are considered.
- Responding to a question on adequate financial planning and forecasting over a 2 to 5 year period, Ms Buchanan responded there is constant dialogue with other Auditors, Audit Scotland and SFC on how challenging this is. There are slight differentials in approach with other colleges, but all institutions find themselves in similar challenging positions.
- Responding to a question on any new material risks, Ms Buchanan responded that there was no change to the main material risks identified at the planning stage being Management Override Controls and Revenue Recognition which are two standard risks on every audit. Also identified at the planning stage was Expenditure Recognition and no other risks were identified.

The Chair noted that members are very conscious of the financial challenges ahead and thanked Ms Buchanan for the report and for clarifying the position on going concern.

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

- **Audit Annual Report to the Board of Management and the Auditor General for Scotland for the year ended 31 July 2022.**
- **The letter of representation.** [Action: AMcD]

#### **AFM61 2021-22 CREDITS AUDIT REPORT**

Stephen Pringle (Wylie & Bisset) presented the results of the SFC Credit (student activity) Audit for 2021-22 which included the audit certificate.

Mr Pringle reported that Wylie & Bisset conducted the 2021-22 audit of student activity (Credits) and he led the Committee through the results of that audit work against each of the key risk areas highlighted by the SFC in their guidance.

Mr Pringle added that Wylie & Bisset had concluded:

- The College had reasonable procedures and controls in place over the collection of data for the credits return and that assurance could be taken that the credits count for the College was not materially mis-stated.

- The audit certificate (Appendix B) is in the format set out in the audit guidance. The audit certificate was submitted to the SFC on 14 October 2022 which was out with the SFC set deadline of 7 October 2022 due to technical issues. The SFC were kept informed of the reasons for the delay and have not raised any issue with the late submission of the required return.

The auditors have raised one low grade recommendation relating to the 2021-22 year. Of the five recommendations outstanding from last year, the auditors were able to confirm that four have been fully implemented and one is still partially implemented.

The Committee thanked the auditor for a thorough audit report and noted the one low level recommendations which had been accepted by College management. Mr Ritchie confirmed that these would be added to the Rolling Audit Action Plan alongside timescales for implementation.

**The Committee noted the unqualified opinion and approved the:**

- **The removal of the four recommendations from the 2020-21 audit as per Appendix E of the report.**
- **The inclusion of one new low level audit recommendation as per Appendix C of the report.**
- **The 2021-22 Credits Audit Report.**

#### **AFM62 2021-22 STUDENT SUPPORT FUNDS - AUDIT REPORTS AND CERTIFICATES**

Stephen Pringle (Wylie & Bisset) presented the outcomes from the 2021-22 Student Support Fund audits explaining that the College operated several student support funds which were subject to independent audit. Wylie & Bisset conducted the 2021-22 audits of the College student funding expenditure against the relevant SFC or SAAS guidance. The assignment covered the audits of:

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

Mr Pringle reported that in respect of the Student Support Funds the auditors concluded that:

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

He confirmed that the audit did not make any recommendations as to the operation of the funds which is better than the average of one recommendation made to other organisations of similar size.

In respect of the Educational Maintenance Allowances the auditors had concluded that:

*'We have examined the books and records of the above college, including evidence of checks of 5% of applications and payments, with a sample size appropriate to the total number of applications, and have obtained such explanations and carried out such tests as I/we considered necessary.*

*On the basis of our examination and of the explanations given to us, we report that the information set out in these forms is in agreement with the underlying records.*

*We also report that, in my/our opinion, the college used these funds in accordance with the SFC's conditions and the principles of the Education Maintenance Allowance programme.*

*We are satisfied that the systems and controls of the administration and disbursement of these funds are adequate.'*

Mr Pringle confirmed that the audit made no recommendations which is in line with similar sized organisations.

Wylie & Bisset have issued unqualified audit opinions for all three funds.

**The Committee approved the:**

**a) 2021-22 Audit Report on Student Support Funds.**

**b) 2021-22 Audit Report on Educational Maintenance Allowance.**

#### **AFM63 2021-22 INTERNAL AUDITORS ANNUAL REPORT**

Mr Pringle presented the 2021-22 Internal Auditor's Annual Report and provided further background information in considering approval of the Financial Statements. He explained that the report would also be submitted to the Scottish Funding Council (SFC).

Mr Pringle noted Wylie & Bisset's last assessment from the Chartered Institute of Internal Auditors was in November 2021, this is a mandatory assessment to be taken every 5 years. The firm decided to undertake this review every 2 years mainly due to growth in client and staffing numbers and due to Covid moving through remote and hybrid working models. Mr Pringle highlighted their compliance with all 64 standards.

Mr Pringle noted all reviews were completed except for the Estates Strategy which was moved forward to 2022-23 as the revised Strategy was not ready for review. The reviews resulted in two high grade recommendations, 14 medium and 11 low. Where it was possible to benchmark in each review these were slightly lower than average and in relation to KPI's one management response was received out with the set 15 working days.

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

*'We are satisfied that sufficient internal audit work has been undertaken to allow us to draw a conclusion as to the adequacy and effectiveness of the College's risk management, control and governance processes.'*

*In our opinion, West College Scotland did have adequate and effective risk management, control and governance processes to manage the achievement of the College's objectives at the time of our audit work. In our opinion, the College has proper arrangements to promote and secure value for money.*

The Chair noted it was pleasing to see the overall conclusions on the accuracy of the governance, risk management and controls of the College. The Chair asked if the Auditors continue to be satisfied with the progress that Management are making in relation to the recommendations raised. Mr Pringle confirmed they are satisfied, and any implemented recommendations are checked.

Members agreed with the Chair and thanked the Auditors for the reports which are also discussed in detail in the Corporate Development Committee.

**The Joint Committee noted the content of the Internal Auditor's Annual Report 2021-22.**

#### **AFM64 2021-22 REPORT AND FINANCIAL STATEMENTS**

The College Report and Financial Statements for the year to 31 July 2022 were presented by the Director Finance for review and approval for presentation to the Board of Management. The report provided an overview of the 2021-22 Financial Statements and encompassed:

- Financial reporting requirements.
- The College's underlying adjusted operating position as of 31 July 2022.
- An overview of the final year end position, reconciling the College 2021-22 budget to the audited position as of 31 July 2022.
- Consideration of balance sheet movements.

Mr Ritchie confirmed that the Report and Financial Statements for the year ended 31 July 2022 had been audited by Mazars and referred to the associated 2021-22 Annual Audit Report along with the associated Letter of Representation that had been considered earlier.

Mr Ritchie noted the adjusted operating position has been challenging this year due to several factors including the level of credits delivered, late guidance from SFC, industrial action, continuing pressures with HE students offered places at university and the cost-of-living crisis.

The accounts did originally record a significant deficit. However, the late introduction by the SFC of the 2% credit tolerance has made a significant change, with the accounts now recording an adjusted operating surplus of just over £500k. Mr Ritchie noted that 85% of College income comes from student

credits and provided details on the fluctuating movement. Mr Ritchie also noted the efficiencies achieved through vacancy management, consolidating courses and reducing temporary staffing.

Mr Ritchie noted the previous discussions on going concern and highlighted the concern on long term financial sustainability under the current operating model, which the SFC are aware of. The risks faced by the College have not changed and will roll into 2022-23. Mr Ritchie noted the accounts show a positive picture, however, through a mechanical exercise and asked the Committee for its consideration and approval for presentation to the Board of Management.

The following points were raised:

- Concerns were raised by Committee members over the accounts showing a surplus due to technical accounting adjustments which doesn't reflect the challenging underlying operating position with fluctuating numbers in credits, flat cash funding settlement, high inflation and the cost of living crisis.
- Members agreed that the Principal should look to include brief commentary in the Performance report to highlight the challenges faced by the College in relation to the operating model and in respect of the national discussions taking place on the future of the education sector in Scotland. **It was agreed that Mr Ritchie will update the text and circulate the updated paper before submission to the Board of Management for approval.** [Action: AR]

Mr Ritchie updated the Committee on discussions with the Chair of the Audit Committee on the risk and control framework section of the annual report and the role of the Audit Committee. During these discussions, Mr Ritchie proposed, and the Chair agreed, that it would be beneficial **to have a fundamental look at the content of the Performance and Accountability reports ahead of the next Financial reporting cycle and to present updated versions to the Audit Committee and Corporate Development Committees in early 2023.**

[Action: AR]

In the meantime, Mr Ritchie shared updated text with members making clear:

- That the Audit Committee report to the Board of Management covers the activities of the Audit Committee during the year in supporting the Board of Management in its responsibilities of assessing the effectiveness of the risk, control and governance frameworks in place in the College. The report is not an independent opinion on the adequacy and effectiveness of the College control systems.
- That the Audit Committee is accountable to the Board of Management and to make it clear in the wording that the Principal and Chief Executive does not take assurance from the work of the Audit Committee in concluding on the soundness of the College systems for governance, risk management and internal control.

The Chair recorded his thanks on behalf of the Committee to the finance team for the work undertaken through the year to get to the yearend reported

position, reached under the challenging circumstances. The Chair noted the considerable work the College Management team had undertaken to mitigate as far as possible the credit shortfall, boost alternative income streams and constrain expenditure. The Chair also noted the late guidance provided by SFC in respect of the 2% credit tolerance.

**The Joint Audit / Corporate Development Committee viewed and approved the Report and Financial Statements as they stand for the year to 31 July 2022 for presentation to the Board of Management and will review the additional wording in advance of the Board of Management on 12 December.** [Action: AMcD]

**AFM65 2021-22 ANNUAL REPORT FROM AUDIT COMMITTEE TO BOARD OF MANAGEMENT**

The Chair presented the Annual Report to the Board of Management which detailed the work conducted by the Audit Committee during the period 1 August 2021 to 31 July 2022.

The Annual Report was a requirement of both the Scottish Funding Council (SFC) Financial Memorandum and the Scottish Public Finance Manual and complied with the requirements of those documents. It was based on the guidance laid out in the Scottish Government's 'Audit and Assurance Committee Handbook.'

The Report was approved, subject to some slight amendment at the Audit Committee meeting of 21 September 2022 as part of the 2021-22 financial statement considerations.

**The Committee considered and noted the content of the Annual Report from the Audit Committee to be presented to the Board of Management at its 12 December 2022 meeting.** [Action: GL]

**AFM66 ANY OTHER BUSINESS**

Mr Ritchie noted his thanks to Joanne Buchanan and Lucy Nutley from Mazars for the seamless transition to remote auditing and the excellent working relationship developed over the past six years.

The Chair thanked members of the Committee, attending officers and auditors for their attendance and expressed his thanks on behalf of the Committee for the professionalism and support from Mazars. It is clear the good strong working relationship between the College and the Audit Team.

Ms Buchanan thanked the Committee and expressed her thanks once again to the Finance Team.

No other business items were raised.

## Joint Audit and Corporate Development Committee: Actions from the Minutes

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
22 Nov 2022	AFM60	External Audit Report to be presented to the next meeting of the Board and recommend to the Board that the Letter of Representation be approved, and the Chair and the Principal be authorised to sign on its behalf.	A McDonald	Approved at December 2022 meeting of the Board	<b>Complete</b>
22 Nov 2022	AFM64	Performance Report text to be updated to reflect adjusted operating surplus generated in challenging times.	A Ritchie	Text updated and approved at December 2022 meeting of the Board	<b>Complete</b>
22 Nov 2022	AFM64	Content of Performance and Accountability Reports to be updated based on best practice guidance. Drafts to be presented to Audit and Corporate Development Committees.	A Ritchie	Draft Performance and Accountability Report to be considered by January 2023 Audit Committee	<b>Pending</b>
22 Nov 2022	AFM64	Financial Statements for the year ended 31 July 2022 be presented to the next meeting of the Board of Management.	A McDonald	Approved at December 2022 meeting of the Board	<b>Complete</b>
22 Nov 2022	AFM65	Audit Committee Annual Report 2021-22 to be presented to the Board.	G Lyall	Approved at December 2022 meeting of the Board	<b>Complete</b>



<b>Meeting</b>	Corporate Development Committee
<b>Date</b>	7 March 2023
<b>Location</b>	MS Teams
<b>Title of Paper</b>	Procurement Strategy 2021-25 Update
<b>Presented By</b>	Vivienne Mulholland Head of Finance and Student Funding
<b>Recommendation to Members</b>	For Noting
<b>Appendix Attached</b>	Yes

**PURPOSE**

This paper provides the Corporate Development Committee with an update in relation to the progress made to implement the Procurement Strategy 2021-2025.

The paper is presented in line with Corporate Development Committee Terms of Reference:

*'To have strategic oversight of the overall management of the College's resources – finance, people, procurement, information technology and property.'*

The paper is submitted *For Noting*.

## **1. CONTEXT**

- 1.1 The Board of Management has, through an annual Procurement Strategy Update Report and the Corporate Development Committee Finance Update Reports, been kept informed of the progress that the College has made in regard to its procurement activities and the changes to the legislative regime. These reports provided an update on the developments and achievements of the Procurement Team, and the wider College, in embedding the strategic procurement objectives set within the Procurement Strategy.
- 1.2 In March 2021, the College Board of Management approved the College Procurement Strategy 2021-2025. The Strategy built on the developments and innovations achieved, reset the procurement vision for the College and provided an understanding of the strategic objectives and priorities and how these will be achieved. The document supports the delivery of the College Corporate Strategy 2019-2025, achievement of Regional Outcome Agreement priorities and improvements arising from the most recent Procurement and Commercial Improvement Programme (PCIP) audit.
- 1.3 Efficient and effective procurement was identified as a key priority in seeking to meet best value requirements, achieve efficiencies and deliver required outcomes. The Procurement Strategy 2021-2025 applies to all goods, services and works which are procured throughout West College Scotland, and seeks to ensure procurement practices are developed on a continuous basis to meet the challenges ahead in line with strategic requirements.
- 1.4 The Strategy addresses in full the key elements of the legislation:
  - To publish a Procurement Strategy and Action Plan.
  - To maintain a public contracts register on the College external website.
  - To increase the scope of College regulated procurements.
  - To publish an Annual Procurement Report.
  - To meet the sustainable procurement duty.
- 1.5 The Strategy sets four objectives with each one having several related actions enabling progress to be monitored. These actions along with the related timescale were set out in an Action Plan.

1.6 The objectives identified in the Strategy are:

- Robust and Transparent Contract Renewal, Monitoring and Supplier Management Process  
*To adhere to the Scottish Government Procurement Journey guidance and ensure full compliance through application of the Procurement Reform (Scotland) Act 2014, the Public Contracts (Scotland) Regulations 2015 and the Procurement (Scotland) Regulations 2016.*
- Efficiency and Effectiveness  
*To secure value for money by working closely with the people who use the goods, services and supplies that the College requires to: (a) articulate their requirements early in the process; (b) deliver financial savings; (c) generate community and other benefits; and (d) identify and promote collaborative and shared services opportunities.*
- Sustainable Procurement  
*To embed sound ethical, social and environmental policies within the procurement function and to comply with relevant Scottish, UK and EC legislation in performance of the sustainable procurement duty. The College will treat all suppliers fairly, equally and without discrimination through making procurement transparent and accessible to all businesses especially Small and Medium Sized Enterprises (SMEs), the third sector and supported businesses.*
- Skills Enhancement  
*To seek out professional development opportunities to enrich and enhance experience and capability of procurement practitioners and to work with the supply chains to ensure continued value, managed performance and minimal risk throughout the life of contracts for the benefit of customers and students.*

1.7 The key to the successful implementation of this Strategy is the continued engagement with all staff who are involved in the procurement of goods and services on behalf of the College. The Strategy is not only about the Procurement Team working in partnership with our staff, but also requires collaboration with key partners across the wider education and public sector.

- 1.8 Through working together, the Procurement Strategy will significantly contribute to the future sustainability of the College through the reinvestment of resulting savings and efficiencies from procurement activities to enhance our students learning experiences and outcomes and to meeting the strategic objectives / priorities as set out in the College's, Mission, Vision, Values and Ambitions.
- 1.9 The report at Appendix A, which is generated from the College performance management system, provides the Committee with an update on the progress made towards implementing the four strategic objectives.
- 1.10 The College considers that good progress is being made and that there are no material issues to bring to the attention of the Committee which will impede the implementation of the overall strategic objectives.

## **2. FINANCIAL IMPLICATIONS**

- 2.1. There are no financial implications associated with this paper.

## **3. STUDENT EXPERIENCE**

- 3.1 There are no student experience implications associated with this paper.

## **4. HUMAN RESOURCES IMPLICATIONS**

- 4.1 There are no human resource implications associated with this paper.

## **5. LEGAL IMPLICATIONS**

- 5.1 There are no legal implications associated with this paper.

## **6. REPUTATIONAL IMPLICATIONS**

- 6.1 There are no community implications associated with this paper.

## **7. COMMUNITY/PARTNERSHIP IMPACT**

7.1 There are no community implications associated with this paper.

## **8. EQUALITIES IMPLICATIONS**

8.1 There are no equality implications associated with this paper.

## **9. ENVIRONMENT IMPLICATIONS**

9.1 There are no environmental implications associated with this paper.

### **RECOMMENDATION**

The Corporate Development Committee is requested to note the contents of the paper.

<b>Meeting</b>	Corporate Development Committee
<b>Date</b>	7 March 2023
<b>Location</b>	MS Teams
<b>Title of Paper</b>	People Report
<b>Presented By</b>	Joe Rafferty Acting Director Organisational Development and HR
<b>Recommendation to Members</b>	Consideration
<b>Appendix Attached</b>	No

## **PURPOSE**

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

- National Bargaining
- Health, Safety and Wellbeing
- Organisational Development
- Employee Engagement
- Voluntary Severance

The paper is presented in line with Corporate Development Committee Terms of Reference:

*'To have strategic oversight of the overall management of the College's resources – finance, people, procurement, information technology and property.'*

The paper is submitted *For Consideration*.

## **1. CONTEXT**

- 1.1 This report is intended to provide the Corporate Development Committee with an overview of key updates in relation to college people-related activities.

## **2. NATIONAL BARGAINING**

### **Teaching Staff**

- 2.1 For the year 1 September 2022 to 31 August 2023 EIS-FELA, the teaching staff union, have asked for an increase of £5,000 per FTE (equivalent to a percentage increase range from 9.3% for staff on National Fixed Point three on the pay scale to 14.2% for staff on National Scale Point 1 - an average increase of 11.7%). Colleges view a claim at this level as unaffordable.
- 2.2 The second meeting of the EIS-FELA dispute was held on Thursday 9 February 2023. An update on key items discussed are set out below:

#### *2022/23 Pay*

- 2.3 The management side reiterated its position that, due to the financial position of the sector, there could be no improvement to the current offer at this time.
- 2.4 The EIS-FELA advised it had no alternative but to commence an immediate consultative ballot on possible industrial action.

#### *Facilities Time*

- 2.5 The management side tabled a draft Facilities Time Agreement (attached) to the EIS-FELA which was developed by representatives from the HR Strategic Group. After a short adjournment, the EIS-FELA advised it will respond to the draft agreement within the next week and acknowledged that this may lead to a resolution of the dispute.

### **Support Staff Pay**

- 2.6 For the year 1 September 2022 to 31 August 2023, support staff have been offered a 2% uplift. They seek an uplift of £5,000 per FTE.

- 2.7 On 9<sup>th</sup> February 2023 the support staff submitted a formal notification of dispute on pay, terms and conditions and pay harmonisation.
- 2.8 Lorcan Mullen, UNISON Further Education Lead and Support Staff Secretary, stated "The representatives of the support staff have shown considerable patience in the process to date, but we are yet to receive anything like a serious offer to address our claim and answer the cost of living crisis assailing our members every day."
- 2.9 As set out in the National Recognition and Procedures Agreement, two dispute meeting dates will now be scheduled.

### **3. HEALTH, SAFETY AND WELLBEING**

#### **Covid-19**

- 3.1 Although Covid-19 is still prevalent in society, WCS, like most organisations, have been able to settle into a "new normal". This is against a background of an effective vaccination programme which reduces the impact of the virus. WCS now operates a Hybrid mode of working wherein the majority of staff work from home part of the time.

#### **Student/Staff Wellbeing and Counselling Services**

- 3.2 These services have been shown to be effective, having been built up to the level they are at today, large through ring-fenced government funding. Funding will cease at the end of this financial year so consideration has to be given as to how the College might mainstream the cost of these services going forward, as well as to the optimum size of these service provisions.

#### **Green Rooms Initiative**

- 3.3 This initiative has been about establishing a space on each campus for the free distribution of non-perishable food, clothes and toiletries for anyone who needs them. The contribution of items comes from staff.

### **4. ORGANISATIONAL DEVELOPMENT**

#### **CPD**

- 4.1 The 16<sup>th</sup> February was set aside as a personal development day for all staff. As well as individually sourced opportunities, such as a visit



to a local business or service provider, the College offered a range of training on the day e.g.

- Coaching Conversations
- Designing a Sustainable Curriculum
- Introduction to Library Online Resources on Open Athens
- Preparing for a presentation
- MS Excel Intermediate
- Stress Management Tools and Techniques
- Mental Health Awareness: Safeguarding Wellbeing
- How to Adapt Lessons for the Neurodivergent Brain
- Designing a Sustainable Curriculum
- Minute Taking Excellence
- Managing Burnout
- Teaching Digitally Drop In
- Meta Performance Tracker
- WITS Webinar: Moodle vs Teams

### **Senior Staff Structural Realignment**

- 4.2 The voluntary departure of an Assistant Principal, as well as several Heads, has seen a realignment of responsibilities as part of a planned reduction in senior staff. This contributes to the overall spending targets going forward.

## **5. EMPLOYEE ENGAGEMENT**

### **Staff Development Day**

- 5.1 The College held a Staff Development Day at Clydebank Campus and the Clydebank Leisure Centre on 15<sup>th</sup> February 2023. Liz Connolly gave an “all staff” presentation and Gordon Hunt was invited as a guest speaker. The rest of the day consisted of staff consultation on issues affecting the future of the College, the nature of the College values going forward, and a College-themed quiz.
- 5.2 A feedback form has been made available online for staff to complete.
- 5.3 Output from workshops is currently being compiled and it is intended that this will help with the current review of the College’s Strategic Plan.

## **Equality, Diversity and Inclusion**

- 5.4 Our Equality Mainstreaming Report 2023 has been produced which details our progress with mainstreaming Equality into daily life at West College Scotland and highlights particular success stories.
- 5.5 Within this report, new equality outcomes have been proposed, a legal requirement to be completed every four years as a minimum. Therefore, at the time of writing, the Equality Mainstreaming Report has been sent to the Board for approval.

## **6. VOLUNTARY SEVERANCE SCHEME**

- 6.1 The College released a new VS Scheme on October 2023. 23 staff were accepted for release by March 2023. This equates to 14.69 FTE. It is likely that the Scheme will be re-opened before the 2022-23 academic session.

## **7. FINANCIAL IMPLICATIONS**

- 7.1 There are financial implications directly associated with this paper. The pay settlement reached under national bargaining with the trade unions will impact upon the savings that West College Scotland requires to make in 2022/23 and beyond, including any potential requirement for further voluntary severance.
- 7.2 Any voluntary severance is currently self-funded, and therefore has an impact on in-year budget. Associated savings will be realised in future years.
- 7.3 All other items covered in this paper are within the planned Organisational Development & HR budget.

## **8. STUDENT EXPERIENCE**

- 8.1 There are student experience implications directly associated with this paper. If the pay review ask from the unions results in industrial action, this is likely to have an impact on students. The College will monitor this.
- 8.2 Other items resulting in a sustained level of support for students going forward will have a positive impact on the student experience.

## **9. HUMAN RESOURCES IMPLICATIONS**

- 9.1 There are several human resource implications associated with topics that have been updated on in this paper. The topics covered all have an impact on employee engagement of staff.

## **10. LEGAL IMPLICATIONS**

- 10.1 There are no direct legal implications associated with this paper.

## **11. REPUTATIONAL IMPLICATIONS**

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

## **12. COMMUNITY/PARTNERSHIP IMPACT**

- 12.1 There are no community implications associated with this paper.

## **13. EQUALITIES IMPLICATIONS**

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

## **14. ENVIRONMENT IMPLICATIONS**

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

### **RECOMMENDATION**

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

<b>Meeting</b>	Corporate Development Committee
<b>Date</b>	7 March 2023
<b>Location</b>	MS Teams
<b>Title of Paper</b>	Modern Slavery Statement
<b>Presented By</b>	Joe Rafferty Acting Director Organisational Development and HR
<b>Recommendation to Members</b>	Approval
<b>Appendix Attached</b>	Yes

**PURPOSE**

This paper provides the Corporate Development Committee reviewed Modern Slavery Statement for year ending 31 July 2023.

This annual review is a requirement of section 54(1) of the Modern Slavery Act 2015.

The paper is submitted *For Approval*.

## **1. CONTEXT**

- 1.1 The Modern Slavery Statement is a statement of the steps the organisation has taken during the financial year to ensure that slavery and human trafficking is not taking place:
- i. in any of its supply chains, and
  - ii. in any part of its own business, or
  - iii. a statement that the organisation has taken no such steps.

## **2. FINANCIAL IMPLICATIONS**

- 2.1 There are no financial implications directly associated with this paper.

## **3. STUDENT EXPERIENCE**

- 3.1 There are no student experience implications directly associated with this paper.

## **4. HUMAN RESOURCES IMPLICATIONS**

- 4.1 There are human resource implications associated with topics that have been updated on in this paper. These relate to recruitment practices, training and awareness raising.

## **5. LEGAL IMPLICATIONS**

- 5.1 The legal implication associated with this paper is that we are compliance of section 54(1) of the Modern Slavery Act 2015.

## **6. REPUTATIONAL IMPLICATIONS**

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

## **7. COMMUNITY/PARTNERSHIP IMPACT**

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

## **8. EQUALITIES IMPLICATIONS**

8.1 There are no equality implications associated with this paper.

## **9. ENVIRONMENT IMPLICATIONS**

9.1 There are no environmental implications associated with this paper.

### **RECOMMENDATION**

The Corporate Development Committee is invited to approve the Modern Slavery Statement.

# MODERN SLAVERY STATEMENT

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

This statement is made pursuant to section 54(1) of the Modern Slavery Act 2015 and constitutes our slavery and human trafficking statement for the financial year ending 31 July 2023. We will review this statement annually.

## OUR COMMITMENT

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

## OUR POLICIES ON SLAVERY & HUMAN TRAFFICKING

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

## OUR SUPPLY CHAINS

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

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

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

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

## Advanced Procurement for Universities and Colleges (APUC)

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

The College currently utilises and is committed to the Sustain Supply Chain Code of Conduct, and this underpins all tendering activity and supplier adoption.

## Regulated Procurements

Every regulated procurement process conducted by the College requires tenderers to disclose whether the bidder or any member of their organisation with decision-making powers has been convicted in the last five years of any offence under Part 1 of the Human Trafficking and Exploitation (Scotland) Act 2015, or under any provision referred to in the Schedule to that Act. Tenderers that confirm such a conviction will be excluded from the process unless they can successfully demonstrate that they have self-cleansed.

The Sustainable Public Procurement Prioritisation tool will be used to review high-risk categories including estates, food and catering, information and communication technology, laboratories, and travel.

## Modern Slavery Statement

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

## OUR PEOPLE

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### Recruitment Practices

We carry out rigorous right to work checks for all new members of staff. When it is necessary to engage agency workers, we use recruitment agencies who have met our rigorous procurement procedures. All staff members and agency workers are required to be members of Disclosure Scotland's Protecting Vulnerable Groups (PVG) scheme. A PVG certificate contains all unspent and certain spent conviction information. It also contains any other non-conviction information that the police or other government bodies think is relevant. This information is checked during the recruitment process and the College will be made aware of any new convictions whilst an individual is working with the College.

### Pay

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

### Working Conditions

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



## Whistleblowing

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

## ADDITIONAL INFORMATION

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### Training

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

### Awareness-Raising Programme

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

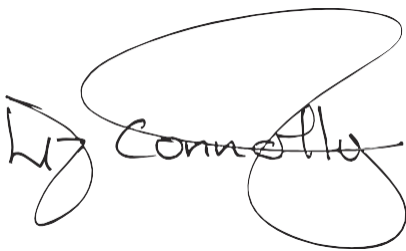
### Breaches

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

### Our Effectiveness in Combatting Slavery and Human Trafficking

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

This statement was approved on 24 April 2023 by the College's Board of Management who review and update it annually.

A handwritten signature in black ink, appearing to read 'Liz Connolly', with a large, stylized loop at the end.

**Liz Connolly**

Principal and Chief Executive

<b>Meeting</b>	Corporate Development Committee
<b>Date</b>	7 March 2023
<b>Location</b>	MS Teams
<b>Title of Paper</b>	Sustainability Update Report
<b>Presented By</b>	Alan Ritchie Director of Finance
<b>Recommendation to Members</b>	For Noting
<b>Appendix Attached</b>	A – Sustainability Newsletter

## PURPOSE

This paper provides the Corporate Development Committee with an update on the implementation of the College Sustainability Strategy.

The paper is presented in line with Corporate Development Committee Terms of Reference:

*'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:*

- *Estate*
- *Carbon management and sustainability'*

The paper is submitted *For Noting*.

## 1. Context

- 1.1 In October 2022 the Board of Management approved the College [Sustainability Strategy](#). The Board noted that the Strategy set out the intended direction of travel which the College planned to take in addressing the global climate challenge. The Board also noted that without significant investment by the Scottish Government several of the objectives within the Strategy would prove difficult, if not impossible, to achieve.
- 1.2 The Strategy contains five objectives with a high-level delivery plan for each objective being noted within the Strategy. The five objectives are:
  - Leadership and Governance
  - Teaching and Learning
  - Estates and Operations
  - Partnerships and Engagement
  - Carbon reduction and data collection
- 1.3 The Sustainability Oversight Group met on 2 February 2023, with the initial work of the group being to review and updated the actions from the previous meeting. New actions and initiatives were created and will be followed up at the next meeting to be held on 18 May 2023.
- 1.4 The actions contained within the Strategy have been transferred onto the Pentana management reporting system. In line with the Strategy reporting conditions, an annual update on the implementation of the Strategy will be brought to the first meeting in the new year.
- 1.5 This report provides detail on the following areas:
  - Sustainability activities in previous quarter.
  - Future activities.

## 2. SUSTAINABILITY ACTIVITIES IN PREVIOUS QUARTER

2.1. The latest Sustainability Newsletter (Appendix A) was issued in February and covered the following:

- **All Staff Planning Day**

At the recent event, sustainability was discussed including achievements to date, College targets, key initiatives, and the importance of everyone playing their part in switching off and becoming a more sustainable and greener College.

- **Sustainability Oversight Group**

Met in February to update on progress of previous time bound actions, new actions set, new initiatives discussed and to be explored further.

- **Developing the Young Workforce**

The College has provided work experience to a secondary pupil as part of the Developing the Young Workforce Programme. The S5 pupil worked with the Sustainability Officer to learn about the work of the College, what it has achieved and how it is working towards reducing its environmental impact to reach Net Zero by 2040.

- **The Green Rooms**

The rooms provide a base for food and clothing donations to help our College community. Located at each of our campuses, the Green Rooms will help to reduce our environment impact by cutting waste and keeping items in circulation for longer. This initiative is intended to support our College community during these challenging times and with the cost-of-living crisis.

- **Christmas Switch Off Update**

The College has undertaken a Christmas Switch Off Campaign for many years. This year we have quantified just what the impact of this campaign was. The College has been able to save on average 48% of its gas usage over the period and an average drop of 72% in the daily amount of electricity use. Following this campaign, our IT team now carry out an automatic shutdown of student PC's which applies to over 3,900 computers.

### 3. FUTURE ACTIVITIES

3.1. Noted below are some of the activities planned for the coming quarter:

- Implement heating and cooling policy to switch off the heating in early spring until October subject to outside temperatures. This will help to address one of the largest areas of College emissions which is gas consumption.
- Exploring the possibilities of connecting to the district heating systems at Clydebank and Paisley.
- To work with Circularity Scotland to gather more insight around costs and potential funding opportunities for the implementation of the Deposit Return Scheme which must be in place by 16 August 2023.
- Explore volunteering opportunities for students to get involved with the Maid of the Loch restoration project. We will look at the option of students from construction, engineering, painting and decorating to put their skills to good use and to help get the ship back up and running. Good opportunity for students to further enhance their skills and portfolio and for the College to support this community project.
- Participate in the Global Goals Teach In. This is annual week-long campaign in that asks college lecturers to embed the sustainable development goals into their teaching for a week. Market stalls will be set up by our partners to deliver advice on reducing energy, reducing waste and getting better at reducing and reusing, Dr Bike services and The Student Association will be promoting sustainability and distributing freebies.
- To explore the option of e-bikes to be used in social spaces to enable charging of devices.



#### **4. FINANCIAL IMPLICATIONS**

- 4.1. There are financial implications associated with this paper which are yet unsubstantiated in relation to the cost of delivering the Sustainability Strategy. Significant investment will be required in the estate, which the College is unable to fund, to reach the net zero objective of the College.
- 4.2. It is hoped that the upcoming release of the SFC Infrastructure Strategy action plan will assist in obtaining the required funding.
- 4.3. The College will require to ensure that all estate related projects mitigate the impact on the climate and an element of estate maintenance funding will require to be directed to sustainability projects.

#### **5. STUDENT EXPERIENCE**

- 5.1. The student experience will be enhanced by the implementation of the Sustainability Strategy. The strategy builds upon the good work undertaken in alerting our students to the challenges faced by climate change. It is noted that further work can be done to embed this work further into the learning and teaching undertaken by the College.

#### **6. HUMAN RESOURCES IMPLICATIONS**

- 6.1. There are human resource implications associated with this paper. The requirement to increase the level of training to all staff may impact upon staff development budget.

#### **7. LEGAL IMPLICATIONS**

- 7.1. There are limited legal implications associated with this paper. There are currently no legislation implications of not implementing the Strategy, but it requires to be noted that this may not be the case going forward.

#### **8. REPUTATIONAL IMPLICATIONS**

- 8.1. There are reputational implications for the College in not implementing the Sustainability Strategy.

- 8.2. The College would be seen as not contributing to the climate change challenge and the 'green credentials' of the institution would be damaged. It is expected that students and staff going forward may look at the ethical and green credentials of the employer before accepting a place with them.

## **9. COMMUNITY/PARTNERSHIP IMPACT**

- 9.1. There are community implications associated with this paper. In line with the reputational implications of not implementing the Strategy, where the College looks to work with partners there are now more cases where the College is being requested to state that it has a Sustainability Strategy and that it is being implemented.

## **10. EQUALITIES IMPLICATIONS**

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

## **11. ENVIRONMENT IMPLICATIONS**

- 11.1. There are environmental implications associated with this paper as noted above.

### **RECOMMENDATION**

The Corporate Development Committee is invited to consider and note the Sustainability Update Report.

### Christmas Switch Off Update

The College has undertaken a Christmas Switch off campaign for many years. This year we have quantified just what the impact of this campaign is. The College has been able to save on average 48% of its gas usage over the period primarily through the buildings not being heated to normal temperatures. However, there will always be gas usage as the heating system comes on as the temperature drops. As for electricity there was an average drop of 72% in the daily amount of electricity use. This is down to in a large part your assistance in switching off equipment which draws power and the switching off of all non-essential PCs across the College. There will always be a base load of electricity required but your actions have reduced this significantly so thank you.

### Sustainable Development Goal(SDG) Teach In Event – Week commencing 13 March 2023

The SDG Teach In is an annual international campaign delivered by [SOS-UK](#) which calls on educators to pledge to include the [UN Global Goals for Sustainable Development](#) (SDGs) in their teaching, training, and learning throughout March.

West College Scotland is proud to be supporting this event and will be holding a week long campaign that will see the goals being discussed and embedded within the curriculum going forward. Market stalls will be set up by our partners across the College to provide advice on how to reduce energy consumption, reduce waste and get better at reusing and recycling. Dr Bike will be on hand to provide bike service checks to get them up and running in anticipation of the better weather approaching. The Student Association will be promoting sustainability and distributing freebies. Click here for more details of the event. [update and attach poster](#)



### Developing the Young Workforce – Photo

- Eilidh Stewart, an S5 pupil of Dumbarton Academy has recently completed work experience at the College as part of the Developing the Young Workforce programme. Eilidh has been busy working alongside the Sustainability Officer to learn about the work of the College, what it has achieved and how it is working towards reducing its environmental impact to reach Net Zero by 2040. Eilidh has participated and contributed to the waste audit, paper light initiative, event planning and communications which all form a vital part of our Sustainability Strategy. We asked Eilidh what she has taken away from the experience. “I think the College is doing a great job of trying to become more sustainable. I will take away new knowledge of sustainability, as well as ideas on how to reduce Dumbarton Academy’s carbon footprint through recycling and switching off lights”.



## Annual Climate Change Duties Reporting

The College has a duty to publish how it is:

- contributing to the Scottish Governments carbon emissions reduction targets.
- contributing to climate change adaptations.
- acting sustainably.

As part of the above duty, the College has submitted its seventh [Annual Climate Change Duties Report](#)

We are pleased to say that the College exceeded its 5 year target of a 10% reduction during 2017/18 and has continued to reduce its carbon emissions with a total cumulative reduction of 46% since our baseline of 2014-15. The College Board of Management in the recently published [Sustainability Strategy](#) has pledged to reach Net Zero by 2040, 5 years ahead of the Scottish Government target. The Board recognise the need to address the climate challenge but note that this is an ambitious target and will require assistance from outside of the College.

The table below shows the level of emission reductions achieved by the College and that is in part down to the work of our staff and students taking the necessary steps to address the ongoing climate challenge. Even small steps such as switching off the lights as you leave a room or making sure you put your waste in the correct bin assists in addressing this challenge.

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
2021-22	1,854	860	174	2,888	(2,415)	46

- Scope 1 - direct emissions from owned or controlled sources e.g., gas.
- Scope 2 - indirect emissions from the generation of purchased energy e.g., electricity.
- Scope 3 - all indirect emissions (not included in Scope 2) that occur within the College.

During the Covid pandemic, the College demonstrated that we could continue to operate successfully by moving to a more digital form of delivery. This restricted period of home working provided the College with an opportunity to reduce its environmental impact significantly and to look at new innovative ways of teaching and networking. Working from home and with Microsoft Teams for teaching, meetings, and communications reduces our travel impact significantly. Staff and students had limited access to printers and found new ways of going digital. It is important that we don't go back to how things were prior to pandemic and that we move forward with a positive environmentally focussed mindset to enable us to continue to reduce our overall emissions.

## 2022-23 First Quarter(August to October 2022) Energy Data Reporting

### Gas

Most sites were operating at around 10% of the consumption which compares favourably to the same period last year. The usage at our Clydebank campus does not appear consistent with the other campuses and the reasons for this are currently being investigated by the Estates Team.

### Electricity

All sites are operating at around 10% of the consumption which compares favourably to same period last year.

In order to address the one of the largest areas of College emissions i.e. gas consumption, we are exploring the possibilities of connecting to the district heating systems in Clydebank and Paisley. As these projects progress, we will update you in subsequent newsletters. The College will also look at the periods in which the heating systems operate and subject to outside temperatures will look to switch off the heating in early Spring until October. The IT Team are implementing an automatic shutdown of student computers which applies to over 3,900 computers. The College will continue its Switch It Off campaign and urges everyone to do their bit for the environment, *after all would you leave it switched on at home!*

## **The Green Rooms**

*'A home for food and clothing donations to help our College community'*

Located at each of our campuses, **The Green Rooms** will help to reduce our environment impact by cutting waste and keeping items in circulation for longer.

This initiative is intended to support our College community during these challenging times and with the cost-of-living crisis.

### **Open for donations!**

We need your help and are looking for donations such as dried and tinned foods, new clothing or freshly laundered pre-loved items and toys. A list of suggested donations can be found below.

 [The Green Room Items.docx](#)

### **Drop-off Locations**

Clydebank – Wellbeing Room at the back of the Library

Greenock – Library

Paisley – Wellbeing Room (ground floor Renfrew Building) or Reception

### **Contact**

Should you have any questions or need any help regarding the Green Room please contact:

Pauline Bonnar – Greenock campus

Lynsey Weir – Paisley campus

Victoria O'Donnell – Clydebank campus

***Let's make our College a **greener**, brighter place to study and work.***

### **Green Gown Awards**

The Green Gown Awards recognise the exceptional sustainability initiatives being undertaken by universities and colleges across the world. Applications for the 2023 Green Gown Awards UK & Ireland, opens on 3 April 2023 so time for us to prepare. Please get in touch if you have any sustainability initiatives or projects going on and I will be happy to assist with the application process. Lets get the recognition we deserve! Marcelle McLaughlin, Sustainability Officer

### **Car Sharing at the College**

Car sharing is good because it means there are fewer cars on the road, resulting in less emissions. It can save you on costs and allow you the opportunity to meet new colleagues. You can access car sharing within the College via

[Evolve](#)(not sure if all the details below are required, however a few steps involved to get to the page)

Go to Intranet.

Go to Evolve.

Type into the search bar "How green are you?".

Scroll down until you see the 'Forums' column and click "View".

Click on the discussion "Car Sharing Opportunities" and start discussing.

Remember to stay tuned via the [Sustainability Portal](#)

<b>Meeting</b>	Audit Committee
<b>Date</b>	7 March 2023
<b>Location</b>	MS Teams
<b>Title of Paper</b>	Internal Audit Report – Payroll Review
<b>Presented By</b>	Joe Rafferty Acting Director OD and HR
<b>Recommendation to Members</b>	For Noting
<b>Appendix Attached</b>	17(a) – Internal Audit Report – Payroll Review

**PURPOSE**

In line with the 2022-23 Internal Audit Plan, Wylie & Bisset conducted an assignment to assess the payroll system at the College to ensure that it is operating as expected and that the appropriate controls exist.

The paper is presented in line with West College Scotland Corporate Development Committee Terms of Reference:

*'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:*

- *Payroll'*

The paper is submitted *For Noting*.

**1. INTERNAL AUDIT REPORT**

1.1. The scope of the review can be found on page 2 and was agreed by the College prior to the commencement of the audit.

1.2. The overall audit report assurance level is STRONG with the conclusion being:

*We can provide a strong level of assurance that the College's arrangements surrounding payroll are sufficient and that the College's payroll system is operating effectively with robust controls. We were also able to confirm that payments made were accurate and based on bona fide hours for all the staff sampled during our testing.*

1.3. The report highlights several areas of good practice on page 9.

1.4. The report made no recommendations.

**2. FINANCIAL IMPLICATIONS**

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

**3. STUDENT EXPERIENCE**

3.1. There are no student experience implications associated with this paper.

**4. HUMAN RESOURCES IMPLICATIONS**

4.1. There are no human resource implications associated with this paper.

**5. LEGAL IMPLICATIONS**

5.1. There are no legal implications associated with this this paper.

**6. REPUTATIONAL IMPLICATIONS**

6.1. There are no reputational implications associated with this paper.

**7. COMMUNITY/PARTNERSHIP IMPACT**

7.1. There are no community implications associated with this paper.

**8. EQUALITIES IMPLICATIONS**

8.1. There are no equality implications associated with this paper.

**9. ENVIRONMENT IMPLICATIONS**

9.1. There are no environmental implications associated with this paper.

**RECOMMENDATION**

The Corporate Development Committee is requested to note the contents of the report.

<b>Meeting</b>	Audit Committee
<b>Date</b>	7 March 2023
<b>Location</b>	MS Teams
<b>Title of Paper</b>	Internal Audit Report – IT Strategy
<b>Presented By</b>	Amy McDonald Vice Principal Operations
<b>Recommendation to Members</b>	For Noting
<b>Appendix Attached</b>	18(a) – Internal Audit Report – IT Strategy

**PURPOSE**

In line with the 2022-23 Internal Audit Plan, Wylie & Bisset conducted an assignment to assess the suitability of the College's IT Strategy in line with the College's strategic objectives. They reviewed how the College assess technology as a critical element for business and student success.

The paper is presented in line with West College Scotland Corporate Development Committee Terms of Reference:

*'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:*

- *IT'*

The paper is submitted *For Noting*.

## **1. INTERNAL AUDIT REPORT**

1.1. The scope of the review can be found on page 2 and was agreed by the College prior to the commencement of the audit.

1.2. The overall audit report assurance level is SUBSTANTIAL with the conclusion being:

*We can provide a substantial level of assurance over the College's IT Strategy. We found that there was a process in place which enabled IT related projects, initiatives, and requests to be aligned with the IT Strategy. We can also confirm that reporting arrangements in place were appropriate and that there was sufficient skills and expertise amongst those tasked with delivering the IT Strategy. We have raised 2 recommendations around the frequency of each new IT Strategy and how the IT Strategy is reflected in the wider Corporate Strategy. We have raised 5 good practice points from our review.*

1.3. The report highlights several areas of good practice on page 13.

1.4. The report made no recommendations.

## **2. FINANCIAL IMPLICATIONS**

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

## **3. STUDENT EXPERIENCE**

3.1. There are no student experience implications associated with this paper.

## **4. HUMAN RESOURCES IMPLICATIONS**

4.1. There are no human resource implications associated with this paper.

## **5. LEGAL IMPLICATIONS**

5.1. There are no legal implications associated with this this paper.

## **6. REPUTATIONAL IMPLICATIONS**

6.1. There are no reputational implications associated with this paper.

## **7. COMMUNITY/PARTNERSHIP IMPACT**

7.1. There are no community implications associated with this paper.

## **8. EQUALITIES IMPLICATIONS**

8.1. There are no equality implications associated with this paper.

## **9. ENVIRONMENT IMPLICATIONS**

9.1. There are no environmental implications associated with this paper.

**RECOMMENDATION**

The Corporate Development Committee is requested to note the contents of the report.



Meeting	Corporate Development Committee
Date	7 March 2023
Location	MS Teams
Title of Paper	Schedule of Business 2022-23
Presented By	Alan Ritchie Director of Finance
Recommendation to Members	To Note
Appendix Attached	No

<p><b>PURPOSE</b></p> <p>The purpose of this report is to provide a summary of the work of the Corporate Development Committee during 2022-23.</p> <p>The paper is presented in line with West College Scotland Corporate Development Committee Terms of Reference:</p> <p><i>'To review its own effectiveness at least annually and to report the results of that review to the Board.'</i></p> <p>The paper is submitted <i>To Note</i>.</p>
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## **1. BACKGROUND**

- 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.
  - Ensure the College manages all assets and resources in accordance with Scottish Government and Scottish Funding Council requirements.
- 1.2 This report provides a summary of the items which the Committee has considered during 2022-23 in fulfilling the above requirement.

### **Next Steps**

- 1.3 The Corporate Development Committee are requested to consider the content of the report and whether it requires any further assurances to be provided.

## **2. FINANCIAL IMPLICATIONS**

- 2.1 There are no financial implications in this report.

## **3. STUDENT EXPERIENCE**

- 3.1 There are no student experience implications associated with this paper.

## **4. HUMAN RESOURCES IMPLICATIONS**

- 4.1 There are no human resources implications associated with this paper.

## **5. LEGAL IMPLICATIONS**

- 5.1 There are no further legal implications in this paper to those listed above.

## **6. REPUTATIONAL IMPLICATIONS**

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

## **7. COMMUNITY/PARTNERSHIP IMPACT**

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

**8. EQUALITIES IMPLICATIONS**

8.1 There are no equality implications associated with this paper.

**9. ENVIRONMENT IMPLICATIONS**

9.1 There are no environmental implications associated with this paper.

**RECOMMENDATION**

The Corporate Development Committee is requested to consider the content of the report and whether there are any further assurances required.

## Public

Corporate Development Committee					
Remit	6 Sept 2022	22 Nov 2022	22 Nov 2022 Joint Committee	7 March 2023	30 May 2023
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"> <li>• <i>Communication and Marketing</i> <ul style="list-style-type: none"> <li>○ Update report on communication and marketing activity</li> </ul> </li> </ul>	Y	Y		Y	Y
<ul style="list-style-type: none"> <li>• <i>People</i> <ul style="list-style-type: none"> <li>○ Update report including information on:                             <ul style="list-style-type: none"> <li>▪ Lecturing/support union staff meetings</li> <li>▪ Equality, Diversity, and Inclusion Committee</li> <li>▪ National Bargaining</li> <li>▪ People Strategy 2022-2030</li> </ul> </li> <li>○ Annual review of Modern Slavery Statement</li> </ul> </li> </ul>	Y	Y		Y	Y
<ul style="list-style-type: none"> <li>• <i>Health and Safety</i> <ul style="list-style-type: none"> <li>○ Update report including information on:                             <ul style="list-style-type: none"> <li>▪ Update from Health &amp; Safety Committee</li> </ul> </li> </ul> </li> </ul>	Y	Y		Y	Y
<ul style="list-style-type: none"> <li>• <i>Estate</i> <ul style="list-style-type: none"> <li>○ Update report including information on:                             <ul style="list-style-type: none"> <li>▪ Estate leasing arrangements</li> <li>▪ Estate Strategy 2016-2026 Refresh</li> <li>▪ Estate outline business case update</li> <li>▪ Estate maintenance and projects</li> <li>▪ Sustainability</li> </ul> </li> </ul> </li> </ul>	Y	Y		Y	Y

Corporate Development Committee					
Remit	6 Sept 2022	22 Nov 2022	22 Nov 2022 Joint Committee	7 March 2023	30 May 2023
<ul style="list-style-type: none"> <li>Carbon management and sustainability               <ul style="list-style-type: none"> <li>Sustainability Strategy / update report</li> <li>Annual Scottish Government Sustainability Report</li> </ul> </li> </ul>	Y	Y		Y	Y
<ul style="list-style-type: none"> <li>Information Technology               <ul style="list-style-type: none"> <li>Update report including information on:                   <ul style="list-style-type: none"> <li>Demand</li> <li>Project Spend</li> <li>Security</li> <li>Key Projects</li> <li>Implications</li> </ul> </li> </ul> </li> </ul>	Y	Y		Y	Y
<ul style="list-style-type: none"> <li>Finance               <ul style="list-style-type: none"> <li>Management Accounts</li> <li>Update of Financial Forecast</li> <li>SFC Funding Update</li> <li>Annual budget and medium-term financial forecast</li> <li>Update report including information on:                   <ul style="list-style-type: none"> <li>SFC engagement and returns</li> <li>Finance system developments</li> <li>Student funding</li> <li>Procurement</li> </ul> </li> </ul> </li> </ul>	Y  Y Y Y	Y (October)  Y  Y		Y (January)  Y  Y	Y (April) Y Y Y Y
<ul style="list-style-type: none"> <li>Procurement               <ul style="list-style-type: none"> <li>Ongoing reporting of procurement matters through the Finance Update Report</li> <li>Procurement Annual Report including future year plan</li> <li>PCIP Audit Report (next review due TBC – post Jan 2023)</li> </ul> </li> </ul>	Y	Y  Y		Y	Y

Corporate Development Committee					
Remit	6 Sept 2022	22 Nov 2022	22 Nov 2022 Joint Committee	7 March 2023	30 May 2023
<i>Ensuring progress is monitored in delivering strategic outcomes in these areas.</i>					
<b>Finance</b>					
<b>c) To consider and advise the Board of Management on key strategic financial and management matters including:</b>					
<ul style="list-style-type: none"> <li><i>solvency of the College</i> <ul style="list-style-type: none"> <li>Cashflow report contained in the Management Accounts</li> </ul> </li> </ul>	Y	Y		Y	Y
<ul style="list-style-type: none"> <li><i>Cashflow</i> <ul style="list-style-type: none"> <li>Cashflow report contained in the Management Accounts</li> </ul> </li> </ul>	Y	Y		Y	Y
<ul style="list-style-type: none"> <li><i>effectiveness and appropriateness of the utilisation of College resources</i> <ul style="list-style-type: none"> <li>Update on year-end financial position</li> <li>Internal Audit Report – IT Strategy</li> <li>Internal Audit Report – Payroll Review</li> <li>Internal Audit Report – Estate Strategy</li> <li>Internal Audit Report – Budget and Financial Monitoring</li> </ul> </li> </ul>	Y		Y	Y Y	Y Y
<ul style="list-style-type: none"> <li><i>financial strategy, budgeting, financial monitoring and forecasts</i> <ul style="list-style-type: none"> <li>Management Accounts</li> <li>Update of Financial Forecast</li> <li>Update on SFC Funding</li> <li>Annual budget and medium-term forecasts</li> <li>Internal Audit Report – Budget and Financial Monitoring</li> </ul> </li> </ul>	Y Y Y	Y (October) Y Y		Y (January) Y Y	Y (April) Y Y Y Y
<ul style="list-style-type: none"> <li><i>banking arrangements and approval of bank signatories</i> <ul style="list-style-type: none"> <li>Annual review of banking arrangements</li> </ul> </li> </ul>	Y				

Corporate Development Committee					
Remit	6 Sept 2022	22 Nov 2022	22 Nov 2022 Joint Committee	7 March 2023	30 May 2023
<ul style="list-style-type: none"> <li><i>investments and borrowing</i> <ul style="list-style-type: none"> <li>Annual review of banking arrangements</li> </ul> </li> </ul>	Y				
<ul style="list-style-type: none"> <li><i>taxation</i> <ul style="list-style-type: none"> <li>Annual update report on taxation matters</li> <li>Reports will be provided on any material changes as required</li> </ul> </li> </ul>	Y				
<ul style="list-style-type: none"> <li><i>pension arrangements</i> <ul style="list-style-type: none"> <li>College pension schemes overview</li> </ul> </li> </ul>					Y
<ul style="list-style-type: none"> <li><i>approval of contracts between the values of £250,000 and £500,000</i> <ul style="list-style-type: none"> <li>Oakshaw Building works and associated services</li> <li>Waste Contract</li> </ul> </li> </ul>	Y			Y	
<b>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.</b> <ul style="list-style-type: none"> <li>External Audit Management Letter</li> <li>Corporate Governance Statement</li> <li>Financial Statements</li> <li>Annual Internal Audit Report</li> <li>Internal Audit Annual Plan 2022-23</li> <li>External Audit Planning Memorandum</li> </ul>	Y		Y Y Y Y		Y
<b>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.</b>					

Corporate Development Committee					
Remit	6 Sept 2022	22 Nov 2022	22 Nov 2022 Joint Committee	7 March 2023	30 May 2023
<ul style="list-style-type: none"> <li>Internal Audit Annual Report</li> <li>External Audit Management Letter</li> <li>Annual report on Corporate Governance Compliance</li> </ul>			Y Y		Y
<b>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.</b> <ul style="list-style-type: none"> <li>Review of Financial Regulations</li> <li>Corporate Governance Statement review – Financial Statements</li> </ul>	Y		Y		
<b>Human Resources and Organisational Development</b>					
<b>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:</b>					
<ul style="list-style-type: none"> <li><i>equality, diversity, and inclusion</i> <ul style="list-style-type: none"> <li>Update from Equality, Diversity, and Inclusion Committee included in People Update Report</li> </ul> </li> </ul>	Y	Y		Y	Y
<ul style="list-style-type: none"> <li><i>learning and development</i> <ul style="list-style-type: none"> <li>Updates provided as required</li> </ul> </li> </ul>					
<ul style="list-style-type: none"> <li><i>employee relations</i> <ul style="list-style-type: none"> <li>Update provided in People Update Report</li> </ul> </li> </ul>	Y	Y		Y	Y
<ul style="list-style-type: none"> <li><i>health, safety and wellbeing</i> <ul style="list-style-type: none"> <li>Update provided in People Update Report</li> </ul> </li> </ul>	Y	Y		Y	Y



Corporate Development Committee					
Remit	6 Sept 2022	22 Nov 2022	22 Nov 2022 Joint Committee	7 March 2023	30 May 2023
<ul style="list-style-type: none"> <li><i>workforce planning</i> <ul style="list-style-type: none"> <li>People Strategy 2022-2030</li> </ul> </li> </ul>	Y	Y			
<ul style="list-style-type: none"> <li><i>payroll</i> <ul style="list-style-type: none"> <li>Overview of College pension schemes</li> <li>Internal Audit Report – Payroll Review</li> </ul> </li> </ul>					Y Y
<ul style="list-style-type: none"> <li><i>voluntary severance schemes</i> <ul style="list-style-type: none"> <li>Update as required</li> </ul> </li> </ul>					Y
<ul style="list-style-type: none"> <li><i>freedom of information and data protection</i> <ul style="list-style-type: none"> <li>Annual Report</li> </ul> </li> </ul>	Y				
<b>Assets and Infrastructure</b>					
<b>h) To consider and advise the Board of Management on key strategic infrastructure matters including:</b>					
<ul style="list-style-type: none"> <li><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"> <li>Update report including information on: <ul style="list-style-type: none"> <li>Estate leasing arrangements</li> <li>Estate Strategy 2016-2026 Refresh</li> <li>Estate outline business case update</li> <li>Estate maintenance and projects</li> <li>Sustainability</li> </ul> </li> </ul> </li> </ul>	Y	Y		Y	Y

Corporate Development Committee					
Remit	6 Sept 2022	22 Nov 2022	22 Nov 2022 Joint Committee	7 March 2023	30 May 2023
<ul style="list-style-type: none"> <li><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"> <li>Estate maintenance, sustainability and project update reports</li> </ul> </li> </ul>	Y	Y		Y	Y
<ul style="list-style-type: none"> <li><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"> <li>Sustainability Strategy</li> <li>Annual Scottish Government Sustainability Reporting Requirements Update</li> </ul> </li> </ul>	Y	Y			
<ul style="list-style-type: none"> <li><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"> <li>IT Update Report</li> </ul> </li> </ul>	Y	Y		Y	Y
<b>Marketing and Communications</b>					
<b>i) To consider and advise the Board of Management on key strategic matters relating to marketing and communications including:</b>					
<ul style="list-style-type: none"> <li><i>the implementation, development and review of marketing and communication strategies</i> <ul style="list-style-type: none"> <li>Update report on communications and marketing activity</li> </ul> </li> </ul>	Y	Y		Y	Y
<ul style="list-style-type: none"> <li><i>policies which enable the College to build its reputation.</i> <ul style="list-style-type: none"> <li>As required</li> </ul> </li> </ul>					

## Public

Corporate Development Committee					
Remit	6 Sept 2022	22 Nov 2022	22 Nov 2022 Joint Committee	7 March 2023	30 May 2023
<b>Risk</b>					
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"> <li>○ Review of Strategic Risk Register</li> </ul>	Y	Y		Y	Y
<b>Other Matters</b>					
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>					