West College Scotland

CORPORATE DEVELOPMENT COMMITTEE

TUESDAY 30 MAY 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 7 March 2023	Enclosed	JL
.2 Actions from the CD Committee Minutes	Enclosed	JL

4. Matters arising from the Minutes
.1 Estate Strategy Update	Verbal	AM
.2 Clydebank District Heating System	Verbal	AM

Main Items for Discussion and/or Approval

Finance / Procurement / Student Funding

5. Finance Update Report	Paper 5	VM
6. Management Accounts to 30 April 2023	Paper 6	AR
7. 2023-24 Budget and Financial Forecast	Paper 7	AR
8. 2022-23 Governance Compliance Report	Paper 8	AR
9. College Pension Schemes Overview	Paper 9	JR
10. Procurement Approval	Paper 10	VM

Communications, Policy, and Engagement

11. Communication and Marketing Update	Paper 11	NT

Organisational Development and Human Resources

12. People Update Report	Paper 12	JR

Estate / Information Technology

13. Estate Update Report including projects   Paper 13   AM

14. IT Update Report   Paper 14   BS

15. IT Risk Register   Paper 15   AM

Sustainability

16. Sustainability Update Report   Paper 16   AR

Risk Management

17. Strategic Risk Register   Paper 17   AM

Items for Information

18. 2022-23 External Audit Annual Plan   Paper 18   VM

19. Internal Audit Report – Whistleblowing   Paper 19   JR

20. Internal Audit Report – People Strategy   Paper 20   JR

21. Internal Audit Report – Budget and Forecasting   Paper 21   VM

22. Schedule of Business 2022-23   Paper 22   AR

23. Dates of Committee Meetings 2023-24   Paper 23   JL

24. Any other business

Next meeting: TBC

CORPORATE DEVELOPMENT COMMITTEE

Minutes: Tuesday 7 March 2023

Present: John Leburn (in the Chair), Daniel McMahon, Jane McKie, Linda Johnston, Liz Connolly, Waiyin Hatton (Board Chair)

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

Apologies: Mark Newlands, Douglas Bayley, Sandor Nagy

CD162 WELCOME
The Chair welcomed everyone to the meeting and noted apologies.

CD163 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.

CD164 MINUTES OF PREVIOUS MEETING
The minutes of the Corporate Development Committee meeting held on Tuesday 22 November 2022 were **approved**.

The minutes and actions of the Joint Audit and Corporate Development Committee held on 22 November 2022 were **noted and approved**.

CD165 ACTIONS FROM THE MINUTES
The Committee **noted** the actions taken from the minutes.

CD166 MATTERS ARISING FROM THE MINUTES
There were no matters arising not otherwise on the agenda.

CD167 FINANCE UPDATE REPORT Restricted Item

CD168 PERFORMANCE REPORTING - MANAGEMENT ACCOUNTS TO 31 JANUARY 2023 Restricted Item

CD169 PROCUREMENT STRATEGY UPDATE
The Head of Finance and Student Funding presented the Committee with an update in relation to the progress made to implement the Procurement Strategy 2021-2025.

Ms Mulholland highlighted the following points from the report:

- The College are making particularly good progress with the strategy with updates generated through the performance management system Pentana.
- Some objectives are incremental over the 5 years.
- Any comments on the reporting content or presentation in this format are welcomed from members.

The following point was raised:

- Members noted a good format with a clear view on progress on all aspects.

The Corporate Development Committee noted the update and contents of the paper.

CD170   PROCUREMENT APPROVAL Restricted Item

CD171   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 points:

- Colleges Scotland report suggests recruitment is returning to pre-pandemic levels, hopeful this is the case.
- Applications are currently strong with over 8,000 applications on courses currently open with the main bulk of recruitment still to begin.
- Longer term approach with Marketing over 2 years to support building the brand and responding to the perception survey. Building the College brand 'We are West' and thereafter 'Go West' Strategy.
- Working to simplify the application and enrolment process and refresh the keep warm campaign with a new app for instant notifications to create a warm welcome and increase retention.

The following points were raised:

- Key to ensure have the right level of Marketing budget to get the best return in investment. The College have taken a number of measures to ensure the Marketing budget is able to focus on recruitment e.g. moving website fees over to IT and other initiatives.
- The College have the ability to track back advertising to see what has been successful and valuable. The more data, the better the College can target its expenditure to areas of need.
- The Marketing Team have always played a strong part in Sector wide campaigns through CDN to raise the profile of the College and Sector as a whole.
- Potential positive solution to relaunch the website at a lower cost and more quickly, this is being explored through Marketing and IT. Further details will be brought to members when available.
- Offer of Board support where appropriate to support recruitment/sponsorship.
- A sponsorship pack is being developed and further details will be given to Board members when finalised.
- Internal marketing boost before courses finish to increase participation by students at Graduations.
- Engage with employers for apprentices to allow time to attend Graduations as some may be restricted by work.

The Corporate Development Committee noted the update and contents of the paper.

CD172 PEOPLE UPDATE REPORT
The Acting Director Organisational Development and HR provided updates on the following matters:

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

Mr Rafferty highlighted the following points:

- Post-covid working in the new normal does not always align with service delivery, the hybrid model is being reviewed to ensure this aligns with service delivery and the new normal is the model that works for the College.
- Staff and student wellbeing is a strength within the College, and it would be desirable to mainstream these posts, as it is an important aspect of what the College do.
- A CPD day for staff self-development was arranged offering a range of courses that align with post covid working e.g. Teaching Digitally or Moodle vs Teams.
- On employee engagement, the College ran an all staff development day at the Clydebank Campus. Feedback from staff was that they enjoyed reconnecting with other staff and the senior team received good information in relation to the strategic direction which will contribute to the refresh of the Corporate Strategy.
- March seen a realignment of senior staff and responsibilities to now form a smaller senior team.
- Voluntary Severance has seen 23 staff leave up to March 2023, due to operational reasons doing over two phases with phase two still to be implemented.

The following point was raised:

- Interesting report and good to see the professionalism in providing the data from staff to understand training needs and focus to deliver all the programmes listed for development.

The Corporate Development Committee considered and noted the contents of the report.

CD173 ANNUAL REVIEW OF MODERN SLAVERY STATEMENT
The Acting Director Organisational Development and HR provided the updated Modern Slavery Statement following its annual review for publication on the College website.

Mr Rafferty highlighted the following points:

- No significant changes to the paper, the College continue to improve on this e.g., looking at supply chains through procurement.
- Part of the process within HR and other areas, for HR there are checks on rights to work and the regulations are applied rigorously.
- Training available to staff through the e-learning platform.

The following point was raised:

- Statement approved by the College Board of Management. A query was raised as to whether it should this be countersigned by the Board Chair as well as the Principal. Members agreed a counter signature would be appropriate if possible.

{Action – JR}

The Corporate Development Committee approved the Modern Slavery Statement.

CD174   DRAFT ESTATE STRATEGY Restricted Item

CD175   ESTATE UPDATE REPORT INCLUDING PROJECTS Restricted Item

CD176   IT UPDATE REPORT Restricted Item

CD177   SUSTAINABILITY UPDATE REPORT
The Director Finance presented the Committee with an update on the implementation of the College Sustainability Strategy and actions taken.

Mr Ritchie highlighted the following points from the report:
- The College are committed to embedding sustainability throughout the College and from the recent Estates Strategy update members can see sustainability is at the core.
- The College are participating for the first time in the global event, Sustainable Development Goal (SDG) Teach In Event. A one week campaign that will see the goals being discussed and embedded within the curriculum going forward.

The Corporate Development Committee noted the update and contents of the paper.

CD178   STRATEGIC RISK REGISTER Restricted Item

CD179   INTERNAL AUDIT REPORT – PAYROLL
The Acting Director Organisational Development and HR provided an update on the recent Internal Audit Report on Payroll.

The following point was raised:

- The Payroll team have consistently received positive audit reports and are a very dedicated Team. Members thanked the team for the excellent work and audit outcome.

The Corporate Development Committee noted the contents of the report.

CD180   INTERNAL AUDIT REPORT – IT STRATEGY
The Vice Principal Operations provided the Committee with an update on the recent Internal Audit Report on the IT Strategy.

The following point was raised:

- A substantial rating noted by members with action points that the College would naturally pick up.

The Corporate Development Committee noted the contents of the report.

CD181   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.

CD182   ANY OTHER BUSINESS
No other items were raised.

CD183	**DATE OF NEXT MEETING**
Tuesday 30 May 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)
16 Sept 2020	EM426	**WDC (West Dunbartonshire Council) District Heating System**: An update report to be provided to a future meeting of the Committee.	A McDonald	Update provided in Estates May 2023 update paper.	**Complete**
7 Mar 2023	CD173	**Modern Slavery Statement** approved by the College Board of Management. A query was raised as to whether it should be countersigned by the Board Chair as well as the Principal. Members agreed a counter signature would be appropriate if possible.	J Rafferty	Considered and approved by April 2023 Board of Management	**Complete**
3 Mar 2020 7 Mar 2023	EM398 CD174	**Estates Strategy** a) Proposed to refresh the Estate Strategy 2016-2026 document over the course of 2020-21 to reflect change, and changing, operating environment. b) Future design to ensure DDA compliant and no barriers to those with any impairment. Estates Strategy should ensure the College estate is fit for purpose for everyone who wishes to come to the College. A review across the current estate to take place.	A McDonald	Refresh of 10-year Estate Strategy document is progressing. Draft considered by May SMT (Senior Management Team) meeting with further work agreed to be undertaken. College currently compliant and under building regulations will require to ensure all future development also to same standard.	**Ongoing** Future meeting

WEST COLLEGE SCOTLAND

	Agenda Item 08

Meeting	Corporate Development Committee
Date	30 May 2023
Location	MS Teams
Title of Paper	2022-23 Governance Compliance Report
Presented By	Alan Ritchie Director of Finance
Recommendation to Members	For Consideration
Appendix Attached	Yes (a) 2022-23 Governance Compliance Report

PURPOSE

The objective of this report is to provide assurance to the Corporate Development Committee that the College is operating in compliance with:

- The Scottish Funding Council Financial Memorandum.
- The Scottish Public Finance Manual.
- The Code of Good Governance.

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

'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.'

The paper is submitted *For Consideration.*

1. Executive Summary

1.1 The College is required to comply with the conditions stated in the following documents in relation to the overall financial governance:

- The Scottish Funding Council Financial Memorandum.
- The Scottish Public Finance Manual.
- The Code of Good Governance for Scotland's Colleges.

1.2 In addition, the Principal as the Accounting Officer for the College has overall responsibility for maintaining sound systems of internal control, risk management and governance that supports the achievement of the College policies, aims and objectives. To demonstrate that these arrangements are adequate and effective, the College has, as set out within the Scottish Public Finance Manual, reviewed, and commented upon the Internal Control Checklist. Effective completion of the checklist provides robust evidence that allows the Principal to sign the annual assurance certificate as required by the SFC.

1.3 The College has used the RAG rating system noted below for each of the items contained within each of the governance documents. Where applicable, evidence to support the RAG rating has also been collated.

High	No / minor issues or weaknesses were identified - Overall high level of assurance provided.
Medium	Some issues or weaknesses identified which require to be addressed – Overall medium level of assurance provided.
Low	Major issues or weakness identified which require to be addressed urgently – Overall limited or no assurance provided.

1.4 A copy of the assessment work undertaken by the College is attached at *Appendix A*. A summary of areas of medium or low assurance have been noted within the main body of this report.

1.5 Based on the work undertaken, the College is content that it complies with the requirements of:
- The Scottish Funding Council Financial Memorandum.
- The Scottish Public Finance Manual.
- The Code of Good Governance for Scotland's Colleges.

1.6 Based on a review of the SPFM Internal Control Checklist, the College is content to sign the annual SFC assurance certificate.

2. Report Findings

(1) SFC Financial Memorandum

2.1   Under the terms of the Further and Higher Education (Scotland) Act 2005 the Scottish Funding Council (SFC) may attach terms and conditions to the payment of grant made to institutions. It is a term and condition of grant payments from the SFC that the institution's governing body and its designated officers comply with the requirements set out in the **Financial Memorandum (FM)**.

2.2   The FM was revised and issued in December 2014 and has not been subject to any further change since that time. This review has therefore been conducted against the conditions set by the December 2014 version.

2.3   Based on the assessment conducted by the College, it is content to categorise each FM condition as high assurance.

(2) Scottish Public Finance Manual (SPFM)

2.4   A major element to ensure compliance with the **Scottish Public Finance Manual** (SPFM) is that the College maintains an up to date set of Financial Regulations.

2.5   The **College Financial Regulations** are reviewed annually by the College to ensure they remain up to date in relation to legislation and best practice. The October 2022 Board of Management meeting approved the updated College Financial Regulations, and these were uploaded to the College intranet and website.

2.6   The internal auditors reviewed the Financial Regulations as part of the 2021-22 internal audit plan and provided a strong level of assurance and confirmed that they complied with the requirements of the SPFM.

2.7   The College continues to monitor any changes made to the SPFM and has taken appropriate action should any change impact the Financial Regulations. The change made in December 2022 has no impact on College operations and the February 2023 change was to update the Internal Control Checklist (the College has used the updated checklist).

2.8   Based on the assessment conducted by the College, it is content to categorise each SPFM condition as high assurance.

(3) Code of Good Governance

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

2.10 The College has reviewed the conditions of the Code of Good Governance and has not identified any areas of low assurance.

2.11 The following areas of medium assurance were identified and in all cases the Board has already identified that these were areas for development as part of its annual internal evaluation process:

- Vision and Strategy
  - A 4 / 5 / 6 / 7
- Corporate Social Responsibility
  - A 10
- Student Engagement
  - B 4 / 6 / 7 / 8 / 9
- Accountability
  - C 7 / 25 / 27
- Effectiveness
  - D 2 / 10 / 16 / 20 / 26
- Partnership Working
  - E 1 / 2 / 3 / 4

2.12 Through the annual Board internal evaluation process several of the above items are likely to be upgraded to high assurance on the basis that the actions have been implemented. An update of the report will be provided following the completion of the 2022-23 internal Board evaluation process.

2.13 The Corporate Development Committee is requested to review the content of the Code of Good Governance and ensure that it is content with the assurance levels as assessed by the College.

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

(4) SPFM Internal Control Checklist

2.15 The College has a duty placed upon Principals/Chief Executives to provide an annual certificate of assurance to the Chief Executive/Accountable Officer (AO) of the Scottish Funding Council (SFC).

2.16 This assurance allows the SFC AO, in turn, to provide a certificate to the Principal Accountable Officer (Permanent Secretary) of the Scottish Government, providing the necessary assurance to support hem in the signing of the governance statement which forms part of the Scottish Government consolidated accounts for the period 1 April 2022 to 31 March 2023

2.17 In establishing this procedure, the SFC have taken every effort to build upon the assurance work which the College already undertake including the work being conducted by internal and external audit. Reliance is placed on a variety of sources such as:
- Minutes from board committees dealing with Audit, Risk, Finance, Planning and HR.
- The 2021-22 audit opinion and any audit work conducted in the period from August 2022 to March 2023
- The College's own views of the operational effectiveness of the controls, processes, and procedures in place.

2.18 To assist the College, the SFC have attached a schedule of assurances based on the SPFM internal control checklist. The College has undertaken a full review of the SPFM internal control checklist and summarised the results in part (4) of *Appendix A*.

2.19 Based on the assessment conducted by the College, it is content to categorise each SPFM Internal Control Checklist condition as high assurance.

2.20 The College will therefore be returning a positive assurance statement to the SFC:

> Based on that review, and my own knowledge of the internal control matters in the college I can confirm that these controls have been, and are, working well. There are in my opinion no significant matters arising in the college which would require to be raised specifically in the governance statement.

3.   FINANCIAL IMPLICATIONS

3.1   There are no financial implications associated with this paper.

4.   STUDENT EXPERIENCE IMPLICATIONS

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

5.   HUMAN RESOURCES IMPLICATIONS

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

6.   LEGAL IMPLICATIONS

6.1   There are legal implications associated with this paper. The Board of Management is required to sign the annual accounts stating that the Code of Good Governance for Scotland's Colleges has been complied with. A failure to comply with the Code would have implications for the Board and College management team.

7.   REPUTATIONAL IMPLICATIONS

7.1   There are no reputational implications associated with this paper.

8.   COMMUNITY/PARTNERSHIP IMPACT

8.1   There are no community implications associated with this paper.

9.   EQUALITIES IMPLICATIONS

9.1   There are no equality implications associated with this paper.

10.   ENVIRONMENT IMPLICATIONS

10.1   There are no environmental implications associated with this paper.

RECOMMENDATION

The Corporate Development Committee is requested to:

a) Note the content of the compliance reviews undertaken of the SFC Financial Memorandum, Scottish Public Sector Finance Manual, the Code of Good Governance and the SFC Internal Control Checklist.

b) Consider the assurance provided and whether any further assurances are required.

c) Note that the College intends to return a positive assurance statement to the SFC.

Meeting	Corporate Development Committee
Date	30 May 2023
Location	MS Teams
Title of Paper	College Pension Schemes Overview
Presented By	Joe Rafferty Acting Director Organisational Development & HR
Recommendation to Members	To note
Appendix Attached	No

PURPOSE

This paper provides the Corporate Development Committee with the annual overview of the College pension schemes.

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

'To consider and advise the Board of Management on key strategic financial and management matters including: pension arrangements.'

The paper is submitted To Note.

1.   Introduction

1.1   This paper provides the Corporate Development Committee with an overview of the College pension schemes arrangements.

2.   Background

2.1   West College Scotland has two pension schemes in operation:

- Professional Services Staff - **Strathclyde Local Government Pension Scheme (LGPS)**

- Teaching Staff - **Scottish Public Pensions Agency Scheme (SPPA)**

2.2   Table 1 below shows the membership of each scheme over the last three years as of 31 March 2023:

	Headcount Pension Scheme Members	Headcount College Staff Eligible to Join	Uptake %
LGPS			
2022-23	428	503	**85.1%**
2021-22	470	572	82.2%
2020-21	449	584	76.9%
SPPA			
2022-23	551	562	**98.0%**
2021-22	536	603	88.9%
2020-21	526	571	92.1%
Total			
2022-23	979	1,065	**91.9%**
2021-22	1,006	1,175	85.6%
2020-21	975	1,155	84.4%

2.3   As can be seen from Table 1 above:

LGPS
- The average uptake for the scheme over the last three years has been 81.4% which is up on the prior three-year average of 79.2%

- The number of staff who are members has decreased by 42 to 428, but at the same time the number of staff who are eligible to start membership has dropped by 69 to 503. This means that a total of 428 of 503 eligible staff (85.1%) have opted to start LGPS membership, an increase of 2.9% from 31 March 2022.

SPPA
- The average uptake for the scheme over the last three years has been 93% which is higher than the prior three-year average of 91.4%

- The number of staff opting to start membership has increased by 15 from 536 to 551. This represents a total of 551 of 562 eligible staff (98%) who have opted to start SPPA membership.

2.4   There has been a slight decrease of 27 (2.8%) in the number of new members in the two College pension schemes. The College has 91.9% of its eligible staff enrolled with a pension scheme, an increase of 6.3% compared to the previous year.

3.   The Effect of Automatic Enrolment

3.1   Automatic enrolment is when an employee who meets certain requirements is made a member of a workplace pension scheme without needing to ask to be part of it. Since 2012 we have been required by law to automatically enroll staff in the pension schemes. In the past, it was up to staff to decide whether they wanted to join the pension schemes.

3.2   Against that background we would expect, over time, that the proportion of staff enrolled in the pension schemes would gradually increase and, indeed, that is what we have been seeing.

4.   Pension Scheme Costs – An Overview

4.1   The table below shows the level of employer pension contributions made by the College over the last three years for the year ending 31 March 2023.

	Headcount of Pension Scheme Members	Pension Contributions £m
LGPS		
2022-23	428	**2.16**
2021-22	470	2.18
2020-21	449	2.09
SPPA		
2022-23	551	**4.54**
2021-22	536	4.49
2020-21	526	4.39
Total		
2022-23	979	**6.70**
2021-22	1,006	6.67
2020-21	975	6.46

LGPS

4.2   The employer contribution rate remained at 19.3% and based upon the last actuarial valuation this rate will be applicable to at least 31 March 2024 (set 3-year rate, from Strathclyde Pension Fund Actuarial valuation report as of 31 March 2020).

4.3   Based on the current level of membership the cost for the financial year to 31 July 2023 is forecast to be £2.1m for LGPS employer's pension contribution costs.

4.4   Based upon the employer's contribution rate remaining static, the 2023-24 budget for LGPS contributions would be set at £2.7m to meet the cost of employer pension contributions.

SPPA

4.5   The SPPA employer contribution rate continued at 23.0% for the period April 2022 to March 2023. This rate was last changed in September 2019 and remains unchanged for 2023/24.

4.6 Based on the current level of membership the cost for the financial year to 31 July 2023 is forecast to be £4.4m for SPPA employer's pension contribution costs.

4.7 Based upon the employer's contribution rate remaining static until March 2023 and the expected level of college membership, the 2023-24 financial year budget for SPPA contributions will be set at £4.4m to meet the cost of employer pension contributions.

Summary

4.8 Thus, in summary, for the 2022-23 financial year to 31 July 2023, it is expected that the College will incur £6.5m in relation to employer pension contributions (SPPA £4.4m; LGPS £2.1m) - this represents 14.6% of the forecast College salary expenditure for 2022-23 (2021-22: 14.6%).

4.9 For the 2023-24 financial year, it is expected that budgeted employer pension contributions for the College will be approximately £7.1m (SPPA £4.4; LGPS £2.7m) based on current membership levels and employer contribution rates.

Unfunded Pension Provision

4.10 In addition to the ongoing annual cost of employer pension contributions to the SPPA and LGPS, the College requires to meet the cost of any unfunded pension liabilities in relation to 166 former employees (2021-22: 174). This legacy arrangement costs the College £0.6m per annum and continues until the death of the pensioner or their spouse.

LGPS Annual Valuation

4.11 For the LGPS pension scheme, the College is also required to undertake an annual valuation in accordance with the requirements of FRS 102. This is an accounting standard used to assess the balance sheet impact and pension costs associated with the operation of occupational pension schemes. For defined benefit arrangements the balance sheet asset or liability for the College is calculated as the surplus or deficit of the scheme assessed in accordance with appropriate accounting assumptions. The pension cost is a combination of the cost to the College of providing benefits built up over the past year and an interest charge applied to the liabilities built up in the past, offset by a credit in respect of the expected return

on the scheme assets. It is worth remembering that the assumptions used for valuation purposes are no more than assumptions.

4.12 For the 2021-22 financial year, the College was required to recognise a pension cost of £3.4m (2020-21: £3.1m) in relation to the LGPS scheme. A further valuation will be undertaken for the 2022-23 financial statements.

5.   FINANCIAL IMPLICATIONS

5.1   There are financial implications associated with this paper which are included within the 2023-24 budget.

6.   STUDENT EXPERIENCE

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

7.   HUMAN RESOURCES IMPLICATIONS

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

8.   LEGAL IMPLICATIONS

8.1   There are no legal implications associated with this paper.

9.   REPUTATIONAL IMPLICATIONS

9.1   There are no community implications associated with this paper.

10.   COMMUNITY/PARTNERSHIP IMPACT

10.1 There are no community implications associated with this paper.

11.   EQUALITIES IMPLICATIONS

11.1 There are no equality implications associated with this paper.

12.   ENVIRONMENT IMPLICATIONS

12.1 There are no environmental implications associated with this paper.

RECOMMENDATION

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

Agenda Item 12

Meeting	Corporate Development Committee
Date	30 May 2023
Location	MS Teams
Title of Paper	People Report
Presented By	Joe Rafferty Acting Director Organisational Development and HR
Recommendation to Members	Consideration
Appendix Attached	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

Support Staff Pay

2.1   UNISON confirmed on Friday 14 April 2023, that because of its statutory ballot, it has a mandate for industrial action in the form of strike action. The ballot had a turnout of 62.4% with 92.5% voting in favour of strike action.

2.2   Unite has confirmed that eight colleges (City of Glasgow, Glasgow Clyde, West College Scotland, New College Lanarkshire, Ayrshire, Borders, Dumfries & Galloway and Fife) have a mandate for industrial action in the form of strike action. Unite has advised it did not meet the threshold for industrial action at two colleges – Forth Valley and Edinburgh.

2.3   GMB has advised that it failed to reach the necessary threshold in three colleges balloted – Dundee and Angus, Glasgow Clyde and UHI Inverness.

2.4   At the time of issue, no dates for support staff strike action have been issued.

2.5   A Second Dispute Meeting took place Wednesday 3 May 2023. The management side provided an update on the current financial position of the sector following the indicative funding allocations and the recent announcement of the withdrawal of £26m from the sector.

2.6   The management side made an improved offer to the staff side of a two-year offer of 3.5% for 2022/23 and 3.5% for 2023/24. This offer mirrors the offer made to the EIS FELA.

2.7   Following an adjournment, the staff side advised that it could not take this offer to its members, and it understood there are several colleges budgeting for a higher pay increase than what has been offered. The staff side repeated its request for a flat cash payment for all staff in the sector.

2.8   The staff side requested that further consideration be given to their requests for improvements in terms and conditions. The staff side was advised that a full response had already been provided on each of the requests and that work was being carried out within the Terms and Conditions Working Group on the areas identified as a priority.

Teaching Staff Pay

2.9   A Fourth Dispute Meeting took place on Wednesday 17 May with no movement on the current pay offer, which remains at 3.5% for 2022/23 and 2023/24. However, the management side did acknowledge the desire to reach a two-year deal and to look at a flat cash settlement.

2.10   The staff side presented its revised pay claim for 2022/23 and its pay claim for 2023/24. The revised EIS-FELA pay claim is a consolidated flat cash pay rise of £7,000, over two years, on all national salary scale points for unpromoted and promoted lecturers.

2.11   The management side acknowledged the movement made in the staff side's pay claim. The management side stated there was common ground with the two-year deal and a flat cash arrangement. However, it recognised that the improved offer will not mirror the staff side's revised pay claim, but there is a genuine desire to recognise and reward the efforts of the staff.

2.12   The staff side emphasised the urgency of the situation and requested a meeting with the management side as soon as possible and did not want to wait until Thursday 1 June 2023.

2.13   The management side agreed that efforts would be made to accommodate this request.

3.   HEALTH, SAFETY AND WELLBEING

Student/Staff Wellbeing and Counselling Services

3.1   Due to the effectiveness of these services the College has decided to mainstream the associated posts making them a permanent part of the organisational establishment.

Wellbeing Initiatives

3.2   The College has organised staff participation in events such as The Kilt Walk, Race for Life, Step Count Challenge and Tough Mudder.

The College also organised a coffee morning in Clydebank for Mental Health Awareness Day.

Risk Assessments – Industrial Action

3.3 Risk assessments have been undertaken regarding adjustments in fire evacuation arrangements and first aid cover in case strikes are called in the forthcoming months.

4. ORGANISATIONAL DEVELOPMENT (OD)

Strategic Learning Plans 2023-27

4.1 OD Managers met with each business area to discuss and identify learning and development needs at organisational, directorate, sector/department, and team levels. These plans will now be used to proactively plan and co-ordinate learning and development that is relevant and timely. There will be a variety of learning interventions such as face-to-face, virtual, facilitator led, social learning such as mentoring and coaching and self-directed learning.

LeadingEdge People Manager Development Programme

4.2 The LeadingEdge Programme continues to develop. This people manager programme is mapped to the Chartered Management Institute professional standards for managers and leaders and seeks to upskill managers in a variety of topics. We offer a blended approach to learning with a mixture of self-directed, virtual facilitator led and social learning through the accountability partners. We offer:

- My Meaningful Conversations: How to Have a Difficult Conversation
- Managing a Hybrid Team Effectively
- Coaching Conversations

4.3 We have also recently launched Shortlisting, Recruitment and Selection to support upskilling of managers and interview panels in key skills for recruiting the right person with the right skills. We will soon be launching 'Mentally Healthy Workplaces' as part of our staff wellbeing agenda.

iAspire Youth Development Programme

4.4 We are pleased to say that our two Modern Apprentices are heading into positive destinations. One external and one internal (new Student Associate President). Our three graduate interns continue to progress through their employment and have been completing their bespoke development programme which recently has been Presentation Skills and Project Management Skills. To apply their presentation skills, they presented on their experience as an intern, what they have contributed to their team and what they have learned to their managers, mentors and members of our Senior Management Team.

OneWest

4.5 A new employee engagement project has been initiated to design and develop and new staff intranet to be called 'OneWest'. This project is in the define stage.

Be the Change

4.6 A new project is in the define stage. "Be the Change" is West College Scotland's new approach to managing change, driving and delivering small to transformational changes in a structured yet agile and adaptive way.

Whistleblowing Audit

4.7 A Whistleblowing Internal Audit took place in March 2023. The purpose of this Audit was to assess the arrangements the College has in place for whistleblowing, including staff awareness/training, and ensure that these are robust and in line with statutory requirements. A full review of how the process is controlled, secured and reported was undertaken by the Auditors. The Audit Outcome was Strong Assurance. Evolve was highlighted as a particularly useful innovation in managing this area.

People Strategy Audit

4.8 A People Strategy Internal Audit took place in May. The purpose was to review the College's People Strategy to ensure this is robust and fit for purpose. Auditors rated a Substantial level of assurance.

5.   EMPLOYEE ENGAGEMENT

Collective Ambition Forums

5.1   Following last year's My Voice: Employee Engagement Survey. Four areas of improvement were highlighted: One College Culture, Visible Leadership, Marketing and Communications and Teaching in the 21st Century. Rather than SMT/OD providing recommendations we decided to invite staff to participate in forums on each topic to put forward their ideas. All forums have met at least once with second meetings now in the diary to create Rapid Action Plans that will be owned and delivered on by SMT/OD.

Equality, Diversity and Inclusion

5.2   We continue to progress our inclusion agenda and Equality Outcomes 23-27. We have:

- Started a new Inclusion Twitter to keep everyone up to date with EDI Initiatives and raise awareness of inclusion calendar.
- Launched the Equality Networks for staff and students: Disability, Pride (LGBTQIA+) Racial Equality.
- Made arrangements to have gender-neutral facilities in place on all four campuses, including toilets and changing facilities, by the start of term August 2023.
- Drafted new Equal Opportunities Procedure and Transgender and Gender Non-Conforming Guidance.
- Working towards completion of LGBT Youth Charter. Likely to be awarded in June.
- Initiated White Ribbon Initiative to raise awareness and create Gender Based Violence champions in both staff and students.

6.   VOLUNTARY SEVERANCE SCHEME

6.1   The College released a new round of Voluntary Severance at the end of March 2023. 25 staff were accepted equating to 14.8 FTE. The majority of those accepted will leave by 31st July 2023.

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.

Agenda Item 16

Meeting	Corporate Development Committee
Date	30 May 2023
Location	MS Teams
Title of Paper	Sustainability Update Report
Presented By	Alan Ritchie Director of Finance
Recommendation to Members	For Noting
Appendix Attached	a) Westworld March Edition

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. EXECUTUIVE SUMMARY

1.1. The College has over the last three months continued to embed the objectives set out in the overarching [Sustainability Strategy](#) and develop and implement the College sustainability action plan.

1.2. The College considers that it is making good progress on implementing the Sustainability Strategy but that in line with the overall public sector, any continuation of this upward trajectory will require more investment by the Scottish Government (see section 3 below for further details).

1.3. The College continues to progress with the implementation of the Clydebank District Heating System. A plan for the works to be carried out has been established with a funding bid being made to the Scottish Government (see paper 13 for further details).

1.4. There is an increasing emphasis on climate change as can be seen from the requirement in the External Audit 2022-23 Plan (paper 18). The auditors require to review and ask questions on what actions the College is taking to address climate change/emergency. Given the work undertaken to date, the College considers that it can positively address the matters raised by the auditors.

2. SUSTAINABILITY STRATEGY

2.1 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.

2.2 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

2.3 The Sustainability Oversight Group met on 18 May 2023, with the initial work of the group being to review and update 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 7 September 2023.

2.4 The actions contained within the Sustainability 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 Committee each year.

3.   ANNUAL CLIMATE CHANGE REPORTING

3.1. Sustainable Scotland Network (SSN) has published its [Public Bodies Climate Change Duties (PBCCD) Analysis Report for 2021/22](#).

3.2. The key findings from the 2021-22 data were:

- 2,666,618 tCO2e total emissions reported over Scopes 1, 2 and 3 sources.

- 3.6% increase in Scope 1 and 2 emissions since 2020-21, with these emissions being 30.2% lower than in 2015-16 when mandatory reporting began.

- 38,592 tCO2e saved due to carbon reduction projects and 362 GWh renewable energy generated.

- Natural gas for heating continues to be the largest source of public sector emissions (30%), and these emissions have remained virtually static from last year.

- 70% of public bodies reported one or more emission reduction targets, and 23 bodies have set targets for zero direct emissions.

- 66% of bodies submitted some form of adaptation risk assessment and 67% report taking some form of action on adaptation. The analysis indicates an opportunity for more adaptation training.

3.3   The above summary was not a surprise to the College as it highlights the challenge faced by the organisation and the wider public sector. To address the climate change challenge, organisational leadership is required, resources need to be focused on climate reduction actions and additional funding is required.

3.4   The College will continue to fulfil its reporting obligations and has already commenced the work required to compete the 2022-23 return prior to the November 2023 deadline.

4. SUSTAINABILITY ACTIVITIES IN PREVIOUS QUARTER

4.1. The College continues to highlight its success in 'Westworld' with a copy of the March edition attached to this report for the Committees information (Appendix A).

4.2. In the last quarter the College has been involved in or delivered the following:

- **Global Teach in Event**
  The Global Goals Week proved to be a great success and encouraged some important discussion and engagement amongst staff and students on sustainability matters.

  Some key achievements included:
  o Sustainability audit of the curriculum completed.
  o One hundred and ninety potential ideas and projects for consideration.
  o The Global Teach in Event to become part of the annual calendar.
  o Students and staff benefiting from energy vouchers, waste advice, free bike servicing and free vegan food sampling.
  o Received over 200 responses in relation to the travel survey which will enable us to better understand commuting habits, provide more detail within our annual reporting and greater opportunities to secure funding

- **Reusable Cups**
  Staff and students can now purchase our branded, reusable cups within the Taste cafes. The purchase of the cup entitles a free hot drink as well as 20p off each hot drink thereafter.

- **The PaperLight Initiative**
  PaperLight is just one of the many digital initiatives created to embed and grow our digital culture and digital mindset. It is not just a much-needed cost saving exercise but also a genuine drive to reduce our carbon emissions, to be sustainable, to be kind to the planet and to harness a progressive mentality of operating digitally to its fullest.

One tree = 10,000 sheets of paper. At the College we destroy 282 trees every year, so we have decided to act. Progress to date:

- Meetings have been held in February with all SMT members with heavy staff users identified. SMT to drive understand and implement reduction of printing by at least 50% at this stage.
- Action plans issued to individual SMT and generally consensus reached as to actions to be taken and where exceptions are identified; and follow up meetings held per Sectors / Directorate were held across April and in May 2023 we are now seeing improvements.
- Good practice case studies referred to marketing for bitesize videos on sustainability practices and sharing of practices.
- PowerBi data analytics on printing usage now available for analysis and bespoke targeting.
- The next step is to encourage Student Association involvement in 'think before you print' for students also.

- **Electric Charging Points**
  As of 1 of April, charging points at Clydebank are now only accessible to staff and students on request. This will eliminate members of the public accessing the free chargers overnight**.** The College is in the process of implementing the same system at Paisley. The Greenock charging points are in the campus secure carpark so do not require to be adjusted.

- **Maid of the Loch Restoration Project**
  The College has agreed to support this community project by:
    - Allowing workplace engineers to access college equipment and machinery.
    - To promote and circulate Maid of the Loch events.
    - Explore volunteering opportunities for students to put their skills to good practise and gain valuable experience.

- **Heating and Cooling Policy**
  Heating and Cooling Policy has been implemented to switch off the heating from 1 of May until 1 of October subject to outside temperatures. This will help to address one of the largest areas of College emissions which is gas consumption.

- **Half yearly gas and electricity reporting**
  Appendix B to this report shows the half year results which are reported on the College Sustainability Portal and updated on the College intranet. The graphs show a consistent picture of usage in the first 6 months of the year.

  The heating across all campus was switched off in late April and will remain off until October, depending on the outside temperatures.

- **Sustainability Oversight Group**
  The Group met in May to update on progress on the previous time bound actions, set new actions, new initiatives were discussed and to be explored further.

Future Activities

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

- Working with UWS to explore joint working opportunities and to plan a joint event around Climate Action Week in September 2023.

- Looking to connect to the district heating systems at Clydebank during the summer of 2023 and to investigate connection possibilities to the Paisley system thereafter.

- Increasing recycling bins throughout the College to encourage further recycling.

- Looking to increase electric charging points at Greenock and Paisley to provide four charging points at each location.

- To explore the option of e-bikes to be used in social spaces to enable charging of devices.

- Preparation of the Colleges 2022-23 Public Bodies Climate Change Duties Report.

5. FINANCIAL IMPLICATIONS

5.1. 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.

5.2. It is hoped that the upcoming release of the SFC Infrastructure Strategy action plan will assist in obtaining the required funding.

6. STUDENT EXPERIENCE

6.1. 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.

7. HUMAN RESOURCES IMPLICATIONS

7.1. 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.

8. LEGAL IMPLICATIONS

8.1. 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.

9.   REPUTATIONAL IMPLICATIONS

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

9.2.   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.

10.   COMMUNITY/PARTNERSHIP IMPACT

10.1. 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.

11.   EQUALITIES IMPLICATIONS

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

12.   ENVIRONMENT IMPLICATIONS

12.1. 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.

Appendix B – Gas and Electricity Usage
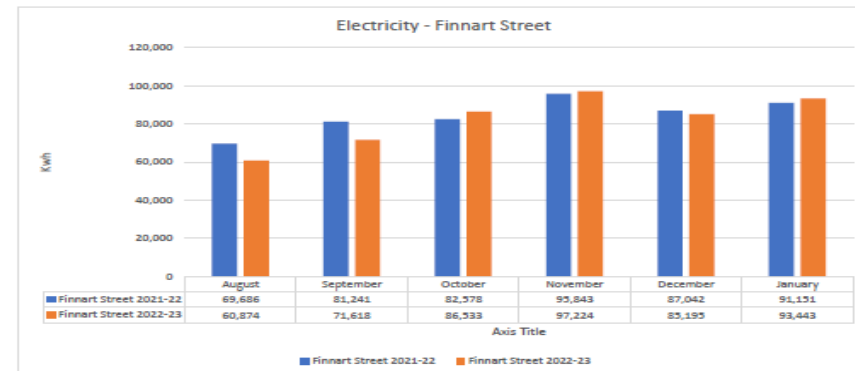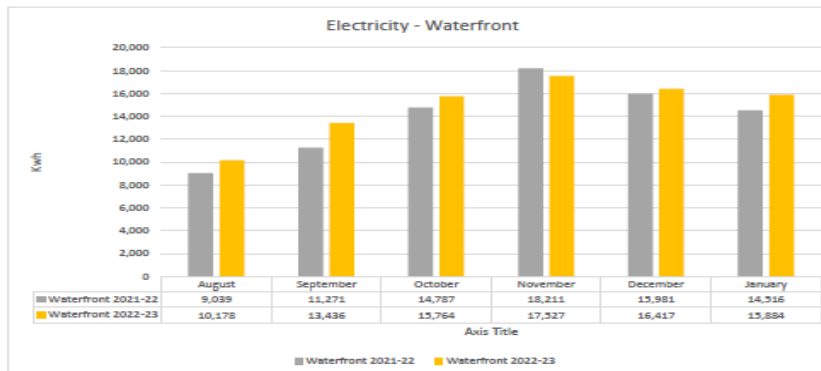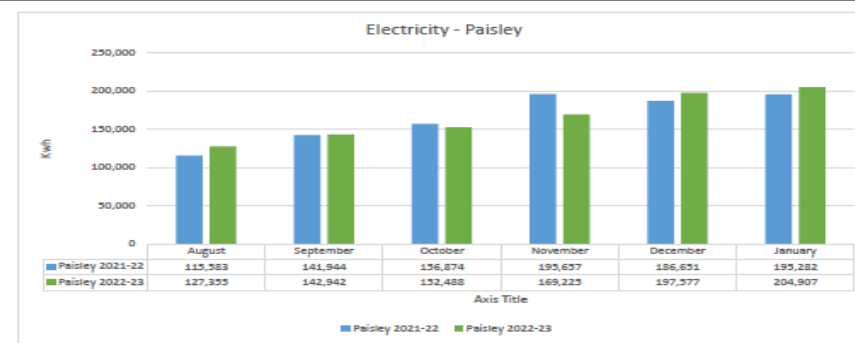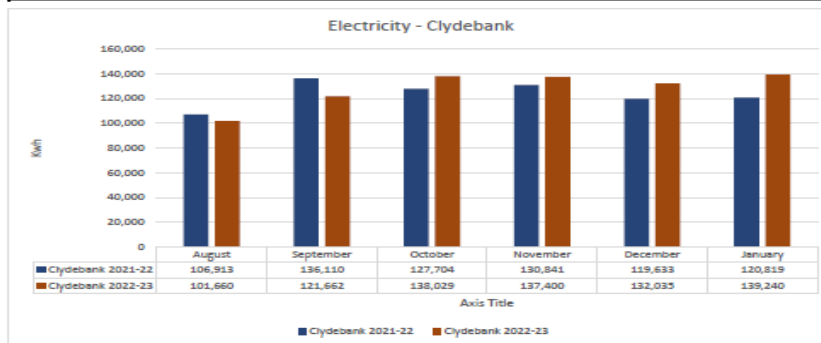
ELECTRICITY USAGE BY CAMPUS

The College **ELECTRICITY USED** for the first six months of 2022-23 is noted below.

This is the first time that the College has published these statistics and it is hoped that the publication will assist with staff and students understanding the need to switch off /limited the use of electrical items.

In the first quarter of the year the College used 1.1m kWh of electricity and in the second quarter it used 1.3m kWh making the total electricity consumed 2.4m kWh (2021-22 first 6 months: 2.4m kWh).
The usage in 2022-23 is therefore comparable with the usage in 2021-22 .

REMEMBER YOU CAN CONTNUE TO ASSIST WITH THE IMPLEMENTATION OF THE COLLEGE SUSTANABILITY STRATEGY BY SWITCHING OFF LIGHTS AND ELECTRICAL ITEMS WHEN YOU LEAVE A ROOM.
WOULD YOU LEAVE THE LIGHTS ON AT HOME WHEN YOU WENT TO WORK.

Electricity - Clydebank

	August	September	October	November	December	January
Clydebank 2021-22	106,913	136,110	127,704	130,841	119,633	120,819
Clydebank 2022-23	101,660	121,662	138,029	137,400	132,035	139,240

Electricity - Paisley

	August	September	October	November	December	January
Paisley 2021-22	115,583	141,944	156,874	195,657	186,651	195,282
Paisley 2022-23	127,355	142,942	152,488	169,225	197,577	204,907

Electricity - Waterfront

	August	September	October	November	December	January
Waterfront 2021-22	9,039	11,271	14,787	18,211	15,981	14,516
Waterfront 2022-23	10,178	13,436	15,764	17,527	16,417	15,884

Electricity - Finnart Street

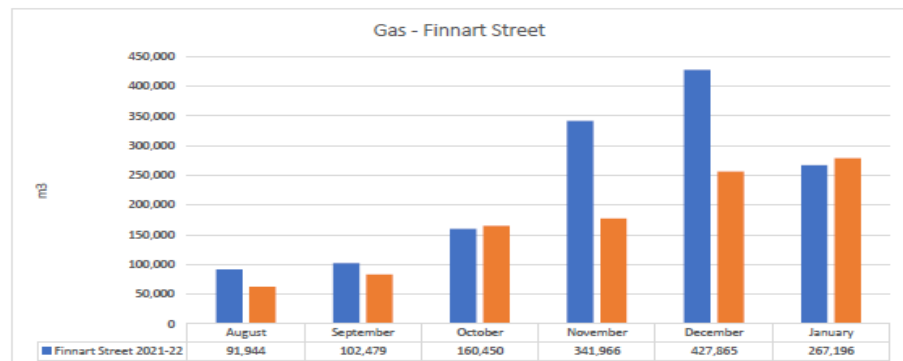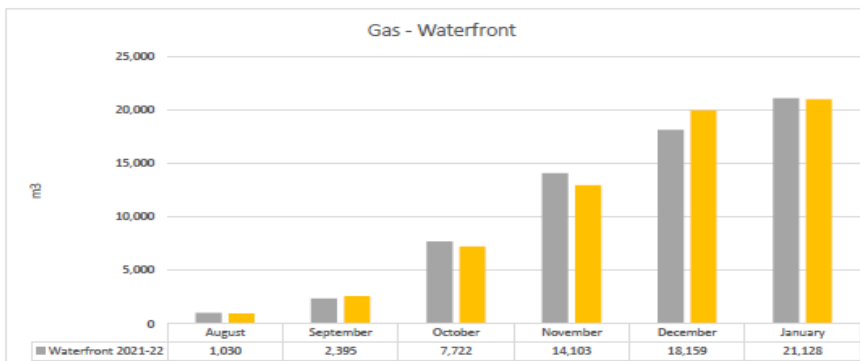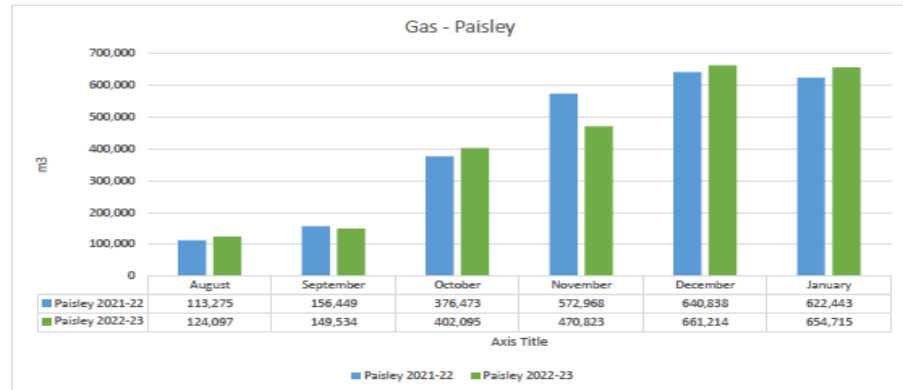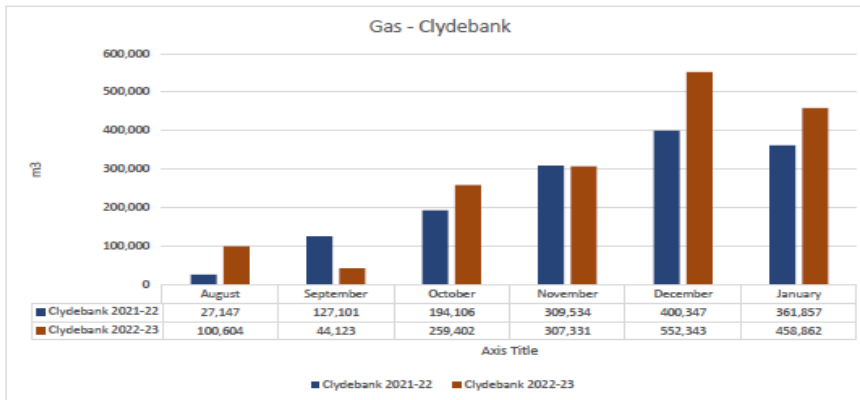|	August	September	October	November	December	January
Finnart Street 2021-22	69,686	81,241	82,578	95,843	87,042	91,151
Finnart Street 2022-23	60,874	71,618	86,533	97,224	85,195	93,443

GAS USAGE BY CAMPUS

The College **GAS USAGE** for the 6 months to 31 January 2023 is noted below.
This is the first time that the College has published these statistics and it is hoped that the publication will assist with staff and students understanding of implications of heating the College campuses.

In the first quarter of the year the College used 1.4m m3 of gas and in the second quarter it used 3.9m m3 making the total gas consumed 5.3m m3 (2021-22 first 6 months: 5.4m m3). There is a slight reduction in the amount of gas used compared to the previous year which is good news. The use of gas in Paisley and Waterfront campuses is consistent with previous years. However the use in Clydebank is higher than expected and this is being investigated.

The College heating will be switched off over the course of April 2023 in line with the agreed Heating and Cooling Policy. The exact date of the switch off will be determined by the outside temperatures.

The College will continue to monitor at which point it can switch off the heating without significantly impacting the environment within which our staff and students operate.

Gas - Clydebank

	August	September	October	November	December	January
Clydebank 2021-22	27,147	127,101	194,106	309,534	400,347	361,857
Clydebank 2022-23	100,604	44,123	259,402	307,331	552,343	458,862

Gas - Paisley

	August	September	October	November	December	January
Paisley 2021-22	113,275	156,449	376,473	572,968	640,838	622,443
Paisley 2022-23	124,097	149,534	402,095	470,823	661,214	654,715

Gas - Waterfront

	August	September	October	November	December	January
Waterfront 2021-22	1,030	2,395	7,722	14,103	18,159	21,128

Gas - Finnart Street

	August	September	October	November	December	January
Finnart Street 2021-22	91,944	102,479	160,450	341,966	427,865	267,196

WestWorld

Staff Newspaper of West College Scotland

5 things you need to know

…about our 2023 Recruitment Campaign

1 Our #WeAreWest recruitment campaign launched this month across our website and social media platforms – check out our new graphics and get involved using the hashtag **#WeAreWest**

2 We have launched an extensive digital campaign including pay per click, remarketing and sponsored adverts on social media to raise awareness online.

3 Our digital campaign will be themed monthly to focus on the additional support services that are available to students at the College including community links, digital and wellbeing support, our local area and more.

4 The course pages on the website are undergoing a revamp with additional departmental info, images and video content being added to make them more engaging.

5 Don't underestimate the power of publicity! Got a story you would love to share to help support your recruitment? Get in touch with our Marketing team at marketing@wcs.ac.uk to share your case studies for students and alumni success.

WEST CELEBRATES SCOTTISH APPRENTICESHIP WEEK! #SCOTAPPWEEK23

#UnlockYourPotential!

▶ Play

We were delighted to take part in celebrating our pre, foundation and modern apprentices this month as part of Scottish Apprenticeship Week. A total of 62 posts were shared across our four main social media platforms with the campaign achieving a total reach of 41,354 people!

The campaign also achieved national exposure on socials with engagement from Colleges Scotland, Babcock International, Skills Development Scotland, DYW and Apprenticeships Scotland.

The Scottish Apprenticeship Awards also took place as part of the week-long celebrations where West were shortlisted for two awards, SME Employer of the Year – Promoting Diversity for our Modern Apprentice Hairdressing partner, Boveda and Foundation Apprentice of the Year for Engineering Systems FA, Harley Higgins. The virtual event which took place on 8 March saw Harley scoop the top prize being named as 2023 Foundation Apprentice of the Year – well done Harley and thanks to everyone who got involved in the campaign!

KYLE SHORTLISTED IN WORLD SKILLS!

Science Technician, Kyle Perle made the final 3 in the Rising Star category at the 4th Annual WorldSkills UK Equity, Diversity and Inclusion Heroes Awards. The awards aim to recognise outstanding commitment to promoting and supporting diverse and inclusive practices, and celebrate those making a real difference.

Since starting at the College, Kyle has been an advocate for trans issues. As a trans man, he has been able to speak knowledgeably and uniquely from both a staff and student perspective, on the challenges trans staff and students face and offer up solutions. Kyle was pivotal in West College Scotland's participation in Pride Month and has been helping with the College's LGBT Youth Scotland Accreditation.

Prior to joining the College there were no gender-neutral facilities on any of our campuses. Through his activism and perseverance Kyle helped secure a pilot of gender-neutral toilets at the Greenock campus. Now there is moves to replicate this in all the other campuses as well as moves to find suitable gender-neutral changing facilities.

Speaking of his success Kyle said, "I was very shocked when I first learned that I had been nominated for this award, finding out I made the shortlist was something I had never even imagined possible. I have always fought hard for the rights of the LGBTQ+ community and as a queer trans man, the rights and inclusivity of the trans community is extremely important to me and very personal."

"Being shortlisted for this award is a huge honour and incredibly gratifying and I am very thankful to my colleagues for nominating me and recognising my efforts. In the light of recent developments across the UK surrounding trans rights and their access to facilities and care, it is even more crucial I continue my work fighting for more inclusivity within education."

Sustainability

GLOBAL GOALS TEACH-IN WEEK

Our Global Goals Week proved to be a great success and encouraged some important discussion and engagement amongst staff and students on sustainability matters.

Many thanks to our partners who attended - we had Home Energy Scotland on hand to give out advice with many staff and students benefiting from £50 energy vouchers. Enva, our waste provider, was present to encourage discussion and educate users on various waste streams by playing an interactive game of what piece of waste goes in what bin. Dr Bike was also on campus offering a free bike service, which proved very popular with 25 keen cyclists taking advantage of the opportunity to have a roadworthy bike to cycle to college. Plus, over 200 students participated in our travel survey allowing us to better understand commuting habits and how to improve sustainable alternatives.

Our canteen facilities offered free food samples of vegan chicken strips and vegan sausage rolls with many customers being pleasantly surprised and will now consider vegan choices in the future!

From providing reusable water bottles to embedding sustainability goals in curriculum, this week has proved successful in encouraging the discussion around sustainability.

Reusable Taste Cup only £3.00

Taste

Get a free hot drink when you purchase the cup!

Get 20p off each hot drink thereafter!

Purchase from any campus Taste whilst stocks last!

Sustainability

DAVIE DONATES TO DR BIKE

As mentioned previously, Dr Bike hosted bike repair and maintenance workshops for staff and students at each of our campuses as part of Global Goals Week. As a charity they also accept donations, both monetary and bikes.

Davie Heron one of our Clydebank Property Maintenance Assistants very generously donated his chopper bike. The team at Dr Bike worked their magic and gave it the full VIP treatment.

Looking every inch, the part, the chopper has joined the shops other unusual and special bikes on the balcony. We don't think it will be long before it's snapped up.

CLYDEBANK ELECTRIC CHARGING POINTS

REGISTER TO USE

From the 31 March you will have to be registered to use the EV charging points

LEARN MORE »

WCS TABOR PHOTOGRAPHY COMPETITION

Have your photos displayed across College Campus PLUS attend a Winner's Reception!

GUEST JUDGE TO BE REVEALED

Submission date: **end of April**

Submit entries to:
photography@wcs.ac.uk

Open to all students and staff

WEST COLLEGE SCOTLAND

The WCS Tabor Photography Competition is now Open! Our annual competition will be held in memory of Photography lecturer Robert Tabor and his positive contributions to the College, students and photography community in the West of Scotland and beyond.

Share your photography skills and enter our competition for the chance to have your photos displayed across the Colleges campuses. Plus attend a winner's reception taking place later this year where all the winning images chosen by a panel of judges will be on display!

Open to all students and staff, the competition categories are:

- Staff
- Landscape or Architecture
- Wildlife or Pet
- West College Scotland

1st, 2nd, and 3rd winners will be announced for each category with the winning images displayed across the college campuses (in-print and on digital screens).
Photos can be taken on mobile or camera, whichever you prefer!

All entries must be submitted by end of April, and emailed to **photography@wcs.ac.uk.**
Winners will be announced by the end of term. Best of luck!

Equality, Diversity and Inclusion Update

Over the last few months, we have been working on a number of Equality, Diversity and Inclusion (EDI) initiatives including:

LGBT YOUTH CHARTER

TRANSGENDER AND GENDER NON-CONFORMING

EQUALITY IMPACT ASSESSMENTS (EQIA)

GENDER BASED VIOLENCE

CHAPLAINCY TEAM

EQUALITY NETWORKS

NEW EQUALITY, DIVERSITY, AND INCLUSION PORTAL

EQUALITY MAINSTREAMING REPORT

To find out more check out our latest staff announcement!

GOOD LUCK ASHLEIGH!

This month we said goodbye to Foundation Apprenticeship Administrator, Ashleigh Bonnar. She joined the College back in June 2012 as an Admin Assistant before progressing to the FA team in 2017.

Ashleigh is going to work at University of West of Scotland in their Admissions team. She said, "I really enjoyed my time at the College and will miss working with everyone, but I am looking forward to a new challenge"

Ashleigh's manager, Sharron Rodger had some kind words to wish her farewell, ""I am so gutted to see Ashleigh go. She was the font of knowledge for all things FA and has been with the team since the very beginning. We are so sad to lose her but wish her all the best in the future!"

Easter Egg Collection

The College is collecting chocolate eggs for the charity Women's Aid.

DROP your eggs in by 5 April

Please drop all donations to:

Greenock
Main / Waterfront Reception

Clydebank
Main Reception

Paisley
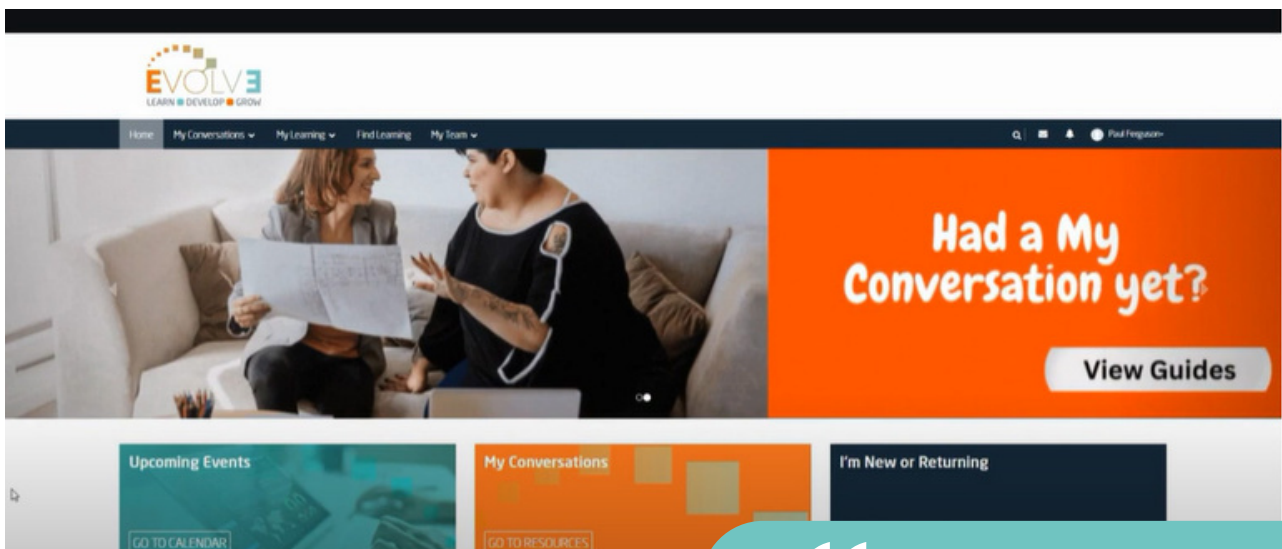Main Reception

REMEMBER TO FOLLOW US ON SOCIAL MEDIA

GET YOUR STORY FEATURED IN THE NEXT EDITION OF

WestWorld

We're getting prepared for the Easter edition of Westworld and want you to be involved. Send your ideas for features and articles to westworld@wcs.ac.uk

SPOTLIGHT ON MY CONVERSATIONS

Watch this informative video

Quotes from staff:

"My Conversations is the foundation of building meaningful working relationship with your manager. Once you have that foundation it becomes the exchange of ideas, the starting point for difficult conversations and the ability to move a team forward.

Robert Hart

"My Conversations allows me to lead the conversation about my role and my future contribution to the College. As a manager, it makes me stop and listen to my team, giving them the space and time they need to discuss challenges and skills development.

Allan Dick

"My Conversations is an authentic approach to professional dialogue. It's about where you are, where you need to be and what can support you to get there.

Angela Pignatelli

THE NEW APPROACH TO ONE-TO-ONES WITH YOUR MANAGER

WEST COLLEGE SCOTLAND

My Conversations

Take the time to get the recognition, feedback and the learning and development you need to learn, develop and grow at West College Scotland.

The Benefits

1 Fosters a 'One College' Culture

Set goals collaboratively with your manager and seek clarity on how what you do contributes to wider college goals and ambitions.

Take Ownership

Take ownership over how you do your work by ensuring you have clarity of direction/ expectation and the learning you need.

Get Feedback

Get access to the support, feedback and recognition of your success and challenges in real-time.

Right learning at the right time

You are in the driving seat of setting goals for career and development. It'll be easier than ever to access self-directed learning.

Wellbeing

Another avenue to talk about your work capacity and well-being and seek guidance on removing barriers that may be causing you concern.

How it'll work

My Conversations

1 Regular Check-Ins
Speak to your manager about how regularly you will meet and the length of your conversations.

2 Goal Setting
We recommend at least three conversations per year to set and check progress of goals.
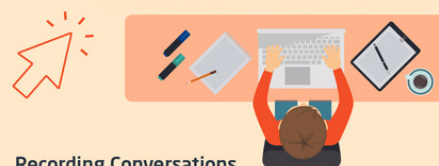
3 Prepare and Plan
You are responsible for putting time in with your manager and using the guides to plan, prepare and lead the conversation.

4 Personal Responsibility
Following the conversation you should be able to take ownership of how you do your work and stay motivated and on track towards your goals.

Evolve Platform

5 Recording Conversations
The Evolve Platform will have an area for recording your goals and conversations. A simple way to hold one another accountable for actions and you can see your progress throughout the year.

6 Personal Learning Record
You'll be able to see all the learning you have booked and completed as well as adding your own additional learning. This record can also be downloaded.

7 One-stop-shop for Learning and Development
On Evolve, you'll be able to access learning on a variety of topics in a variety of formats such as facilitator-led, eLearning, articles and videos. We are also improving processes for access to external CPD.

8 Access from Anywhere
You don't need to have access to a WCS machine to get on to Evolve. You can use personal devices too including a dedicated app!

Feel free to reach out to Paul Ferguson for more information

WEST COLLEGE SCOTLAND

	Agenda Item 18

Meeting	Corporate Development Committee
Date	30 May 2023
Location	MS Teams
Title of Paper	2022-23 External Audit Annual Plan
Presented By	Vivienne Mulholland Head of Finance and Student Funding
Recommendation to Members	For Noting
Appendix Attached	Yes (a) 2022- 23 External Audit Annual Plan

PURPOSE

The purpose of the paper is to present the 2022-23 External Audit Annual Plan for approval.

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

'*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.*'

The paper is submitted *For Noting*.

1. EXECUTIVE SUMMARY

1.1. Azets will be undertaking the external financial audit of the College for the period to 2026-27. The purpose of this report is to present to the Committee the 2022-23 External Audit Annual Plan and fee proposal.

1.2. The External Audit Annual Plan was presented to the Audit Committee on 24 May 2023 given there is a joint responsibility along with the Audit Committee for approving the College Annual Financial Statements.

1.3. The External Audit Annual Plan provides the Committee with an overview of the external auditor's preliminary audit planning and approach in relation to the financial statements of the College for the year ended 31 July 2023. The Plan also provides an overview of significant risks and key judgement areas (page 12).

1.4. On page 18 onwards the Plan develop the approach to be taken in relation to the four wider scope areas upon which the auditors require to make a judgement:
   - Financial sustainability.
   - Financial management.
   - Vision, leadership and governance.
   - Use of resources to improve outcomes.

1.5. Azets have set their fee for the audit at £50,160 (2021-22: £34,000 – Mazars fee which was subject to a separate procurement exercise). The 2022-23 fee is within the range set by Audit Scotland.

1.6. The College has started work with Azets to provide them with sufficient information to develop their External Audit Annual Plan. The manager in charge of the day-to-day audit work has been confirmed as Flo Barrett.

1.7. The terms of appointment of Azets can be found on the [Audit Scotland website](#). The appointment was made using a framework agreement.

1.8. David Eardley updated the Audit Committee on their approach to the audit of the College financial statements, along with highlighting the additional work that is required for 2022-23 due to changes in the Code of Audit Practice.

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 2022-23 External Audit Annual Plan.

WEST COLLEGE SCOTLAND

Agenda Item 19

Meeting	Corporate Development Committee
Date	30 May 2023
Location	MS Teams
Title of Paper	Internal Audit Report – Whistleblowing
Presented By	Joe Rafferty Director OD & HR
Recommendation to Members	For Noting
Appendix Attached	20(a) – Internal Audit Report – Whistleblowing

PURPOSE

In line with the 2022-23 Internal Audit Plan, Wylie & Bisset conducted an assignment to assess the arrangements the College has in place for whistleblowing and ensure that these are robust and in line with statutory requirements. They completed a full review of how the process is controlled, secured, and reported.

The paper is presented in line with West College Scotland Audit 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.'

The paper is submitted *For Noting*.

1. EXECUTUVE SUMMARY

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 the College with an overall strong level of assurance surrounding the Whistleblowing controls in place. We have raised several good practice points and raised 1 low grade recommendation for improvement.'

1.3 The report highlights several areas of good practice on page 7.

1.4 The report made one low grade recommendation which the College accepts and will action.

1.5 The 24 May Audit Committee considered the report.

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.

WEST COLLEGE SCOTLAND

Meeting	Corporate Development Committee
Date	30 May 2023
Location	MS Teams
Title of Paper	Internal Audit Report – People Strategy
Presented By	Joe Rafferty Director OD & HR
Recommendation to Members	For Noting
Appendix Attached	20(a) – Internal Audit Report – People Strategy

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PURPOSE

In line with the 2022-23 Internal Audit Plan, Wylie & Bisset conducted an assignment to review the College's People Strategy to ensure this was robust and fit for purpose. The review provides insights and recommendations to help the College improve its people management practices and thus achieve its strategic objectives.

The paper is presented in line with the 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:

- *People'*

The paper is submitted *For Noting*.

1.   EXECUTUVE SUMMARY

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 in respect of the People Strategy. We have raised 4 recommendations; 3 of which have been graded as medium, and 1 as low. We have also raised 6 good practice points.'

1.3   On page 10 the report highlights several areas of good practice.

1.4   The report made 1 low grade and 3 medium grade recommendations which the College accepts and will action.

1.5   The report was presented to the 24 May 2023 Audit Committee for consideration.

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.

WEST COLLEGE SCOTLAND

Agenda Item 21

Meeting	Corporate Development Committee
Date	30 May 2023
Location	MS Teams
Title of Paper	Internal Audit Report – Budget / Financial Planning and Monitoring
Presented By	Vivienne Mulholland Head of Finance and Student Funding
Recommendation to Members	For Noting
Appendix Attached	(a) – Internal Audit Report – Budget / Financial Planning and Monitoring

PURPOSE

In line with the 2022-23 Internal Audit Plan, Wylie & Bisset conducted an assignment to ensure that there are appropriate controls in place in relation to the College budget setting process and that these were being adhered to. Their review assessed the suitability of the 2022-23 budget setting process and the monitoring and reporting against the budget during the year. They also reviewed the updated process adopted for 2023-24 budget setting to confirm whether it was adequate or not.

The paper is presented in line with West College Scotland 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. EXECUTIVE SUMMARY

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 the College with an overall strong level of assurance surrounding the controls in place for budgeting, financial planning, and reporting. We have raised no recommendations for improvement, several good practice points and 2 observations.'

1.3 The report highlights several areas of good practice on pages 9 to 11.

1.4 The report made no recommendations.

1.5 The 24 May 2023 Audit Committee considered the report.

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.

Agenda Item 22

Meeting	Corporate Development Committee
Date	30 May 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

PURPOSE

The purpose of this report is to provide a summary of the work of the Corporate Development Committee during 2022-23.

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

'To review its own effectiveness at least annually and to report the results of that review to the Board.'

The paper is submitted *To Note*.

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.

Corporate Development Committee					
Remit	**6 Sept 2022**	**22 Nov 2022**	**22 Nov 2022 Joint Committee**	**7 March 2023**	**30 May 2023**
a) ***To have strategic oversight of the overall management of the College's resources – finance, people, procurement, information technology and property.*** o Internal Audit Report – IT Strategy o Internal Audit Report – Payroll Review o Internal Audit Report – People Strategy o Internal Audit Report – Budget and Financial Monitoring o Internal Audit Report – Whistleblowing					
b) ***To consider and advise the Board of Management on the development and implementation of College policy and strategy, including but not limited to the following areas:***					
• *Communication and Marketing* o Update report on communication and marketing activity	Y	Y		Y	Y
• *People* o Update report including information on: ▪ Lecturing/support union staff meetings ▪ Equality, Diversity, and Inclusion Committee ▪ National Bargaining ▪ People Strategy 2022-2030 o Annual review of Modern Slavery Statement	Y	Y		Y Y	Y
• *Health and Safety* o Update report including information on: ▪ Update from Health & Safety Committee	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

• *Estate*
   o Update report including information on:
      ▪ Estate leasing arrangements
      ▪ Estate Strategy 2016-2026 Refresh
      ▪ Estate outline business case update
      ▪ Estate maintenance and projects
   o Sustainability Report
	Y	Y		Y
				
				Y
					Y
					
					Y

• *Carbon management and sustainability*
   o Sustainability Report
   o Annual Scottish Government Sustainability Report
	Y	Y		Y	Y

• *Information Technology*
   o Update report including information on:
      ▪ Demand
      ▪ Project Spend
      ▪ Security
      ▪ Key Projects
      ▪ Implications
   o IT Risk Register
	Y	Y		Y	Y
					
					Y

• *Finance*
   o Management Accounts
 	
   o Update of Financial Forecast
   o SFC Funding Update
   o Annual budget and medium-term financial forecast
   o Update report including information on:
      ▪ SFC engagement and returns
      ▪ Finance system developments
	
	Y
	Y
	Y
	Y
		Y
		(October)
		
		Y
		
		Y
				Y
				(January)
				
				Y
				
				Y
					Y
					(April)
					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**
▪ Student funding ▪ Procurement					

• *Procurement*
   o Ongoing reporting of procurement matters through the Finance Update Report
   o Procurement Annual Report including future year plan
   o PCIP Audit Report (next review due TBC – post Jan 2023)
	Y	Y
		
		Y
				Y	Y

Ensuring progress is monitored in delivering strategic outcomes in these areas.					
Finance					
c) *To consider and advise the Board of Management on key strategic financial and management matters including:*					
• *solvency of the College* o Cashflow report contained in the Management Accounts	Y	Y		Y	Y
• *Cashflow* o Cashflow report contained in the Management Accounts	Y	Y		Y	Y

• *effectiveness and appropriateness of the utilisation of College resources*
   o Update on year-end financial position
   o Internal Audit Report – IT Strategy
   o Internal Audit Report – Payroll Review
   o Internal Audit Report – People Strategy
   o Internal Audit Report – Budget and Financial Monitoring
   o Internal Audit Report – Whistleblowing
	Y		Y	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**
• *financial strategy, budgeting, financial monitoring, and forecasts*						
	○ Management Accounts		Y (October)		Y (January)	Y (April)
	○ Update of Financial Forecast	Y	Y		Y	Y
	○ Update on SFC Funding	Y	Y		Y	Y
	○ Annual budget and medium-term forecasts	Y				Y
	○ Internal Audit Report – Budget and Financial Monitoring					Y
• *banking arrangements and approval of bank signatories*						
	○ Annual review of banking arrangements	Y				
• *investments and borrowing*						
	○ Annual review of banking arrangements	Y				
• *taxation*						
	○ Annual update report on taxation matters	Y				
	○ Reports will be provided on any material changes as required					
• *pension arrangements*						
	○ College pension schemes overview					Y
• *approval of contracts between the values of £250,000 and £500,000*						
	○ Oakshaw Building works and associated services	Y				
	○ Waste Contract				Y	
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.						
	○ External Audit Management Letter			Y		
	○ Corporate Governance Statement			Y		

Corporate Development Committee					
Remit	**6 Sept 2022**	**22 Nov 2022**	**22 Nov 2022 Joint Committee**	**7 March 2023**	**30 May 2023**
o Financial Statements			Y		
o Annual Internal Audit Report			Y		
o Internal Audit Annual Plan 2022-23	Y				
o External Audit Planning Memorandum					Y
e) *To ensure adherence to statutory requirements related to the College's financial affairs and compliance with the Financial Memorandum, Scottish Public Finance Manual (SPFM) and related guidance (including Accounting Policies in the Financial Statements) and to provide the Board of management with assurance on these matters.*					
o Internal Audit Annual Report			Y		
o External Audit Management Letter			Y		
o 2022-23 Corporate Governance Compliance Report					Y
o *To review College Financial Regulations on an annual basis, or more frequently if required and recommend these to the Board of Management for approval.*					
o Review of Financial Regulations	Y				
o 2022-23 Corporate Governance Compliance Report			Y		
Human Resources and Organisational Development					
f) *To have strategic responsibility for oversight of and compliance with employment, health and safety, data protection and freedom of information legislation, advising the Board of Management on the operation and implementation of effective and efficient policies and systems in the following areas, advising the Board of Management on these areas as required:*					
• *equality, diversity, and inclusion*					

Corporate Development Committee					
Remit	**6 Sept 2022**	**22 Nov 2022**	**22 Nov 2022 Joint Committee**	**7 March 2023**	**30 May 2023**
o Update from Equality, Diversity, and Inclusion Committee included in People Update Report	Y	Y		Y	Y
• *learning and development* o *Updates provided as required*					
• *employee relations* o Update provided in People Update Report	Y	Y		Y	Y
• *health, safety, and wellbeing* o Update provided in People Update Report	Y	Y		Y	Y

• *workforce planning*
  o People Strategy 2022-2030
  o Internal Audit Report – People Strategy
	Y	Y			Y

• *payroll*
  o Overview of College pension schemes
  o Internal Audit Report – Payroll Review
					Y
					Y

• *voluntary severance schemes* o Management Accounts				Y	Y
• *freedom of information and data protection* o Annual Report	Y				
Assets and Infrastructure					
g) *To consider and advise the Board of Management on key strategic infrastructure matters including:*					

Corporate Development Committee					
Remit	**6 Sept 2022**	**22 Nov 2022**	**22 Nov 2022 Joint Committee**	**7 March 2023**	**30 May 2023**

• *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 in given to the Board of Management that the correct procedures are followed in respect of Exchequer funded assets.*
    ○ Update report including information on:
        ■ Estate leasing arrangements
        ■ Estate Strategy 2016-2026 Refresh
        ■ Estate outline business case update
        ■ Estate maintenance and projects
        ■ Sustainability
	Y	Y		Y	Y

• *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.* ○ Estate maintenance, sustainability, and project update reports	Y	Y		Y	Y

• *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.*
    ○ Sustainability Strategy
    ○ Annual Scottish Government Sustainability Reporting Requirements Update
	Y	Y			

• *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.* ○ IT Update Report	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**
Marketing and Communications					
h) *To consider and advise the Board of Management on key strategic matters relating to marketing and communications including:*					
• *the implementation, development and review of marketing and communication strategies* o Update report on communications and marketing activity	Y	Y		Y	Y
• *policies which enable the College to build its reputation.* o As required					
Risk					
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.* o Review of Strategic Risk Register	Y	Y		Y	Y
Other Matters					
j) *Any other matters as required by the Board of Management.*					
k) *The Committee can request representatives of other organisations to attend meetings if/as required.*					

WEST COLLEGE SCOTLAND

Agenda Item 23

Meeting	Corporate Development Committee
Date	31 May 2022
Location	MS Teams
Title of Paper	Draft Dates of Meetings 2023-24
Presented By	John Leburn, Chair
Recommendation to Members	For Approval
Appendix Attached	No

PURPOSE
To consider and approve its dates of meetings in 2023-24

1. BACKGROUND

1.1 The Committee is asked to consider and approve its 2023-24 meeting dates.

1.2 At the Board meeting held on 24 April 2023, the Board approved its meeting dates for the 2023-24 session. The setting of the Board dates allows the standing committee chairs / senior officers consider a programme of dates for their respective committees.

1.3 The proposed Committee 2023-24 meeting dates are:

- Tuesday 26 September 2023   4 to 6pm
- Tuesday 21 November 2023   2 to 3.45pm
- Tuesday 6 March 2024   4 to 6pm
- Tuesday 5 June 2024   4 to 6pm

1.2 The proposed date for the Joint Audit and Corporate Development Committee is:

- Tuesday 21 November 2023   4 to 6pm

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 report.

4. HUMAN RESOURCES IMPLICATIONS

4.1 There are no human resources implications associated with this report.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications associated with this report.

7. COMMUNITY/PARTNERSHIP IMPACT

7.1 There are no community implications associated with this report.

8. EQUALITIES IMPLICATIONS

8.1 There are no equality implications associated with this report.

9. ENVIRONMENT IMPLICATIONS

9.1 There are no environmental implications associated with this report.

RECOMMENDATION

The Committee is asked to consider and approve its 2023-24 meeting dates.