Title of Paper	College Pension Scheme Overview
Presented by:	Joe Rafferty, Director OD and HR
Recommendation:	**To Note**
Status:	**PUBLIC**
Linked To:	
KPI(s)	n/a
Strategic Objective	Our People
Strategic Risk	1

Purpose / Executive Summary:

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.'

Recommendations:

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

Implications: (to be updated as required)	
Financial	There are financial implications associated with this paper which are included within the 25/26 budget
Student Experience	There are no student experience implications associated with this report
People	There are no people or HR implications associated with this report
Legal	There are no legal implications associated with this report
Reputational	There are no reputational implications associated with this report
Community/ Partnership impact	There are no community / partnership implications associated with this report
Environment	There are no environmental implications associated with this report
Equalities	There are no equality implications associated with this report.

Background

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)**

Table 1 below shows the membership of each scheme over the last three years as of 31 March 2025:

	Headcount Pension Scheme Members	Headcount College Staff Eligible to Join	Uptake %
LGPS			
2024-25	403	469	**85.9%**
2023-24	413	486	**84.9%**
2022-23	428	503	**85.1%**
SPPA			
2024-25	477	495	**96.3%**
2023-24	511	526	**97.1%**
2022-23	551	562	**98.0%**
Total			
2024-25	880	964	**91.2%**
2023-24	925	1,012	**91.4%**
2022-23	979	1,065	**91.9%**

As can be seen from Table 1 above:

LGPS
- The average uptake for the scheme over the last three years has been 85.30% which has increased on the prior three-year average of 84.07%
- The number of staff who are members has decreased by 10 to 403, but at the same time the number of staff who are eligible to start membership has dropped by 17 to 469. This means that a total of 403 of 469 eligible staff (85.9%) have opted to start LGPS membership, an increase of 0.8% from 31 March 2022.

SPPA
- The average uptake for the scheme over the last three years has been 97.1% which is higher than the prior three-year average of 94.6%
- The number of staff opting to start membership has decreased by 34 from 511 to 477. This represents a total of 477 of 495 eligible staff (96.3%) who have opted to start SPPA membership.

There has been a decrease of 45 (5.1%) in the number of new members in the two College pension schemes. The College has 91.2% of its eligible staff enrolled with a pension scheme, a decrease of 0.2% compared to the previous year.

The Effect of Automatic Enrolment

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.

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 until 2023-24 when we have seen a slight decline.

 Pension Scheme Costs – An Overview

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 2025.

	Headcount of Pension Scheme Members	Pension Contributions £m
LGPS		
2024-25	403	**0.90**
2023-24	413	**2.00**
2022-23	428	**2.16**
SPPA		
2024-25	477	**5.40**
2023-24	511	**4.30**
2022-23	551	**4.54**
Total		
2024-25	480	**6.30**
2023-24	925	**6.30**
2022-23	979	**6.70**

LGPS

The employer contribution rate remained at 6.5% and based upon the last actuarial valuation this rate will be applicable to at least 31 March 2026 (set 3-year rate, from Strathclyde Pension Fund Actuarial valuation report as of 31 March 2023). As of 01 April 2026 the contribution rate will be increasing to 17.5%

Based upon the employer's contribution rate increasing, the 2025-26 budget for LGPS contributions would be set at £1.56m to meet the cost of employer pension contributions.

SPPA

The SPPA employer contribution rate changed to 26% for the period April 2024 and will continue to March 2027. Under existing legislation, the next valuation will be based on scheme data as at 31st

March 2024 and will set the employer contribution for the period 01 April 2027 to 31st March 2031.

Based upon the employer's contribution rate remaining static until March 2026 and the expected level of college membership, the 2025-26 financial year budget for SPPA contributions will be set at £4.9m to meet the cost of employer pension contributions.

Summary

For the 2025-26 financial year, it is expected that budgeted employer pension contributions for the College will be approximately £6.5m (SPPA 4.9m, LGPS £1.6m) based on current membership levels and employer contribution rates.

Unfunded Pension Provision

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 165 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

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.

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.

Title of Paper	Modern Slavery Annual Statement
Presented by:	Joe Rafferty
Recommendation:	**To Approve**
Status:	**PUBLIC**
Linked To:	
KPI(s)	n/a
Strategic Objective	Our People
Strategic Risk	9

Purpose / Executive Summary:
This paper is offered in line with our duty under the Modern Slavery Act 2015 to produce a Modern Slavery Statement. This paper represents a review of our statement which we undertake annually.

Recommendations:
Statement attached. Once approved and signed it will be reformatted for external publication. Approve for submission to the Board of Management for final approval.

Implications:	
Financial	Students can be confident that the work for an organisation which takes ethical and legal considerations seriously.
Student Experience	The College's employment checks help to ensure we do not employ staff who may have been part of a modern slavery scheme, or are being exploited in a similar way.
People	The statement complies with with the Modern Savery Act 2015.
Legal	This is an element to the College's commitment to Fair Work and protects the College's reputation with regard to the Modern slavery issue.
Reputational	In publishing this statement the College is contributing to ensuring that modern slavery in the community is eliminated as far as possible.
Community/ Partnership impact	No applicable.
Environment	Thid statement represents an important aspect of the College's commitment to equalities.
Equalities	Students can be confident that the work for an organisation which takes ethical and legal considerations seriously.

Modern Slavery and Human Trafficking Statement

Financial Year Ending 31 July 2025

Issued Pursuant to Section 54(1), Modern Slavery Act 2015

Introduction

This statement is made in accordance with Section 54(1) of the Modern Slavery Act 2015 and outlines the steps taken by West College Scotland (WCS) during the financial year ending 31 July 2025 to prevent modern slavery and human trafficking within our organisation and supply chains. It is reviewed and approved annually by the College's Board of Management.

Our Commitment

West College Scotland adopts a zero-tolerance approach to all forms of modern slavery and human trafficking. We are committed to acting ethically, transparently, and responsibly in all our operations and supply relationships. We work only with partners and suppliers who share and uphold this commitment to human rights, dignity, and fair treatment.

Our Policies

To support our commitment, we operate several policies and procedures that mitigate the risk of modern slavery. These include:

- Sustainability and Social Responsibility Statement

- Equal Opportunities Procedure

- Public Interest Disclosure (Whistleblowing) Policy

- Recruitment and Selection Policy

- Safeguarding and Prevent Procedures

These policies are reviewed regularly to ensure they remain effective and aligned with evolving legislation and best practice.

Supply Chains and Procurement Controls

Our supply chains cover a diverse range of goods and services, including:

- ICT equipment and services

- Professional services

- Estates and facilities management

- Food and catering

- Books, teaching materials, and printing

- Furniture and stationery

- Waste and recycling services

We recognise that some supply chains, particularly those linked to global manufacturing and raw materials, may present higher risks of forced labour or human exploitation.

Risk Management and Due Diligence

To mitigate these risks, we have implemented the following controls:

- Membership of APUC

We work closely with Advanced Procurement for Universities and Colleges (APUC), which requires suppliers to adhere to the Sustain Supply Chain Code of Conduct— prohibiting forced, involuntary, or underage labour and requiring safe, fair working conditions.

APUC is a founder member of Electronics Watch, which independently monitors working conditions in the electronics industry.

- Regulated Procurement Practices

All regulated procurements require suppliers to declare any convictions under the Human Trafficking and Exploitation (Scotland) Act 2015 or related legislation. Where a

conviction exists, suppliers must demonstrate evidence of 'self-cleansing' or they will be excluded from the process.

- High-Risk Categories

We use the Sustainable Public Procurement Prioritisation Tool to assess risk in categories such as ICT, estates, catering, laboratories, and travel.

- Modern Slavery Certificate

For procurements outside of framework agreements (above £50,000 for goods/services and £2 million for works), suppliers must complete a Modern Slavery Certificate outlining the steps they take to prevent human trafficking and forced labour.

Our People

- Recruitment and Vetting

All new staff undergo rigorous right-to-work checks, and where agency staff are used, we contract only with vetted agencies. All staff and contractors working with vulnerable individuals are required to be members of the Disclosure Scotland PVG Scheme, which discloses any relevant convictions or concerns.

- Pay and Working Conditions

WCS is a Living Wage Employer. We fully comply with UK employment and health and safety legislation. Our internal policies promote fair, safe, and supportive working environments, including wellbeing and family-friendly practices.

- Whistleblowing

Employees are encouraged to raise concerns without fear of reprisal. Reports are treated seriously and investigated under our Public Interest Disclosure Policy.

Training and Awareness

- All procurement and HR staff are required to complete modern slavery training which includes identifying risk, understanding College procedures, and knowing what to do if exploitation is suspected.

- Awareness is promoted across the organisation via internal communications and information shared on staff and student intranet platforms.

Breaches and Accountability

Allegations of human rights breaches by WCS staff will be investigated thoroughly and may result in disciplinary action, up to and including dismissal. Where violations are found within supply chains, we will take corrective action, which may include contract termination for serious or unremedied breaches.

Monitoring Effectiveness

We are committed to continuously improving our processes. The College will monitor and review the effectiveness of its actions and update this statement annually to reflect progress and any changes in law, guidance, or organisational practice.

Approval

This statement was approved by the Board of Management of West College Scotland on [insert date once approved] and is published in accordance with the requirements of the Modern Slavery Act 2015.

Liz Connolly

Principal and Chief Executive

Title of Paper	Sustainability Update Report
Presented by:	Nicola Connelly, Director of Finance and Estates
Recommendation:	To Note
Status:	PUBLIC
Linked To:	
KPI(s)	
Strategic Objective	All - Sustainability
Strategic Risk	Reputational Risk

Purpose / Executive Summary:

This paper provides the Corporate Development Committee with an:
  a) Overview of activities undertaken since the previous Committee.
  b) Overview of sustainability projects planned for 2024-25.

The College has continued to embed the objectives set out in the overarching Sustainability Strategy and develop and implement the College sustainability action plan. The College considers that it is making 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.

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'*

Recommendations:

The Corporate Development Committee are asked to note the contents of the report.

Implications:	
Financial	The paper highlights the material investment required to be made by the College to address the challenges of climate change. External funding support is required to allow these investment opportunities to proceed.
Student Experience	The climate challenge faced by the College is recognised and it is known that increased sustainability measures are important to our students.
People	No direct people impact in this report. The staff and wider stakeholders will be supported by the actions being taken by the College in the coming months and years.
Legal	The College has a commitment to become net zero by 2040 alongside the annual Scottish Government reporting requirements. The College may not be able to achieve its net zero target without external funding support.
Reputational	As noted above the College has a net zero target. An inability to achieve this target could result in reputational damage and therefore the College must be seen to have taken all reasonable steps to assist in achieving this target, more so as it is legislative.
Community/ Partnership impact	The College must support Communities in addressing climate change.
Environment	Direct implications in moving towards 2040 zero carbon target.
Equalities	No direct impact from the content of this report.

1. **SUSTAINABILITY ACTIVITIES OVER PAST THREE MONTHS**

    1.1. The Head of Campus Operations has published the Heating and Cooling Policy after SMT approval. This will look to reduce continuous usage throughout the day as well as switching off heating during warmer months.

    1.2. Following SMT approval the College have implemented a charge on EV Charger usage facilitated through Charge Place Scotland from the 1st May 2025. We have compiled the costs being charged across all the Colleges in Scotland and calculated an average price (see prices below). The communication was sent out via the intranet and in May the College received £380 in revenue from the usage.
    70p connection fee
    30p/kWh
    £1.50 minimum fee
    £15 overstay fee applies after 4 hours.

    1.3. Automatic Meter Readers (AMR's) have been installed to gas, electricity and water meters to allow more accurate recording and monitoring of usage. Estate leads also record monthly consumption of the above via a shared work document.

    1.4. Cycling Officer continues to engage with internal and external partners and exploring funding and joint working opportunities.

    1.5. The bin audit was finalised and new recycling bins are in place. There has been a launch of a college wide waste campaign to encourage more recycling when additional recycling bins are in place.

    1.6. Following secured funding from Cycling Scotland a college wide cycling campaign was undertaken in March. This involved bike sessions, bike advice stands from partners and a prize give away of 2 brand new bikes which we have secured as part of community benefits via a procurement contract.

2. **Future Activities**

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

    - Explore funding opportunities to increase electric charging points at Paisley and Greenock.
    - The installation of the BMS system at the Paisley campus has commenced and will be finalised by the summer 2025. The cost is circa £60k and the cost will be recouped from savings within 14 months. BMS systems in Clydebank and Greenock are to follow.
    - Continue to monitor Gas, Electricity and Water consumption to ensure accurate readings and to explore options to reduce consumption.

3. **Sustainability Strategy**

3.1. The Sustainability Strategy kept on Pentana is attached as per Paper '18.1 Sustainability Strategy'. All updated actions are outlined in the Latest Notes section against each action.

RECOMMENDATION

.1.   The Corporate Development Committee are asked to note the contents of the report.

SS06 Sustainability Strategy - all live actions sorted by due date, listed by priority area and associated objectives, showing current status
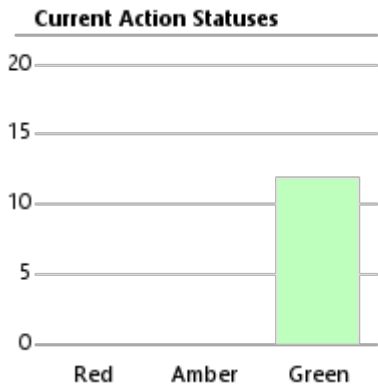
Generated on: 01 June 2025

The Sustainability Strategy identifies our vision and commitment for making West College Scotland a more sustainable place to study and work. As part of the Scottish Colleges' Statement of Commitment on the Climate Emergency, West College Scotland has pledged to reach a net zero target by 2040, five years ahead of the Scottish Government target.

01 Leadership and Governance

Establish a Leadership and Governance Framework to monitor and implement college-wide sustainability initiatives

Current Action Statuses

Status	Action Code & Title	Action Description	Due Date	Latest Note
▶	SSLG/006/22-23 Issue statement of Sustainability Strategy intent	Board of Management to issue a statement of intent clearly showing the Board's accountability for delivering on sustainability agenda and net zero commitment.	31-Aug-2025	
▶	SSLG/011/22-23 Establish an annual	Establish and promote via the Sustainability webpage an annual calendar of events schedule to allow staff and students to fully	31-Aug-2025	01/06/2025 - The Sustainability officer is working closely with the Marketing and Comms team to ensure this is in place for the new

Status	Action Code & Title	Action Description	Due Date	Latest Note
	calendar of events schedule	participate in the Colleges sustainability agenda.		academic year
▶	SSLG/005/23-24 Review the College's ambition to achieve net zero and Sustainability Strategy targets	At an annual SMT meeting the College will review its ambition to achieve net zero and its Sustainability Strategy targets. This review will take into account the Scottish Governments ambition to achieve net-zero climate emissions by 2045 or earlier, if possible, with Scotland's colleges aiming to achieve net-zero by 2040 or earlier.	31-Aug-2025	01/06/2025 - To be included in a summer SMT meeting to ensure plans for new academic year are in place.
▶	SSLG/012/22-23 Incorporate climate responsibility and sustainability into staff development programme	Sustainability Officer to work with College HR & OD Team to incorporate climate responsibility and sustainability into staff development programme, including induction, CPD, and possibly promotion and award ceremonies.	31-Aug-2025	

02 Teaching and Learning
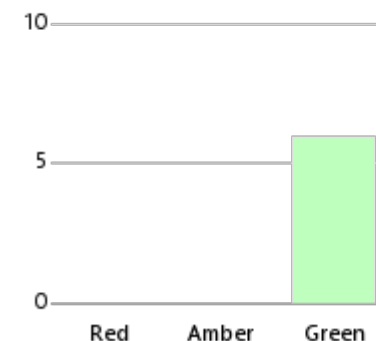
Raise awareness of sustainability issues and promote the use of learning resources designed to enhance sustainability literacy of both staff and students

Current Action Statuses

Status	Action Code & Title	Action Description	Due Date	Latest Note
▶	SSLT/017/22-23 To review the curriculum portfolio and	To actively encourage curriculum teams to develop and incorporate specific courses on sustainable practices into future curriculum planning e.g., Construction Department to offer furniture making, repair and	31-Aug-2025	01/06/2025 - Assistant Principal Elodie Lemaire has taken on the role of embedding sustainability within the curriculum. This will be renewed for the new academic year.

Status	Action Code & Title	Action Description	Due Date	Latest Note
	incorporate specific courses on sustainable practices	restoring course.		
▶	SSLT/040/22-23 Obtain Sustainability Module Developed by CDN/LFSS		31-Aug-2025	
▶	SSLT/013/22-23 Implement online sustainability module for staff to undertake	To incorporate the sustainability training module developed by CDN / LFSS module into the annual staff development plan.	31-Jul-2026	14/02/2025 Possible inclusion in future action plan. Module to be discussed and agreed by SMT as part of the mandatory CPD programme. This links to a previous action which is still 'live' on the system and therefore, any activity will be incorporated into the details of that action.

03 Estates and Operations

Establish baseline targets for improvement across the College's estates-based activities

Current Action Statuses

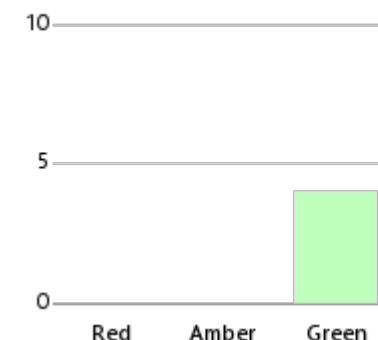

Status	Action Code & Title	Action Description	Due Date	Latest Note
▶	SSEO/036/22-23 Introduce a Heating and Cooling Policy	Devise a Heating and Cooling Policy for adoption across all college campuses. Policy to be reviewed annually to ensure thresholds are set correctly.	31-Jul-2025	01/06/2025 - Approved and published

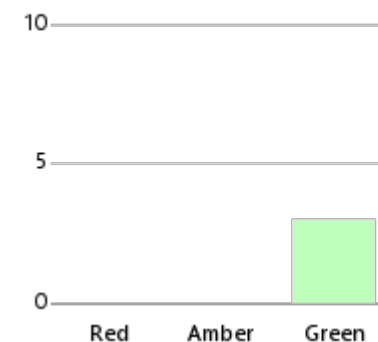| Status	Action Code & Title	Action Description	Due Date	Latest Note
▶	SSEO/023/22-23 Modify College Estates Strategy in-line with net zero target	Vice Principal Operations and Estates Team to work in conjunction with Sustainability Oversight Group to modify the College's Estate Strategy in-line with net zero target. This may include introducing space optimisation measures to avoid building new buildings; implementing refurbishment measures to improve energy / water / waste efficiency; making sure new buildings are compliant with Scottish Future Trusts Net Zero Public Sector Buildings Standard.	31-Aug-2025	01/06/2025 - In progress and will be complete by deadline.
▶	SSEO/025/22-23 Review water management of the College estate to identify water saving projects	Conduct annual water audits to identify potential leaks and improvements: • savings are achievable if water-saving devices (waterless urinals, push taps, water-efficient showerheads, leak detection) are in place throughout the College. • review water management of the entire estate to produce water and money-saving projects and make greater use of boreholes. • set targets for reduction over a fixed period once review data are available.	31-Aug-2025	
▶	SSEO/038/22-23 Establish a programme of potential retrofit projects identified through annual energy walk rounds	Projects to be identified in conjunction with Estate Team and Ryden utilising condition survey and other reports. To be presented annually as part of estate budget submission to ensure sufficient funding directed to sustainability issues.	Ongoing	01/06/2025 - All projects now entered into by the Estates team are reviewed by the Project Manager and Procurement to ensure sustainability is separated and reported upon within any tender.
▶	SSEO/035/22-23 Identify opportunities to reduce energy use	Conduct a bi-annual energy walk-around to identify opportunities to reduce energy use on each campus. Report on potential opportunities for energy reductions and seek project funding to implement report recommendations. • (36) introducing Heating and Cooling Policy. • (37) campaigning to switch-off lights.	31-Jul-2026	01/06/2025 - Heating and Colling Policy implemented. BMS System installation in the Paisley campus has commenced, implementation in Clydebank and Greenock will follow. Work will continue and usage reviewed to understand if the processes being put in place are working.

Measure the environmental impacts of the College's estates-based activities

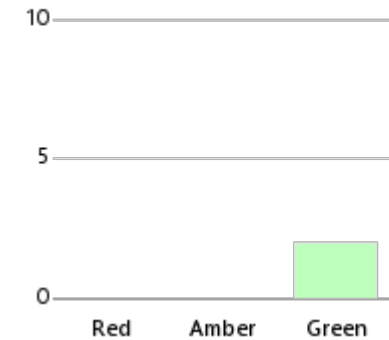| Status	Action Code & Title	Action Description	Due Date	Latest Note
▶	SSEO/024/22-23 Update Travel and Subsistence Procedure to reflect the college's net zero target	Revise Travel and Subsistence Procedure with the aim being: • to reduce long-haul airplane travel and conduct long-distance business virtually by default • to promote active travel including cycling • to reduce campus travel and promote / invest in video conferencing as primary choice	31-Jul-2025	01/06/2025 - HR are undertaking a review of the Travel and Subsistence Policy and the Sustainability Officer will liaise on these issues.
▶	SSEO/020/22-23 Connection to Clydebank District Heating System	Undertake a feasibility study to review cost benefit analysis of connection to Clydebank District Heating System incorporating liaison with WD Council on costs and investigate alternative funding opportunities including NDEE framework.	31-Aug-2025	01/06/2025 - The charges being applied by WD Council make it too expensive for the College. The College will continue to liaise with the Council to ensure if any changes occur we are informed.

04 Partnerships and Engagements

Develop long-term sustainable external partnerships to share the challenges faced in addressing a net zero commitment

Status	Action Code & Title	Action Description	Due Date	Latest Note
▶	SSPE/029/22-23 Increase visibility of college commitment to the sustainability challenge	Increase visibility of college commitment to the sustainability challenge through: • Explore opportunities to apply forGreen Gown Award(s), CDN which recognise exceptional sustainability initiatives in colleges and universities • Sustainability Oversight Group to oversee award application process and to put forward awards to be considered.	31-Mar-2025	Action to be taken forward into new plan and re-titled as 'Explore opportunities to apply for Sustainability Awards.

05 Carbon Reduction and Data Collection

Improve knowledge of College carbon outputs and how to report on these

Current Action Statuses

Status	Action Code & Title	Action Description	Due Date	Latest Note
▶	SSCR/033/22-23 Reduce overall College emissions by 40% by 2027	Through the monitoring and implementation of the Sustainability Strategy the College aims to build upon the substantial cumulative reduction it has achieved to date and achieve a 40% reduction by 2027	01-Nov-2025	14/02/2025 During COVID the college achieved a 46% reduction in emissions. However, since the end of the pandemic, certain activities have increased on-site e.g. travel, gas and electric consumption and waste etc. which has increased our overall emissions again. To date, the college has achieved an overall reduction of 26%. Figures for academic session 24-25 to be available by November 2025.

Action Status	
✖	Cancelled
⬤	Overdue; Neglected
⚠	Unassigned; Check Progress
▶	Not Started; In Progress; Assigned
✔	Completed

Title of Paper	Evaluation of Committee Terms of Reference
Presented by:	Susan McDonald, Governance Manager
Recommendation:	**To Note**
Status:	**PUBLIC**

Purpose / Executive Summary:

The purpose of this report is to provide a summary of the work of the Corporate Development Committee during 2024-25.   The paper is presented in line with best practice, to give members assurance that West College Scotland Corporate Development Committee covers all aspects of its Terms of Reference: The main purpose of the Corporate Development Committee is to:

- Have strategic oversight of finance, procurement, information technology, 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.

This report provides a summary of the items which the Committee has considered during 2024-25 in fulfilling the above requirement.

Recommendations:

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

Implications:	
Financial	There are no financial implications associated with this report
Student Experience	There are no student experience implications associated with this report
People	There are no people or HR implications associated with this report
Legal	There are no legal implications associated with this report
Reputational	There are no reputational implications associated with this report
Community/ Partnership impact	There are no community / partnership implications associated with this report
Environment	There are no environmental implications associated with this report
Equalities	There are no equality implications associated with this report.

Corporate Development Committee Remit	
a) **To have strategic oversight of the overall management of the College's resources – finance, people, procurement, information technology and property.**	General Updates provided on all areas at all meetings. Transformation Agenda / SOFT / Performance Reporting /KPI updates at all meetings
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* - Update report on activity	Update at Each Meeting

• *People* - Update report including information on:
    • Lecturing/support union staff meetings
    • Equality, Diversity, and Inclusion Committee
    • National Bargaining
    • People Strategy 2022-2030
    • Health & Safety
• Annual review of Modern Slavery Statement
• Annual HR Report
	Update at Each Meeting
	
	Submitted Annually (June)
	Submitted Annually (Nov)

• *Estates, Sustainability & Project* - update reports including information on:
    • Estate leasing arrangements
    • Estate Strategy 2016-2026 Refresh
    • Estate outline business case update
    • Estate maintenance and projects
    •Sustainability Updates
        • *Carbon management and sustainability*
            • Annual Scottish Government Sustainability Report
	Update at Each Meeting
	
	Submitted Annually (March)

• *Information Technology*
    • Update report including information on:
        • Demand
        • Project Spend
        • Security
        • Key Projects
        • Implications
    • IT Risk Register
	Update at Each Meeting
	
	Actions now included in Strategic Risk Register

• *Finance*
    • Update of Financial Forecast
    • SFC Funding Update
    • Annual budget and medium-term financial forecast
    • Update report including information on:
        • SFC engagement and returns
        • Finance system developments
        • Student funding
        • Procurement
    • Management Accounts
	Update at Each Meeting
	
	Mgt Accts to Oct/Jan/April

• *Procurement*
    • Ongoing reporting of procurement matters through the Finance Update Report
    • Procurement Annual Report including future year plan
    • PCIP Audit Report (every 2 years)
	==Update at Each Meeting==
	Procurement Approvals as required
	Annual Report (Nov)
	PCIP Audit (March 24)

Corporate Development Committee Remit	
To consider and advise the Board of Management on key strategic financial and management matters including:	
• *Cashflow* • *solvency of the College*	Management Accounts

• *effectiveness and appropriateness of the utilisation of College resources*
  o Update on year-end financial position
  o Internal Audit Reports
	Internal Audit reports from 2024/2025 now available on Board Library. Recommendations monitored through ARC

• *financial strategy, budgeting, financial monitoring, and forecasts*
  o Management Accounts
  o Update of Financial Forecast
  o Update on SFC Funding
  o Annual budget and medium-term forecasts
  o Internal Audit Report – Budget and Financial Monitoring
	Covered in the updates provided at each meeting and at the joint meeting of the ARC/CDC

• *banking arrangements and approval of bank signatories* • *investments and borrowing* o Annual review of banking arrangements	Annual Review (Sept)

• *taxation*
  o Annual update report on taxation matters
  o Reports will be provided on any material changes as required
	Annual Review (Sept)

• *pension arrangements* - College pension schemes overview	Annual Review (June)
• *approval of contracts between the values of £250,000 and £500,000* o Tender process for works at Finnart Campus workblock	As required (Nov)

b) *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.*
  o External Audit Management Letter
  o Corporate Governance Statement
  o Financial Statements
  o Annual Internal Audit Report
  o Internal Audit Annual Plan 2022-23
  o External Audit Planning Memorandum
	Joint Meeting with ARC/CDC (Nov)

c) *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
  o External Audit Management Letter
  o Corporate Governance Compliance Report
	Joint Meeting with ARC/CDC (Nov)
	and
	Compliance report submitted 2ce yearly to Board for monitoring

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
  o Corporate Governance Compliance Report
	Annual Update (Sept) Joint ARC/CDC

d) *To oversee significant risks to the overall organisational objectives on a six monthly basis*	Risk Register now submitted to each meeting Risk Management Framework fully reviewed during 23/24.

Corporate Development Committee Remit	
e) **To ensure the mitigating actions for such risks are addressing the risk factors and work to mitigate risk is progressing with agreed timelines.** f) **To advise Audit & Risk Committee and the Board of Management on the adequacy of risk management.** o Review of Strategic Risk Register	Risk Appetite session for Board took place Nov 24. Risk Management and Monitoring of Risk Register will be done at each Committee and updates given at each Board going forward.
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* • *learning and development* • *employee relations* • *health, safety, and wellbeing* • *workforce planning*	People Update each meeting
• *payroll* o Overview of College pension schemes	People Update Annual (May)
• *voluntary severance schemes*	People Update Management Accounts
• *freedom of information and data protection*	Annual Report (Sept)
To consider and advise the Board of Management on key strategic infrastructure matters including:	

• *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
	Estates, Sustainability & Projects Report and IT Update submitted to each meeting

• *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.*	Estates, Sustainability & Projects Report and IT Update submitted to each meeting

• *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.*
     o Sustainability Strategy
     o Annual Scottish Government Sustainability Reporting Requirements Update
	Estates, Sustainability & Projects Report at each meeting
	
	Annual Carbon Management Report submitted (March)

• *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 & Digital update at each meeting
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*	Marketing & Communications Update at each meeting
• *policies which enable the College to build its reputation.*	As required

Corporate Development Committee Remit	
• *Organisational Change Policy (new)*	(June)
Any other matters as required by the Board of Management.	
The Committee can request representatives of other organisations to attend meetings if/as required.	

Board of Management	Corporate Development
Standing Items at every Meeting	Minutes of Previous Meeting
	Schedule of Business
	Internal Audit (Updates/Reports)
	Comms & Mkting Update
	IT & Digital Update
	Finance Update
	Estates & Projects Update
	Sustainability Update (gov Audit)
	Procurement Approvals
	People OD & HR Update
	Risk Register
	KPIs
	SOFT updates

Autumn Meeting (October) / Autumn Meeting (September)

Board of Management	Corporate Development
	Review of Remit / Membership / Dates of Mtings
Governance:	IA Plan for year
	Compliance Report (ARC? / Jt Meeting Nov?)
Learning & Teaching	IT Security / Controls Report (**risks?**)
	Review of College Financial Regulations
Finance / Estate/Risk	Annual Review Banking & Tax Arrangements
	Budget & Financial Forecast Update
	Shaping Our Future Updates
	CIVICA
People:	As above
Annual Updates	
	Financial Regulations (ARC/CDC)
	Health & Safety (CDC)
	Business Continuity (April 25)
Policies:	Accounts Direction for SC / SFC Financial Forecast
	IT Admin Sec Policy (Sept 27)
	Underpinning Strategies -
Strategies:	Social Media / IT & Digital / People / Others?
	Procurement Strategy

Winter Meeting (December) / Winter Meeting (Nov / Dec)

Board of Management	Corporate Development
Governance:	Student Funding IA Reports?
Corporate Reporting	
Finance / Estate/Risk	Mgt Accounts to October
	Shaping Our Future
People:	HR & OD Annual Report
Annual Updates	Procurement Annual Report
	H&S Annual Statement
Policies:	Public Interest Disclosure Policy (Sept 25)
	Sustainability Strategy Annual Update
Strategies:	Estates Strategy

Spring Meeting (March) / Spring Meeting (March)

Board of Management	Corporate Development
Governance:	Corporate Compliance Report
	IA Reports: CIVICA / Succession Planning/ Financial Systems
Corporate Reporting	
Finance / Estate/Risk	Management Accounts to January
	Budget 2024/2025 and Financial Forecast Update (draft)
	Sustainability Update
People:	
Annual Updates	Annual Carbon Emissions Return

Equality Mainstreaming Report (every 2 years) 2025

Policies: Records Mgt Policy (Mar 26)

Strategies:

Summer Meeting (June)   Summer Meeting (June)

Evaluation of Committee
Governance Compliance

Governance: EA Plan (next year)
IA Reports - FOI/Risk Mgt

Corporate Reporting

Mgt Accts to April
Budget & Financial Forecast (next yr)

People:

Annual Updates   Modern Slavery Statement
College Pensions Schemes Overview

Policies:

Strategies: