

**West Lothian College
Finance & General Purposes Committee
Thursday 28 February 2018 at 9.30 am**

Agenda	Paper
19.01 Welcome/Apologies	
19.02 Declarations of Interest	
19.03 Minute of Meeting of 22 November 2019	1 – For Info
19.04 Matters Arising from Minute of Meeting of 22 November 2019	2 – For Info
19.05 Financial Progress –	
(i) January 2019 Management Accounts	3 – For Info
(ii) Income Generation Report	4 – For Info
19.06 College Key Performance Indicators (KPIs) 2018-2019	5 – To Discuss
19.07 Organisational Well-being –	
(i) Human Resources Report	6 – To Discuss
(ii) Employers Association Update	Verbal
19.08 Infrastructure Update	7 – To Approve
19.09 Infrastructure Strategy	8 – To Approve
19.10 Financial Strategy	9 – To Approve
19.11 Procurement Strategy	10 – To Approve
19.12 Employer Engagement Strategy	11 – To Approve
19.13 Income Generation Strategy	12 – To Approve
19.14 Complaints Report	13 – For Info
19.15 Self-Evaluation of Committee	14 – To Discuss
19.16 Any Other Business	
19.17 Review of Meeting, Supporting Papers and Development Plan	15 – To Discuss
19.18 Date of Next Meeting: 13 June 2019	

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Finance & General Purposes Committee

Minute of Meeting of the Finance & General Purposes Committee held on **Thursday 22 November at 9.30am** in the Barbour Room, in the College.

Present: Moira Niven (Chair)
 Jackie Galbraith (Principal & Chief Executive)
 Richard Lockhart
 Claire Probert
 Alex Linkston
 Frank Gribben
 Julia Simpson

In attendance: Jennifer McLaren (Vice Principal, Finance & Curriculum Services)
 George Hotchkiss (Vice Principal, Curriculum & Planning)
 Simon Earp (Vice Principal, Curriculum & Enterprise)
 Derek O'Sullivan – Senior HR Business Partner (item 18.44 only)
 Karine McNair – Secretary to the Board

18.38 Welcome/Apologies

Apologies were received from Morag McKelvie.

18.39 Declarations of interest

There were no declarations of interest.

18.40 Minute of Meeting of 31 August 2018

The Minute of the meeting of 31 August 2018 was approved as a correct record.

18.41 Matters Arising from Minute of Meeting of 31 August 2018

The Committee noted all actions as duly completed.

18.42 Financial Progress

(i) Annual Report & Financial Statements 2017-18

Vice Principal, Finance & Curriculum Services, presented the Annual Report & Financial Statements 2017-18 highlighting that they were prepared in accordance with all regulatory requirements. The requirements had not significantly changed from 2016-17 however the Committee noted the addition information relating to Trade Union activity which is now a reporting requirement for all public bodies and the information will be published on the College website.

The Committee commented that it was difficult to judge the financial sustainability of the College based on the accounts since external factors such as pension revaluations had such an impact on the figures. However, the Committee appreciated the 2017 summary sheet provided by Vice Principal, Finance & Curriculum Services, since it focussed on the 'trading' position and allowed the Committee to conclude that the College had had a positive year financially.

It was noted that as a result of the good trading position the college had been able to undertake investment projects in the College and Vice Principal, Finance & Curriculum Services confirmed that the Fiscal Year position is monitored to ensure that any surplus forecast at the end of March is re-invested in the college.

Vice Principal, Finance & Curriculum Services, highlighted that the additional £1m of staff costs compared to 2016-17 included some pension revaluation costs however they mainly related to the impact of harmonisation for lecturing staff.

The Committee asked for some minor text corrections within the Performance and Accountability Report and Vice Principal, Finance & Curriculum Services undertook to make these corrections and have a final proof read of the Report for consideration by the Audit Committee.

Action 1: Vice Principal, Finance & Curriculum Services

The Committee recommended the Annual Report & Financial Statements 2017-18 for approval by the Audit Committee.

Action 2: Board Secretary**(ii) Reconciliation of Final Outturn for 2017-18 with Forecast at**

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Vice Principal, Finance & Curriculum Services, presented paper 4 stating that the figures presented at the last Committee meeting had now been finalised and reconciled for the final position for 2017-18.

It was noted that the increase in the bad debt provision of £56k was due to the increase in debtors over a certain age and Vice Principal, Finance & Curriculum Services, informed the Committee that the Finance Team would have a particular focus on debt collection during 2018-19.

The Committee noted the paper.

(iii) College Certificate 2017-18

Vice Principal, Finance & Curriculum Services, presented paper 5 noting that the final Credit claim was 3% above target and the final Credit claim had been adjusted by only 10 credits at the yearend audit. The Committee commended the College on the accurate Credit records.

The Committee appreciated the balance to be struck between a Credit claim which reflected the funded position and also a Credit target which evidenced the College's desire for growth in Credits.

The Committee noted the report.

(iv) Management Accounts

Vice Principal, Finance & Curriculum Services, presented paper 6 commenting that any significant variance in fee income is being closely examined and action will be taken. Subsequent to the paper being issued, it had been confirmed that student placement costs will be met within the budget so this would no longer be an area of concern.

The Committee noted that staff should be redeployed where courses had not run rather than new staff being recruited.

The Principal highlighted an initiative which is being run by the College after feedback from the Student Association and staff to provide free soup and roll to all students at lunchtime. A small budget has been identified to fund the initiative after students and staff had raised concerns about students coming to afternoon

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classes without having eaten at all that day and the negative impact this was having on their learning. The actual costs and impact of the initiative will be monitored and reviewed at the end of the academic year.

The Committee praised the College for responding quickly to the concerns and considered future funding models to sustain the initiative, for example, fundraising or approaching local philanthropists.

The Committee noted the paper.

(v) Income Generation Report

Vice Principal, Curriculum & Enterprise, presented paper 7 highlighting the aim for 26 Flexible Workforce Development Fund placements by the end of January as there could be a potential redistribution of funds if Colleges are not fully using the fund.

It was acknowledged that the Foundation Apprenticeships target of 194 learners was ambitious but Vice Principal, Curriculum & Enterprise, pointed out that many aspects of the scheme have changed. The relationships developed last year with schools are allowing more integrated working with the schools to intelligently plan for more learners.

Vice Principal, Curriculum & Enterprise, offered to give a brand development presentation at the next Board meeting to update all Board members on the progress of the rebranding exercise.

Action 3: Vice Principal, Curriculum & Enterprise

The Childhood Practice event had been well received and it was likely that the model would be used for future events with other sectors. It was also noted that the Children's Hearing delivery model could be used to expand into other businesses leveraging the capabilities and skills developed within the team.

The Committee commented on the very positive report and noted the paper.

(vi) Infrastructure Update

Vice Principal, Finance & Curriculum Services, presented paper 8 to highlight the investment priorities within the College.

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The Principal commented that the College has had no reconfiguration since 2001 which is having a negative impact on the student experience and has not taken into account the evolution of the curriculum. Other Colleges have been visited to consider how they have used technology and existing campus layouts to improve the student experience.

The Committee encouraged the College to be ambitious in their strategy taking into account the future plans to outreach to the wider community and the need to train staff to exploit the full capability of technology. The Committee felt that the business community expected students to have been trained using the latest software and equipment. It was commented that any infrastructure strategy should be linked with any other teaching, commercial etc. strategies being developed for the College.

The Committee noted the paper.

18.43 Key Performance Indicators (KPIs) 2017-2018

Vice Principal, Finance & Curriculum Services, presented the KPIs noting that there has been improvement in the non-financial KPIs over three years in all four indicators.

The Committee noted the paper.

18.44 Organisational Well-being

(i) Human Resources Report

The Senior HR Business Partner presented the report covering the quarter to September and noted that absences were below the target of 4% for the first time during this period. There were no grievance procedures and employee turnover includes all leavers (retirements, fixed term contact etc.)

The Committee commented on the improved format of the report.

The Committee noted the report.

(ii) Employers Association Update

The Chair of the Board of Governors provided a verbal update noting that the support staff deal had been agreed to 2020 and the

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teaching staff were being approached for a ballot on industrial action.

The Committee were concerned that any increase to the deal offered to teaching staff would put Colleges in a difficult financial position given that the College is not funded for the cost of pay awards and the already tight finances, resulting in students suffering and less funds available for investment in infrastructure.

The Committee thanked the Chair of the Board of Governors for the report

18.45 Complaints Report

Vice Principal, Curriculum & Planning, presented the Complaints Report and noted the proactive early intervention of the Student Association which has prevented the escalation of 'concerns' to 'complaints' in many cases.

The Principal suggested that for balance the Committee may also like to hear about the unsolicited compliments received about College staff and Vice Principal, Curriculum & Planning, undertook to include compliments into the Complaints Report in the future.

Action 4: Vice Principal, Curriculum & Planning

The Committee noted the report.

18.46 Any Other Business

[REDACTED]
[REDACTED]
[REDACTED].*

No other matters of business were raised.

18.47 Review of Meeting, Supporting Papers & Development Plan

The Committee were content with the meeting, the information received and the papers presented.

18.48 Date of Next Meeting

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The next meeting was scheduled for 28 February 2019 at 9.30am.

Note: There were no matters discussed during the meeting, during which Members declared any conflict of interest, or the Secretary to the Board was aware from the Register of Interests that discussion could give rise to such a conflict.

Visit of the Committee to the NHS Simulation Area

The College had recently been the recipient of some donated NHS equipment which was being used to create a practical learning environment for healthcare students. The Committee visited the NHS Simulation area and observed it being used by the NQ Access to Nursing course.

The Committee were impressed by the commitment shown by the returning adult learners to the course and their enthusiasm to learn. The students and staff were keen to show the difference the equipment was making to their learning experience and the staff particularly commented on the benefit using the equipment has to the students' confidence when they are on placement.

The Committee thanked Linda Brown and Annette Miller for the excellent presentation of the equipment and the students for their engagement with Committee members.

Signed
Chair, Finance & General Purposes Committee

Date

*Redacted under s.33 Freedom of Information (Scotland) Act 2002

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Action update from the Finance & General Purposes Committee of 22 November 2018.

Action 1: Vice Principal, Finance & Curriculum Services

Financial Progress (i) Annual Report & Financial Statements 2017-18

The Committee asked for some minor text corrections within the Performance and Accountability Report and Vice Principal, Finance & Curriculum Services undertook to make these corrections and have a final proof read of the Report for consideration by the Audit Committee.

Duly completed – Audit Committee meeting 29 November 2018

Action 2: Board Secretary

Financial Progress (i) Annual Report & Financial Statements 2017-18

The Committee recommended the Annual Report & Financial Statements 2017-18 for approval by the Audit Committee.

Duly completed – Audit Committee meeting 29 November 2018

Action 3: Vice Principal, Curriculum & Enterprise

Financial Progress (v) Income Generation Report

Vice Principal, Curriculum & Enterprise, offered to give a brand development presentation at the next Board meeting to update all Board members on the progress of the rebranding exercise.

Duly completed – Board meeting 11 December 2018

Action 4: Vice Principal, Curriculum & Planning Complaints Report

The Principal suggested that for balance the Committee may also like to hear about the unsolicited compliments received about College staff and Vice Principal, Curriculum & Planning, undertook to include compliments into the Complaints Report in the future.

Agenda item

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Finance & General Purposes Committee**January 2019 Management Accounts****Introduction**

The January 2019 Management Accounts show comparisons of actual with budget income and expenditure for the six-month period ended 31 January 2019, and a forecast for the year to 31 July 2019.

Financial Results

The net trading position at 31 January 2019 is:

	Actual £'000	Budget £'000	Variance £'000
Income	8,725	9,548	-823
Expenditure	7,281	8,383	+1,102
Trading Surplus/(Deficit)	1,444	1,165	+279
Net I&E Transfer Surplus/(Deficit)	1,396	1,133	+263
Net I&E Transfer % of Income	16%	11.9%	+4.1%

The forecast outturn for the year to 31 July 2019 is:

	Forecast £'000	Budget £'000	Variance £'000
Income	17,268	17,387	-119
Expenditure	16,537	16,859	+322
Trading Surplus /(Deficit)	731	528	+203
Net I&E Transfer Surplus/(Deficit)	155	158	-3
Net I&E Transfer % of Income	0.9%	0.9%	0%

The most significant variances are detailed below:

Analysis of Income Variances	To Date £'000	Forecast £'000
Fees	(486)	(130)
Skills Development Scotland (SDS) Contracts	(487)	(239)
Income Generation	(55)	(52)
European Funds	1	-
Other income	42	42
Other Scottish Funding Council (SFC) funding	162	260
	(823)	(119)

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Analysis of Expenditure Variances	To Date £'000	Forecast £'000
Salary costs	326	420
Teaching Centres supplies	5	(22)
Teaching Support supplies	8	(77)
Administration supplies	208	(43)
Commercial & Enterprise supplies	238	264
Other Activity supplies	175	(20)
Estates & Catering supplies	5	-
Other Payroll Costs	137	(200)
	1,102	322

Comment on Specific Variances:

Teaching Centres		To Date £'000	Forecast £'000
		-350	+96
Areas of Concern	Full-time HE Fees Possible back-dated cost of living award Hospitality supplies costs		

Full-time HE fees are currently £78k worse than budget, part-time FE fees £157k worse and part-time HE fees £17k better with £314k still to be billed for Napier/QMU articulation students. The part-time variances include £116k of fees yet to be agreed with CITB and £53k for the Fife Council contract. The forecast assumes that all fees except full time HE will outturn on target.

Staff costs are £177k better than budget and are expected to outturn £197k better than budget due underspends on the temporary lecturer budgets. The budget includes provision for the final effects of the lecturer pay harmonisation exercise but nothing for any back-dated award arising from current negotiations.

Supplies budgets are currently £5k underspent overall although Hospitality department is currently showing an over spend of £22k. The other areas are expected to outturn on target by the year-end.

Teaching Support		To Date £'000	Forecast £'000
		+59	+3
Areas of Concern	Student Advice salary costs Course approval costs		

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Additional income is being received from the FUTUREquipped project, sale of library books and staff contributions to CPD courses. Extra SFC grant is also being received in respect of the Scottish Government's Access to free sanitary products initiative.

Savings on STEM development salary costs are being offset by additional staff costs for the Student Advice team. Extra supplies costs are being incurred as a result of the SG initiative above and for the new HN cyber security course approval.

Administration		To Date £'000	Forecast £'000
		+192	-94
Areas of Concern	Additional staffing in ICT & MIS Costs of ICT review Marketing supplies costs		

Additional staffing resource has been approved in the ICT and MIS teams until the end of July 2019 and these will increase costs above budget for these areas. Also the costs of implementing the recommendations from the Edinburgh Napier University review of the IT service have not yet been determined so these are not yet factored into the year-end forecast.

Marketing supplies costs are expected to outturn £48k above budget mainly as a result of overrun costs for website development and additional advertising.

Commercial & Enterprise		To Date £'000	Forecast £'000
		+27	+385
Areas of Concern	Commercial Short courses SDS Foundation Apprentice income Final FWDF Grant for 2017-18		

CEC short course fees are currently £46k below budget and are expected to outturn £82k below by the end of July. Workforce development courses are expected to meet target by the year-end. The BA in Business Management course is expected to outturn £29k above budget due to extra students (£15k) and the part time course having being budgeted at £1,830 per person instead of £2,628 (£14k).

The College has three SDS Foundation Apprentice contracts running this year, originally covering nine frameworks but of which the College has withdrawn from two. An instalment of £553k income for these projects was due in October but still remains unpaid at this time. Revised payment schedules have now been received and these have identified a reduction of £306k in expected income including £118k relating to the two withdrawn

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frameworks. Against this the MA contract is expected to outturn £42k better than budget and SDS have paid an extra £25k in respect of the 2016-18 FA contract. Also £212k of savings are expected on the FA framework costs including the two which were cancelled.

SFC has announced its reconciliation of the FWDF activity for 2017-18 and the College has received a payment of £132k based on its final return. This was not budgeted for, but as the final claim has not been audited there is some concern that this payment, or part thereof, may be subject to an audit clawback at a later date. However the Head of Commercial and Marketing Centre recently attended a CDN Business Directors Group meeting at which it was identified that all colleges were in a similar position. There was no indication that SFC intended any further action and any attempt to clawback would be strongly resisted by the Group.

The College has been allocated £329k FWDF funding for AY 2018-19. The budget was based on £250k income with £200k salary costs but the Head of Commercial and Marketing has expressed confidence that the £329k allocated funding will be achieved so the forecast for income has been increased accordingly. Much of the lecturing costs for FWDF contracts are being absorbed within general teaching centre budgets and at a lower level than expected so the forecast for these has been reduced by £179k.

CHS salaries are £29k underspent at this point and are expected to outturn £45k underspent. SDS salaries are expected to outturn £89k less than budget which includes the delayed or non-recruitment of two new posts. Workforce Development salaries are expected to outturn £40k higher than budget in line with additional activity.

Supplies budgets are currently £238k lower than budget and are expected to outturn £264k lower than budget as a result of savings on SDS FA contract and CHS venue hire costs. The reduction in CHS venue hire costs are matched by an equal reduction in income recovered from CHS.

Overall the commercial area is forecast to be £385k ahead of target. However the position is overstated because of the positive variances relating to FWDF. Excluding these, the commercial area is currently forecasting to be £5k below target.

Other Activities	To Date £'000	Forecast £'000
	+178	-21
Areas of Concern	Training restaurant income	

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Training restaurant income is currently £13k below target and is expected to outturn £19k below. A number of Erasmus trips are in progress and costs are still to be recognised in the accounts which will be offset by ESF funding.

Estates		To Date £'000	Forecast £'000
		+36	+34
Areas of Concern	None		

Refectory prices have been increased this year and takings are £35k better than budget. This includes the effect of the free soup and roll initiative being offered to students from November. It has been assumed that takings will outturn £45k ahead by the year-end.

Other Payroll Costs		To Date £'000	Forecast £'000
		+137	-200
Areas of Concern	Support staff job evaluation Costs of TQFE agreement Support Staff Working Time & Allowances		

This category initially represented the expected cost of the job evaluation exercise being carried out for support staff in the sector. The budget of £276k mirrors the amount being provided by SFC in additional teaching and fee waiver grant. As this exercise is only just underway there are no costs as yet hence the positive variance. However the forecast assumes that these monies will be sufficient to meet actual costs and that these will be paid out before the year-end.

The forecast also takes into account the additional costs expected as a result of implementation of the June 2018 circular in respect of lecturing staff holding a TQFE qualification. The college has agreed with the West Lothian Council payroll to a payment date of February 2019 and it is expected this agreement will cost £180k this year.

Under the support staff working time and allowances agreement a new national scale of allowances will be payable to relevant staff for unsocial hours, standby, call-out, shift working, overtime, work on a closure day or public holiday and for first aid duties. It is estimated that these new allowances will cost £20k this year.

Restructuring		To Date £'000	Forecast £'000
		+2	+1
Areas of Concern	None		

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There are no concerns in this category at this time.

Deferred Grant and Depreciation		To Date £'000	Forecast £'000
		-3	-5
Areas of Concern	None		

There are no concerns in this category at this time.

Student Funds		To Date £'000	Forecast £'000
		+0	+0
Areas of Concern	FY limit on funds from SFC		

The College has been allocated an initial allocation of £3,176k in student funds for academic year 2018-19 (excludes EMA). However this allocation did not include any adjustment for the additional costs involved in implementing the Scottish Government policy changes to funding for care experienced students, whose entitlement has changed from EMA funding of £30 per week to Bursary funding of £202.50 per week. The College has estimated that this will cost £272k in additional payments this year and SFC has confirmed it will meet the cost of implementing this policy within the sector. The £272k is included in £424k of additional funding which has been agreed with SFC following the in-year redistribution exercise.

As in previous years the college is forecasting that, although staying within its overall academic year allocations, the college will pay out more in SFC student support by the end of March than it has received. The latest forecast is that the shortfall at March will be £424k. This is due to a fiscal year limit on how much funding can be drawn down between August and March and is an issue which affects a number of colleges in the sector. As part of its in-year redistribution request the College is seeking for more of its allocation to be made available in the August to March period.

Investment Funds		To Date £'000	Forecast £'000
		-15	-202
Areas of Concern	Spend to be invoiced by end of March		

The College set aside £100k in this year's budget for investment bids from centres and services. As a result of an underspend being projected for the fiscal year to end of March and the academic year surplus being forecast in the December management accounts an additional £202k has been approved by Senior Team for spend by the curriculum centres. To meet government fiscal year spending rules this additional spend must be committed and invoiced by the end of March.

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Pension Funds	To Date £'000	Forecast £'000
	+0	+81
Areas of Concern	None	

Pension figures in the accounts forecast are based on the forecast in the actuarial report for the July 2018 accounts.

Balance Sheet, Cash Flow and Capital Expenditure

The Balance Sheet and Cash Flow forecast as at 31 January 2019 are appended. Net current assets are currently £467k positive but are expected to outturn £821k negative at the year-end.

Jennifer McLaren

Vice Principal, Finance & Curriculum Services

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WEST LOTHIAN COLLEGE
MANAGEMENT ACCOUNTS
JANUARY 2019

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	2018/19 BUDGET £'000	As at 31 January 2019			Forecast to 31 July 2019		
		ACTUAL £'000	BUDGET £'000	VARIANCE £'000	ACTUAL £'000	BUDGET £'000	VARIANCE £'000
SUMMARY							
INCOME							
GRANT IN AID	11,254	5,627	5,627		11,254	11,254	
FEES	2,641	1,813	2,299	-486	2,511	2,641	-130
SDS CONTRACTS	961	147	634	-487	722	961	-239
INCOME GENERATION	1,075	475	530	-55	1,023	1,075	-52
EUROPEAN FUNDS	244	24	23	+1	244	244	
OTHER INCOME	485	313	271	+42	527	485	+42
OTHER SFC FUNDING	727	326	164	+162	987	727	+260
TOTAL INCOME	17,387	8,725	9,548	-823	17,268	17,387	-119
EXPENDITURE							
SALARIES							
Teaching Centres	6,296	2,916	3,093	+177	6,099	6,296	+197
Teaching Support	1,047	515	516	+1	1,041	1,047	+6
Administration	1,631	820	809	-11	1,665	1,631	-34
Commercial & Enterprise	2,557	1,116	1,280	+164	2,294	2,557	+263
Other Activities	80	40	39	-1	81	80	-1
Estates	859	425	421	-4	870	859	-11
	12,470	5,832	6,158	+326	12,050	12,470	+420
SUPPLIES & SERVICES							
Teaching Centres	401	252	257	+5	423	401	-22
Teaching Support	232	119	127	+8	309	232	-77
Administration	1,374	446	654	+208	1,417	1,374	-43
Commercial & Enterprise	752	151	389	+238	488	752	+264
Other Activities	233	31	206	+175	253	233	-20
Estates	1,121	449	454	+5	1,121	1,121	
	4,113	1,448	2,087	+639	4,011	4,113	+102
OTHER PAYROLL COSTS	276	1	138	+137	476	276	-200
TOTAL EXPENDITURE	16,859	7,281	8,383	+1,102	16,537	16,859	+322
TRADING SURPLUS/(DEFICIT)	528	1,444	1,165	+279	731	528	+203
RESTRUCTURING							
Voluntary Severance / Redundancy							
Pension Transfers		-2		-2	-2		-2
Apprenticeship Levy	-38	-15	-19	+4	-35	-38	+3
Holiday Pay Accrual							
	-38	-17	-19	+2	-37	-38	+1
INTEREST							
Interest receivable							
Interest Payable							
DEFERRED GRANT & DEPRECIATION							
Release of Deferred Grant	457	229	229		457	457	
Depreciation	-782	-394	-391	-3	-787	-782	-5
	-325	-165	-162	-3	-330	-325	-5
STUDENT FUNDS							
Student Funds Income	3,658	2,102	1,932	+170	3,658	3,658	
Student Funds Expenditure	-3,658	-2,102	-1,932	-170	-3,658	-3,658	
INVESTMENT FUNDS							
College Spend	-100	-15		-15	-302	-100	-202
Transfer to ALF							
	-100	-15		-15	-302	-100	-202
COLLEGE SURPLUS/(DEFICIT)	65	1,247	984	+263	62	65	-3
PENSION							
FRS17 LPF	-813				-732	-813	+81
Early Retirement provision	-204				-204	-204	
	-1,017				-936	-1,017	+81
OPERATING SURPLUS/(DEFICIT)	-952	1,247	984	+263	-874	-952	+78
Transfer (To) / From Pension Reserve	813				732	813	-81
Transfer (To) / From Revaluation Reserve	297	149	149		297	297	
NET TRANSFER TO I&E RESERVE	158	1,396	1,133	+263	155	158	-3

Variances

A + variance means an increase in surplus
A - variance means a decrease in surplus

Explanations

Explanations for variances are noted in the following papers

	2018/19 BUDGET £'000	As at 31 January 2019			Forecast to 31 July 2019		
		ACTUAL £'000	BUDGET £'000	VARIANCE £'000	ACTUAL £'000	BUDGET £'000	VARIANCE £'000
TEACHING CENTRES							
INCOME							
GRANT IN AID	9,974	4,987	4,987		9,974	9,974	
FEES	1,877	1,345	1,877	-532	1,798	1,877	-79 Note 1
SDS CONTRACTS							
INCOME GENERATION							
EUROPEAN FUNDS							
OTHER INCOME							
OTHER SFC FUNDING							
TOTAL INCOME	11,851	6,332	6,864	-532	11,772	11,851	-79
EXPENDITURE							
SALARIES							
Business & Creative	706	375	346	-29	778	706	-72 Note 2
Beauty Therapy & Hairdressing	511	236	252	+16	489	511	+22 "
Computing & Engineering	1,146	510	562	+52	1,072	1,146	+74 "
Construction & Motor Vehicle	834	378	410	+32	796	834	+38 "
Childhood Practice & Sports and Fitness	1,007	455	495	+40	954	1,007	+53 "
Hospitality & Communities	1,193	544	587	+43	1,133	1,193	+60 "
Health & Social Care, SS & Science	899	418	441	+23	877	899	+22 "
	6,296	2,916	3,093	+177	6,099	6,296	+197
SUPPLIES AND SERVICES							
Business & Creative	55	20	40	+20	55	55	
Beauty Therapy & Hairdressing	62	48	39	-9	62	62	
Computing & Engineering	61	29	38	+9	61	61	
Construction & Motor Vehicle	67	36	44	+8	67	67	
Childhood Practice & Sports and Fitness	62	41	39	-2	62	62	
Hospitality & Communities	73	66	44	-22	95	73	-22 Note 3
Health & Social Care, SS & Science	21	12	13	+1	21	21	
	401	252	257	+5	423	401	-22
TOTAL EXPENDITURE	6,697	3,168	3,350	+182	6,522	6,697	+175
TRADING SURPLUS/(DEFICIT)	5,154	3,164	3,514	-350	5,250	5,154	+96

Notes

1 Full-time HE fees are currently £78k worse than budget, part-time FE fees £157k worse and part-time HE fees £17k better with £314k still to be billed for Napier / QMU articulation students. The part time FE variance includes £116k of fees yet to be agreed with CITB and £53k for the Fife FA contract. It is assumed that all fees except HE full time will outturn on target by the year end.

2 Most temporary lecturer budgets are underspending except Business & Creative which is incurring additional costs in respect of FWDF activity.

3 This variance relates to spend on food items and will be discussed with the Centre Head at the relevant mid-year budget review meeting.

	2018/19 BUDGET £'000	As at 31 January 2019			Forecast to 31 July 2019		
		ACTUAL £'000	BUDGET £'000	VARIANCE £'000	ACTUAL £'000	BUDGET £'000	VARIANCE £'000
TEACHING SUPPORT							
INCOME							
GRANT IN AID							
FEES							
SDS CONTRACTS							
INCOME GENERATION							
EUROPEAN FUNDS							
OTHER INCOME		20		+20	25		+25 Note 1
OTHER SFC FUNDING		30		+30	49		+49 Note 2
TOTAL INCOME		50		+50	74		+74
EXPENDITURE							
SALARIES							
Quality & Learner services	743	366	366		740	743	+3
External Engagement	156	69	77	+8	140	156	+16 Note 3
Student Advice & Admissions	148	79	73	-6	159	148	-11 Note 4
Course Approvals / Other		1		-1	2		-2
	1,047	515	516	+1	1,041	1,047	+6
SUPPLIES AND SERVICES							
Quality & Learner services	196	111	109	-2	233	196	-37 Note 2
External Engagement	25	7	11	+4	25	25	
Student Advice & Admissions	1	1	1		1	1	
Course Approvals / Other	10		6	+6	50	10	-40 Note 5
	232	119	127	+8	309	232	-77
TOTAL EXPENDITURE	1,279	634	643	+9	1,350	1,279	-71
TRADING SURPLUS/(DEFICIT)	(1,279)	(584)	(643)	+59	(1,276)	(1,279)	+3

Notes

- 1 FUTUREquipped grant £5k, sale of library books, staff contributions to CPD courses
- 2 Additional grant and costs for Access to Free Sanitary Products initiative
- 3 Savings on STEM Development
- 4 Additional staff for Student Advice team
- 5 Senior Team have approved a budget of £50k for development of an HN Cyber Security qualification.

	2018/19 BUDGET £'000	As at 31 January 2019			Forecast to 31 July 2019			
		ACTUAL £'000	BUDGET £'000	VARIANCE £'000	ACTUAL £'000	BUDGET £'000	VARIANCE £'000	
ADMINISTRATION								
INCOME								
GRANT IN AID								
FEES								
SDS CONTRACTS								
INCOME GENERATION								
EUROPEAN FUNDS								
OTHER INCOME	51	15	20	-5	34	51	-17	Note 1
OTHER SFC FUNDING								
TOTAL INCOME	51	15	20	-5	34	51	-17	
EXPENDITURE								
SALARIES								
Executive Office incl. Senior Management Team	716	347	354	+7	704	716	+12	Note 2
Finance	238	114	117	+3	232	238	+6	
HRM	194	96	95	-1	194	194		
ICT	108	62	53	-9	132	108	-24	Note 3
Marketing	64	34	31	-3	68	64	-4	
MIS	217	120	112	-8	240	217	-23	Note 4
Student Funding	94	47	47		95	94	-1	
	1,631	820	809	-11	1,665	1,631	-34	
SUPPLIES AND SERVICES								
Executive Office incl. Senior Management Team	93	42	48	+6	88	93	+5	Note 2
Finance	187	74	92	+18	187	187		
HRM	96	45	53	+8	96	96		
ICT	345	67	266	+199	345	345		
Marketing	99	86	64	-22	147	99	-48	Note 5
MIS	552	132	130	-2	552	552		
Student Funding	2	1	1	+1	2	2		
	1,374	446	654	+208	1,417	1,374	-43	
TOTAL EXPENDITURE	3,005	1,266	1,463	+197	3,082	3,005	-77	
TRADING SURPLUS/(DEFICIT)	(2,954)	(1,251)	(1,443)	+192	(3,048)	(2,954)	-94	

Notes

- 1 Sodexo childcare voucher scheme has now closed with corresponding reduction in staff contributions
- 2 Savings in Principal's budgets
- 3 Additional staffing for ICT team
- 4 Additional staffing for MIS team to support BI development
- 5 Includes £18k overrun of website development costs from last year and £20k for rollout of new branding concepts.

	2018/19 BUDGET £'000	As at 31 January 2019			Forecast to 31 July 2019			
		ACTUAL £'000	BUDGET £'000	VARIANCE £'000	ACTUAL £'000	BUDGET £'000	VARIANCE £'000	
COMMERCIAL & ENTERPRISE								
INCOME								
GRANT IN AID	1,280	640	640		1,280	1,280		
FEES	764	468	422	+46	713	764	-51	Note 1
SDS CONTRACTS	961	147	634	-487	722	961	-239	Note 2
INCOME GENERATION	1,075	475	530	-55	1,023	1,075	-52	Note 3
EUROPEAN FUNDS								
OTHER INCOME	53	22	33	-11	42	53	-11	
OTHER SFC FUNDING	250	296	164	+132	461	250	+211	Note 4
TOTAL INCOME	4,383	2,048	2,423	-375	4,241	4,383	-142	
EXPENDITURE								
SALARIES								
Commercial & Enterprise	446	127	242	+115	277	446	+169	Note 5
Childrens Hearings Scotland	596	262	291	+29	551	596	+45	Note 6
Workforce Development	1,170	606	577	-29	1,210	1,170	-40	Note 7
SDS Contracts	345	121	170	+49	256	345	+89	Note 8
Other Centres								
	2,557	1,116	1,280	+164	2,294	2,557	+263	
SUPPLIES AND SERVICES								
Commercial & Enterprise	33	13	17	+4	33	33		
Childrens Hearings Scotland	349	83	162	+79	297	349	+52	Note 3
Workforce Development	53	32	27	-5	53	53		
SDS Contracts	316	23	182	+159	104	316	+212	Note 9
Other Centres	1		1	+1	1	1		
	752	151	389	+238	488	752	+264	
TOTAL EXPENDITURE	3,309	1,267	1,669	+402	2,782	3,309	+527	
TRADING SURPLUS/(DEFICIT)	1,074	781	754	+27	1,459	1,074	+385	

Notes

- Expected shortfall in short course programme
- Two FA frameworks not running -£118k, latest revision of FA schedules -£188k, additional MA contract income +£42k, additional income for 2016/18 FA framework + £25k
- CHS have taken responsibility for payment of the venue hire costs until April 2019 with reduction in income and costs.
- Assumes full grant achieved for this year (+£79k) plus additional grant for final FWDF 2017/18 activity (+£132k)
- FWDF activity salary costs being met from existing budgets - forecast reduced from £200k to £21k.
- Delay in replacing out-going staff
- Additional assessor staffing in line with additional activity
- FA Employer Engagement Officer not expected to be recruited until April. SDS Project Administrator no longer expected to be recruited this year.
- Savings on FA framework capacity building and travel costs.

	2018/19 BUDGET £'000	As at 31 January 2019			Forecast to 31 July 2019		
		ACTUAL £'000	BUDGET £'000	VARIANCE £'000	ACTUAL £'000	BUDGET £'000	VARIANCE £'000
OTHER ACTIVITIES							
INCOME							
GRANT IN AID							
FEES							
SDS CONTRACTS							
INCOME GENERATION							
EUROPEAN FUNDS	244	24	23	+1	244	244	
OTHER INCOME	86	52	49	+3	86	86	Note 1
OTHER SFC FUNDING							
TOTAL INCOME	330	76	72	+4	330	330	
EXPENDITURE							
SALARIES							
Terrace Restaurant							
Platinum Salon	80	40	39	-1	81	80	-1
Europe							
Other Activities							
	80	40	39	-1	81	80	-1
SUPPLIES AND SERVICES							
Terrace Restaurant	9	4	6	+2	9	9	
Platinum Salon	14	10	9	-1	14	14	
Europe	210	11	191	+180	210	210	
Other Activities		6		-6	20		-20
	233	31	206	+175	253	233	-20
TOTAL EXPENDITURE	313	71	245	+174	334	313	-21
TRADING SURPLUS/(DEFICIT)	17	5	(173)	+178	(4)	17	-21

Notes

- 1 Training restaurant income currently £13k below budget and expected to outturn £19k below budget. This is being offset by contributions to student trips and other activities.
- 2 Cost of student trips and other activities.

	2018/19 BUDGET £'000	As at 31 January 2019			Forecast to 31 July 2019			
		ACTUAL £'000	BUDGET £'000	VARIANCE £'000	ACTUAL £'000	BUDGET £'000	VARIANCE £'000	
ESTATES								
INCOME								
GRANT IN AID								
FEEs								
SDS CONTRACTS								
INCOME GENERATION								
EUROPEAN FUNDS								
OTHER INCOME	295	204	169	+35	340	295	+45	Note 1
OTHER SFC FUNDING	477				477	477		
TOTAL INCOME	772	204	169	+35	817	772	+45	
EXPENDITURE								
SALARIES								
Estates	632	319	309	-10	649	632	-17	Note 2
Catering	227	106	112	+6	221	227	+6	
	859	425	421	-4	870	859	-11	
SUPPLIES AND SERVICES								
Estates	973	355	363	+8	973	973		
Catering	148	94	91	-3	148	148		
	1,121	449	454	+5	1,121	1,121		
TOTAL EXPENDITURE	1,980	874	875	+1	1,991	1,980	-11	
TRADING SURPLUS/(DEFICIT)	(1,208)	(670)	(706)	+36	(1,174)	(1,208)	+34	

Notes

- 1 Refectory prices were increased from August and income is expected to outturn £45k above budget.
- 2 Includes costs of weekend / events staffing to be transferred to Commercial category.

	2018/19 BUDGET £'000	As at 31 January 2019			Forecast to 31 July 2019		
		ACTUAL £'000	BUDGET £'000	VARIANCE £'000	ACTUAL £'000	BUDGET £'000	VARIANCE £'000
<u>TERRACE RESTAURANT</u>							
Income	61	26	39	-13	42	61	-19
Salaries							
Other Costs	-9	-4	-6	2	-9	-9	
NET	52	22	33	-11	33	52	-19
<u>PLATINUM SALON</u>							
Income	24	9	10	-1	23	24	-1
Salaries	-80	-40	-39	-1	-81	-80	-1
Other Costs	-14	-10	-9	-1	-14	-14	
NET	-70	-41	-38	-3	-72	-70	-2
<u>REFECTORY</u>							
Income	295	204	169	35	340	295	45
Salaries	-227	-106	-112	6	-221	-227	6
Other Costs	-148	-94	-91	-3	-148	-148	
NET	-80	4	-34	38	-29	-80	51

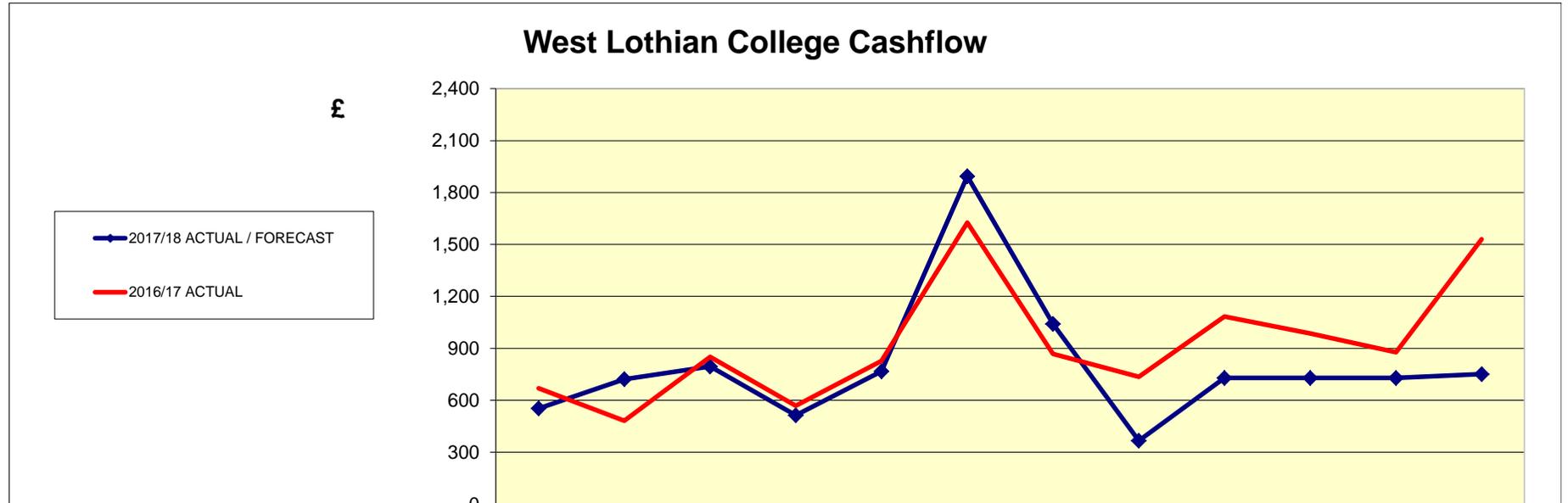
Notes

BALANCE SHEET PROJECTION

	Actual 31 JUL 2017 £'000	Actual 31 JUL 2018 £'000	Actual 31 JAN 2019 £'000	Forecast 31 JUL 2019 £'000
Fixed Assets				
Land & Buildings	17,815	17,221	16,929	16,640
Equipment	1,845	1,639	1,537	1,438
New additions				
	19,660	18,860	18,466	18,078
Current Assets				
Trade Debtors	388	620	481	450
Europe		7		31
Prepayments	147	166	213	166
Accrued Income	24	60	70	119
Bank	1,530	729	1,894	751
	2,089	1,582	2,658	1,517
Current Liabilities				
Trade Creditors	(437)	(526)	(253)	(642)
Payroll	(383)	(399)	(401)	(410)
Loans	(158)	(158)	(158)	(159)
Accruals	(246)	(307)	(233)	(249)
Deferred Income	(1,183)	(568)	(563)	(421)
Deferred Capital Grant	(457)	(457)	(457)	(457)
Unspent Student Funds	(59)	(13)	(126)	
	(2,923)	(2,428)	(2,191)	(2,338)
Net Current Assets (Liabilities)	(834)	(846)	467	(821)
Total Assets less current liabilities	18,826	18,014	18,933	17,257
Creditors: Amounts falling due after more than one year	(2,527)	(2,369)	(2,369)	(2,211)
Deferred Capital Grant	(12,763)	(12,306)	(12,078)	(11,849)
Provisions				
LPF Pension Liability	(4,416)	(2,783)	(2,783)	(2,783)
Early Retirement Provision	(3,953)	(3,688)	(3,588)	(3,688)
Total Net Liabilities	(4,833)	(3,132)	(1,885)	(3,274)
Reserves				
Income and Expenditure Account (Trading)	(82)	(122)	1,274	(125)
Income and Expenditure Account (Holiday Pay)	(137)	(153)	(153)	(153)
Income and Expenditure Account (PFI Loan)	(2,685)	(2,527)	(2,527)	(2,369)
Income and Expenditure Account (Early Retirement)	(3,953)	(3,688)	(3,688)	(3,688)
Income and Expenditure Account (LPF Pensions)	(4,416)	(2,783)	(2,783)	(2,783)
Revaluation Reserve	6,440	6,141	5,992	5,844
Total Reserves	(4,833)	(3,132)	(1,885)	(3,274)

2018/19 FORECAST CASHFLOW

	August <i>Actual</i>	September <i>Actual</i>	October <i>Actual</i>	November <i>Actual</i>	December <i>Actual</i>	January <i>Actual</i>	February <i>Forecast</i>	March <i>Forecast</i>	April <i>Forecast</i>	May <i>Forecast</i>	June <i>Forecast</i>	July <i>Forecast</i>	Total
<i>Income</i>													
SFC funding (including bursaries and hardship funds)	912	1395	1,461	1,645	1,699	1,216	602	780	1,576	1,303	1,393	1,433	15,415
<i>less loan repayments</i>									-158				-158
Other cash received	496	240	235	281	296	1,219	431	505	635	486	248	288	5,360
Total cash in	1,408	1,635	1,696	1,926	1,995	2,435	1,033	1,285	2,053	1,789	1,641	1,721	20,617
<i>Expenditure</i>													
Payroll	935	938	968	1,000	1,011	959	1,040	1,083	1,050	1,102	1,131	1,186	12,403
Other payments	581	337	344	586	412	66	521	564	324	384	384	513	5,016
SFC Student support payments	68	191	311	622	318	283	325	313	316	303	126		3,176
Interest payments													
Total cash out	1,584	1,466	1,623	2,208	1,741	1,308	1,886	1,960	1,690	1,789	1,641	1,699	20,595
Net cash inflow/(outflow)	(176)	169	73	(282)	254	1,127	(853)	(675)	363			22	22
Balance b/f (cash and overdraft)	729	553	722	795	513	767	1,894	1,041	366	729	729	729	729
Balance c/f (cash and overdraft)	553	722	795	513	767	1,894	1,041	366	729	729	729	751	751



2018/19 BUDGET £'000	History of Quarterly Forecasts for Year Ending 31 July 2019							
	October £'000	VARIANCE £'000	January £'000	VARIANCE £'000	April £'000	VARIANCE £'000	Jun £'000	VARIANCE £'000
SUMMARY								
INCOME								
GRANT IN AID	11,254		11,254					
FEES	2,641	-79	2,562	-130				
SDS CONTRACTS	961	-118	843	-239				
INCOME GENERATION	1,075		1,023	-52				
EUROPEAN FUNDS	244		244					
OTHER INCOME	485	+9	494	+42				
OTHER SFC FUNDING	727	+132	859	+260				
TOTAL INCOME	17,387		17,331	-56				
EXPENDITURE								
SALARIES								
Teaching Centres	6,296	-70	6,366	+197				
Teaching Support	1,047		1,047	+6				
Administration	1,631		1,631	-34				
Commercial & Enterprise	2,557	+139	2,418	+263				
Other Activities	80		80	-1				
Estates	859		859	-11				
	12,470	+69	12,401	+420				
SUPPLIES & SERVICES								
Teaching Centres	397		397	-26				
Teaching Support	232	-19	251	-77				
Administration	1,374	+5	1,369	-43				
Commercial & Enterprise	756	+47	709	+268				
Other Activities	233	-2	235	-20				
Estates	1,121		1,121					
	4,113	+31	4,082	+102				
OTHER PAYROLL COSTS								
	276	-135	411	-200				
TOTAL EXPENDITURE	16,859	-35	16,894	+322				
TRADING SURPLUS/(DEFICIT)	528	-91	437	+203				
RESTRUCTURING								
Voluntary Severance / Redundancy				-2				
Pension transfers				-35				
Apprenticeship Levy	-38		-38	+3				
Holiday Pay Accrual								
	-38		-38	1				
INTEREST								
Interest receivable								
Interest Payable								
DEFERRED GRANT & DEPRECIATION								
Release of Deferred Grant	457		457					
Depreciation	-782		-782	-5				
	-325		-325	-5				
STUDENT FUNDS								
Student Funds Income	3,658		3,658					
Student Funds Expenditure	-3,658		-3,658					
INVESTMENT FUNDS								
College Spend	-100		-100	-202				
Transfer to ALF								
	-100		-100	-202				
COLLEGE SURPLUS/(DEFICIT)	65	-26	-91	62	-3			
PENSION								
FRS17 LPF	-813		-813	+81				
Early Retirement provision	-204		-204					
	-1,017		-1,017	+81				
OPERATING SURPLUS/(DEFICIT)	-952	-1,043	-91	-874	+78			
Transfer (To) / From Pension Reserve	813		813					
Transfer (To) / From Revaluation Reserve	297		297	-81				
NET TRANSFER TO I&E RESERVE	158	67	-91	155	-3			

Differences

A + variance means an increase in surplus

A - variance means a decrease in surplus

West Lothian College

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Finance & General Purposes Committee

Income Generation Report

Financials

The overall picture for the first half of the year is positive although there have been some notable variances from budgeted targets. Flexible Workforce Development Fund (FWDF) is ahead of the original target and this has been reflected in the revised projections. However, Foundation Apprenticeship (FA) income has seen a £306k reduction due to two frameworks not running, and under-recruitment on others. A reduction in costs has helped off-set this drop in income.

The net result is that we are forecasting a year-end position of £5k below target if FWDF additional income and reduction in costs are excluded. However, with two contracts awaiting an outcome, a number of additional short courses scheduled to run, and a firm focus on controlling costs, we are confident that this shortfall will be made up by the year-end.

Commercial and International

The funding requirement for the FWDF was revised this year, introducing an interim reporting and review milestone for the end of January. This was introduced to allow for the potential re-distribution of unallocated funding to colleges which had exceeded their allocations. At 31 January, we had received 27 applications with a contracted value of £327,560. This represents a shortfall of £1,371 against our funding allocation of £328,931. The projected number of participants stands at 659 across a wide range of courses.

We were successful in being shortlisted to bid to deliver management development courses (ILM levels 2, 3 and 5) for Scotrail. We presented to Scotrail in Glasgow on 11 February and expect to hear the outcome in early March. Contract duration is expected to be circa 2.5 years and involves around 600 participants.

We are also partners in a bid to develop and deliver online courses in childcare over a two-year period for the Scottish Government. *eCom* is our digital platform partner on the CHS contract and they approached us to partner with them to develop the bid. The bid will be submitted by 15 February.

The latest, and unfortunately the last, ERASMUS+ application was submitted on 12 February. This funding would be for two years (2020-21) and would involve 200 students undertaking two weeks of visits and placements, supported by 36

West Lothian College

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staff. Our European partners are in France (x 3), Germany, Portugal, Sweden and Spain (Gran Canaria). Meanwhile, the team is busy supporting 80 students who will go on their visits this spring, with a further twenty due to travel in June. We will also have five school students and two members of staff going to Greece in March as part of the *Sustainability Empowered by Young Europeans* project.

Progress has been made in the sector regarding the ongoing contractual situation with the CITB. Although this has addressed some of the immediate concerns, the fundamental problem remains and we wait to see the consequence for the college of national talks on the 2019-20 Modern Apprenticeship (MA) bid submitted by CITB. In our 2019-20 MA bid to SDS (see Workforce Development update) we did not apply for any construction starts. However, it is our intention to work with employers over the next twelve months so that we are in a position to have our own construction MAs from 2020-21 onwards.

Foundation Apprenticeships (FAs)

Current retention rate for the current FA cohorts sits at 86% which is the same as this time last year.

The 2019-21 FA contractual process has now concluded and we were successful in being awarded the ability to offer one-year delivery for all frameworks apart from Engineering. We have also agreed with West Lothian Council for seven frameworks to be delivered in schools. The table below summarises the final FA plans for 2019-21.

Framework	Delivery location
Food and Drink Technology	St Kentigern's Academy
Business Skills with Hospitality Management	West Calder High School
Scientific Technologies	James Young Academy
Creative and Digital Media	St Margaret's Academy
Social Services: Healthcare	Linlithgow Academy
Social Services: Healthcare	College
Business Skills	Armadale Academy
Engineering	College
Business Skills with Sports Management	Inveralmond Community High
ICT Software	College
Social Services: Children and Young People	College and Broxburn Family Centre
Civil Engineering	College

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In relation to funding, we need to learn lessons from the current situation which has seen a significant variation from target. The key change will be how future budgets will be set. This year we will have a much better indication of application numbers and offers made as we enter the budget development period. If any frameworks are looking unlikely to run and/or fully recruit we will make adjustments to the contracted funding we have been awarded so as to minimise the impact of any in-year adjustments.

Workforce Development

We received the college's MA performance statistics in January. Overall, good progress has been made over the last two years to improve attainment and, for four of our occupational groupings, we exceed national averages.

Occupational Group	College Achievement No's and Rate (%)		National Attainment Rate
	2016-17	2017-18	2017-18
Administration and Related	n=4/100%	n=5/100%	83%
Automotive	n=20/83%	n=19/86%	71%
Engineering and Energy	n=14/67%	n=8/57%	79%
Management	n=2/67%	n=4/100%	74%
Retail and Customer Service	n=3/38%	n=3/75%	77%
Sport, Health and Social Care	n=11/85%	n=11/92%	76%

Following a review of the Engineering performance in the autumn, a number of steps were put in place to improve the achievement rate. These include;

- 1 Work between the Centre for Computing and Engineering and Centre for Workforce Development to improve core skill delivery through contextualisation.
- 2 Four weekly meetings between the two Centre managers to monitor progress.
- 3 Introduction of work trial periods before signing up of MAs to ensure commitment and ability.
- 4 Introduction of twilight classes.
- 5 Introduction of a fabrication and welding assessor to ensure a broader range of skills, knowledge and experience within the team.

While it is too early for these changes to have had a demonstrable impact on performance, we are confident that this will occur over the next twelve months.

Supported by the Centre for Commercial and Enterprise, we submitted our 2019-20 MA bid on 5 February. Aligned with our new Income Generation

West Lothian College

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Strategy and projections incorporated within the Financial Forecast Return, we bid for 89 starts which represents 37% growth compared to the starts bid for the current contract. The table over shows the contract value for the last three years.

Year	Starts Bid For	Value
2016-17	55	£154,990
2017-18	62	£163,168
2018-19	65	£163,618
2019-20	89	*

* Contract value for 2019-20 cannot be estimated until profile of the awarded places is made available.

The table below shows a comparison of places bid for by Occupational Group.

Occupational Group	Places bid for	
	2018-19	2019-20
Administration and Related	6	10
Automotive	13	15
Engineering and Energy	20	21
Management	2	4
Retail and Customer Service	6	5
Sport, Health and Social Care	18	33
Other Services	0	1
Total	65	89

Projected growth for 2019-20 is in Sport, Health and Social Care and plans are well developed to achieve this growth if we are awarded the places. It should be noted that it is possible to bid for additional places during the year subject to SDS having places available. Another area of future growth is Engineering which we are looking to bid for additional places in 2020-21 onwards. There is a risk however that our current achievement rate in Engineering might impact on the number of places awarded in the short term, but the improvements we have put in place should lead to improvements in the attainment rate.

Children's Hearing Scotland (CHS)

The team has been very busy delivering 17 pre-service training courses to the 480 new panel members. The first contract management review meeting took place in January. CHS raised concerns about delays in the production of the contract exit plan, the wording of the insurance cover, and the timing of the

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launch of the new Learning Academy website. Although these have been addressed or are currently being progressed, there is a risk that CHS might seek redress on some of these points and we await to see whether this materialises. To help prevent these issues re-occurring we are in the process of recruiting a part-time contract manager post.

The new *CHS Learning Academy* website was launched on 31 January and now has 3,100 registered members. The table below is extracted from the CHS Annual Report for 2017-18 which shows the scale of the activity delivered by the team and the excellent PI performance.

Number of Courses	225
Number of Trainees Attended	3,275
Average Attendance of Trainees	93%
Learning Outcomes fully met	97%
Effectiveness of training (rated as good or very good)	96%

Simon Earp

Vice Principal, Curriculum and Enterprise
28 February 2019

West Lothian College

28 February 2019

Finance & General Purposes Committee

Key Performance Indicators 2018-19

The attached tables show the college's key financial and non-financial performance indicators for 2016-17 and 2017-18 and forecast for 2018-19 where available.

Non-Financial KPIs

Early withdrawal for 2018-19 are provided in the attached table. The reasons given for withdrawing from a course are largely personal, family and financial difficulties and the demands of the course.

Students are, however, being supported to avoid further withdrawals. Financial support is provided and remediation is being supported to limit partial success.

Financial KPIs

Explanations for variances from target are provided in the attached table. In addition, and for benchmarking purposes, financial KPIs have been obtained from Borders College, Dumfries & Galloway College and Forth Valley College. KPIs for 2017-18 for these colleges will be provided at the June 2019 meeting of the committee.

KPIs presented to the Finance & General Purposes Committee

Internal Audit has undertaken a review of Performance Management and one of the recommendations from the review is that the college should consider whether the full KPI report needs to go to each committee as well as the Board of Governors.

Management has discussed this recommendation and is proposing that going forward the financial KPIs will be reported to Finance & General Committee, non-financial KPIs will be reported to the Learning & Teaching committee and a full set of KPIs (financial and non-financial) will be reported to the full Board of Governors.

Action

The committee is asked to discuss the Financial and Non-Financial KPIs and agree the revised KPI reporting arrangements.

Jennifer McLaren

Vice Principal, Finance & Curriculum Services

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West Lothian College -Key Financial Performance Indicators 2018-19

	Target 2018-19	Actual For the six month period ended 31 January 2019	Forecast For the year ended 31 July 2019	Actual For the year ended 31 July 2018	Actual For the year ended 31 July 2017*
College Surplus (£'000)	65	1,247	62	70	453
Operating Surplus (£'000)	(952)	1,247	(874)	1,765	647
Non SFC Income as % of total income	#REF!	#REF!	#REF!	29%	30%
Trading Surplus on commercial activities as % of income from commercial activities	25%	38%	34%	32%	35.0%
Staff costs as % of total income (excludes exceptional costs)	#REF!	#REF!	#REF!	67%	65%
Ratio of Current Assets to Current Liabilities	0.7 :1	1.2:1	0.6:1	0.7:1	0.8:1
Days Cash to Total Expenditure	14	95	17	15	35

Comments	Actions
Slightly below target as a result of a reduction in SDS income partly offset by reduced costs and a predicted underspend on the salary budget.	Continue to monitor monthly
Above target as a result of actuarial revaluation of the pension scheme	Continue to monitor monthly
Slightly below as a result of reduced SDS income	Monitor through Corporate Engagement Committee
Above target as a result of FWDF. Salary costs have been reduced as costs are being absorbed within the academic centres. In addition income received in relation to 2017-18	Future income generation targets being reviewed in line with new strategy
Below target as a result of underspends in curriculum areas and salary costs savings from FWDF	Continue to monitor monthly

	2016-17			
	Borders	Forth Valley	West Lothian	Dumfries & Galloway
Non SFC Income as % of total income	27%	32%	30%	19%
Staff costs as % of total income (excludes exceptional costs)	70%	68%	65%	65%
Ratio of Current Assets to Current Liabilities	1.23:1	0.76:1	0.7:1	0.73:1
Days Cash to Total Expenditure	76	29	35	49

	2015-16			
	Borders	Forth Valley	West Lothian	Dumfries & Galloway
Non SFC Income as % of total income	26%	31%	31%	20%
Staff costs as % of total income (excludes exceptional costs)	68%	70%	67%	64%
Ratio of Current Assets to Current Liabilities	1.5:1	0.65:1	0.5:1	0.82:1
Days Cash to Total Expenditure	76	11	14	59

*Total income excludes £1.9m release of Deferred Grant on revaluation and total expenditure excludes exceptional impairment loss of £1.9m

Key Performance Indicators Trends

Learner Performance

West Lothian College	2016-17 Actual	Sector Averages 2016-17 (Based on 320 hrs to FT stats)	2017-18 Actual	2018-19 Target	2018-19 Actual
Activity Credits	44,085		45,326		
Full Time FE Programmes					
Early Withdrawal	26.4%	25%	25.0%		N/A
Further Withdrawal					
Partial Success	11.7%	10%	9.9%		N/A
Completed Successfully	61.9%	65%	65.1%		N/A
Full Time HE Programmes					
Early Withdrawal	16.2%	17%	17.3%		N/A
Further Withdrawal					
Partial Success	11.3%	11%	12.6%		N/A
Completed Successfully	72.5%	72%	70.1%		N/A
Part Time FE Programmes					
Early Withdrawal	8.9%	15%	7.4%		N/A
Further Withdrawal					
Partial Success	13.4%	12%	15.1%		N/A
Completed Successfully	77.7%	74%	77.5%		N/A
Part Time HE Programmes					
Early Withdrawal	9.3%	7%	11.2%		N/A
Further Withdrawal					
Partial Success	16.1%	13%	74.6%		N/A
Completed Successfully	74.6%	81%	80.6%		N/A

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Finance and General Purposes Committee**Human Resources Report**

The Human Resources Report for the quarter 1 October 2018 to 31 December 2018 is attached to this paper.

The key points from the report are:

THEME	SUCCESS INDICATOR	CURRENT POSITION
Recruitment & Retention	Zero unfilled vacancy rate	Zero unfilled vacancy rate
	Stable employee turnover	11.16% (previous 3 years' average is 12.62%)
	Favourable exit interview feedback	No significant issues reported
Health, Safety & Wellbeing	Sickness absence at or below 4%	4.74% for this quarter, 4.22% YTD (previous YTD 5.83%)
	Healthy Working Lives accreditation	Outstanding - the Health & Wellbeing Sub-Group of the College's Staff Experience Group is progressing this currently
	Favourable Staff Experience Survey feedback in areas associated with health & wellbeing	96% of respondents agree that the College takes positive action on health & wellbeing
	Zero reportable Health & Safety incidents	Reported on separately at Audit Committee
Reward	Zero unfilled vacancy rate	Zero unfilled vacancy rate
	Stable employee turnover	See 'Engagement' section
	Favourable Staff Experience Survey feedback in areas associated with reward	71% of respondents satisfied with the extent to which the College values their work (+6% on 2017)

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Engagement	Stable employee turnover Favourable Staff Experience Survey feedback in areas associated with engagement	11.16% (previous 3 years' average is 12.62%) 86% of respondents enthusiastic about their job (+2% on 2017)
Employee Relations	Constructive climate of management-Trade Union partnership working Favourable Staff Experience Survey feedback in areas associated with decision-making and communication Grievance processes	On-going constructive JNCC communication 78% of respondents feel involved in deciding changes (+6% on 2017) No grievances
Equality & Diversity	Candidate attraction and recruitment reflecting the diversity of the community Favourable Staff Experience Survey feedback in areas associated with equality and diversity	2018-2019 annual reporting to follow at end of fiscal year 3% of respondents perceive experiencing discrimination at work (-1% on 2017)

Action

For discussion.

Jennifer McLaren

Vice Principal, Finance & Curriculum Services

28 February 2019

Human Resources Report – 01 October to 31 December 2018

RECRUITMENT & RETENTION

For the period 01 October to 31 December 18, 21 vacancies were dealt with and a total of 214 applications reviewed.

Unfilled Vacancy Rate

All substantive vacancies were filled during this period. There was a Bank recruitment undertaken for one post for which no suitable candidates were identified. There are no plans to re-advertise this Bank opportunity.

Applicant: Vacancy Ratio

The applicant to vacancy ratio for lecturing posts is 9:1 (unchanged from the previous quarter) and for support posts is 11:1 (a decrease from the previous quarter which was 16:1).

Recruitment Activity

Recruitment for the following staff vacancies was underway or completed:

Lecturing:

Job Status	Job Title	Centre	Total Number of Applicants	Number of applicants - Hired
Open	Bank Lecturers - British Sign Language (BSL)	Hospitality and Communities	1	0
Vacancy still open. Interviews scheduled for End Jan.				

Job Status	Job Title	Centre	Total Number of Applicants	Number of applicants - Hired
Closed/Unfilled	Bank Lecturers - ECDL	Hospitality and Communities	2	0
No suitable candidates identified at interview.				
Open	Bank Lecturers - ESOL	Hospitality and Communities	16	0
Vacancy still open. Interviews scheduled for End Jan.				
Closed/Filled	Lecturer - Barbering	Beauty Therapy and Hairdressing	16	1
Closed/Filled	Lecturer - Childhood Practice	Childhood Practice, Sports and Fitness	13	2
Closed/Filled	Lecturer - Core Skills	Beauty Therapy and Hairdressing	17	1
Closed/Filled	Lecturer - Hairdressing (secondment to cover maternity leave)	Beauty Therapy and Hairdressing	12	1
Closed/Filled	Lecturer - Mechanical/Electrical Engineering	Computing and Engineering	4	2
Closed/Filled	Lecturer – Tackling Homophobia in the Workplace	Commercial and Marketing	1	1

Support:

Job Status	Job Title	Centre	Total Number of Applicants	Number of applicants - Hired
Closed/Filled	Administrative Assistant - Children's Hearings Scotland Learning Academy - Glasgow	Children's Hearings Scotland Learning Academy	1	1
Closed/Filled	Administrative Assistant - Children's Hearings Scotland Learning Academy - Livingston	Children's Hearings Scotland Learning Academy	3	1
Closed/Filled	Children's Hearings Scotland Learning Academy Trainer	Children's Hearings Scotland Learning Academy	21	1
Open	Invigilator	MIS and Admissions	24	0
Vacancy still open. Interviews scheduled for End Jan.				
Closed/Filled	MIS Student Records and Awards Officer	MIS and Admissions	4	1
Closed/Filled	Project Administrator	Commercial and Marketing	29	1
Closed/Filled	Special Project Coordinator	Commercial and Marketing	1	1
Closed/Filled	Student Enrolment and Advice Coordinator	MIS and Admissions	3	1
Open	SVQ Assessor – Hairdressing (Sessional)	Beauty Therapy and Hairdressing	20	0
Vacancy still open. Interviews scheduled for End Jan.				
Closed/Filled	Work Based Assessor - Children and Young People	Workforce Development	4	2
Closed/Filled	Work Based Assessor - Social Services and Health Care	Workforce Development	14	1

Job Status	Job Title	Centre	Total Number of Applicants	Number of applicants - Hired
Open	Work Based Assessor (Engineering: Fabrication and Welding)	Workforce Development	8	0
Vacancy still open. Interviews scheduled for End Jan.				

New Starts

10 new members of staff joined the College between 01 October to 31 December 18.

Centre	Position	Date Joined
College Administration	Executive Secretary	08/10/2018
Computing & Engineering	Temp Lecturer Engineering	05/11/2018
Facilities Management	Technician ICT	05/11/2018
MIS & Admissions	MIS Stu Rec Assis & Awards Off	05/11/2018
Childrens Hearings Scot	Administrative Assistant	19/11/2018
Childrens Hearings Scot	Trainer CHSTU	26/11/2018
Workforce Development	Clerical Assistant	26/11/2018
Hospitality & Communities	Lecturer Communities	26/11/2018
Computing & Engineering	Temporary Lecturer Computing	03/12/2018
Beauty Therapy & Hair	Lecturer Beauty Therapy	03/12/2018

Leavers

There were 10 leavers between 01 October to 31 December 18.

Centre	Position	Termination Date	Due to expiry of Fixed Term Contract?
Computing & Engineering	Lecturer Computing	01/11/2018	No
Beauty Therapy & Hair	Lecturer Beauty Therapy	01/11/2018	No
Beauty Therapy & Hair	SVQ Assessor - Hairdressing (Sessional)	05/11/2018	No
Facilities Management	Cleaning Operative	22/11/2018	No
Commercial & Marketing	Project Administrator - SDS	22/11/2018	No
Commercial & Marketing	Marketing Assistant	26/11/2018	Yes
Facilities Management	Assistant Cook	29/11/2018	No
Business & Creative	Lecturer Business	30/11/2018	No
Facilities Management	Cleaning Operative	03/12/2018	No
Workforce Development	Work Based Assessor - SDS	26/12/2018	No

Employee Turnover

The employee turnover for this period was 11.16%. This is a decrease on the turnover during the same period last year which was 12.08%. For comparison the median annual employee turnover rate for the CIPD's most recent UK survey was 16.5% (Source: CIPD's Resourcing and Talent Planning Survey 2017).

Comparative employee turnover for the previous full years are shown below:

Year	Employee Turnover
2015/16	10.44%
2016/17	13.16%
2017/18	14.26%

HEALTH, SAFETY & WELLBEING

The sickness absence figures for 01 October to 31 December 18 are as follows:

	Long Term Sickness		Short Term Sickness		Total	
	%	Days	%	Days	%	Days
Oct 18	2.16	132	2.34	143	4.50	275
Nov 18	1.80	110	3.72	227	5.52	337
Dec 18	2.05	125	2.16	132	4.21	257

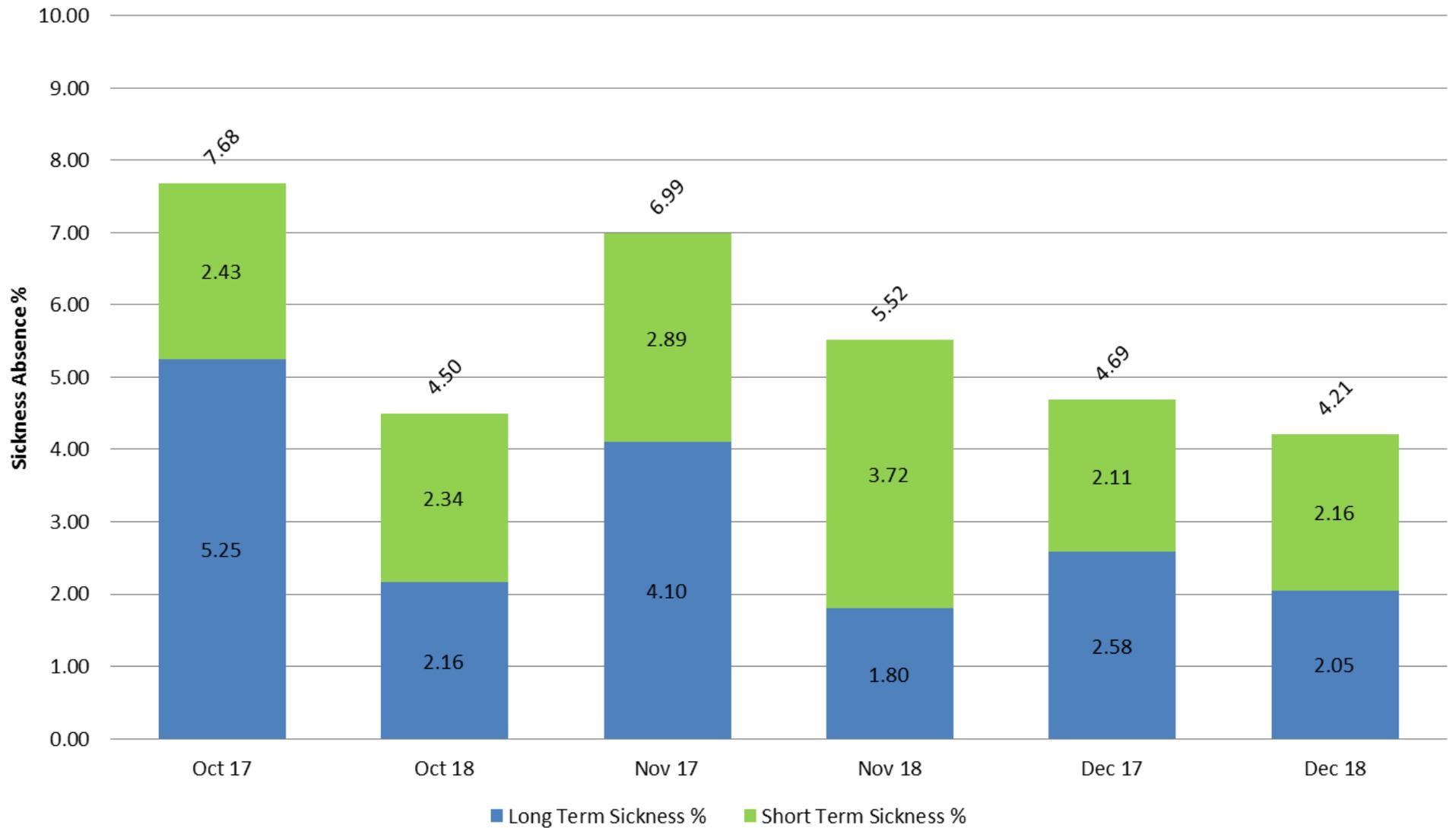
The following charts show absence trends in further detail:

Sickness Absence – Oct to Dec 18 chart: Shows month on month absence trend compared to previous year.

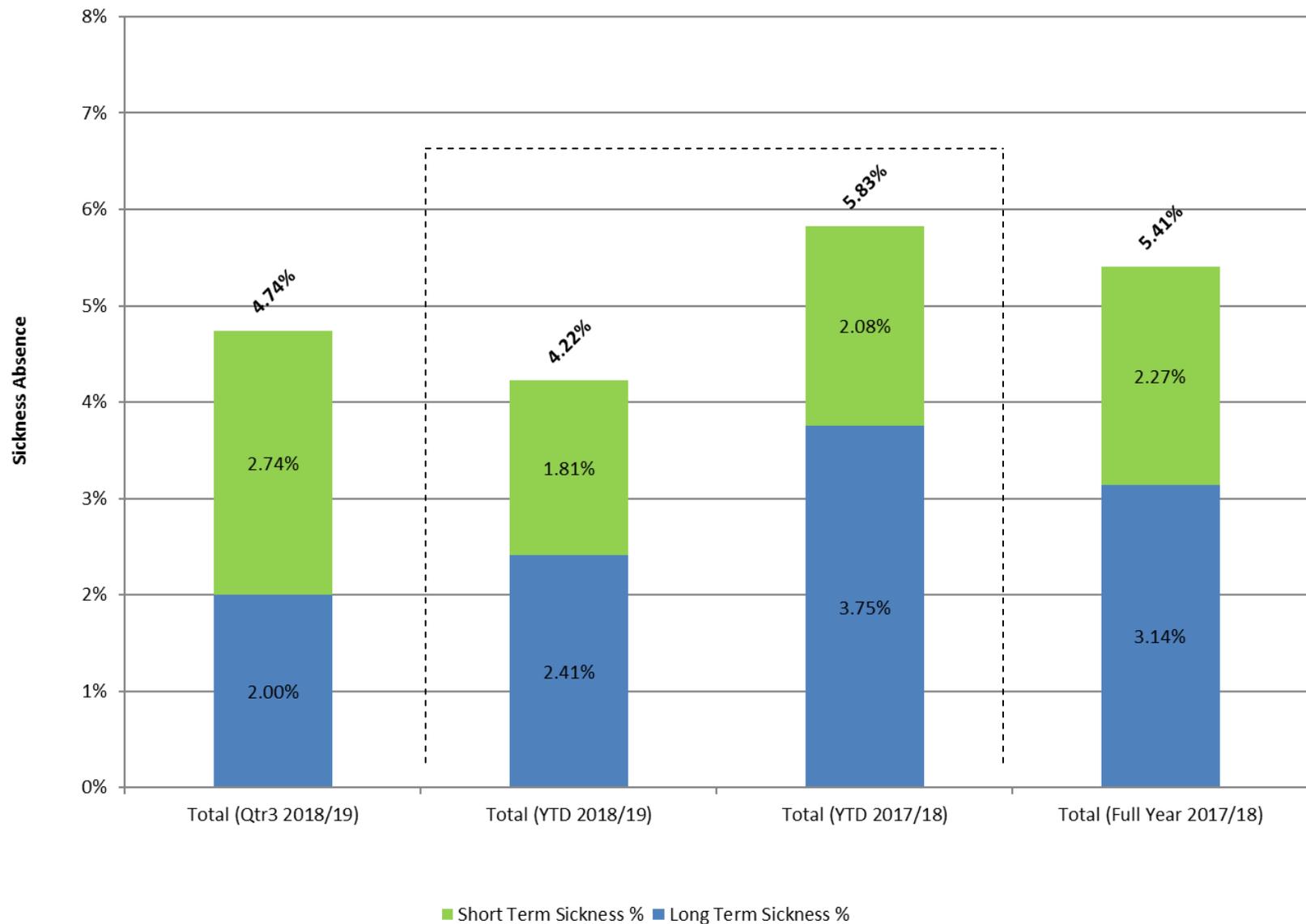
West Lothian College – Sickness Absence chart: The first bar shows absence for current Quarter (October to December 18), the second and third bar shows absence for the current Fiscal Financial Year 2018-2019 and the previous Year to Date figure for 2017-2018 respectively. The fourth and final bar shows the absence for the full Fiscal Financial Year 2017-2018. This allows a year-on-year comparison to be made.

Absence Costs: An indicative figure for the cost of long-term absence (hours lost multiplied by average salary of £22,500) is £31,760.

Sickness Absence - Oct to Dec 18



West Lothian College - Sickness Absence



The total absence percentage for the three-month period 01 October to 31 December 18 was 4.74%, which is a decrease of 1.68% compared to last year's figure of 6.42% for the same period. This is due to a significant reduction in long term sickness absence. However this exceeds the College's sickness absence target of 4% or lower.

HR Business Partners meet Centres'/Departments' management bi-monthly to review sickness absence to ensure appropriate management action is taken, as well as providing advice and guidance on an on-going basis.

Any employees who reach the short-term sickness absence Policy 'trigger' are managed appropriately under the Policy. Any employees on long-term sickness absence are supported and a return to work, where appropriate, is facilitated through relevant advice from Occupational Health and on-going communication between the employee and their line manager. During this period one employee was formally managed under the Absence Management Policy with a Stage 1 meeting being conducted.

Absence reports are sent out to the Centre Heads/Deputes monthly. The reports show absence episodes for the previous 6 months for all staff in the Centre, assisting in appropriate management action being taken, in line with the College's Absence Management Policy.

In this quarter 'Managing Stress, Improving Wellbeing' training was delivered by HR Business Partners to all managers.

Leave of Absence

The main reasons for Leave of Absence (in terms of the number of instances rather than the number of days) over the three month period are:

- Bereavement
- Family Care
- Hospital and other medical Appointments
- Attending a Funeral
- Jury Duty

The total numbers of days granted this period were:

Month	Leave of Absence	
	%	Days
Oct 18	0.52	32
Nov 18	0.66	40.5
Dec 18	0.49	30

Occupational Health

Activity and performance information is shown in the table below:

	KPI Target	October 2018	November 2018	December 2018
Pre-employment screening		7	8	7
Consultations		8	6	5
KPI performance (number of working days for completion of consultation)	5.0	5.75	9.00	18.8

REWARD

A National Bargaining Circular introduced new and improved allowances for Support Staff in relation to First Aid Duties, unsocial hours' payments, stand-by and on-call payments and working on public holidays.

A National Bargaining Circular was issued which provided for Fixed Term Support Staff to be made permanent upon reaching 2 years' service (with some exceptions). This took effect from 1st November 2018 onwards.

A National Bargaining Circular was issued which provided for Fixed Term Lecturers to be made permanent upon reaching 2 years' service which will take effect from 1st April 2019 onwards. This will be based on current contracted hours or the average of the previous 2 years' contractual arrangements if this is higher.

ENGAGEMENT

The College Staff Experience Group continues its work with four sub-groups who are looking at four areas of employee health & wellbeing, smarter working, College community and staff suggestions/ideas. This is in place for a trial period during this current academic year.

Actions to date include holding NHS 'Detecting Cancer Early' sessions for staff and the launch of a Staff Suggestion scheme.

EMPLOYEE RELATIONS

One UNISON JNCC meeting took place. Discussions took place around the proposed revision of the Absence Management Policy, the implementation of the National Bargaining Circular which introduced new and improved pay allowances (as above) and the forthcoming National Job Evaluation process. UNISON trade union representatives agreed to attend an introductory session presenting some initial information to managers on necessary preparations for the Job Evaluation process commencing during 2019.

No EIS JNCC meetings took place during this quarter.

The EIS rejected the 2017-2018, 2018-2019, 2019-2020 Lecturers' pay offer and held a statutory ballot of its members who voted for industrial action in regards to those years' pay claims (90% in favour on a 52% turnout). Strike days were announced for January, February and March 2019.

EQUALITY & DIVERSITY

The median Gender Pay Gap for the College for 2019 is 17%. In 2018 this figure was 16%.

The increase of 1% is primarily due to Lecturing national pay harmonisation increases as the proportion of males in Lecturing posts is higher (56% of the total male population are Lecturers and only 25% of the total female population are Lecturers).

For reference the UK median Gender Pay Gap for the public sector in 2018 was 14%.

Further to discussion at the previous F & G P Committee, an annual report on equality & diversity monitoring will be provided at the end of the Financial Year, rather than quarterly reports.

OPERATIONAL MATTERS

One investigation commenced under the Disciplinary Procedure.

Three hearings took place under the Disciplinary Procedure.

The College worked together with West Lothian Council with the Procurement exercise for a new HR/Payroll system which has now been identified and will be implemented during the course of 2019.

Derek O'Sullivan
Senior HR Business Partner
28 February 2019

West Lothian College

28 February 2019

Finance & General Purposes Committee

Infrastructure Update

Purpose

The purpose of this paper is to provide the Committee with an infrastructure update.

Background

At the November 2018 meeting of the Finance & General Purposes Committee, the Committee was informed of the college's infrastructure priorities as a result of several years of under investment due to funding constraints.

Infrastructure Spend to 31 March 2019

Since the last meeting of the Committee the college has identified £302k to invest in updating specialist curriculum equipment and modernising the digital infrastructure on top of a planned PC replacement budget of £130k. This investment will take place by 31 March 2019 and is being funded through:

- a predicted surplus of £202k on the resource return for the fiscal year 2018-19 which must be spent before 31 March or transferred to the arms-length foundation;
- receipt of additional ESF funding of £77k from the Scottish Funding Council (SFC) as a result of over delivering on the ESF credit target in 2017-18; and
- A VAT refund of £23k from HMRC.

Edinburgh Napier University Review of IT

Following the recommendations from Edinburgh Napier's review of IT and a meeting with the SFC to highlight the vulnerabilities within IT, the college submitted a request for funding of £120k to SFC to:

- improve the security of the network;
- upgrade the Wi-Fi service and provide a separate Wi-Fi service for students; and
- implement hardware/software options for robust disaster recovery and backup.

The college has been informed that the bid for funding has been approved. The work will be completed by 31 July 2019.

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A meeting also took place in December 2018 with representatives from Edinburgh Napier University to discuss how the university could work more collaboratively with the college and provide IT expertise and support on an ongoing basis. The university is currently working on a model.

Priority for the Estate

As reported at the November 2018 meeting of the Finance & General Purposes Committee, the priority for the college is a complete reconfiguration of the Street Building to improve the front facing facilities which are offered to students. A business case is being prepared for submission to the Scottish Funding Council.

However, it cannot be assumed that the college will receive the funding for the Street Building project. There are areas within the Street Building which are not meeting the needs of students and therefore need to be reconfigured irrespective of whether we receive any funding from SFC. In particular, the Support for Learning (SfL) team does not have enough office space for staff and insufficient private meeting room space for supporting students who have complex emotional needs.

If we are not able to undertake the full Street Building project during the summer period, work will take place to reconfigure some of the space to address the more urgent needs. In particular the SfL team will be relocated beside the Student Advice and Student Support teams giving them more space and access to private meeting rooms. This configuration will create a one stop shop for students. The other main area to be reconfigured within the area is the open plan teaching space as it has attracted negative feedback from students. This area will become staff office space. The Commercial, Workforce Development and Children's Panel teams will move into the area. Bringing these areas together will lead to greater synergy and open up more collaborative opportunities. The rooms they vacate in Pavilion A will be converted into three additional classrooms.

The cost of doing the work is expected to be approximately £100K and, given the value, Committee approval is required. However, as the cost is approximate it maybe that further approval will be required to increase the budget subject to the availability of resources.

Action

The Committee is asked to approve a budget of £100K to reconfigure the space within the Street Building and to note the infrastructure update.

Jennifer McLaren

Vice Principal, Finance & Curriculum Services
28 February 2019

West Lothian College

28 February 2019

Finance & General Purposes Committee

Infrastructure Strategy

Background

Previously the college had a ten-year Estate Strategy and a three-year IT Strategy both of which require to be updated. Given the synergy between Estates and IT, the strategies have been combined to produce an Infrastructure Strategy.

The Infrastructure Strategy is aligned with both the Outcome Agreement, the Curriculum Strategy and the Employer Engagement Strategy and is structured around the following key themes:

- Buildings
- Equipment & Resources
- IT Infrastructure
- Maintenance
- Sustainability

For information, the Committee will see that the attached version of the strategy is in draft format. This is to avoid incurring additional print costs until the strategy is formally approved.

Action

The Committee is asked to recommend approval of the Infrastructure Strategy to the Board of Governors.

Jennifer McLaren

Vice Principal, Finance & Curriculum Support

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West Lothian College

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WEST LOTHIAN COLLEGE – INFRASTRUCTURE STRATEGY**Introduction**

West Lothian College delivers learning to the region which has a population of 180,000. The college delivers education and training to around 8000 students on a variety of courses. The college has a strong relationship with the West Lothian Community Planning Partnership. This partnership of public, private and third sector agencies works cohesively to deliver on local outcomes for the community and on Scottish Government ambitions.

The vision for the college is to deliver a highly skilled and enterprising workforce by providing high quality learning and skills opportunities, workplace experiences, apprenticeships and progression on to university. Ultimately the college aims to secure positive and rewarding careers for our students.

The college is one of the region's largest employers with around 360 employees. West Lothian College's infrastructure plays a key role in supporting the development and achievement of our vision.

The role of the Infrastructure Strategy in delivering the vision and outcome agreement targets:-

Our Vision: Deliver a highly skilled and enterprising workforce

Our Values: Making everyone feel welcome - Placing the learner at the centre of everything we do - Always striving for better

The Strategy is aligned with the Outcome Agreement and the Income Generation Strategy and is structured around the following key themes:

West Lothian college's Key Themes for Infrastructure Strategy		
Buildings	Equipment & Resources	IT infrastructure
Maintenance	Sustainability	

Buildings**Where are we now?**

The college was constructed in 2001 and is sited on one campus comprising five buildings - the Street Building, Pavilion A/B and Pavilion C/D and Terrace 1/2 and 3/4. The campus sits on 23 acres, of which the buildings occupy approximately 17 acres. There is 6 acres of undeveloped land.

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Following a PFI buyout the college took ownership of the buildings in 2007. Since taking ownership the college has extended the learning space in 2014 by constructing a 320m² Skills Workshop in Terrace 2 and a 300m² fitness suite plus additional classroom and storage space in the Street Building.

Accommodation and classroom configuration no longer meets college needs as there has been no reconfiguration of space since the building opened in 2001. The Skills Centre is shared by two curriculum areas, Construction and Engineering. Growth in these respective areas means that this space cannot accommodate the needs of both areas. In addition, the college is undertaking a curriculum review which means that the type of learning and teaching and breadth of portfolio are both likely to change. We therefore need to identify and plan for the impact that our curriculum and commercial needs will have on the size, flexibility and configuration of the estate. We also need to look at how this will impact on support areas so that they are configured and located to provide the best service to our students.

Our ability to enter into a programme of significant capital investment will, however, be dependent on obtaining Scottish Government funding. As a result of ONS reclassification the college is not permitted to enter into a loan agreement on commercial terms and combined with the inability to retain cash surpluses cannot support any sustained capital investment programme. The college would therefore need to make a business case to the Scottish Funding Council (SFC).

Where do we want to be?

We want a fit for purpose, flexible and efficient learning environment which meets the needs of our students and staff.

How do we get there?

The college will develop a 3-year programme of works through gathering intelligence from the curriculum review process and from staff and student feedback. The college will also work collaboratively with key partners to identify opportunities for co-location.

How will we recognise success?

Our buildings will facilitate the successful delivery of the Outcome Agreement (OA). Another indicator will be positive feedback on the estate from staff and student surveys.

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EQUIPMENT & RESOURCES

Where are we now?

The college has specialist machinery and equipment located in specific curriculum areas to provide students with the necessary practical experience to obtain their qualification and enhance employment and articulation opportunities. However some of the machinery and equipment requires to be upgraded so that it is of industry standard. The college is using outdated welding equipment located at Scotland's Rural College (SRUC) as it is unable to offer the facility at the college.

The college budgets annually for investment in equipment and resources with priority given to investment in the curriculum. However larger scale investment will be subject to the availability of funding.

Where do we want to be?

We want to equip staff and students with industry standard equipment and resources.

How do we get there?

We need to work with curriculum areas to identify where we need to invest to ensure that the equipment and resources we invest in meet the current and future needs of the curriculum and maximise student opportunities for employment or articulation. Given our limited resources we also want to work with our industry partners to identify opportunities for the shared use of specialist equipment and resources.

How will we recognise success?

Our students' destination analysis will show that more than 97% of our students have a positive destination and our articulation targets will be met. Another indicator will be positive feedback from the student association and staff survey.

IT AND DIGITAL INFRASTRUCTURE

Where are we now?

The college has a shared data centre as part of a Shared Services Agreement with West Lothian Council. The college operates a hybrid infrastructure where the servers are held within the West Lothian Council data centre. Our estate is therefore generally hosted off-site with a range of supporting companies. There are a large range of systems and software. A small number of applications are on site and

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maintained with support from the third part suppliers, but are principally maintained by the college. Going forward the college is looking at collaborative opportunities with Edinburgh Napier University.

Staff and students use a mixture of desktop, laptop, tablet and mobile classroom devices. The college has not had the resources to invest in a PC replacement programme and significant investment is now required to modernise the IT estate, improve IT security and the Wi-Fi connectivity.

Where do we want to be?

We want a secure IT Infrastructure which meets the needs of all college users.

How do we get there?

We need to work collaboratively with staff and students to ensure that everyone has learning that is flexible and accessible, supported by a robust digital infrastructure. IT also needs to be reliable and easy to use.

Our support systems need to be continually reviewed to ensure that we are deriving maximum benefit from them and that they facilitate efficient and effective delivery of services.

We need to identify what technology best meets our staff and students' needs and plan for a 3-year IT asset replacement programme. However our ability to fund investment will be subject to the availability of resources.

Our infrastructure needs to be protected with robust policies and procedures and through Cyber Essentials plus accreditation.

How will we recognise success?

IT will facilitate the delivery of the OA and we will have confidence in our technology. Another indicator will be the achievement of Cyber Essentials Plus accreditation.

MAINTENANCE

Where are we now?

The college receives an annual estates maintenance grant from SFC to maintain its estate and has maintained it to a high standard. The amount of grant that the college actually receives is reduced by £158k as a result of a capital loan repayment with SFC following a PFI buy out. The college, however, spends the full allocation on its estate and therefore makes up the shortfall from its own resources.

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In 2018-19 the college's estate maintenance grant was cut by 46%. If this size of reduction continues it will be a challenge to maintain the campus to the same high standard.

The college has a Lifecycle Maintenance Register which informs annual spending priorities. The age of the building means that the amount of grant being committed to reactive maintenance is also increasing.

In 2017 SFC undertook a conditioned survey of the college. The findings of the survey were that the college was in generally good condition and there was very little high priority maintenance required. The areas of high priority identified were works which had been mostly complete by the time the survey report had been issued. The report highlighted that the most significant potential spend would be on replacement windows and boiler replacement.

Window and boiler replacement is also highlighted in the Lifecycle Maintenance Register over the next five years. In relation to window replacement the college participated in the Carbon Energy Efficiency Pathfinder (CEEP) Project and was able to part secondary glaze areas of the campus. Given the success of this project the college would be keen to participate in similar type projects to continue with the programme of secondary glazing and replace the boiler system as it is unlikely that these types of projects could be funded through the estates maintenance grant given the level of funding which the college receives.

Where do we want to be?

We want to maintain our buildings to the highest standard and provide staff and students with a safe and healthy environment.

How do we get there?

We need to continue to invest in our campus and ensure that Lifecycle Maintenance requirements are addressed. Critical to achieving that will be receiving adequate estates maintenance grant or participating in projects such as CEEP.

How will we recognise success?

We will have a safe and healthy campus with no backlog maintenance and with all of our legal requirements being met. There will be no reportable work-related injuries or near misses to the Health and Safety Executive.

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SUSTAINABILITY

Where are we now?

The college has a 5-year Carbon Reduction Plan. By 2020 the college plans to reduce its carbon emissions baseline by 10% which equates to a reduction of 144 tonnes CO₂. This is to be achieved through a combination of no cost/low cost projects.

Participation in the CEEP Project generated a 17% reduction in annual energy costs and saved 177 tonnes of Carbon per annum.

Some curriculum areas have embedded sustainability within their programmes however this has not yet been done throughout all areas.

Where do we want to be?

We want to build sustainability as a core theme throughout all learner programmes and ensure that it is reflected in all college activities

How do we get there?

We want to align investment to support our plans for sustainability and commitment to carbon reduction. We want to continue to introduce measures which will reduce waste, water and energy consumption and work with the curriculum to build in sustainability as a theme running throughout all programmes. Our procurement activities will also support sustainable practice.

How will we recognise success?

We will deliver on our Carbon Reduction Plan targets.

IMPLEMENTATION, MONITORING AND REVIEW OF THE INFRASTRUCTURE STRATEGY

The Infrastructure Strategy will be taken forward as part of the college's Risk Register with key indicators for success being monitored and actions taken forward.

Progress towards key indicators will be reported quarterly as part of the college's Risk Register updates.

The Infrastructure Strategy will be reviewed every three years by the Vice Principal Finance & Curriculum Services in line with the Outcome Agreement.

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Finance & General Purposes Committee

Financial Strategy

The purpose of the Financial Strategy is to provide an effective framework to facilitate delivery of the college's vision and outcome agreement targets. The updated strategy is aligned to the Outcome Agreement and structured around the following key themes:

- Budgeting & Resourcing
- Liquidity
- Non-SFC Income
- Value for Money

For information, the Committee will see that the attached version of the strategy is in draft format. This is to avoid incurring additional print costs until the strategy is formally approved.

Action

The Committee is asked to recommend approval of the Financial Strategy to the Board of Governors.

Jennifer McLaren

Vice Principal, Finance & Curriculum Services

28 February 2019

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WEST LOTHIAN COLLEGE – FINANCIAL STRATEGY

Introduction

West Lothian College delivers learning to the region which has a population of 180,000. The college delivers education and training with around 8000 students in a variety of courses. The college has a strong relationship with the West Lothian Community Planning Partnership. This partnership of public, private and third sector agencies works cohesively to deliver on local outcomes for the community and on Scottish Government ambitions.

The vision for the college is to deliver a highly skilled and enterprising workforce by providing high quality learning and skills opportunities, workplace experiences, apprenticeships and progression on to university. Ultimately the college aims to secure positive and rewarding careers for our students.

The college is one of the region’s largest employers with around 360 employees and has an annual turnover of approximately £18 million. West Lothian College’s Financial Strategy plays a key role in supporting the development and achievement of our vision.

The role of the Financial Strategy in delivering the vision and outcome agreement targets:-

Our Vision: Deliver a highly skilled and enterprising workforce

Our Values: Making everyone feel welcome - Placing the learner at the centre of everything we do - Always striving for better

The purpose of the Financial Strategy is to provide an effective framework to achieve the above outcome. The Strategy is structured around the following key themes:

West Lothian College’s Key Themes for Financial Strategy	
Budgeting & Resourcing	Liquidity
Non-SFC Income	Value for Money

Budgeting & Resourcing

Where are we now?

The college works with the Scottish Funding Council (SFC) through the assigned Outcome Manager to ensure that West Lothian’s credit allocation and funding allows

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the college to meet national and local priorities. Currently demand outstrips supply for places and the college continues to lobby SFC for consolidated growth in credits.

The funding methodology used to calculate grant-in-aid needs to reflect the move to National Pay Bargaining and take into account that every college now faces the same pay pressures.

The UK Office of National Statistics reclassified all incorporated colleges as central government entities for the purposes of accounting and budgeting from 1 April 2014. This means that the college has to break even on a resource basis on a fiscal year (April-March) and on income and expenditure on a financial year basis (August-July) as there is very little scope to carry forward surpluses to future years. This places a considerable constraint on the college as it is no longer able to build up reserves for future investment.

Following a PFI buy-out the college has a capital loan with the SFC which is repaid at £158k per annum. As a result of this the college budgets for a surplus of £158k so that it generates enough cash to meet the loan repayment. In setting the budget the college provides for lifecycle maintenance, IT investment and a fund for investment in small infrastructure projects.

Over 70% of costs are staff costs and therefore this is by far our biggest area of expenditure. With the move to National Pay Bargaining the college has significantly less control over this area of expenditure.

The Capital Loan repayment is deducted at source from the annual Estates Maintenance Grant. Notwithstanding this the college invests the full value of the Estates Maintenance Grant on the estate and makes up the amount deducted to repay the loan from its own resources.

As a result of reclassification the college is not permitted to enter into a loan agreement on commercial terms. Combined with the inability to retain cash surpluses the college cannot support any sustained capital investment programme. If the college wishes to undertake any significant capital development it must make a business case via SFC to the Scottish Government to access capital funding.

Where do we want to be?

We want to be a college that year on year delivers a balanced budget which allows us to deliver on national and local priorities and provides for investment in our staff, estate and IT infrastructure

How do we get there?

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The college will:

- Continue to work with SFC for consolidated growth in credits and for a funding model that reflects the move to National Pay Bargaining.
- Complete SFC's 5-year Financial Forecast Return and undertake scenario planning.
- Continue to repay our loan but recognise that this presents us with a significant financial challenge in maintaining the estate so will also continue to negotiate with SFC with a view to writing off the remainder of the loan or explore other options such as a loan break.
- Budget annually for a college surplus of at least £61k and an Operating surplus (after transfer to/from the pension and revaluation reserves) of £158k.
- Feed into the National Pay Bargaining Process through continued representation on the Employers Association Group.
- Aim to increase the college Investment to £200k by 2020.
- Exercise strong cost control supported by robust Financial Regulations and Procedures.
- Continue to produce monthly management accounts to ensure that we are on target to deliver the budgeted surplus.
- Monitor the resource position to ensure that we are on target to achieve break-even on a fiscal year. If we identify that we are above break-even we will prioritise investing any surplus in the college rather than transferring to the Arms-Length Foundation.

How will we recognise success?

Our credit allocation will allow us to meet regional demand. A further indicator will be the achievement of the Financial KPIs college Surplus and Operating surplus (after transfer to/from the pension and revaluation reserves).

Our 5-year financial forecast will show that the college is on a sustainable trajectory.

Liquidity

Where are we now?

Following ONS reclassification the college is only allowed to maintain a fiscal year end cash balance which equates to 14 days cash to total expenditure and Current Assets to Liabilities Ratio of 0.7: 1.

The college has net liabilities in its balance sheet. This is due to the reclassification of deferred Government grant as deferred income within creditors.

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Where do we want to be?

We want to ensure that we have sufficient working capital to meet liabilities.

How do we get there?

We will monitor cash flow and prioritise prompt collection of debt. We will provide SFC with monthly cash flow information and ensure that we draw down our full allocation of grant on a fiscal and academic year basis.

How will we recognise success?

Our key indicator will be meeting our Financial KPIs Days cash to total expenditure and Current Assets to Liabilities.

Non-SFC Income

Where are we now?

The college's Workforce Development and Commercial & Enterprise Centres have a good track record of successfully bidding for contracts. The contribution from these commercial and project activities has allowed for sustained investment in the curriculum since ONS reclassification.

The college monitors success through two financial KPIs:

Non SFC Income as % of total income; and

Trading Surplus on commercial activities as % of income from commercial activities.

Where do we want to be?

We want to grow and diversify our non-SFC income streams so that we are resilient to market changes and reduce our dependency on SFC funding.

How do we get there?

We will have a robust Commercial Strategy in place. We will leverage the capability of the resources which we have to deliver on the Strategy.

How will we recognise success?

Our indicator will be achieving or exceeding our Non-SFC Financial KPIs.

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Value for Money

Where are we now?

We work with budget holders through the budget and budget review process to identify the optimum staffing requirements of each area.

We secure efficiencies across support areas where appropriate through continued delivery of shared services with West Lothian Council.

We utilise APUC Framework Agreements where possible for the procurement of goods and services. Where APUC Framework Agreements are not being used we obtain quotes or tender to ensure value for money.

Where do we want to be?

We want to ensure that staff resources are deployed as efficiently and effectively as possible and we achieve value for money in all areas of the business.

How do we get there?

We continue to engage with budget holders to identify current and future staffing needs.

We work with APUC to ensure that we are taking advantage of negotiated Framework Agreements and have a robust Procurement Strategy and Procurement Policy & Procedure in place.

The annual Internal Audit programme will include value for money audits and we take forward any recommendations that help us improve our efficiency and effectiveness.

We have a Value for Money Policy which expresses how the college recognises its responsibilities.

How will we recognise success?

We will:

- Maintain or increase our annual percentage of non-staff costs spend from Framework Agreements.
- Exceed our planned surplus as a result of the generation of additional income and cost control.

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Implementation, Monitoring and Review of the Financial Strategy

The Financial Strategy will be taken forward as part of the college's Risk Register with key indicators for success being monitored and actions taken forward.

Progress towards key indicators will be reported quarterly as part of the college's Risk Register updates.

The Financial Strategy will be reviewed every three years by the Vice Principal, Finance & Curriculum Services in line with the Outcome Agreement.

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West Lothian College

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Finance & General Purposes Committee

Procurement Strategy

Background

The purpose of the Procurement Strategy is to ensure legislative compliance with the Procurement Reform (Scotland) Act 2014 and other relevant legislation. The Strategy is aligned with the college's Outcome Agreement.

The updated Strategy has been produced by the college's procurement specialist and uses a standard template adopted by the Advanced Procurement for Universities & Colleges (APUC) so that there is consistency throughout the college sector.

Progress in meeting the targets set out in the Action Plan in section 6 will be monitored through APUC account manager meetings and an annual update will be provided to the Senior Team.

Action

The Committee is asked to recommend approval of the Procurement Strategy to the Board of Governors.

Jennifer McLaren

Vice Principal, Finance & Curriculum Support

28 February 2019



Agenda Item 19.11

Paper 10

28 February 2019

Procurement Strategy

January 2019

Author: Jennifer McLaren, Assistant Principal, Finance & Resources

Impact Assessment Date:

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Section 1 – Introduction

The Vice Principal, Finance & Curriculum Services oversees the Procurement function of the college and the Procurement Co-ordinator is responsible for the implementation of the Procurement Strategy.

This Strategy has been designed to ensure legislative compliance with the Procurement Reform (Scotland) Act 2014 and other relevant legislation and is aligned with the college's and the Scottish Funding Council's key strategic outcomes as detailed in our Regional Outcome Agreement and Strategic Plan.

The key elements of the new legislation:

- require us to publish a Procurement Strategy and Action Plan
- require us to maintain a Public Contract Register on our external website
- increase the scope of our regulated procurements
- publish an Annual Procurement Report as part of best practice
- require us to meet the sustainable procurement duty

This Strategy has also been informed by the Scottish Procurement's statutory guidance and with the support of APUC, the procurement centre of expertise for all of Scotland's colleges and universities.

While the college is not obligated to produce a strategy under the regulations, the college has taken the decision to do so, to demonstrate best practice.

Section 2 – Procurement Vision/Mission Statement

The college's Vision is "To be a high performing and creative college with a national reputation for excellence in demand led learning and skills development". Cost-effective and best practice procurement is an essential factor in ensuring that the college makes the most of its limited resources to attract the best students and staff. By purchasing appropriate and reliable goods and services, the college is able to stretch budgets in support of its teaching, community and business support objectives.

The college now has a shared Procurement Co-ordinator who is responsible for tendering activity, while purchasing activities are undertaken in a variety of ways within academic and support functions. The intention of the Procurement Strategy is to set out a number of key objectives to encourage, monitor and deliver the most effective procurement process.

Section 3 – Procurement Policy

Our Procurement Policy and Procedures set out our operational framework of how we procure all goods, services and works on behalf of the college. The policy and associated procedures ensure all procurement of goods, services and works are achieved at competitive prices, are governed by the EU Principles of equal treatment, non-discriminatory, mutual recognition, transparency, proportionality, are following the sustainable procurement duty, and other relevant statutory requirements. In adherence to the regulations the college can demonstrate its accountability for, and good stewardship of, the funds at its disposal.

The policy is therefore intended to:

- ensure that procedures are in accordance with standards of public accountability;
- ensure that procedures are in accordance with the Supplier's Charter;
- ensure that the college is compliant to its obligations under the Public Procurement (Scotland) Act 2015, the Procurement Reform (Scotland) Act 2014 and Procurement (Scotland) Regulations 2016; and
- promote equality, diversity and sustainability through procurement matters.

Section 4 – Strategic Aims, Objectives & Key Priorities

The Procurement Co-ordinator aims to ensure all procurement activities are carried out in the best interests of the college to support the college's Strategic Priorities and Objectives.

To achieve this, the college will ensure:

- we understand and respond to internal and external stakeholders' business needs and challenges and constantly changing market conditions;
- we will actively seek to use collaborative arrangements where they represent best value for the college;
- we will seek, establish and maintain supplier relationships to enhance the service we provide whilst obtaining best value for money and value-added services;
- we will seek to improve processes to facilitate a streamlined approach for procurement of goods, services and works across the college – See Appendix 1 Route to Market;
- we will take a lead role on strategic procurement initiatives;
- we will always remain open and act in a transparent and proportionate manner in all our procurement activities;
- we will embed best practice Sustainable Procurement considerations in our procurement activities where possible;
- we will conduct all regulated procurements in line with the college's Procurement Policy and Procedures – See Appendix 2 Roles and Responsibilities.
- we will ensure contracted suppliers comply with GDPR legislation to mitigate risk to the college.

Section 5 - Spend Report

The college's expenditure was approximately £4.82m in 2017-18, 65% (£3.1m) of this spend was influenceable by procurement. This comprised of 44.75% (£2.1m) above the Procurement Reform Act threshold and 22.41% (£1.08 m) above the EU threshold.

The college continues to increase its collaborative spend on framework agreements as well as delivery of local contracts.

At all times the college has an obligation to ensure that all income, regardless of source, is expended wisely in the best interest of the future direction of the college with operational evidence of having procured best value.

Best value procurement will:

- be transparent;
- be driven by desired results;
- create the most economically advantageous balance of quality and cost;
- reduce the burden on administrative and monitoring resources;
- lead to simplified or routine transactions;
- encourage open and fair competition;
- follow all appropriate regulations and legislation.

Section 6 – Implementation Plan

STRATEGIC OBJECTIVE 1 - to promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities.

Outcomes	Main Actions & Commitments	Key Performance Indicators
Support for Category A and B contracts where appropriate.	Embed procurement policy. Conduct expenditure analysis.	Assess % spend on Cat A, B and C on an annual basis Increase contract compliance on an annual basis.
Aggregated purchases (time and volume) to tender at institutional level.	Identify key purchases and key suppliers through development of supplier and contract management processes.	Assess expenditure on an ongoing basis.
Procurement practice referenced to 'Procurement Journey' or CoE guidelines.	Review procurement processes and responsibilities for appropriateness. Implement Customer and Supplier Surveys for key contracts and suppliers.	Procurement Strategy and Procedure updated on an annual basis.

STRATEGIC OBJECTIVE 2 - to facilitate the development of an effective and co-ordinated purchasing effort within the College.

Outcomes	Main Actions & Commitments	Key performance Indicators
Co-ordinated purchasing activity with advice on process communicated internally and externally to present and potential suppliers on how to do business with the college directly or through APUC.	Develop intranet and internet communications pages to explain contracts availability, access and implementation (intranet) and ways of doing business with the College (procurement web page)	Supplier Survey implemented for key suppliers.
Maximise use of approved contracts and opportunities for collaboration.	Consider and exploit potential of collaborative contracting opportunities with neighbouring institutions or other publicly funded contracting authorities (LA, NHS, 'blue light' services). Liaise with APUC account manager.	Contract Usage analysed and % increase on an annual basis. Expenditure analysed. Areas of collaboration assessed with West Lothian Council. Targets and savings achieved.

STRATEGIC OBJECTIVE 3 – to analyse the College’s non-pay expenditure and apply appropriate procurement strategies to deliver value for money and reduce commercial risk.

Outcomes	Main Actions & Commitments	Key performance Indicators
Improved, accurate and comprehensive management information.	Establish measurement and monitoring processes in respect of procurement function and process costs.	Procurement Performance on KPIs reported to Senior Management Team and the Board on an annual basis.
Manage Procurement Risk	Establish a Procurement Risk Register.	High risk areas identified in Procurement Risk Register with associated action plan.

STRATEGIC OBJECTIVE 4 - to develop appropriate management information making use of appropriate ICT Tools in order to measure the performance and value for money (vfm) achieved by the College.

Outcomes	Main Actions & Commitments	Key Performance Indicators
Regular review of benefits and outcomes agreed with Procurement Co-ordinator.	Develop benefits measurement appraisal to record efficiencies generated by procurement activity.	Improve vfm through demonstration of efficiencies. Measure cash/non-cash benefits on an annual basis.
Improved management of suppliers by means of performance review with key suppliers.	Performance data collated on key suppliers using contract management data – this data regularly discussed with suppliers to manage areas for service improvement or opportunities for innovation.	Management information assessment reflects contract compliance and improvement.
Make best use of available e-solutions tools.	Increase use of PCS-T	Increase number of tenders >£50k using PCS-T.

STRATEGIC OBJECTIVE 5 - to provide leadership and policy guidance to ensure that corporate and social responsibilities are appropriately reflected in the College's procurement objectives and practices.

Outcomes	Main Actions & Commitments	Key Performance Indicators
The College considers corporate and social responsibility issues throughout the procurement cycle.	As part of the annual expenditure analysis, identify any key commodities and/or projects that shall provide sustainable benefits to the College.	Demonstrate sustainable benefits/outcomes on an annual basis.
Regular reviews made of the College's procurement strategy, initiatives and achievements.	Procurement Co-ordinator to ensure that the procurement process remains consistent with good practice and regulatory compliance. Develop and monitor a Procurement Improvement Plan linked to the Procurement and Commercial Improvement Plan and Strategic Objectives.	Procurement Co-ordinator to have fortnightly update meetings. Demonstration of achievements and outcomes from the Procurement Improvement Plan.

Section 7 – Annual Report

In accordance with the requirement of the Procurement Reform (Scotland) Act 2014, although the college is not obliged to, it will publish an Annual Procurement Report as soon as practicable after the college's financial year end. The report will describe how the college has discharged its obligations under the Act and how it has exercised discretion and judgement as permitted by the public procurement rules to secure strategic objectives in compliance with the Act.

This report will also provide a commentary on the progress of this Strategy and its Action Plan.

The college will seek to publish its Annual Procurement Report in an inclusive way that considers equality and accessibility issues and allows stakeholders to form a clear view of the college's performance.

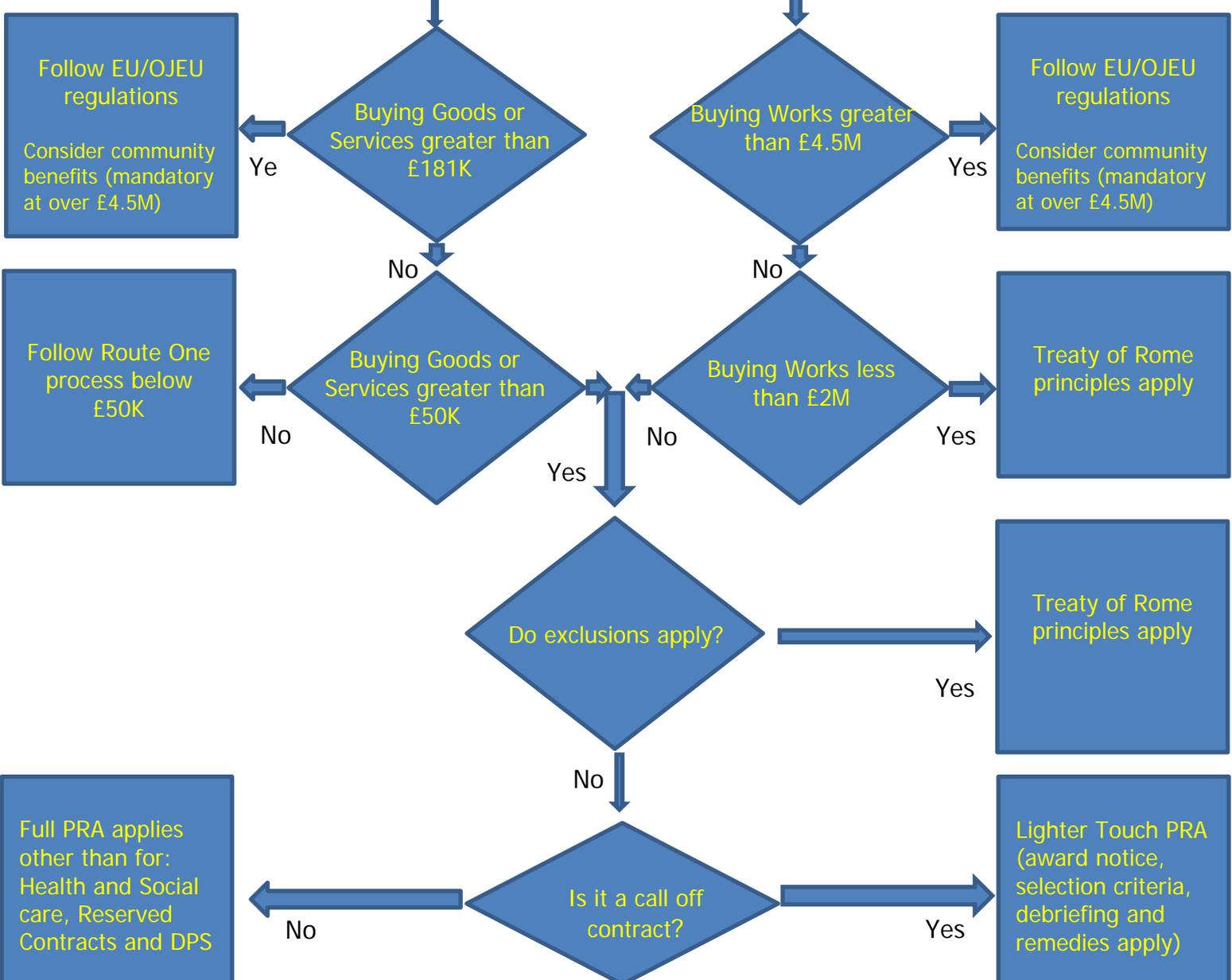
Section 8 - Appendices

Appendix 1

**Strategic Requirements
All Start Here**



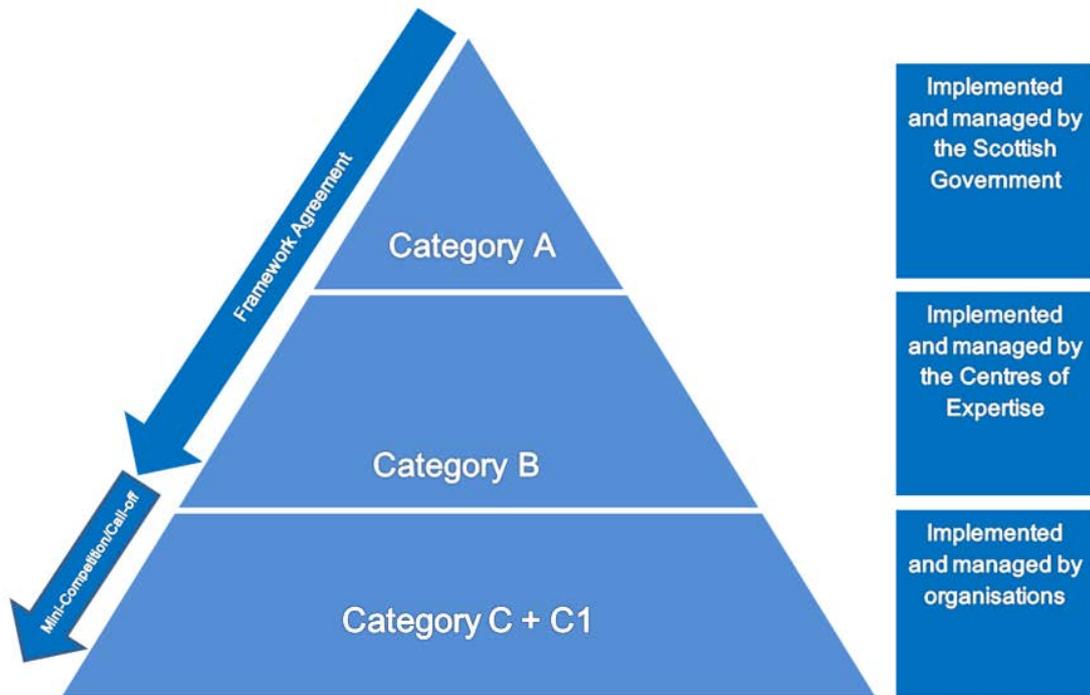
**Operational Requirements
All Start Here**



Appendix 2

This represents the categorisation of Frameworks and locally awarded contracts

Roles & Responsibilities



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Finance & General Purposes Committee

Employer Engagement Strategy

Background

This is the first time the college has developed an Employer Engagement Strategy. It is aligned with and supports the Outcome Agreement and the Income Generation Strategy. The Employer Engagement Strategy is structured around the following themes:

- Economic Development
- Innovation
- Partnership Working

For information, the Committee will see that the attached version of the strategy is in draft format. This is to avoid incurring additional design and print costs until the strategy is formally approved.

Action

The Committee is asked to recommend approval of the Employer Engagement Strategy to the Board of Governors.

Simon Earp

Vice Principal, Curriculum & Enterprise
28 February 2019

Employer Engagement Strategy

Introduction

West Lothian College has a critical role in developing individuals and businesses in the region and supporting inclusive economic growth in our communities. This role is reflected in the college's vision of *Delivering A Highly Skilled and Enterprising Workforce*.

The college delivers skills in a region which has a population of over 180,000, and provides education and training to 8,000 students each year. The college has a strong relationship with the West Lothian Community Planning Partnership, the Chamber of Commerce and the Developing Young the Workforce regional group. These partnerships of public, private and third sector agencies work cohesively to deliver on local outcomes for the community, the economy and on Scottish Government ambitions.

The college is one of the region's largest employers with around 360 employees and an annual turnover of approximately £19 million. This strategy aims to provide a framework through which we will further the college's ambition, by enabling our students and employers we work with to reach their full potential to contribute to the economy and society. The priorities set out here are underpinned by our determination to increase the ways in which we involve and work alongside businesses and employers to:

- Ensure businesses and employers are fully aware of the opportunities and benefits available to them through engaging with the college;
- Inform our curriculum design so that we develop and deliver courses that meet regional and national priorities, and address current and forecast skills gaps.

The strategy has been informed by, and is a response to, a wide number of economic and educational drivers and related policy documents, including:

- Scotland's Economic Strategy
- Working Collaboratively For A Better Scotland Strategic Plan
- Edinburgh and South East Scotland City Region Deal.

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By the end of this planning period (July 2022), this strategy aims to ensure that the college has:

- Substantially increased the number of employers we engage with
- A curriculum which is fully aligned with economic need and the inclusive growth agenda
- A reputation for innovative partnership working.

The Themes

The main themes detailed in the strategy are:

Economic Development, Innovation, Partnership Working

Economic Development

Where are we now?

The college's curriculum has evolved in response to key regional and national priorities and our students achieve consistently high levels of positive destinations. The college plays an active role in supporting the work of the Jobs Task Force, the local Chamber of Commerce and Job Centre Plus to deliver economic prosperity for the region.

Where do we want to be?

To be a college that is at the forefront of providing the skills in the region that are necessary to help deliver and support inclusive growth, raise productivity and competitiveness and meet the challenges presented by demographic, environmental and technological change.

How do we get there?

- Ensure all curriculum centres take account of labour market intelligence, for example from Skills Development Scotland and through engagement with employers
- Work with schools and universities to build a coherent and collaborative curriculum that helps address current and forecasted skills needs
- Develop and implement a comprehensive career development programme across our curriculum with a focus on developing the skills and acumen that employers value, and that prepare students to become productive employees and lifelong learners.

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- Work with community planning partners and local employers to improve the opportunities of individuals from communities that face additional economic, health and social barriers to move into sustainable employment.

How will we recognise success?

Indicators of success will be:

- 1 A curriculum which complements the region's schools' senior phase provision, and leads to an increase in the number of articulation agreements with universities
- 2 An increase in the number of students reporting that their qualification had a direct impact on them achieving a positive destination
- 3 An increase in the number of students who are furthest away from the employment market being supported by the college
- 4 A reduction in the number of employers in the region reporting challenges in the filling of vacancies due to lack of skilled applicants.

Innovation

Where are we now?

The college has a track record of responding to opportunities and pioneering innovative practices in the sector. More recently the college has played a full role in the proposal to establish the regional City Deal and was awarded three projects funded by the College Innovation Accelerator Fund.

Where do we want to be?

To be one of the leading colleges in receipt and effective deployment of sector innovation funding, and to be an early adopter of new approaches to curriculum design and delivery.

How do we get there?

- Identify and maximise the opportunities afforded by innovation funding streams to facilitate employer engagement and knowledge exchange to help deliver inclusive growth
- Fully leverage the opportunities brought about by the Edinburgh and South East Scotland City Region Deal with a particular focus on digital and construction skills
- Undertake an audit of college staff skills and expertise which could benefit small companies to improve their efficiency, productivity and future growth.

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- Establish mechanisms by which we engage with employers and sector best practice to ensure we design and deliver our curriculum portfolio in new and innovative ways.

How will we recognise success?

Indicators of success will be:

- 1 Increase in the level of innovation funding successfully bid for by the college
- 2 Additional curriculum activity supported by City Deal funding
- 3 The establishment of employer advisory groups for each of our curriculum centres.

Partnership Working

Where are we now?

The college is an important contributor to a number of regional groups to support economic and societal growth and development. We are currently engaging with over 800 employers and are in the process of establishing a number of strategic partnership agreements with some companies. The college also works with a wide range of partners across Europe to provide valuable international experiences for students and staff, and to share knowledge and expertise across continents.

Where do we want to be?

To be a partner of choice for local government, third sector organisations, businesses and international collaborators. Our student talent, staff expertise and resources make us ideally positioned to help improve industry competitiveness, drive inclusive growth, and to contribute towards developing a vibrant regional community.

How do we get there?

- Seek to establish long-term strategic partnerships with key external organisations comprising of portfolio of engagement activities that deliver mutual benefits and foster inclusive sustainable economic growth
- Work with stakeholders to establish a regional approach to the development and promotion of the national STEM strategy through the co-ordination of the Regional STEM Hub
- Work jointly with the council's Education Services and the Developing Young Workforce regional group to develop a cohesive approach to work placement opportunities for our students
- Work with existing and new international partners to bid successfully for collaboration funding

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- Ensure the college is easy for industry to engage with and our processes facilitate collaborative working
- Develop a college wide approach to working with external partners supported by a staff development programme to develop relevant skills and abilities in our staff.

How will we recognise success?

Indicators of success will be:

- 1 An increase in the number of employer partnership agreements and employers the college engages with
- 2 The establishment of a regional STEM development plan
- 3 The college's presence on and contribution to key regional economic and community forums
- 4 An increase in the number of work placements undertaken by college students
- 5 An increase in the number of students and staff participating in international activities.

Implementation, monitoring and review of the Employer Engagement Strategy

The Employer Engagement Strategy will be taken forward by the Corporate Engagement Committee with key performance indicators being monitored and actions taken forward.

Progress towards key indicators will be reported on a quarterly basis as part of the college's Risk Register updates.

The Employer Engagement Strategy will also be reviewed by the Finance and General Purposes Committee and progress towards it will be regularly monitored.

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Finance & General Purposes Committee

Income Generation Strategy

Background

This is the first time the college has developed an Income Generation Strategy. It is aligned with and supports the Outcome Agreement and the Finance and Employer Engagement Strategies. The Income Generation Strategy is structured around the following themes:

- Leveraging existing capability
- Generating new opportunities
- New approaches to working

As this strategy will be in the public domain, detailed three year income targets and actions will be contained within a separate internal income generation plan which will be completed once the strategy has been approved.

For information, the Committee will see that the attached version of the strategy is in draft format. This is to avoid incurring additional design and print costs until the strategy is formally approved.

Action

The Committee is asked to recommend approval of the Income Generation Strategy to the Board of Governors.

Simon Earp

Vice Principal, Curriculum & Enterprise
28 February 2019

West Lothian College

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Income Generation Strategy

Introduction

West Lothian College delivers skills to a region which has a population of over 180,000. The college delivers education and training to 8,000 students each year. One of the region's largest employers with around 360 employees, the college has an annual turnover of approximately £19 million.

The college operates in a sector which has experienced significant change in recent years and which is facing a challenging financial environment now and in the future. We want to meet and overcome these challenges by capitalising on existing and new income streams so that the college is resilient to market changes, less dependent upon core SFC funding and is able to continue to invest to deliver outcomes for our students, staff and the economy and communities we serve.

This strategy sets out the direction of travel for the college and the approaches to be taken over the next three years, so that our financial position is strengthened and has a growing reputation for innovative approaches in developing alternative income streams.

In delivering this Income Generation Strategy, in conjunction with the Employer Engagement Strategy, by the end of July 2022 we aim to have a college that has:

- Maximised the potential growth from existing non-core funding income sources
- Identified new and innovative ways of generating income
- Pursued additional projects which complement the college's core activity
- Responsive, agile and robust processes with which to respond to employer requests, tender opportunities and other potential sources of income.

Whilst the Commercial and Workforce Development teams will have overall responsibility for implementing the strategy, income generation is a critical activity if the college is to be in a financially stable position in the future. It is crucially important that income generation is seen as a cross-college challenge and that there is a collective responsibility to deliver the strategy.

The Themes

The main themes detailed within the strategy are:

Leveraging existing capability, generating new opportunities, new approaches to working.

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Leveraging Existing Capability

Where are we now?

The college's Workforce Development and Curriculum and Enterprise Centres have a good track record in successfully bidding for contracts. However, the development has been incremental and opportunities for growth have not always been fully realised.

Where do we want to be?

To achieve ambitious growth targets that will grow and diversify our non SFC funding income streams so that we are resilient to market changes and reduce our dependency on SFC funding.

How do we get there?

- Further develop the current commercial education and training portfolio to capitalise on market demand and opportunities, with a strong focus on key economic sectors and associated workforce development opportunities.
- Leverage the skills and capabilities we have developed in delivering the Children's Hearings Scotland contract to gain additional training contracts of scale.
- Work with employers in the region to develop and expand the number and range of apprenticeship frameworks and the number of apprentices supported by the college, resulting in an increase in the contractual and sub-contracted value awarded.
- Build a brand with a reputation for excellence in our chosen commercial markets.
- Recruit a bank of staff to develop capacity to deliver commercial activity alongside core college staff so that we can respond in a timely manner to market opportunities.

How will we recognise success?

Indicators of success will be:

- 1 Measured through our financial KPIs
- 2 Rates of client retention
- 3 An increase in proposals submitted and successful conversion rates in response to requests to tender
- 4 The reputation we develop for high quality delivery and service provision informed by client feedback.

Generating New Opportunities

Where are we now?

The college's current non SFC funding income streams have been largely generated through Skills Development Scotland programmes and contracts. The college has

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not prioritised identifying other potential income sources such as trusts, corporate sponsorship or delivering new professional development programmes.

Where do we want to be?

A college that has a diversified range of income sources and works in partnership with sponsors to deliver a dynamic and attractive offering.

How do we get there?

- Review the funding opportunities provided by trusts and to identify areas of provision or activity that would be attractive to potential sponsors
- Launch a new portfolio of Professional Institute courses
- Establish a mechanism that will enable new ideas for income generation or cost reduction from across the college to be captured and swiftly evaluated using robust assessment criteria.

How will we recognise success?

Indicators of success will be:

- 1 Increase in the level of income generated from sponsorship and fundraising
- 2 Increase in the number of students enrolling on new professional courses
- 3 Increase in the numbers of new income generation or cost reduction ideas implemented.

New Approaches to Working

Where are we now?

The college has a well-established approach to income generation that has generated some good results. However, if the college is to continue to grow in what will be a financially challenging environment, we need to adopt new ways of doing business.

Where do we want to be?

A college that has an entrepreneurial and commercial approach to income generation, ensuring the long term financial stability of the college is safe-guarded.

How do we get there?

- We have enterprising staff and their skills and ideas need to be clearly and effectively communicated and harnessed to help achieve our income strategy
- We need to understand and develop the college's unique selling point to customers and ensure our marketing efforts effectively promote our full capabilities
- We need to invest in training to enhance staff skills and raise the level of commercial expertise and acumen in critical teams

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- We need to review our approach to costing and pricing so that we can clearly identify and allocate the costs of undertaking activities to income budgets, and look to increase contribution whilst at the same time ensuring we continue to offer value for money to clients
- We need to review our risk appetite to ensure it is aligned with supporting diversifying and growing income streams.

How will we recognise success?

Indicators of success will be:

- 1 Increase in the numbers of clients approaching the college with enquiries and invites received to bid for contracts
- 2 Generation of timely and accessible management information to enable tenders to be responded to quickly and financial performance of commercial activities to be readily assessed and monitored
- 3 Becoming a training partner of choice for employers across the region
- 4 Secure the College Board's confidence and support in both the implementation and delivery of the Income Generation Strategy.

Implementation, monitoring and review of the Income Generation Strategy

The Income Generation Strategy will be taken forward by the Corporate Engagement Committee with key performance indicators being monitored and actions taken forward.

Progress towards key indicators will be reported on a quarterly basis as part of the college's Risk Register updates.

The strategy will also be reviewed by the Finance and General Purposes Committee and progress towards it will be regularly monitored.

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Finance & General Purposes Committee**Complaints Report – 1 November 2018 to 31 January 2019****Complaints**

From 1 November 2018 to 31 January 2019 two complaints were raised compared with two complaints at this time last year.

These two complaints are listed below:

Name of Course	Nature of Complaint	Date Received	Action Taken	Completed
NC Health and Social Care Level 6	Communication	14/12/18	Letter sent	Not Upheld
HNC Childhood Practice	Placement issues and communication	10/01/19	Investigation ongoing	Ongoing

Ongoing discussions take place with staff on how to prevent complaints by being proactive, supportive and responding to concerns quickly.

Compliments

The following comments have been received from former/current students and customers:

“I completed a SWAP course at West Lothian College two years ago as a (very) mature student. My Biological Science tutor was utterly exceptional. I am now a 2nd year Heriot Watt student all thanks to the opportunity at West Lothian College. The tutor was the most compassionate, motivating and enthusiastic person for her science I have ever met. She dared me to dream and that is exactly what I am doing, she is incredible.”

Former NQ Access to Biological Sciences student

“I was nervous about returning to education after a long break but I was delighted to find that the course was everything I expected and more. I love the coursework and the lecturers are great. There isn't one member of the staff who isn't approachable.”

Current HNC Electrical Engineering student

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“I love the course I look forward to it. Coming to college is the best part of the week. Before coming here I was struggling to get a job and I’ll be honest, I was at a bit of a low point. Since starting the course I am so much happier. I would recommend college to anyone whether it be to improve your skills, learn new ones or even the social aspect, it’s amazing what can be achieved.”

Current NC Business Management student

“What a fantastic Christmas meal we had last night! First time at The Terrace Restaurant and I was really impressed with the enthusiasm and friendliness of the students who served us, their interest and knowledge about their menu, the Christmas decor and the food was absolutely great! You know how often restaurants cut corners at Christmas time with lack lustre, mass produced food? Not at The Terrace ... best Christmas meal out for years! And amazing value for money ... we’ll be back!”

Terrace Customer

“Booked myself and my mum in for a cut consultation and colour. We were both very impressed with the professionalism, enthusiasm and friendliness of the students. My stylist was very knowledgeable and spent time discussing cuts and offering advice and guidance on the best colour suited to my hair. The cut of my hair was fantastic and I was well chuffed with the end result and I cannot wait to go back next week for the colour procedure!!! My mum loved her hairstyle as well and we will certainly pay more visits to the salon, cannot recommend the salon enough, well done!!!”

Platinum Customer

Action

The Committee is asked to note this paper.

George Hotchkiss

Vice Principal, Curriculum & Planning

28 February 2019

Finance & General Purposes Committee

Self-Evaluation of Committee

Background

The annual self-evaluation of committees is due within this Committee cycle. Questions for the Committee to consider are included in the paper attached. These are the same questions as considered in 2018.

Action points will be taken forward as part of the Committee's forward agenda, and will also be fed into to the overall Committee development plan.

Members of the Committee may find it helpful to refer to the checklist of prompts when preparing for the discussion. These are taken from the CIPFA Guide for Finance Committees and were used in 2018 as an aid.

A note of the action points agreed last year, and action taken, is attached for information. A copy of the Committee's Terms of Reference is also included in the papers for ease of reference.

Karine McNair

Secretary to the Board of Governors
28 February 2019

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- 1 The Committee receives appropriate, timely and high quality information in a form that allows it to monitor and scrutinise the college's activities and to challenge performance when required.**

Yes / No

Comments / evidence in support of this:

Areas for action and improvement:

- 2 The Committee provides a constructive challenge to the principal and executive team and holds them to account.**

Yes / No

Comments / evidence in support of this:

Areas for action and improvement:

- 3 The Committee has the appropriate balance of skills, experience, independence and knowledge of the college to enable them to discharge their respective duties and responsibilities effectively.**

Yes / No

Comments / evidence in support of this:

Areas for action and improvement:

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- 4 The Chair ensures that adequate time is available for discussion of all agenda items. The Chair promotes a culture of openness and debate by encouraging the effective contribution of all Board members and fostering constructive relations between Board members.**

Yes / No

Comments / evidence in support of this:

Areas for action and improvement:

- 5 There is effective reporting and two way communication between the Committee and the Board.**

Yes / No

Comments / evidence in support of this:

Areas for action and improvement:

- 6 The Committee has a clearly stated remit, which it keeps under regular review**

Yes / No

Comments / evidence in support of this:

Areas for action and improvement:

- 7 To what extent has the Committee fulfilled its remit over the last twelve months? What, if anything, should we do differently to ensure we fulfil this remit in the year ahead?**

Comments / evidence in support of this:

Areas for action and improvement:

Supplementary Prompts from CIPFA Guide for Finance Committee members:

- Finance committee members are clear about their roles and responsibilities
- The finance committee members are familiar with, and understand, their institution's financial memorandum
- The interface between the finance committee and the audit committee is clearly understood
- The finance committee ensures that it receives robust and timely information to perform its role effectively
- Finance committee members understand the financial regime in which the institution operates
- Finance committee members are clear about what the institution is aiming to achieve
- The finance committee has considered its own effectiveness in terms of its governance role
- The finance committee has a clear remit and written terms of reference
- Arrangements are in place to ensure that members are able to maximise their attendance
- Arrangements in place to deal with any persistent non-attenders
- There is an effective mechanism to review periodically the finance committee's terms of reference
- There are arrangements in place to ensure senior staff attend the committee when appropriate
- Arrangements are in place to enable members to declare any matter in which they have an interest
- There are appropriate training and induction procedures for finance committee members
- The finance committee meets at least three times in each financial year
- The finance committee periodically assesses how well its meetings work and what could be done to make them more productive and to carry out its business more effectively
- Arrangements in place to enable the approval of urgent items of business

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Board of Governors

Finance and General Purposes Committee

Terms of Reference

CONSTITUTION AND MEMBERSHIP

1. The Board shall establish a Committee of the Board to be known as the Finance and General Purposes Committee.
2. The Committee and its Chair shall be appointed by the Board. Membership shall comprise six members, plus the Principal (Accountable Officer).
3. At least two members shall have a background in finance, accounting or auditing, but membership shall not be drawn exclusively from people with such a background.
4. A quorum shall be one half of the members entitled to vote upon the question before the meeting.
5. The Committee may, if it considers it necessary or desirable, co-opt members with particular expertise and/or form sub-committees, if required.

AUTHORITY

6. The Committee is authorised by the Board to investigate any activity within its Terms of Reference. It is authorised to seek any information it requires from any employee and all employees are directed to co-operate with any request made by the Committee.
7. The Committee is authorised by the Board to obtain independent professional advice, with any costs of such advice to be paid for by the College, and to secure the attendance of non-members with relevant experience and expertise if it considers this necessary.

PROCEEDINGS

8. The Committee shall meet at least four times per year. The Vice Principal (Finance & Curriculum Services), Vice Principal (Curriculum & Planning) and

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Vice Principal (Curriculum & Enterprise) shall normally attend, together with any other staff invited to attend.

DUTIES

9. The duties of the Committee shall include –
- a. monitoring the college's financial position;
 - b. considering the proposed college budget for the following financial year and making its recommendation to the Board;
 - c. considering the proposed three-year financial forecast and making recommendations to the Board;
 - d. making appropriate provision for salary awards as part of its consideration of the college budget, and implementing the agreed outcomes of national pay bargaining;
 - e. overseeing cash management and the college's banking arrangements;
 - f. agreeing and monitoring the college's insurance arrangements;
 - g. agreeing and monitoring the college's key financial performance indicators;
 - h. approving, reviewing and monitoring major capital works;
 - i. reviewing the college's Estates, Financial, Procurement and Organisational Development Strategies and making recommendations to the Board;
 - j. having overall responsibility for ensuring that staff recruitment and development policies are in line with equal opportunities;
 - k. reviewing and monitoring matters relating to Human Resources Management; and
 - l. any other matters as directed by the Board.

REPORTING PROCEDURES

10. The Committee shall provide the Minutes of its meetings to the Board.

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11. The Committee shall highlight any matter which it feels is of particular importance to the Board.

12. The Committee shall, at all times, take account of the SFC's Financial Memorandum and any other relevant guidelines.

Last reviewed by Committee: June 2018
Last approved by the Board: June 2018
Date for next review: June 2019

Finance & General Purposes Committee

Action update from the Finance & General Purposes Committee's Self Evaluation of 22 February 2018

Action 1: Q1 - The Committee receives appropriate, timely and high quality information in a form that allows it to monitor and scrutinise the college's activities and to challenge performance when required.

Benchmarking information is interesting but the Committee would appreciate some background into why certain Colleges are always chosen as comparisons. It would be interesting to see some other Colleges / institutions chosen and the results with West Lothian College that this might show. An alert in the heading of the papers might draw attention to the action required by the Committee e.g. 'For Discussion', 'For Noting', 'For Approval'.

- Vice Principal, Finance & Curriculum Services, delivered a presentation on benchmarking at the Strategic Day in May 2018 and invited comments from all participants.
- Additional headings have been added to Committee papers.

Action 2: Q2 - The Committee provides a constructive challenge to the principal and executive team and holds them to account.

Some presentations by Senior Staff could be a little sharper assuming that the Committee have read the paper.

- Feedback at the end of meetings supports the conclusion that committee members are satisfied with the quality of the information being provided.

Action 3: Q7 - To what extent has the Committee fulfilled its remit over the last twelve months? What, if anything, should we do differently to ensure we fulfil this remit in the year ahead?

Ensure that benchmarking is a useful tool by reviewing the Colleges used as a comparison.

- Vice Principal, Finance & Curriculum Services, delivered a presentation on benchmarking at the Strategic Day in May 2018 and invited comments from all participants.

Finance & General Purposes Committee

Development Plan 2019

June 2018 – May 2019

Membership

No vacancies – reappointment applications?

Remit

Annual review of remit – reviewed June 2018, next review June 2019

Visits to Parts of the Campus

Workforce Development - tbc
NHS Simulation Area – November

Opportunities for Strategic Discussion

No current issues

Development Issues Identified in Meetings

Financial Statements Training – Mazars, 18 September 2018

Self-Evaluation

Annual self-evaluation of Committee – scheduled for February 2019

Update 4: February 2019