

**West Lothian College
Finance and General Purposes Committee
Thursday 25 February 2021 at 10am via Zoom**

Agenda		Paper
1	Welcome/Apologies	
2	Declarations of Interest	
3	Minute of Meeting of 25 November 2020	1 For Approval
4	Matters Arising from Minute of Meeting of 25 November 2020	2 To Discuss
5	Financial Progress –	
	i) January 2021 Management Accounts	3 For Information
	ii) Business Development Report	4 For Information
6	College Key Performance Indicators (KPIs) 2020-21	5 To Note
7	Infrastructure Update	6 To Note
8	HR and People Development	
	i) HR and People Development Report	7 To Discuss
	ii) Employer Association Update	Verbal
9	Complaints Report	8 For Information
10	Lothian Pension Fund - 2020 actuarial revaluation	9 To Note
11	Strategic Risk Register 2020-21	10 To Discuss
12	Any Other Business	
13	Review of Meeting and Development Plan and Supporting Papers without Management	11 To Discuss
14	Date of Next Meeting: 17 June 2021 at 10am	

West Lothian College

25 February 2021

Finance and General Purposes Committee

Minute of Meeting of the Finance and General Purposes Committee held on
Wednesday 25 November 2020 at 10am via zoom

Present: Moira Niven (Chair)
 Jackie Galbraith (Principal and Chief Executive)
 Frank Gribben
 Lynne Hollis
 Alex Linkston
 Julia Simpson
 Sue Stahly
 Jinty Dobson (SA President)
 Kirsti Clark (SA Vice President)

In attendance Jennifer McLaren (Vice Principal, Finance and Corporate
 Services)
 Simon Earp, (Vice Principal, Performance and Improvement)
 Sarah-Jane Linton (Vice Principal, Learning and Attainment)
 Derek O'Sullivan (HR and People Development Manager)
 Danny Duffy (Head of Finance)
 Daniel Evans (Head of Business Development)
 Sandra Callan (Executive Secretary)

1 Welcome/Apologies

The Chair welcomed all to the meeting. A special welcome was extended to Daniel Evans.

2 Declarations of interest

There were no declarations of interest.

3 Minutes of Meeting of 10 September 2020

The Minutes of the meeting of 10 September 2020 were approved as a correct record of the meeting.

West Lothian College

25 February 2021

4 Matters Arising from Minutes of Meeting of 10 September 2020

The committee noted all actions as duly completed.

5 Financial Progress

(i) Annual Report and Financial Statements 2019-20

Vice Principal, Finance and Corporate Services presented paper 3 noting that the financial statements are prepared in accordance with Accounting Standards and guidance from the Scottish Funding Council.

The Vice Principal, Finance and Corporate Services gave explanations where necessary and the committee noted a small typo in the balance sheet.

The committee noted a material valuation uncertainty which had been given to the property portfolio valuation of the Lothian Pension Fund and the valuation of land and buildings. Both were due to the impact of COVID19.

The committee also noted that due to COVID19, the college had late recognition of surplus. Discussion around future surplus spend took place and all agreed that it should be used for investment in building projects for the benefit of all our college students.

The committee recommended approval of the financial statements for the year ended 31 July 2020 to the Audit Committee and acknowledged their appreciation for the excellent outcome and the adjusted operating position of £196,000 in what has been a very challenging year.

(ii) Reconciliation of Final Outturn for 2019-20 with Forecast at June 2020

Vice Principal, Finance and Corporate Services presented paper 4 noting that the paper reconciled the forecast as per the June 2020 management accounts.

The committee noted the paper.

West Lothian College

25 February 2021

(iii) College Certificate 2019-20

Vice Principal, Performance and Improvement presented paper 5 noting that the college had exceeded its credit target by 1,079 credits and therefore there would be no clawback of funding.

The committee noted the paper and the good outcome.

(iv) Management Accounts

Vice Principal, Finance and Corporate Services presented paper 6 and gave explanations where necessary. The committee noted that the college had been allocated sufficient student funds for 2020-2021 and therefore would not participate in the Scottish Funding Council's in year redistribution exercise.

The committee noted the positive forecast and acknowledged the good cost controls that the college had in place.

(v) Business Development Report

Vice Principal, Performance and Improvement gave an update on the commercial contracts the college were working on which was noted by the committee.

The business development manager gave an informative presentation on the department's performance in 2019-20 and priorities and next steps for going forward.

The committee thanked the business development manager for the interesting presentation and, in particular, the focus on partnership working and being responsive to local business needs. The committee members expressed their confidence in the Business Development team and were encouraged with the ongoing work being undertaken which was fundamental to the college.

The Principal advised that the Workforce Development faculty and Access, Employability and Schools faculty were also proactive in partnership working and contributing to alternative funding schemes.

The business development manager left the meeting at this point.

West Lothian College25 February 2021

6 College Key Performance Indicators (KPIs) 2019-20

Vice Principal, Finance and Corporate Services presented paper 8, which the committee noted.

7 Infrastructure Update

Vice Principal, Finance and Corporate Services presented paper 9, which gave details on the expansion of the construction and engineering workshop in Terrace 1 and 2. The committee was told that a budget of £350k had previously been approved but that, following a tender exercise, the budget would need to be increased. Once the costs had been finalised the committee would be contacted by email to request an increase to the budget. The committee was also informed that the Street Building phase II project was expected to take place in the summer of 2021 and approval for a budget of £300k was requested. The committee approved a budget of £300k for the Street Building Phase II project. It was noted that if the budget for this project needed to increase committee approval would be requested by email.

Action 1: Vice Principal, Finance and Corporate Services**8****(i) HR and People Development Report**

The HR and People Development Manager presented the report covering the quarter 1 July 2020 to 30 September 2020.

The committee noted the report and the improvement in staff absence figures.

(ii) People Strategy 2021-2025

The HR and People Development Manager presented paper 11, which provided an effective framework to achieve the vision and goals of the college's 2021-2025 strategic plan.

The committee asked that the tone of the equalities section be changed and that there was an opportunity to broaden the scope of the other external accreditation section. The Head of HR and People Development agreed to address this and once updated, forward to the committee to recommend approval to the Board of Governors.

Action 2: HR and People Development Manager

West Lothian College

25 February 2021

(iii) Staff Experience Survey

The HR and People Development Manager presented paper 12.

The committee noted the excellent report which was testament to the management of the college considering these very challenging times.

(iv) Employers Association

The Chair of the Board gave a verbal update regarding pay award negotiations and assessor training roles.

The Student Association President and Vice President left the meeting at this point.

9 Complaints Report

Vice Principal, Performance and Improvement presented paper 13 covering the period from 1 September 2020 to 31 October 2020 and gave explanations where necessary.

The committee noted the report.

10 Strategic Risk Register

Vice Principal, Finance and Corporate Services presented paper 14.

The committee agreed to the risk mitigations set out but requested an amendment to the further actions planned statement in risk 3.3.

Action 3: Vice Principal, Finance and Corporate Services

11 Review of Meeting and Development Plan and Supporting Papers

The committee members were content with the Development Plan.

12 Any Other Business

No other matters of business were raised.

West Lothian College

25 February 2021

13 Date of Next Meeting

The next scheduled meeting of the committee was Thursday 25 February 2021 at 10am.

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.

Signed

Chair, Finance and General Purposes Committee

Date

West Lothian College

25 February 2021

Finance and General Purposes Committee

Matters Arising/Action update from the Finance and General Purposes Committee of 25 November 2020.

Action 1: Vice Principal, Finance and Corporate Services Infrastructure Update

To contact the committee to request budget increase approval for the expansion of the construction and engineering workshop project and the Street Building phase II project.

Duly completed

Action 2: HR and People Development Manager People Strategy 2021-2025

To forward the updated strategy to the committee to recommend approval to the Board of Governors.

Duly completed

Action 3: Vice Principal, Finance and Corporate Services Strategic Risk Register

To amend the further actions planned statement in risk 3.3.

Duly completed

West Lothian College

25 February 2021

Finance and General Purposes Committee**JANUARY 2021 MANAGEMENT ACCOUNTS****Introduction**

The January 2021 Management Accounts show comparisons of actual with budget income and expenditure for the six-month period ended 31 January 2021, and a forecast for the year to 31 July 2021.

Financial Results

The net trading position at 31 January 2021 is:

	Actual £'000	Budget £'000	Variance £'000
Income	8,654	9,758	-1,104
Expenditure	7,616	8,988	+1,372
Trading Surplus/(Deficit)	1,038	770	+268
Net I&E Transfer Surplus/(Deficit)	873	602	+271
Net I&E Transfer % of Income	10.1%	6.2%	+3.9%

The forecast outturn for the year to 31 July 2021 is:

	Forecast £'000	Budget £'000	Variance £'000
Income	18,371	18,500	-129
Expenditure	17,721	18,043	+322
Trading Surplus /(Deficit)	650	457	+193
Net I&E Transfer Surplus/(Deficit)	193	158	+35
Net I&E Transfer % of Income	1.0%	0.8%	+0.2%

The most significant variances are detailed below:

Analysis of Income Variances	To Date £'000	Forecast £'000
Grant in Aid	-	-
Fees	(374)	(55)
Skills Development Scotland (SDS) Contracts	(506)	(157)
Income Generation	(175)	(324)
European Funds	-	-
Other income	(114)	(124)
Other Scottish Funding Council (SFC) funding	65	531
	(1,104)	(129)

West Lothian College

25 February 2021

Analysis of Expenditure Variances	To Date £'000	Forecast £'000
Salary costs	255	300
Faculty supplies	98	(345)
Department supplies	261	(49)
Business Development supplies	143	319
Other Activity supplies	232	12
Estates & Sustainability supplies	383	85
Other Payroll Costs	-	-
	1,372	322

Comment on Specific Variances:

Faculties		To Date £'000	Forecast £'000
		-608	+54
Areas of Concern	SDS Contracts (Foundation Apprenticeships)		

The faculties year to date (YTD) income is tracking behind budget due budget phasing in some areas, where fees are still to be processed and received. The forecast income for the year is currently projecting £134k ahead of plan driven by the additional Flexible Workforce Development Fund (FWDF) Funds confirmed for 2020-21.

Included within income, the SDS Contracts are forecasting to be £157K behind budget however; further withdrawals in the Foundation Apprenticeship (FA) programme are likely and would reduce income further.

Faculty salaries are £214k behind budget YTD and £265k for the year. This is mainly caused by lower temporary lecturing hours required in the computing, engineering and built environment faculty and projected under spend in workforce development due to the FWDF being delivered through a commercial contract. The costs will be reflected in non-staff costs which is the main reason for the overspend in supplies.

West Lothian College

25 February 2021

Departments	To Date £'000	Forecast £'000
	+162	+131
Areas of Concern	None	

The loss of the 2020 furlough bonus scheme income and various smaller streams of income have been offset with the additional income associated with the 2021 furlough claim.

Business Development	To Date £'000	Forecast £'000
	-16	+3
Areas of Concern	None	

Part of the Children's Hearing Scotland contract relates to the college charging back for costs incurred associated with meeting and facility costs. None of these costs have been incurred in the first six months and this situation is not anticipated to change for the remaining six months so both income and costs associated with this element of the contract have been removed from the accounts.

Other Activities	To Date £'000	Forecast £'000
	+226	-6
Areas of Concern	Other income	

There is still some uncertainty around the European funds however, any change in forecast will not affect the bottom line, as the income received would cover any costs incurred should any activity materialise between February and July.

Estates	To Date £'000	Forecast £'000
	+504	+11
Areas of Concern	None	

The estates department's supplies & services are underspent YTD by £383k, however, as work continues on the extension to the construction and engineering workshop, spend will be in line with budget by April 2021.

West Lothian College

25 February 2021

Other Payroll Costs		To Date £'000	Forecast £'000
		-	-
Areas of Concern	None		

This category mainly represents the expected cost of the job evaluation exercise being carried out for support staff and middle management in the sector.

Restructuring		To Date £'000	Forecast £'000
		+0	+0
Areas of Concern	None		

There are no anticipated costs in this category at this time.

Deferred Grant and Depreciation		To Date £'000	Forecast £'000
		+0	+0
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			

The college has been allocated an allocation of £4,631 in student funds for academic year 2020-21. Latest forecasts indicate that this will enable the college to meet all demands on the fund.

Investment Funds		To Date £'000	Forecast £'000
		-	(158)
Areas of Concern	None		

The college has made a provision for investment spend of £58k. As SFC has given the college a five-year loan break, the £158k surplus plus the £58k investment spend will be allocated to the refurbishment of the construction and engineering workshop.

West Lothian College

25 February 2021

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

Pension figures in the accounts forecast are based on the forecast in the actuarial report for the July 2020 accounts.

Balance Sheet, Cash Flow and Capital Expenditure

The Balance Sheet and Cash Flow forecast as at 31 January 2021 are appended.

Jennifer McLaren

Vice Principal, Finance & Corporate Services

25 February 2021

WEST LOTHIAN COLLEGE
MANAGEMENT ACCOUNTS
JANUARY 2021

Summary	page	1
(i) Faculties		2
(ii) Departments		3
(iii) Business Development		4
(iv) Other Activities		5
(v) Estates & Sustainability		6
(vi) Adjusted Operating Position		7
Terrace, Platinum and Refectory	page	8
Balance Sheet	page	9
Cash Flow	page	10
History of Forecasts	page	11

	2020/21 BUDGET £'000	As at 31 January 2021			Forecast to 31 July 2021		
		ACTUAL £'000	BUDGET £'000	VARIANCE £'000	ACTUAL £'000	BUDGET £'000	VARIANCE £'000
SUMMARY							
INCOME							
Grant in aid	12,031	6,015	6,015		12,031	12,031	
Fees	2,447	1,720	2,094	-374	2,392	2,447	-55
SDS contracts	1,087	264	770	-506	930	1,087	-157
Income generation	1,159	357	532	-175	835	1,159	-324
European funds	258				258	258	
Other income	333	46	160	-114	209	333	-124
Other SFC funding	1,185	252	187	+65	1,716	1,185	+531
TOTAL INCOME	18,500	8,654	9,758	-1,104	18,371	18,500	-129
EXPENDITURE							
SALARIES							
Faculties	8,635	4,083	4,297	+214	8,370	8,635	+265
Departments	2,906	1,420	1,451	+31	2,878	2,906	+28
Business Development	808	377	393	+16	787	808	+14
Other Activities	82	48	44	-4	93	82	-4
Estates & Sustainability	895	446	444	-2	898	895	-3
	13,326	6,374	6,629	+255	13,026	13,326	+300
SUPPLIES & SERVICES							
Faculties	538	174	272	+98	883	538	-345
Departments	1,611	486	747	+261	1,660	1,611	-49
Business Development	452	38	181	+143	133	452	+319
Other Activities	258	-3	229	+232	246	258	+12
Estates & Sustainability	1,552	394	777	+383	1,467	1,552	+85
	4,411	1,089	2,206	+1,117	4,389	4,411	+22
OTHER PAYROLL COSTS							
	306	153	153		306	306	
TOTAL EXPENDITURE	18,043	7,616	8,988	+1,372	17,721	18,043	+322
TRADING SURPLUS/(DEFICIT)	457	1,038	770	+268	650	457	+193
		12.0%	7.9%	4.1%	3.5%	2.5%	1.1%
RESTRUCTURING							
Voluntary Severance / Redundancy							
Pension Transfers							
Apprenticeship Levy	-35	-14	-18	+4	-35	-35	
Holiday Pay Accrual	-35	-14	-18	+4	-35	-35	
INTEREST							
Interest receivable	1		1	-1	1	1	
Interest Payable							
	1		1	-1	1	1	
DEFERRED GRANT & DEPRECIATION							
Release of Deferred Grant	410	205	205		410	410	
Depreciation	-711	-356	-356		-711	-711	
	-301	-151	-151		-301	-301	
STUDENT FUNDS							
Student Funds Income	4,631	2,674	2,674		4,631	4,631	
Student Funds Expenditure	-4,631	-2,674	-2,674		-4,631	-4,631	
INVESTMENT FUNDS							
College Spend	-58				-216	-58	-158
Transfer to ALF	-58				-216	-58	-158
COLLEGE SURPLUS/(DEFICIT)	64	873	602	+271	99	64	+35
		10.1%	6.2%	3.9%	0.5%	0.3%	0.2%
PENSION							
FRS17 LPF	-1,327				-1,327	-1,327	
Early Retirement provision	-204				-204	-204	
	-1,531				-1,531	-1,531	
OPERATING SURPLUS/(DEFICIT)	-1,467	873	602	+271	-1,432	-1,467	+35
Transfer (To) / From Pension Reserve	1,327				1,327	1,327	
Transfer (To) / From Revaluation Reserve	298				298	298	
NET TRANSFER TO I&E RESERVE	158	873	602	+271	193	158	+35

10.1% 6.2% 3.9% 1.05% 0.85% 0.20%

Variances

A + variance means an increase

A - variance means a decrease

Explanations

Explanations for variances are noted in the following papers

FACULTIES	2020/21	As at 31 January 2021			Forecast to 31 July 2021		
	BUDGET £'000	ACTUAL £'000	BUDGET £'000	VARIANCE £'000	ACTUAL £'000	BUDGET £'000	VARIANCE £'000
INCOME							
Grant in aid	12,031	6,015	6,015		12,031	12,031	
Fees	2,424	1,716	2,082	-366	2,369	2,424	-55 Note 1
SDS contracts	1,087	264	770	-506	930	1,087	-157 Note 2
Income generation							
European funds							
Other income		17		+17			
Other SFC funding	328	100	165	-65	674	328	+346 Note 3
TOTAL INCOME	15,870	8,112	9,032	-920	16,004	15,870	+134
EXPENDITURE							
SALARIES							
Access, Employability and Schools	935	481	466	-15	961	935	-26
Business, Creative and Enterprise	1,621	807	809	+2	1,630	1,621	-9
Care, Health and Sport	2,027	1,004	1,009	+5	2,023	2,027	+4
Computing, Engineering & Built Environment	2,362	1,068	1,173	+105	2,213	2,362	+149 Note 4
Workforce Development	1,690	723	840	+117	1,543	1,690	+147 Note 5
	8,635	4,083	4,297	+214	8,370	8,635	+265
SUPPLIES AND SERVICES							
Access, Employability and Schools	136	13	71	+58	166	136	-30 Note 6
Business, Creative and Enterprise	109	46	62	+16	109	109	
Care, Health and Sport	67	31	25	-6	67	67	
Computing, Engineering & Built Environment	160	45	83	+38	225	160	-65 Note 7
Workforce Development	66	39	31	-8	316	66	-250 Note 5
	538	174	272	+98	883	538	-345
TOTAL EXPENDITURE	9,173	4,257	4,569	+312	9,253	9,173	-80
TRADING SURPLUS/(DEFICIT)	6,697	3,855	4,463	-608	6,751	6,697	+54

Notes

- 1 £30K shortfall in Part Time Fees and £77k in Association students, offset with additional fees associated with Digital Start £52K, HCI Skills Gateway £47K and FT fees and NHS Training Contract £13K.
- 2 MA Contracts projecting £15k below budget, due to anticipated lower number of employers taking on Modern Apprentices, and Foundation Apprenticeship's forecast £142k below budget.
- 3 Additional FWDF funding released in 20-21 £346k, including £150K FWDF funding from West Lothian Council.
- 4 Temporary Lecturer hours not required.
- 5 Additional funding will drive additional costs of approximately £160k within Workforce Development which is likely to be spent within Supplies & Services budget and not through payroll lines where base budget resides. Includes £30k additional costs from deferred training from 19/20. Salary line also contains an additional £30k to accommodate additional management costs between Feb & July. Savings in supplies of £40k due to minimal Work Based Assessor mileage in 21/22.
- 6 Additional Cost of delivery of FA Scientific Technology at Inverlmond HS
- 7 Additional cost of delivery on Digital Start £35k & Skills Gateway £30k programmes

	2020/21 BUDGET £'000	As at 31 January 2021			Forecast to 31 July 2021		
		ACTUAL £'000	BUDGET £'000	VARIANCE £'000	ACTUAL £'000	BUDGET £'000	VARIANCE £'000
DEPARTMENTS							
INCOME							
Grant in aid	0	0	0	+0		0	+0
Fees	0	0	0	+0		0	+0
SDS contracts	0	0	0	+0		0	+0
Income generation	0	0	0	+0		0	+0
European funds	0	0	0	+0		0	+0
Other income	138	8	116	-108	185	138	+47
Other SFC funding	69	0	22	-22	174	69	+105
TOTAL INCOME	207	8	138	-130	359	207	+152
EXPENDITURE							
SALARIES							
Executive Office	733	352	350	-2	713	733	+20
Human Resources & People Development	297	139	148	+9	276	297	+21
Quality, Student Support & Learning Resources	923	445	459	+14	905	923	+18
Finance, Procurement & Student Funds	344	173	171	-2	349	344	-5
Information Systems & Digital Infrastructure	609	311	323	+12	635	609	-26
	2,906	1,420	1,451	+31	2,878	2,906	+28
SUPPLIES AND SERVICES							
Executive Office	172	68	108	+40	172	172	+0
Human Resources & People Development	133	47	64	+17	127	133	+6
Quality, Student Support & Learning Resources	177	54	96	+42	152	177	+25
Finance, Procurement & Student Funds	203	73	107	+34	203	203	+0
Information Systems & Digital Infrastructure	926	244	372	+128	1,006	926	-80
	1,611	486	747	+261	1,660	1,611	-49
TOTAL EXPENDITURE	4,517	1,906	2,198	+292	4,538	4,517	-21
TRADING SURPLUS/(DEFICIT)	(4,310)	(1,898)	(2,060)	+162	(4,179)	(4,310)	+131

Notes

- 1 Loss of HMRC Furlough Job retention Bonus Scheme £96K offset with 2021 Furlough Claim (Jan-Mar) £168k, No Student Support Service Income £15k and limited Cycle to Work Activity £10k
- 2 Additional Digital Poverty funding £80k, additional SFC Funding for Councillor's £14k and £11k Student Association funds and an assumed increase in costs as a result of additional funding.
- 3 Recruitment delays in various posts
- 4 Additional ICT support required to manage online delivery.
- 5 Reduced cost of Cycle to work programme

	2020/21 BUDGET £'000	As at 31 January 2021			Forecast to 31 July 2021			
		ACTUAL £'000	BUDGET £'000	VARIANCE £'000	ACTUAL £'000	BUDGET £'000	VARIANCE £'000	
BUSINESS DEVELOPMENT								
INCOME								
Grant in aid								
Fees	23	4	12	-8	23	23		
SDS contracts								
Income generation	1,159	357	532	-175	835	1,159	-324	Note 1
European funds								
Other income	16	8		+8	10	16	-6	Note 2
Other SFC funding								
TOTAL INCOME	1,198	369	544	-175	868	1,198	-330	
EXPENDITURE								
SALARIES								
Business Development	151	68	73	+5	154	151	-3	
Children's Hearings Scotland	650	309	320	+11	633	650	+17	Note 3
	801	377	393	+16	787	801	+14	
SUPPLIES AND SERVICES								
Business Development	12	1	8	+7	17	12	-5	Note 4
Children's Hearings Scotland	440	37	173	+136	116	440	+324	Note 1
	452	38	181	+143	133	452	+319	
TOTAL EXPENDITURE	1,253	415	574	+159	920	1,253	+333	
TRADING SURPLUS/(DEFICIT)	(55)	(46)	(30)	-16	(52)	(55)	+3	

Notes

- 1 CHS Room Hire and Meeting Room activity reduced to zero, income lost offset with cost Income & Expenditure reduced by £324k
- 2 Assumed limited opportunity for hall hire income (-£16k) as a result of pandemic offset with Neuro Diversity Funding (£10k)

3 Savings caused by new appointments replaced at lower band in pay scale

4 Additional costs of Delivering Neuro Diversity activity £5k.

	2020/21 BUDGET £'000	As at 31 January 2021			Forecast to 31 July 2021		
		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	258				258	258	
Other income	18	4	6	-2	4	18	-14
Other SFC funding							
TOTAL INCOME	276	4	6	-2	262	276	-14
EXPENDITURE							
SALARIES							
Terrace Restaurant							
Platinum Salon	82	41	41		82	82	-0
Europe	7	7	3	-4	11	7	-4
Other Activities							
	89	48	44	-4	93	89	-4
SUPPLIES AND SERVICES							
Terrace Restaurant	8	1	3	+2	1	8	+7
Platinum Salon	5		4	+4		5	+5
Europe	245	(4)	222	+226	245	245	
Other Activities							
	258	(3)	229	+232	246	258	+12
TOTAL EXPENDITURE	347	45	273	+228	339	347	+8
TRADING SURPLUS/(DEFICIT)	(71)	(41)	(267)	+226	(77)	(71)	-6

Note 1

Notes

- Limited opportunity to generate income due to lower student volumes on Campus

	2020/21 BUDGET £'000	As at 31 January 2021			Forecast to 31 July 2021		
		ACTUAL £'000	BUDGET £'000	VARIANCE £'000	ACTUAL £'000	BUDGET £'000	VARIANCE £'000
ESTATES AND SUSTAINABILITY							
INCOME							
Grant in aid							
Fees							
SDS contracts							
Income generation							
European funds							
Other income	161	9	38	-29	10	161	-151
Other SFC funding	788	152		+152	868	788	+80
TOTAL INCOME	949	161	38	+123	878	949	-71
EXPENDITURE							
SALARIES							
Estates & Sustainability	683	344	338	-6	696	683	-13
Catering	212	102	106	+4	202	212	+10
	895	446	444	-2	898	895	-3
SUPPLIES AND SERVICES							
Estates & Sustainability	1,455	383	748	+365	1,455	1,455	
Catering	97	11	29	+18	12	97	+85
	1,552	394	777	+383	1,467	1,552	+85
TOTAL EXPENDITURE	2,447	840	1,221	+381	2,365	2,447	+82
TRADING SURPLUS/(DEFICIT)	(1,498)	(679)	(1,183)	+504	(1,487)	(1,498)	+11

Note 1
Note 2

Note 1

Notes

- 1 The forecast reflects the income that will likely be lost as a result of on-line delivery due to the pandemic and the resulting impact on the refectory income and supplies.
- 2 Additional Estates grant received in 20-21 £80k.

ADJUSTED OPERATING POSITION**Surplus/(deficit) before other gains and losses and share of operating surplus/(deficit) of joint ventures and associates****Add:**

Total depreciation (Government-funded, privately funded and NPD-funded assets) net of deferred capital grant release	301	301	0
Exceptional non-restructuring items (e.g. impairment costs)	0	0	0
Pension adjustment - Net service cost (FRS 102 Staff cost adjustment)	0	0	0
Pension adjustment - Net interest cost	0	0	0
Pension adjustment - Early retirement provision year-end revaluation charged to SOCI	0	0	0
Donation to Arms-Length Foundation	0	0	0

Deduct:

Non-Government capital grants credited to SOCI (e.g. ALF capital grant)	0	0	0
Exceptional income (if disclosed as exceptional in accounts)	0	0	0
Cash Budget Priorities (CBP) allocated to non-SOCI payments e.g loan repayments and other balance sheet items	190	190	0
NPD income applied to reduce NPD balance sheet debt			

Adjusted operating position

2020-21 Budget	2020-21 Forecast	2020-21 Variance	Comment
£'000	£'000	£'000	
(140)	53	193	Forecast movements in income & expenditure as outlined in Management Accounts
301	301	0	
0	0	0	
0	0	0	
0	0	0	
0	0	0	
0	0	0	
0	0	0	
0	0	0	
0	0	0	
190	190	0	
(29)	164	193	Forecast movements in income & expenditure as outlined in Management Accounts

	2020/21 BUDGET £'000	As at 31 January 2021			Forecast to 31 July 2021		
		ACTUAL £'000	BUDGET £'000	VARIANCE £'000	ACTUAL £'000	BUDGET £'000	VARIANCE £'000
TERRACE RESTAURANT							
Income	11				11	-11	Note 1
Salaries							
Other Costs	-8	-1	-3	2	-1	-8	7 Note 1
NET	3	-1	-3	2	-1	3	-4
PLATINUM SALON							
Income	7	4	2	2	4	7	-3 Note 1
Salaries	-82	-41	-41		-82	-82	
Other Costs	-5		-3	3		-6	6 Note 1
NET	-80	-37	-42	5	-78	-81	3
REFECTORY							
Income	161	9	38	-29	10	161	-151 Note 1
Salaries	-212	-102	-106	4	-202	-212	10
Other Costs	-97	-11	-29	18	-12	-97	85 Note 1
NET	-148	-104	-97	-7	-204	-148	-56

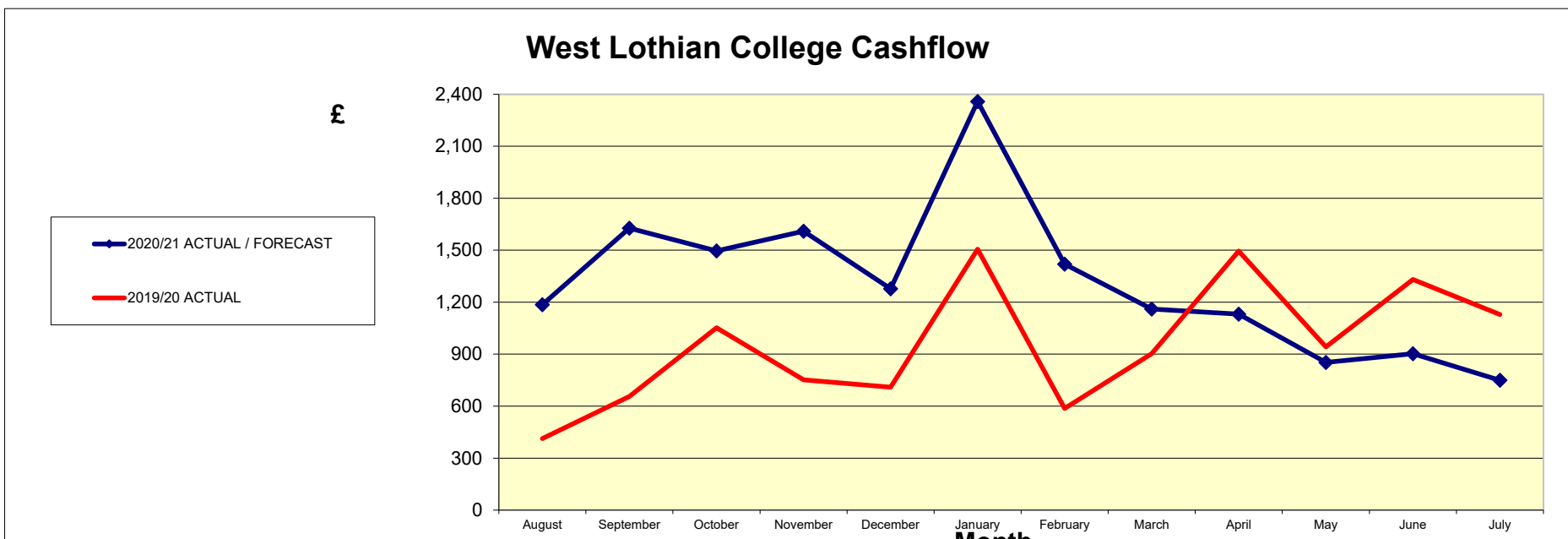
Notes

1 Income for all activities has been affected by Coronavirus shutdown, contributing to lower spend on goods & services as a result.

BALANCE SHEET PROJECTION				
	Actual	Actual	Actual	Forecast
	31 JUL 2019	31 JUL 2020	31 JAN 2021	31 JUL 2021
	£'000	£'000	£'000	£'000
Fixed Assets				
Land & Buildings	16,638	17,975	17,975	18,575
Equipment	1,435	1,816	1,816	1,896
New additions				
	18,073	19,792	19,792	20,472
Current Assets				
Trade Debtors	635	468	472	400
Europe	25		(3)	(3)
Prepayments	155	212	139	189
Accrued Income	354	764	587	887
Bank	760	1,129	2,361	749
	1,929	2,573	3,556	2,222
Current Liabilities				
Trade Creditors	(654)	(291)	127	
Payroll	(518)	(447)	(457)	(263)
Loans	(158)	(158)	(158)	(547)
Accruals	(570)	(1,120)	(882)	(158)
Deferred Income	(386)	(914)	(503)	(882)
Deferred Capital Grant	(457)	(410)	(410)	(809)
Unspent Student Funds	(47)	(18)	(18)	(410)
	(2,790)	(3,358)	(2,301)	(3,068)
Net Current Assets (Liabilities)	(861)	(785)	1,255	(846)
Total Assets less current liabilities	17,212	19,007	21,047	19,626
Creditors: Amounts falling due after more than one year	(2,211)	(2,053)	(2,053)	(2,053)
Deferred Capital Grant	(11,849)	(11,361)	(11,361)	(11,361)
Provisions				
LPF Pension Liability	(6,904)	(14,299)	(14,299)	(14,299)
Early Retirement Provision	(3,756)	(3,806)	(3,756)	(3,756)
Total Net Liabilities	(7,508)	(12,513)	(10,423)	(11,843)
Reserves				
Income and Expenditure Account (Trading)	(148)	52	2,057	637
Income and Expenditure Account (Holiday Pay)	(174)	(174)	(197)	(197)
Income and Expenditure Account (PFI Loan)	(2,369)	(2,369)	(2,211)	(2,211)
Income and Expenditure Account (Early Retirement)	(3,756)	(3,756)	(3,806)	(3,806)
Income and Expenditure Account (LPF Pensions)	(6,904)	(14,299)	(14,299)	(14,299)
Revaluation Reserve	5,843	8,033	8,033	8,033
Total Reserves	(7,508)	(12,513)	(10,423)	(11,843)

2020/21 FORECAST CASHFLOW

	August <i>Actual</i>	September <i>Actual</i>	October <i>Actual</i>	November <i>Actual</i>	December <i>Forecast</i>	January <i>Forecast</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)	1225	1600	1469	1447	1436	1571	1109	1465	1418	1366	1649	1075	16,830
<i>less loan repayments</i>													
Other cash received	190	206	218	223	299	1,174	151	435	416	88	295	103	3,798
Total cash in	1,415	1,806	1,687	1,670	1,735	2,745	1,260	1,900	1,834	1,454	1,944	1,178	20,628
<i>Expenditure</i>													
Payroll	1,015	1,029	1,067	1,052	1,057	1,058	1,106	1,075	1,119	1,119	1,119	1,119	12,935
Other payments	443	197	214	210	555	319	522	534	217	119	220	213	3,761
SFC Student support payments	-97	139	538	293	457	287	571	550	527	496	555		4,316
Interest payments													
Total cash out	1,362	1,365	1,818	1,555	2,068	1,663	2,199	2,159	1,863	1,733	1,894	1,332	21,012
Net cash inflow/(outflow)	53	441	(131)	114	(333)	1,082	(939)	(259)	(29)	(279)	51	(154)	(384)
Balance b/f (cash and overdraft)	1,133	1,186	1,627	1,496	1,610	1,277	2,359	1,419	1,160	1,131	852	903	1,133
Balance c/f (cash and overdraft)	1,186	1,627	1,496	1,610	1,277	2,359	1,419	1,160	1,131	852	903	749	749



	2020/21 BUDGET £'000	History of Quarterly Forecasts for Year Ending 31 July 2021						
		Oct £'000	VARIANCE £'000	January £'000	VARIANCE £'000	Apr £'000	VARIANCE £'000	June £'000
SUMMARY								
INCOME								
GRANT IN AID	12,031	12,031		12,031				
FEES	2,447	2,367	-80	2,392	-55			
SDS CONTRACTS	1,087	1,092	+5	930	-157			
INCOME GENERATION	1,159	1,159		835	-324			
EUROPEAN FUNDS	258	258	+0	258	+0			
OTHER INCOME	333	108	-225	209	-124			
OTHER SFC FUNDING	1,185	1,440	+255	1,716	+531			
TOTAL INCOME	18,500	18,455	-45	18,371	-129			
EXPENDITURE								
SALARIES								
Faculties	8,635	8,407	+228	8,370	+265			
Departments	2,906	2,842	+64	2,878	+28			
Business Development	808	1,003	-195	787	+21			
Other Activities	82	83	-1	93	-11			
Estates	895	896	-1	898	-3			
	13,326	13,231	+95	13,026	+300			
SUPPLIES & SERVICES								
Faculties	538	560	-22	883	-345			
Departments	1,611	1,622	-11	1,660	-49			
Business Development	452	459	-7	133	+319			
Other Activities	258	258	-0	246	+12			
Estates	1,552	1,475	+77	1,467	+85			
	4,411	4,375	+36	4,389	+22			
OTHER PAYROLL COSTS	306	306		306				
TOTAL EXPENDITURE	18,043	17,912	+131	17,721	+322			
TRADING SURPLUS/(DEFICIT)	457	543	+86	650	+193			
RESTRUCTURING	0	0		0				
Voluntary Severance / Redundancy								
Pension transfers								
Apprenticeship Levy	-35	-35		-35				
Holiday Pay Accrual								
	-35	-35		-35				
INTEREST	1	2	+1	1				
Interest receivable								
Interest Payable	1	2	+1	1				
DEFERRED GRANT & DEPRECIATION	1	2	1	1				
Release of Deferred Grant	410	410		410				
Depreciation	-711	-711		-711				
	-301	-301		-301				
STUDENT FUNDS	4,315	4,315		4,315				
Student Funds Income	4,315	4,315		4,315				
Student Funds Expenditure	-4,315	-4,315		-4,315				
INVESTMENT FUNDS	-58	-58		-216	-158			
College Spend	-58	-58		-216	-158			
Transfer to ALF								
	-58	-58		-216	-158			
COLLEGE SURPLUS/(DEFICIT)	64	151	+87	99	+35			
PENSION	-1,327	-1,327		-1,327				
FRS17 LPF	-1,327	-1,327		-1,327				
Early Retirement provision	-204	-204		-204				
	-1,531	-1,531		-1,531				
OPERATING SURPLUS/(DEFICIT)	-1,467	-1,380	+87	-1,432	+35			
Transfer (To) / From Pension Reserve	1,327	1,327		1,327				
Transfer (To) / From Revaluation Reserve	298	298		298				
NET TRANSFER TO I&E RESERVE	158	245	+87	193	+35			

Differences

A + variance means an increase in surplus

A - variance means a decrease in surplus

West Lothian College

25 February 2021

Finance and General Purposes Committee

KEY PERFORMANCE INDICATORS (KPIs) 2020-21

The attached table shows the college's key financial performance indicators for 2018-19, 2019-20 and forecast for 2020-21. Explanations for variances from target are provided for 2020-21.

Early withdrawal statistics are also shown. The Scottish Funding Council has indicated that colleges who do not meet their credit target in 2020-21 will not be financially penalised. However, for clarity, the college is predicting to meet its credit target.

For benchmarking purposes financial KPIs are provided from Borders College, Dumfries and Galloway College and Forth Valley College for 2017-18 and 2018-19.

Review of KPIs

The Executive Leadership Team is currently reviewing the KPIs which are produced for the Board of Governors. This exercise will be completed by May and a paper will be taken to the June 2021 Board of Governors meeting.

Action

The committee is asked to note the KPIs for 2020-21 and the review currently being undertaken.

Jennifer McLaren

Vice Principal, Finance & Corporate Services
25 February 2021

West Lothian College - Key Financial Performance Indicators 2020-21

	Target 2020-21	Forecast 6 months ended 31 January 2021	Forecast 12 months ended 31 July 2021	Actual For the year ended 31 July 2020	Actual For the year ended 31 July 2019
College Surplus (£'000)	63	873	99	154	4
Operating Surplus (£'000)	(1,468)	873	(1,432)	(5,006)	(4,386)
Non SFC Income (excluding childcare funds) as % of total income	28%	27%	25%	28%	28%
Staff costs (excluding exceptional costs) as % of total income (excluding childcare funds)	72%	72%	69%	79%	69%
Staff costs (excluding exceptional costs) as % of total costs (excluding childcare funds)	76%	86%	75%	72%	67%
Ratio of Current Assets to Current Liabilities	0.7:1	1.5:1	0.7:1	0.8:1	0.7 :1
Days Cash to Total Expenditure	16	113	15	21	16

Comments	Actions
Above target. Reduced income as a result of the pandemic is offset by income from furloughing staff and a reduction in both staff and non-staff costs. The investment line has been increased by £158k to reflect the decision to invest the surplus in the construction & engineering workshop extension.	Monitor through monthly management accounts
Above target. Reduced income as a result of the pandemic is offset by income from furloughing staff and a reduction in both staff and non-staff costs. The investment line has been increased by £158k to reflect the decision to invest the surplus in the construction & engineering workshop extension.	Monitor through monthly management accounts
Below target due to reduced fees and SDS income as a result of the pandemic. The reduced income from CHS is fully offset by an equal reduction in costs	Monitor through monthly management accounts
KPI is showing an improvement as a result of staff savings from non-filling of vacancies and a transfer of costs into non-staff costs for delivery of the flexible workforce Development Contract	Monitor through monthly management accounts
In line with target. Although staff costs are underspend they still represent a significant proportion of expenditure	Monitor through monthly management accounts
In line with target	Monitor through monthly management accounts
In line with target	Monitor through monthly management accounts and monthly SFC cash flow return

	2018-19			
	Borders	Dumfries & Galloway	Forth Valley	West Lothian
Non SFC Income as % of total income	26%	17%	27%	28%
Staff costs as % of total income (excludes exceptional costs)	71%	76%	75%	71%
Ratio of Current Assets to Current Liabilities	1.5: 1	1.6: 1	0.6: 1	0.7: 1
Days Cash to Total Expenditure	82	94	21	14

	2017-18			
	Borders	Dumfries & Galloway	Forth Valley	West Lothian
Non SFC Income as % of total income	29%	16%	27%	29%
Staff costs as % of total income (excludes exceptional costs)	66%	68%	74%	67%
Ratio of Current Assets to Current Liabilities	1.5:1	0.5:1	1.1:1	0.7:1
Days Cash to Total Expenditure	72	22	60	15

Early Withdrawals						
-------------------	--	--	--	--	--	--

	2020-21 Early Withdrawal @11-2-21 (%)	2020-21 Early Withdrawal Actual Number of Enrolments @ 11-2-21	2020-21 Total Number of Enrolments@ 28-1-21	2019-20 Early Withdrawal @10-11-20 (%)	2019-20 Early Withdrawal Actual Number of Enrolments @ 10-11-20	2019-20 Total Number of Enrolments@ 22-7-20
FEFT	6.3%	79	1,251	10.1%	112	1,108
HEFT	3.7%	30	801	4.8%	36	755
FEPT	2.4%	51	2,084	2.1%	58	2,789
HEPT	0.7%	7	966	1.0%	6	620
Total		167	5,102		212	5,272

Finance and General Purposes Committee

INFRASTRUCTURE UPDATE

Purpose

The purpose of this paper is to provide the committee with an update on the infrastructure plans for 2020-21.

Expansion of Construction and Engineering workshops

In December 2020 the committee was informed by email that the tender exercise had been completed and all bids had come in considerably higher than budget. A revised budget of £617k was approved. The committee was also informed that the tender had been awarded to a local company, Maxi Construction, who submitted the lowest bid.

The project started in early January 2021 and is on target to be completed by March 2021.

Street Building Phase II Project

At the November 2020 meeting the committee was informed that a complete repurposing and refurbishment of the ground floor of the main campus building was planned for the summer of 2021. The aim is to make it work better for students by creating a modern learning resource centre supported by flexible technology-enabled learning spaces for individual and group study. The committee approved a budget of £300k.

Building warrants have been submitted to the council and once these have been approved quotes will be obtained to undertake the work which will be overseen by the Head of Estates and Sustainability.

Although funding constraints mean that we cannot increase the space in the main building the college is looking to engage architectural services to advise on options and costs for a future extension.

Given the significant increase in costs of the expansion to the workshop a bid has been made to the Scottish Funding Council for additional capital funds. If successful college funds will be released which can be put towards the Street Building Phase II project.

A further update on both projects will be provided at the June 2021 meeting of the Finance and General Purposes Committee.

West Lothian College

25 February 2021

5-Year Estates Plan

Directors are currently working on 5-year curriculum plans for their respective faculties. The Head of Estates and Sustainability is working with them and Heads on a 5-year estates plan which captures the estates developments required to deliver on these plans and give students the best possible learning experience. A presentation on the 5-year estates plan will be made to the Finance and General Purposes Committee in June 2021.

Action

The committee is asked to note the infrastructure update.

Jennifer McLaren

Vice Principal, Finance and Corporate Services
25 February 2021

West Lothian College

25 February 2021

Finance and General Purposes Committee**HUMAN RESOURCES AND PEOPLE DEVELOPMENT REPORT**

The Human Resources and People Development Report for the quarter 01 October to 31 December 2020 is attached to this paper.

The key points from the report are:

THEME	SUCCESS INDICATOR	CURRENT POSITION
Recruitment and Retention	Zero unfilled vacancy rate	One post unfilled this quarter
	Stable employee turnover	16.80% (previous 3 years' average is 13.87%)
	Favourable exit interview feedback	No significant issues reported
Health, Safety and Wellbeing	Sickness absence at or below 4%	1.76% YTD (previous YTD was 5.95%)
	Healthy Working Lives accreditation	Silver Award achieved Q2 2019-2020
	Favourable Staff Experience Survey feedback in areas associated with health and wellbeing	99% of respondents agree that the college takes positive action on health and wellbeing (no change v. 2019)
	Zero reportable Health and Safety incidents	Reported on separately at Audit Committee
Reward	Zero unfilled vacancy rate	One post unfilled this quarter
	Stable employee turnover	See 'Engagement' section
	Favourable Staff Experience Survey feedback in areas associated with reward	88% of respondents satisfied with the extent to which the college values their work (+11% on 2019)

West Lothian College

25 February 2021

Engagement	Stable employee turnover Favourable Staff Experience Survey feedback in areas associated with engagement	16.80% (previous 3 years' average is 13.87%) 89% of respondents enthusiastic about their job (+5% on 2019)
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	No disputes, no collective grievances 78% of respondents feel involved in deciding changes (+3% on 2019) No grievances
Equality and Diversity	Candidate attraction and recruitment reflecting the diversity of the community Favourable Staff Experience Survey feedback in areas associated with equality and diversity	2020-2021 report to be provided at end of year 3% of respondents perceive experiencing discrimination at work (no change on 2019)

Action

For discussion.

Jennifer McLarenVice Principal, Finance and Corporate Services
25 February 2021

Human Resources and People Development Report – 01 October to 31 December 2020

RECRUITMENT & RETENTION

For the period 01 October to 31 December 2020 15 vacancies were dealt with and a total of 185 applications reviewed.

Unfilled Vacancy Rate

Three vacancies were unfilled during this period. One was a Bank Lecturer vacancy. One was filled using an existing member of staff and another is to be readvertised.

Applicant: Vacancy Ratio

The applicant to vacancy ratio for Lecturing posts is 10:1 (an increase from 5:1 from the previous quarter) and for Support posts is 15:1 (an increase from the previous quarter which was 14:1).

Recruitment Activity

Recruitment for the following staff vacancies was underway or completed:

Lecturing:

Job Status	Job Title	Faculty/Team	Total Number of Applicants	Number of applicants – Hired
Closed/Filled	Bank Lecturer - Business (CIPD)	Business, Creative & Enterprise	5	2
Closed/Filled	Bank Lecturer - Childhood Practice	Care, Health and Sport	13	4
Unfilled	Bank Lecturer - Mechanical/Electrical Engineering	Computing, Engineering & Built Environment	5	0
Closed/Filler	Lecturer - Accounting	Business, Creative & Enterprise	5	1
Closed/Filled	Lecturer - Barbering	Business, Creative & Enterprise	5	2
Closed/Filled	Lecturer – Construction	Computing, Engineering & Built Environment	6	1
Closed/Filled	Lecturer - Health Care	Care, Health & Sport	29	3
Closed/Filled	Lecturer - Mechanical Engineering	Computing, Engineering & Built Environment	12	1

Support:

Job Status	Job Title	Faculty/Team	Total Number of Applicants	Number of applicants - Hired
Closed/Filled	Assessor - Construction	Computing, Engineering & Built Environment	2	2
Closed/Filled	Information Systems Officer	Digital Infrastructure & Information Systems	1	1
Unfilled	Instructor - Hairdressing	Business, Creative & Enterprise	7	0
Closed/Filled	Project Officer	Estates & Sustainability	1	1
Unfilled	Secretary to the Board of Governors	Principal & Chief Executive	20	0
Closed/Filled	Skills Coach	Access, Employability & Schools	26	2
Closed/Filled	Work Based Assessor - Social Service and Healthcare	Workforce Development	48	3

New Starts

8 new members of staff joined the College between 01 October to 31 December 2020.

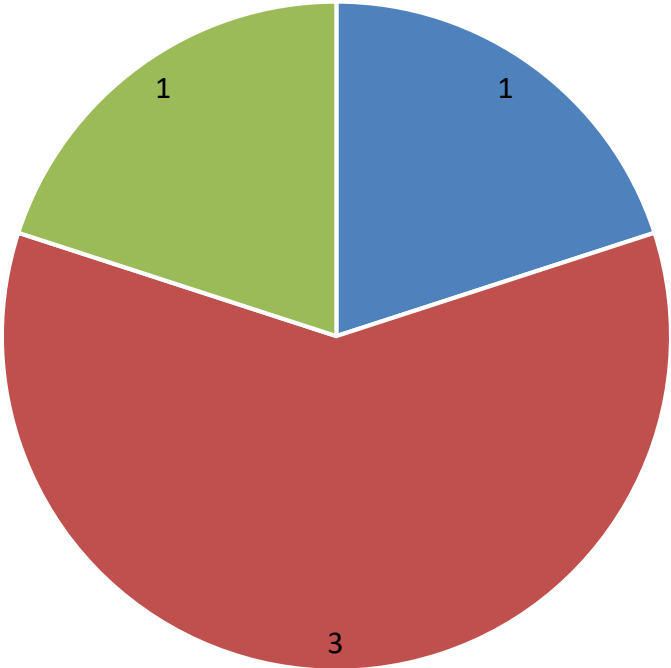
Faculty/Team	Position	Date Joined
Workforce Development	Work Based Assessor	07/10/2020
Estates & Sustainability	Estates Technician	19/10/2020
Information Systems & Digital Infrastructure	Data Scientist	02/11/2020
Computing, Engineering & Built Environment	Assessor Construction	09/11/2020
Business Development	Trainer CHSLA	16/11/2020
Business Development	Trainer CHSLA	16/11/2020
Business, Creative & Enterprise	Temp Lecturer Hairdressing	30/11/2020
Business, Creative & Enterprise	Temp Lecturer Business	17/12/2020




Leavers

There were 5 leavers between 01 October to 31 December 2020.

Date of Leaving	Position	Faculty/Team
09/10/2020	Grounds Technician	Estates and Sustainability
26/10/2020	Manager CHSLA	Business Development
17/12/2020	Platinum Assistant Sessional	Business, Creative and Enterprise
31/12/2020	Temp Lecturer Healthcare	Care, Health and Sport
31/12/2020	Temp Lecturer Social Care	Care, Health and Sport

Reasons for Leaving



-  - Ill health termination
-  - Retiral
-  - Voluntary resignation

Employee Turnover

The employee turnover for this period was 4.15%. This is a decrease on the turnover during the same period last year which was 9.47%.

For comparison, the median annual turnover across all employers is 16% (Source: CIPD Resourcing and Talent Planning Survey 2020 – Published October 2020) and the median annual turnover rate for the Education Sector is 14% (Source: Office for National Statistics Industry Turnover up to December 2018 – Published October 2019).

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

Year	Employee Turnover
2017/18	14.26%
2018/19	12.46%
2019/20	14.89%

HEALTH, SAFETY & WELLBEING

Staff Absence

The absence figures for 01 October to 31 December 2020 are as follows:

Month	Long Term Sickness		Short Term Sickness		Total	
	%	Days	%	Days	%	Days
October 20	0.92	56	0.66	40	1.58	96
November 20	1.37	83	0.82	50	2.19	133
December 20	0.67	41	0.82	50	1.49	91

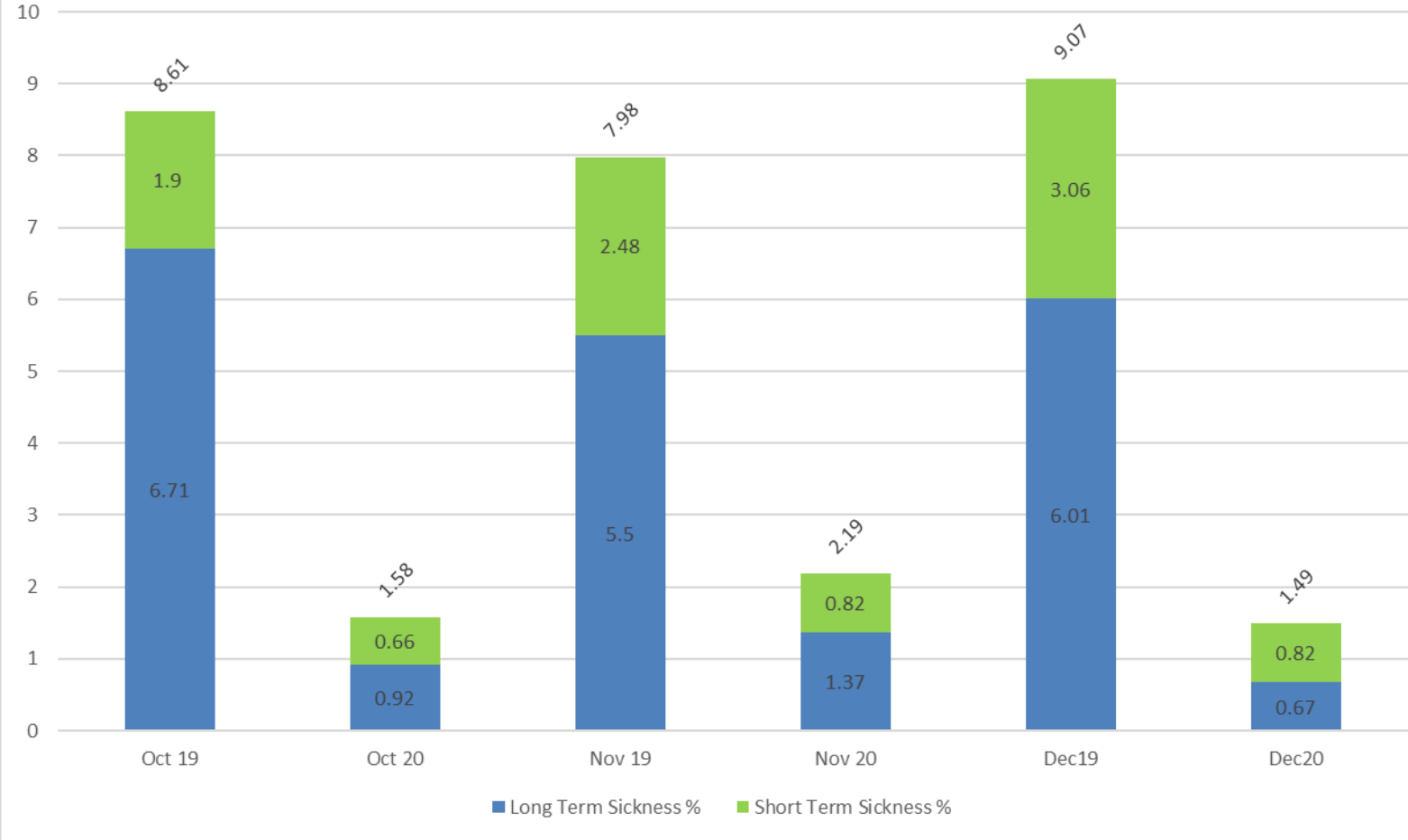
The following charts show absence trends in further detail:

Sickness Absence – 01 October to 31 December 2020 chart: Shows month on month absence trend compared to previous year.

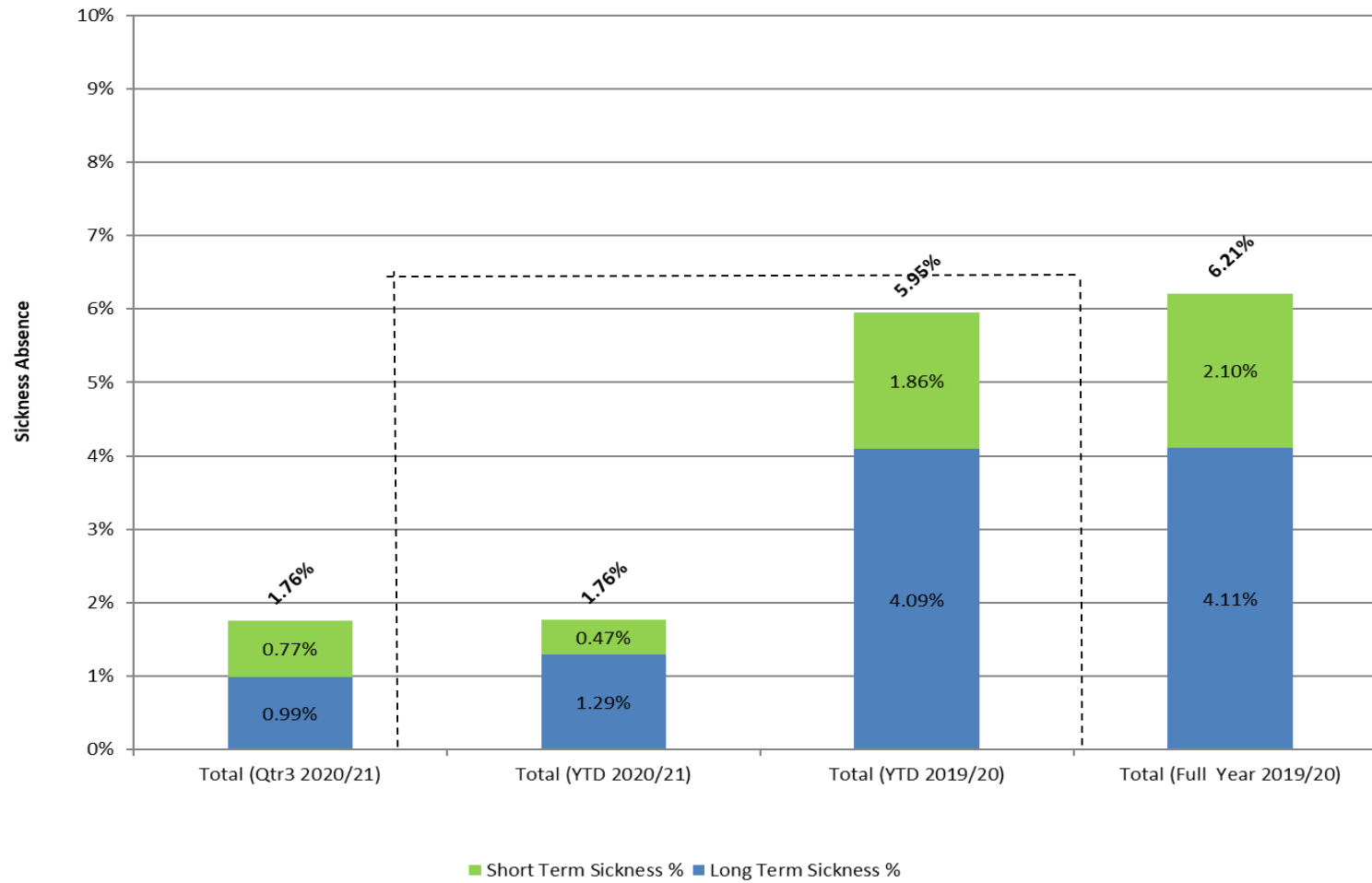
West Lothian College – Sickness Absence chart: The first bar shows absence for current Quarter (01 October to 31 December 2020), the second and third bar shows absence for the current Fiscal Financial Year 2020-2021 and the previous Fiscal Financial Year 2019-2020 respectively.

Absence Costs: An indicative figure for the cost of long term absence (hours lost multiplied by average salary of £22,500) is £11,095.89.

Sickness Absence - October to December 20



West Lothian College - Sickness Absence



The total absence percentage for the three-month period 01 October to 31 December 2020 was 1.76% which is a decrease of 4.18% compared to last year's figure of 5.94% for the same period.

HR Business Partners meet Faculty/Team management bi-monthly to review sickness absence to ensure appropriate management action is taken, as well as providing advice and guidance on an ongoing 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 ongoing communication between the employee and their line manager.

In regards to long term sickness absence appropriate support and management action is taken informed by advice from Occupational Health.

Absence reports are sent out to the Directors & Heads 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 Your Attendance Matters Policy.

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

The total numbers of days granted this period were:

Month	Leave of Absence	
	%	Days
October 20	0.31	19
November 20	0.25	15
December 20	0.15	9

Occupational Health

Activity and performance information is shown in the table below (December figures were not available at time of compiling this report):

	KPI Target	October 2020	November 2020	December 2020
Pre-employment screening		0	0	N/A
Face to Face Consultations		2	1	N/A
Telephone Assessments		4	3	N/A
KPI performance (number of working days for completion of consultation)	5.0	4.0 (Face to Face) 1.0 (Telephone)	4.0 (Face to Face) 1.0 (Telephone)	N/A (Face to Face) N/A (Telephone)

REWARD

There are no matters to report under this heading for this quarter.

ENGAGEMENT

Work continued in regards to Staff Experience.

Under the Health & Wellbeing focus of the Staff Experience Group, free flu vaccination vouchers were distributed, a 'Healthier You' virtual online group was created to support and maintain health and wellbeing habits, Stress Awareness Day was marked by a virtual mind and body fitness session delivered by Sports Lecturers and World Kindness Day was marked.

Under the Smarter Working focus of the Staff Experience Group, circulated various ideas and techniques to support staff to work productively at home and to use technology effectively to manage workload in relation to email use, Sharepoint and how to organise electronic file structures.

Under the College Community focus of the Staff Experience Group the College Book Club continued. In December a staff engagement 'Advent calendar' took place for staff with different activities and events on each day leading up to Christmas. Activities included were video recorded College Christmas cards from each team, Christmas playlists, festive workout session, mindfulness session, seasonal bake-off, an alternative staff Christmas party and appearances from not one but two (staff!) Santas! A staff Christmas quiz and Christmas Jumper Day which fundraised for Save the Children also took place.

EMPLOYEE RELATIONS

One JNCC meeting was held with UNISON. Progress on national job evaluation, the planned review of the PLP process in the course of academic year 2021-2022 and Staff Experience Survey results were discussed.

One JNCC meeting was held with EIS. The planned review of the PLP process in the course of academic year 2021-2022, Staff Experience Survey results, the use of the Instructor role and agency Lecturers were discussed.

The EIS held a local and a national indicative ballot for industrial action. At a national level results indicated support for strike action and action short of strike action regarding the use of roles involved in the delivery of teaching and learning. At a local level the ballot was specific to action short of strike action and results also indicated support for this step.

Regular joint JNCC meetings with EIS and UNISON continued connected to the COVID site and working restrictions and ongoing management and communication relating to the this.

EQUALITY & DIVERSITY

An Equality & Diversity monitoring report is now provided annually at the end of the year.

PEOPLE DEVELOPMENT

Working alongside the cross college Learning Continuity Support Team a significant focus for the college is ensuring all staff have the digital skills to complete their role and to support students. This starts from initial point of induction for new starts where they are provided with a basic overview of college systems to ensure that they are able to logon and commence engagement without any delays or technical issues. A gap was identified within our Estates and Sustainability Department and this was being addressed with face to face delivery, in a COVID-safe manner during December. A bespoke Sharepoint Administrator training session was organised to strengthen the college's administrative function and security around this key system.

Through the DDI Skills Gateway Project (City Region Deal), the college have had good engagement from staff around the data driven innovation learning and development opportunities that have been co-ordinated by our partner colleges. These opportunities are regularly promoted to both targeted staff groups or all staff, as and when appropriate.

The Mandatory Staff Training was successfully rolled out in October 2020 and with the expectation that all staff completely the full suite of training during the academic year. To date 18% of staff have fully completed this training. The progress is being monitored centrally within the HR and People Development Team and by line managers.

In November the college held its first Virtual Staff Conference. The focus on this event was Vision, Goals and Values and feedback from staff was very positive as they appreciated the opportunity to watch the recorded presentations and interviews at a time that was appropriate to them. Encouraging comments were received in relation to the board members' inputs and the college and a similar approach will be taken during the February 2021 conference. Following this conference, the college engaged with an interim Investors in People mid-way point review. Teams across the college were involved in contributing to developing College behaviours for each College value. It is anticipated that these behaviours are then launched at February's conference.

A flexible working development fund application has secured £15,000 worth of training. This funding will be used for assessor and verifier qualifications in addition to offering four Managing Yourself as a Remote Worker. Two of these courses took place in December with excellent feedback from those attending.

In support of our commitment to raise awareness of neuro diversity, as part of the SDS contract, a short awareness raising workshop was organised and also recorded, to ensure that as many staff as possible could access the information around this subject area.

Staff also had the opportunity to engage in Unconscious Bias Training and also Understanding Gender Based Violence to raise awareness and understanding for all staff around these areas.

Progress was made during this quarter to identify an external supplier to deliver a Leadership Development Programme in the first half of 2021. This programme will be rolled out to our curriculum leadership team. The successful provider of this programme will be identified in January 2021.

OPERATIONAL MATTERS

One hearing and one appeal under the College's Disciplinary Procedure took place.

One ill health termination of contract meeting took place under the College's Your Attendance Matters Policy and Procedure.

Derek O'Sullivan
Head of HR and People Development
9 February 2021

West Lothian College

25 February 2021

Finance and General Purposes Committee

LOTHIAN PENSION FUND – ACTUARIAL VALUATION 2020

Every three years an actuarial valuation of the Lothian Pension Fund is undertaken, the purpose of which is to determine the employer contributions for the following three years.

The employer's contribution rate for the period 1 April 2021-31 March 2024 will be 19.8% (unchanged from the rate paid in the period 1 April 2020-31 March 2021). The college participates in the fund's Contribution Stabilisation Mechanism (CSM) and as such the contribution rate is the minimum stabilised rate required by the fund.

Action

The committee is asked to note the pension contributions for the period 2021-24.

Jennifer McLaren

Vice Principal, Finance & Corporate Services
25 February 2021

West Lothian College

25 February 2021

Finance and General Purposes Committee**STRATEGIC RISK REGISTER 2020-21****Introduction**

The strategic risk register is set in the context of the 2020-23 Outcome Agreement. Attached to this paper is the section which contains all risks in relation to estates, financial and HR and people development (Appendix 1) and the risk tolerance matrix (Appendix 2).

The committee is asked to discuss and agree that the risk mitigations and future actions to be taken are sufficient to mitigate against the estates, financial and HR and people development risks as set out in the 2020-21 risk register.


Board Appetite for Risk

The risk policy states that the Board of Governors should set the tone and influence the culture of risk management within the college by establishing the college's risk appetite. Through this, we will be aware of the most significant risks facing the organisation.

Following a risk workshop held in September 2019 the Board of Governors has set the appetite for risk as being open to taking measured risks in relation to our planning, widening access strategies and learning innovation with confidence in the decision-making delegated to the senior team. The board is more cautious in the approaches to legal risks which expose the college to claims and litigation and to those risks which could have a major financial impact.

February 2021 Update**Risk 3.1**

The college is not able to set a balanced budget and/or does not adequately monitor its financial position due to poor financial management resulting in the college not being financially sustainable.

	Likelihood	Impact	Score	Change
November 2020	3	3	9	
February 2021	3	3	9	

Whilst the latest management accounts forecast a deterioration in the budgeted surplus, the accounts do not reflect the impact of any furlough income which is being


West Lothian College

25 February 2021

claimed. There are also cost reductions offsetting the loss of income due to the impact of COVID19 restrictions. On that basis the risk rating is unchanged.

Risk 3.2


There is a risk that pay awards and terms and conditions negotiated through the national bargaining process are unaffordable resulting in the college not being financially sustainable.

	Likelihood	Impact	Score	Change
November 2020	4	4	16	
February 2021	4	4	16	

Although the EIS has settled its pay claim for 2020-21, UNISON has yet to settle and the impact of the job evaluation exercise is still unknown. In light of these factors the risk rating is unchanged.

Risk 3.3


Failure to deliver or meet compliance standards for Skills Development Scotland (SDS) and Flexible Workforce Development Fund (FWDF) contracts due to poor contract administration resulting in a clawback of funding and reputational damage.

	Likelihood	Impact	Score	Change
November 2020	3	2	6	
February 2021	3	2	6	

Despite a significant increase in FWDF allocation in 20/21, confidence remains around ability to successfully manage reporting, due to realignment of resources to match the funding increase. The score remains unchanged.

Risk 3.4

The college fails to secure alternative income streams due to economic challenges and poor horizon scanning resulting in a loss of income and/or investment opportunity for the college.

	Likelihood	Impact	Score	Change
November 2020	3	4	12	
February 2021	3	4	12	


A number of new opportunities have been identified and secured which has resulted in income target remaining on track, however, the score remains unchanged due to the increasingly competitive nature of the funding landscape.

West Lothian College

25 February 2021

Risk 3.5


There is the risk of a GDPR breach due to non-compliance with regulation resulting in a financial penalty and reputational damage.

	Likelihood	Impact	Score	Change
November 2020	4	3	12	
February 2021	4	3	12	

Given the additional risks associated with homeworking the risk rating is maintained.

Risk 4.1


Not engaging and communicating effectively with staff resulting in a demotivated workforce and a failure to deliver high quality learning, teaching and service delivery.

	Likelihood	Impact	Score	Change
November 2020	3	2	6	
February 2021	3	2	6	

As the risk is still assessed as a minor risk the score is unchanged.

Risk 4.2

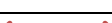
An inflexible organisational structure due to national bargaining restrictions resulting in an unaffordable staffing structure and limited student experience.

	Likelihood	Impact	Score	Change
November 2020	4	2	8	
February 2021	4	3	12	

In light of the EIS-FELA national dispute and consultative ballot on tutor/instructor/assessor roles in colleges this risk has been escalated.

Risk 4.3

A breakdown in relationship with the local JNCCs due to ineffective engagement resulting in local disputes and/or industrial action.

	Likelihood	Impact	Score	Change
November 2020	3	2	6	
February 2021	3	2	6	


As the risk is still assessed as a minor risk the risk rating is unchanged.

West Lothian College

25 February 2021

Risk 4.4


Staff are not upskilled to cope with new ways of working and digital developments due to inadequate training and resources resulting in a demotivated workforce and a poor student experience.

	Likelihood	Impact	Score	Change
November 2020	3	2	6	
February 2021	3	2	6	

As the risk is still assessed as a minor risk the risk rating is unchanged.

Risk 5.1


The estate is not adequately reconfigured in line with the college's ambition for growth due to insufficient resources resulting in the college not meeting the needs of the region.

	Likelihood	Impact	Score	Change
November 2020	4	3	12	
February 2021	4	3	12	

The refurbishment of the construction and engineering workshop is underway and a refurbishment of the ground floor of the Street Building is planned for the summer of 2021. However, funding has still to be secured to reconfigure faculties in line with future curriculum plans. In light of this the risk rating is unchanged.

Risk 5.2

The college fails to maintain the building due to a lack of resources resulting in a build-up of back log maintenance.

	Likelihood	Impact	Score	Change
November 2020	4	2	8	
February 2021	4	2	8	


As the risk is still assessed as a minor risk the risk rating is unchanged.

West Lothian College

25 February 2021

Risk 5.3

The college fails to complete capital projects within timescale and budget due to poor project planning and control resulting in cost overrun.

	Likelihood	Impact	Score	Change
November 2020	3	2	6	
February 2021	3	2	6	

As the risk is still assessed as a minor risk the risk rating is unchanged.

Action

The committee is asked to agree that the risk mitigations and future actions to be taken mitigate against the estates, financial and HR and people development risks as set out in the 2020-21 risk register.

Jennifer McLaren

Vice Principal, Finance & Corporate Services
25 February 2021



West Lothian College

Strategic Risk Register

2020-21

Post Holders	ELT	Executive Leadership Team	FDL&A	Faculty Directors Learning & Attainment	Score	Impact	Likelihood
	CLT	College Leadership Team	HoBD	Head of Business Development	1	Routine	Remote
	Board	Board of Governors	HoE	Head of Estates & Sustainability	2	Minor	Unlikely
	Prin	Principal	HoF	Head of Finance, Procurement & Student Funds	3	Significant	Possible
	VPF&CS	Vice Principal Finance & Corporate Services	HoHR	Head of HR and People Development	4	Major	Probable
	VPL&A	Vice Principal Learning & Attainment	Hols&DI	Head of Information Systems & Digital Infrastructure	5	Critical	Very Likely
	VP P&I	Vice Principal Performance & Improvement					

Risk Numbers & Board Committees	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Controls/Mitigation Actions	Impact	Likelihood	Score	Further actions planned	Lead Responsibility
3 Financial										

3.1 Finance & General Purposes Committee	There is a risk that the college is not able to set a balanced budget and/or does not adequately monitor its financial position due to poor financial management resulting in the college not being financially sustainable. Link to strategic goal: <ul style="list-style-type: none">Inspire and enable success for all	5	3	15	Monthly management accounts presented to college leadership team with agreed actions where necessary. Budget setting process overseen by college leadership team with actions agreed at each meeting to arrive at a balanced budget. Budget review meetings held with all budget holders with agreed actions.	3	3	9		VPF&CS
3.2 Finance & General Purposes Committee	There is a risk that pay awards and terms and conditions negotiated through the national bargaining process are unaffordable resulting in the college not being financially sustainable. Link to strategic goals: <ul style="list-style-type: none">Inspire and enable success for all	5	5	25	College has influence in determining agreed pay award and terms and conditions. College inputs into Colleges Scotland budget submission. EIS has settled pay claim for 2020-21	4	4	16		VPF&CS

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

Post Holders	ELT	Executive Leadership Team	FDL&A	Faculty Directors Learning & Attainment	Score	Impact	Likelihood
	CLT	College Leadership Team	HoBD	Head of Business Development	1	Routine	Remote
	Board	Board of Governors	HoE	Head of Estates & Sustainability	2	Minor	Unlikely
	Prin	Principal	HoF	Head of Finance, Procurement & Student Funds	3	Significant	Possible
	VPF&CS	Vice Principal Finance & Corporate Services	HoHR	Head of HR and People Development	4	Major	Probable
	VPL&A	Vice Principal Learning & Attainment	HoIS&DI	Head of Information Systems & Digital Infrastructure	5	Critical	Very Likely
	VP P&I	Vice Principal Performance & Improvement					

	<ul style="list-style-type: none"> Lead with vision and empathy 									
3.3 Finance & General Purposes Committee	<p>There is a risk of failure to deliver or meet compliance standards for Skills Development Scotland (SDS) and Flexible Workforce Development Fund (FWDF) contracts due to poor contract administration resulting in a clawback of funding and reputational damage.</p> <p>Link to strategic goals:</p> <ul style="list-style-type: none"> Inspire and enable success for all Support economic recovery and growth Strengthen our communities Lead with vision and empathy 	4	3	12	<p>A management structure is in place to manage all non credit funded activity.</p> <p>Team is well established and understand all aspects of Skills Development Scotland (SDS) compliance.</p> <p>Staff meetings are regularly scheduled to monitor performance, starts and spend.</p> <p>All Workbased Assessors (WBA) have undertaken 2020-21 training to understand new guidance and compliance.</p> <p>College meets SDS Skills Investment Advisor on a quarterly basis.</p> <p>Low Modern Apprenticeship (MA) starts in Engineering, Hairdressing and Automotive are mitigated by increased numbers in other areas.</p>	3	2	6	<p>FWDF need to manage backlog as few courses were undertaken between April and August.</p> <p>Procure associate trainers to ensure that training is high quality and able to meet demand.</p>	VPL&A & VPP&I

Post Holders	ELT	Executive Leadership Team	FDL&A	Faculty Directors Learning & Attainment	Score	Impact	Likelihood
	CLT	College Leadership Team	HoBD	Head of Business Development	1	Routine	Remote
	Board	Board of Governors	HoE	Head of Estates & Sustainability	2	Minor	Unlikely
	Prin	Principal	HoF	Head of Finance, Procurement & Student Funds	3	Significant	Possible
	VPF&CS	Vice Principal Finance & Corporate Services	HoHR	Head of HR and People Development	4	Major	Probable
	VPL&A	Vice Principal Learning & Attainment	HoIS&DI	Head of Information Systems & Digital Infrastructure	5	Critical	Very Likely
	VP P&I	Vice Principal Performance & Improvement					


					Despite a significant increase in FWDF allocation in 20/21, confidence remains around ability to successfully manage reporting, due to realignment of resources to match the funding increase.				
3.4 Finance & General Purposes Committee	There is a risk that the college fails to secure alternative income streams due to economic challenges and poor horizon scanning resulting in a loss of income and/or investment opportunity for the college. Link to strategic goals: <ul style="list-style-type: none">Support economic recovery and growthLead with vision and empathy	4	4	16	East Central Scotland Collaboration in place. Weekly meetings taking place with West Lothian Council. 12 month campaign plan in place. Comprehensive tracking and control measures. Strong connectivity with key networks and information sources. Faculty and Curriculum plans under development, which will inform income generation objectives. A number of new opportunities have been identified and secured which has resulted in income target remaining on track, however, the score remains	3	4	12	VPL&A & VPP&I

Post Holders	ELT	Executive Leadership Team	FDL&A	Faculty Directors Learning & Attainment	Score	Impact	Likelihood
	CLT	College Leadership Team	HoBD	Head of Business Development	1	Routine	Remote
	Board	Board of Governors	HoE	Head of Estates & Sustainability	2	Minor	Unlikely
	Prin	Principal	HoF	Head of Finance, Procurement & Student Funds	3	Significant	Possible
	VPF&CS	Vice Principal Finance & Corporate Services	HoHR	Head of HR and People Development	4	Major	Probable
	VPL&A	Vice Principal Learning & Attainment	HoIS&DI	Head of Information Systems & Digital Infrastructure	5	Critical	Very Likely
	VP P&I	Vice Principal Performance & Improvement					

					unchanged due to the increasingly competitive nature of the funding landscape.					
3.5 Finance & General Purposes Committee	There is the risk of a significant GDPR breach due to non-compliance with regulation resulting in a significant financial penalty. Link to strategic goals: <ul style="list-style-type: none"> Inspire and enable success for all Lead with vision and empathy 	5	3	15	Roll out of mandatory training for all staff. Data Protection Officer (DPO) provides guidance to college.	4	3	12		VPF&CS

Post Holders	ELT	Executive Leadership Team	FDL&A	Faculty Directors Learning & Attainment	Score	Impact	Likelihood
	CLT	College Leadership Team	HoBD	Head of Business Development	1	Routine	Remote
	Board	Board of Governors	HoE	Head of Estates & Sustainability	2	Minor	Unlikely
	Prin	Principal	HoF	Head of Finance, Procurement & Student Funds	3	Significant	Possible
	VPF&CS	Vice Principal Finance & Corporate Services	HoHR	Head of HR and People Development	4	Major	Probable
	VPL&A	Vice Principal Learning & Attainment	Hols&DI	Head of Information Systems & Digital Infrastructure	5	Critical	Very Likely
	VP P&I	Vice Principal Performance & Improvement					

Risk Numbers & Board Committees	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Controls/Mitigation Actions	Impact	Likelihood	Score	Further actions planned	Lead Responsibility
4 HR & People Development										

4.1 Finance & General Purposes Committee	There is a risk of not engaging and communicating effectively with staff resulting in a demotivated workforce and a failure to deliver high quality learning, teaching and service delivery. Link to strategic goals: <ul style="list-style-type: none">Inspire and enable success for allLead with vision and empathy	4	3	12	Taking forward actions as a result of the staff survey. Principal's drop-in session allow staff concerns to be heard and acted upon. Virtual staff conference and team meetings give opportunity for concerns to be addressed.	3	2	6	Individual teams met in January to discuss staff survey results and agree actions to address negative feedback where possible.	VPF&CS
4.2 Finance & General Purposes Committee	There is the risk of an inflexible organisational structure due to national bargaining restrictions resulting in an unaffordable staffing structure and limited student experience. Link to strategic goals: <ul style="list-style-type: none">Inspire and enable success for all	5	3	15	College has influence within the national bargaining process. Local engagement with unions to avoid industrial action.	4	3	12	 In light of the EIS-FELA national dispute and consultative ballot on tutor/instructor/assessor roles in colleges this risk has been escalated.	VPF&CS

Post Holders	ELT	Executive Leadership Team	FDL&A	Faculty Directors Learning & Attainment	Score	Impact	Likelihood
	CLT	College Leadership Team	HoBD	Head of Business Development	1	Routine	Remote
	Board	Board of Governors	HoE	Head of Estates & Sustainability	2	Minor	Unlikely
	Prin	Principal	HoF	Head of Finance, Procurement & Student Funds	3	Significant	Possible
	VPF&CS	Vice Principal Finance & Corporate Services	HoHR	Head of HR and People Development	4	Major	Probable
	VPL&A	Vice Principal Learning & Attainment	HoIS&DI	Head of Information Systems & Digital Infrastructure	5	Critical	Very Likely
	VP P&I	Vice Principal Performance & Improvement					

	<ul style="list-style-type: none"> Support economic recovery and growth Lead with vision and empathy 								
4.3 Finance & General Purposes Committee	<p>There is the risk of a breakdown in relationship with the local JNCCs due to ineffective engagement resulting in local disputes and/or industrial action.</p> <p>Link to strategic goal:</p> <ul style="list-style-type: none"> Lead with vision and empathy 	4	3	12	Regular engagement to promote partnership and mitigate against any local disputes.	3	2	6	HoHR
4.4 Finance & General Purposes Committee	<p>There is a risk that staff are not upskilled to cope with new ways of working and digital developments due to inadequate training and resources resulting in a demotivated workforce and a poor student experience.</p> <p>Link to strategic goals:</p> <ul style="list-style-type: none"> Inspire and enable success for all Lead with vision and empathy 	4	3	12	<p>Learning and Development (L&D) budget which supports staff development.</p> <p>Staff development programmes run throughout year.</p> <p>Learning Continuity Group established to support staff using on-line technology and share good practice.</p>	3	2	6	HoHR/ HoIS&DI

Post Holders	ELT	Executive Leadership Team	FDL&A	Faculty Directors Learning & Attainment	Score	Impact	Likelihood
	CLT	College Leadership Team	HoBD	Head of Business Development	1	Routine	Remote
	Board	Board of Governors	HoE	Head of Estates & Sustainability	2	Minor	Unlikely
	Prin	Principal	HoF	Head of Finance, Procurement & Student Funds	3	Significant	Possible
	VPF&CS	Vice Principal Finance & Corporate Services	HoHR	Head of HR and People Development	4	Major	Probable
	VPL&A	Vice Principal Learning & Attainment	Hols&DI	Head of Information Systems & Digital Infrastructure	5	Critical	Very Likely
	VP P&I	Vice Principal Performance & Improvement					

Risk Numbers & Board Committees	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Controls/Mitigation Actions	Impact	Likelihood	Score	Further actions planned	Lead Responsibility
5 Estate										

5.1 Finance & General Purposes Committee	There is a risk that the estate is not adequately reconfigured in line with the college's ambition for growth due to insufficient resources resulting in the college not meeting the needs of the region. Link to strategic goals: <ul style="list-style-type: none">Inspire and enable success for allStrengthen our communitiesLead with vision and empathy	5	4	20	Money set aside each year from estates grant to continue programme of development. Communication with local members of the Scottish Parliament and Scottish Funding Council to highlight need for additional resources. Working on updated estates plan for 2021-2026 to inform funding needs and estates development.	4	3	12	Refurbishment of the Construction & Engineering Workshop underway, expected to be completed by 31 March 2021. Planned refurbishment of the ground floor of the Street Building planned for summer 2021. Meetings being held with faculty directors to identify estates plans which will feed into a 5-year estates plan.	VPF&CS
--	---	---	---	----	--	---	---	----	--	--------

Post Holders	ELT	Executive Leadership Team	FDL&A	Faculty Directors Learning & Attainment	Score	Impact	Likelihood
	CLT	College Leadership Team	HoBD	Head of Business Development	1	Routine	Remote
	Board	Board of Governors	HoE	Head of Estates & Sustainability	2	Minor	Unlikely
	Prin	Principal	HoF	Head of Finance, Procurement & Student Funds	3	Significant	Possible
	VPF&CS	Vice Principal Finance & Corporate Services	HoHR	Head of HR and People Development	4	Major	Probable
	VPL&A	Vice Principal Learning & Attainment	HoIS&DI	Head of Information Systems & Digital Infrastructure	5	Critical	Very Likely
	VP P&I	Vice Principal Performance & Improvement					

5.2 Finance & General Purposes Committee	There is the risk that the college fails to maintain the building due to a lack of resources resulting in a build-up of back log maintenance. Link to strategic goal: <ul style="list-style-type: none">Inspire and enable success for all	5	3	15	Established planned preventative programme in place and implemented annually. Budget allocation to address planned and reactive maintenance.	4	2	8	Given the age of building and need to become more carbon neutral sustainable heating systems are being considered to replace gas boilers.	HoE
5.3 Finance & General Purposes Committee	There is a risk that the college fails to complete capital projects within timescale and budget due to poor project planning and control resulting in cost overrun. Link to strategic goal: <ul style="list-style-type: none">Inspire and enable success for all	4	3	12	Project team established with technical advice from procurement. Technical expertise externally recruited where required. Regular monitoring of budget and meetings with contractors to identify any deviation from plan and agree remedial action.	3	2	6		VPF&CS

Risk Tolerance Matrix 2019-20

Impact Score	Impact Description	Access – more equal society	Responding to the economy	Student Success	Innovation and Enterprise	Financial and organisation Sustainability
1	Insignificant	Majority of access targets met with only one or two exceptions. Overall stakeholders, communities, schools and universities engaged with college.	One subject area not delivering but credit target/budget delivered. Overall schools and appropriate stakeholders are engaged.	Isolated cases of poor learner retention and attainment.	Commercial targets achieved overall albeit individual contract variance in performance. Apprenticeship expansion within 10% of target. Key account management in the main successful.	One instance <£50k or a number of instances where the cumulative value is <£50k.
2	Minor	Recruitment from the most deprived postcodes has reduced slightly. Number of students getting advanced standing to University declines.	One Centre /Department not delivering but credit target/budget delivered. Schools and Stakeholders fairly engaged.	Under sector average for attainment in one PI success category. Downward trend in one PI success category. Positive feedback from Education Scotland progress review. Few instances of quality targets not being met.	Shortfall in commercial targets but ability to make up for this across college. Apprenticeship expansion within 20% of target.	£50k-£99k.
3	Significant	Recruitment across a number of equality measures is below target.	Up to 10% of credit target/budget not achieved due to supply and demand.	Less than sector average in FE and HE full time success indicators.	Shortfall in commercial targets and reduction in college surplus forecast.	£100k- £299k.

Appendix 2

		<p>Stakeholder engagement with communities, stakeholders, schools and universities is not effective in supporting targets.</p> <p>College overall activity target being impacted on.</p>	<p>mismatch or lack of engagement with key partners.</p> <p>Some schools and stakeholder dissatisfaction with the college.</p>	<p>Downward trend in FE and HE full time success indicators.</p> <p>Increasing negative destinations and activity targets under threat.</p> <p>Education Scotland progress review unsatisfactory.</p>	<p>Apprenticeship numbers static.</p> <p>Business engagement weak.</p>	
4	Major	<p>Insufficient progress made with equality targets, resulting in reduced activity target and clawback of funds for specific initiatives.</p> <p>Poor stakeholder relations and reputational damage.</p>	<p>>25 % of credit target/budget not achieved due to supply & demand mismatch.</p> <p>Major shortfall in recruiting to vocational pathway programmes.</p> <p>Majority of schools and stakeholders dissatisfied with the college.</p>	<p>Majority of Centres with poor learner retention, attainment and negative destinations.</p> <p>Activity target shortfall and funds clawback indicated.</p> <p>Education Scotland progress review unsatisfactory.</p>	<p>Major shortfall in commercial surplus resulting in more significant interventions.</p> <p>Reductions in Apprenticeship places.</p> <p>Business and Employer dissatisfaction.</p>	£300k - £499k.
5	Catastrophic	<p>Failure to deliver on equalities targets leaving the college open to challenge and significant reputational damage.</p>	<p>Major shortfall in recruitment and retention leading to clawback of funds or activity.</p>	<p>High negative learner destinations with major funds clawback and activity targets significantly under achieved.</p>	<p>Commercial surplus significantly reduced and major impact on college core operations.</p>	>£500k.

Appendix 2

		Claw back of funds and inability to access any related initiatives or future projects.	Major reputational damage arising from poor performance.	Education Scotland/Scottish Funding Council intervention.	Withdrawal of Apprenticeship contract. Business and employer complaints.	
--	--	--	--	---	---	--

West Lothian College

25 February 2021

Finance and General Purposes Committee

DEVELOPMENT PLAN – AUGUST 2020 TO JULY 2021

The Development Plan for the year ended 31 July 2021 is attached reflecting discussion at the self-evaluation meeting held on 10 September 2020. Progress in taking forward agreed development needs is also provided.

Action

The committee is asked to discuss the Development Plan and make any necessary amendments.

Jennifer McLaren

Secretary to the Board

25 February 2021

West Lothian College

25 February 2021

Finance and General Purposes Committee

Development Plan 2020

August 2020 – July 2021

Membership

No current issues

Remit

Annual review of remit – reviewed June 2020, next review June 2021

Visits to Parts of the Campus

Visits to be discussed once COVID19 restrictions are eased.

Opportunities for Strategic Discussion

- Committee members would like early engagement in the development of the college's commercial strategy (COMPLETE)
- Training session on year-end accounts with internal auditors (COMPLETE)
- Information on governance arrangements of Lothian Pension Fund and SPPA (COMPLETE)
- Further information/training on responsibilities as a charity trustee (COMPLETE)

Development Issues Identified in Meetings

- Forth Valley College – Moira Niven to attend finance committee meeting as an observer
- Learning & Teaching Committee – Julia Simpson, Moira Niven, Sue Stahly to attend as observers (Moira Niven and Julia Simpson attended November 2020)
- Audit Committee – Sue Stahly to attend as an observer (COMPLETE, Moira Niven also attended)
- Sue Stahly to meet with Vice Principal, Finance & Corporate Services (COMPLETE)
- Committee members to meet with student association

Self-Evaluation

Annual self-evaluation of Committee – scheduled for June 2021

Version 5: February 2021