

West Lothian College - Finance and General Purposes Committee

Thursday 9 September 2021 at 10.30 am, via Zoom

10.00 am - Pre-Committee meeting: Board members – Children’s Hearings Scotland Team

AGENDA

	Item	Paper	Action
1	Welcome/Apologies		
2	Declarations of Interest		
3	Minutes of Previous Meeting	1	For Approval
4	Matters Arising	2	To Discuss
5	Financial Progress		
	(i) June 2021 Management Accounts	3	To Note
	(ii) Business Development Report	4	To Inform
	(iii) Pre Audit Credit Update 2020-21	5	To Note
6	HR and People Development		
	(i) HR and People Development Report	6	To Discuss
	(ii) Employer Association Update		Verbal
7	Infrastructure Update	7	To Note
8	Complaints Report	8	To Note
9	Financial Forecast Return 2021-22 to 2023-24	9	To Discuss
10	Any Other Business		
11	Review of Meeting, Development Plan and Supporting Papers		
12	Date of Next Meeting: Thursday 25 November 2021 at 10.00 am		



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Finance and General Purposes Committee

Minute of Meeting of the Finance and General Purposes Committee held on **Thursday 17 June 2021 at 10am** via zoom

For information: A pre-meeting was held with Committee Members and a representative from the Student Support Department to enable Committee Members to meet the staff team. The Committee thanked the team for providing a very positive and authentic insight into the college.

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

In attendance Jinty Dobson (SA President)
Danny Duffy (Head of Finance, Procurement & Student Funding)
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 (Head of HR and People Development) - agenda items 8 (i) and 8 (ii) only
Iain McIntosh (Observer)
Fiona Hudson (Guest)
Lesley Aitkenhead (Board Governance Advisor)

1 Welcome/Apologies

The Chair welcomed all to the meeting. Paula White joined to present item 8 on the agenda. Frank Gribben did not attend as a result of mix up with invitations.

The Chair welcomed Fiona Hudson as the new Head of Finance, and thanked Danny Duffy for his contribution to the committee and college and wished him success in his new role.

2 Declarations of Interest

There were no declarations of interest.

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3 Minutes of Meeting of 25 February 2021

The Minute of the meeting of 25 February 2021 was approved as a correct record of the meeting subject to one amendment.

4 Matters Arising from Minutes of Meeting of 25 February 2021

The committee noted all actions as duly completed.

5 Financial Progress

(i) January 2021 Annual Budget 2021-22

Vice Principal, Finance and Corporate Services presented paper 3 and requested the committee recommend approval of the Annual Budget by the Board.

The committee noted the overall positive budget position, given the challenging year and discussed the provision for additional roles that were required to meet the changing needs of the college. The committee acknowledged the need for the additional roles, especially in relation to digital equality and widening access.

The Vice Principal, Finance and Corporate Services highlighted the increase in investment in infrastructure, including areas of technology and development of estates (covered in item 7 and 8).

It was noted that the majority of funding is from the basic grant, but additional funding is also available from one-off grants relating to mental health and investment in digital.

The committee recommended the annual budget 2021-22 for approval by the Board and thanked the presenter for the efforts in achieving a positive budget position.

(ii) Funding Allocation 2021-22

Vice Principal, Finance and Corporate Services presented paper 4 for noting. The committee noted the main change was that foundation apprenticeships are now being delivered through SFC credits instead of Skills Development Scotland.

The committee noted the paper.

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(iii) Management Accounts April 2021

Vice Principal, Finance and Corporate Services presented paper 5 for noting and advised that there were no material concerns to highlight. The committee noted the paper and referenced the major projects as a good result for the college.

(iv) Business Development Report

Vice Principal, Performance and Improvement advised that Paper 6, Business Development Report was for information. The committee welcomed the information and noted the good progress in developing key initiatives.

(v) Accounting Policies

Vice Principal, Finance and Corporate Services presented paper 7 for approval. The amendments to the Accounting Policy related to the treatment of assets, including IT equipment and has been updated as the result of advice from the Scottish Funding Council. The amendments are not considered material and can be applied as required. The committee approved the paper.

(vi) Financial Regulations

Vice Principal, Finance and Corporate Services presented paper 8 for recommendation for approval by the Board. The amendments to the Financial Regulations were a minor point reflecting changes in approach to classification of group assets. The committee was advised that the amendment was approved by Mazars, the college's external auditors and is in line with Financial Regulations.

The committee recommended the proposed changes are approved by the Board.

(vii) Assets Value

Vice Principal, Finance and Corporate Services presented paper 9 for approval. The committee noted its responsibility in given due consideration to the approach taken for valuation of assets, that are included in the annual accounts.

The committee discussed the approach to depreciation and approved the paper.

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6 HR and People Development

(i) HR and People Development Report

Head of HR and People Development presented Paper 10 for discussion. The presenter summarised the key messages, including reference to improvements in staff sickness rates compared to previous year. The committee noted the status of the local dispute with EIS-FELA. The committee thanked the presenter for the paper.

(ii) Hybrid Working Group

Vice Principal, Finance and Corporate Services presented paper 11 for noting. The presenter advised that a new working group has been set up to look at ways of working in a hybrid world, following a staff survey that illustrated a desire from the majority of staff to continue to work remotely for part of the week. This will be the focus for discussion at the August staff conference. The committee noted the proposal and welcomed the proposed approach.

(iii) Equality Mainstreaming Report

Vice Principal, Performance and Improvement presented Paper 12 for noting. The paper was presented to the Learning & Teaching Committee for approval, and was presented to this committee in relation to staff equality, diversity and inclusion.

The chair and committee welcomed the paper and commented on the quality of the content and presentation, suggesting formatting changes to the bar charts in the appendices. The committee agreed that the report contained insightful information and were keen to understand how the college would use the findings of the report. It was noted that the report included use of external validation, which was viewed as a positive method of evaluation. The committee noted the report.

(iv) Employer Association Update

The Board Chair provided a verbal update on discussions with the Employer Association. The committee noted the progress that was being made and the next steps in terms of an agreed statement by EIS. The committee noted the distinction between discussions at a local level and national level and the effort that has been made to work collaboratively with the Employers Association in the future. College Scotland plans to complete a lesson learned review, aimed at improving working relationships on a more ongoing basis.

The Board Chair was thanked for the update.

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7 Infrastructure Update

Vice Principal, Finance and Corporate Services presented paper 13, which gave an update on the infrastructure plans for 2020-21 for recommendation for approval by the Board. The committee was asked to recommend approval of a revised budget for projects planned for 2021-22, which included expansion of construction and engineering workshop; phase II of main building project and equipment upgrade.

The committee supported the revised budget and recognised the increased value these projects were bringing to the college, including widening access for available courses.

The committee noted that these projects were transformational and were all in line with the college's strategic goals.

The committee recommended for approval by the Board.

8 Five Year Estates Plan

The Head of Estates & Sustainability gave a presentation on the Five-Year Estates Plan.

The committee welcomed the presentation and the insight it provided on the estates plans and impact it will have on the college and its students and environment. The committee discussed possible site visits for Board members to see progress on the work and Board members were asked to arrange a visit with the Board Governance Advisor and Principal. The committee thanked the presenter for a very informative and insightful presentation.

9 Complaints Report

Vice Principal, Performance and Improvement presented Paper 14 for noting and highlighted the key points. It was noted that for the period from Feb 21 to 31 May 21 the number of complaints increased to 20, which was an increase of 6, compared to the same period in 2019-20. The increase is in line with trends for this time of year and impacted changes to approach due to COVID.

All complaints were managed in accordance with the complaints procedure and are now resolved, with improvements in place. A legal case continues to be managed. The committee noted the paper.

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10 Strategic Risk Register

Vice Principal, Finance and Corporate Services presented Paper 15 covering movements in the Strategic Risk Register since the February 2021 Committee for discussion. The presenter highlighted the key improvements to mitigations which has resulted in a reduction 4 of the 12 risks that are oversighted by the committee. The committee noted the control improvements which were consistent with previous papers to the Committee, in terms of Estate Configuration, Financial Control and Pay Awards. The committee noted the paper and movements in the overall risk profile of the college.

11 Procurement Strategy

Vice Principal, Finance and Corporate Services presented Paper 16 for information. The committee were advised that there had been small changes to the Procurement Strategy to ensure it aligns with Fair Working Practice. The committee thanked the presenter for the update and noted the changes.

12 AOB

The committee noted that the Student Association was nominated for an award for its work on equality. The committee congratulated the Student Association and wished them luck for the award.

13 Review of Meeting, Development and Supporting Papers

The committee agreed that the papers were good quality, especially the Equality Mainstreaming Report, and the presentations from staff were positive and engaging. Committee members were advised of a Staff Celebration Event on Tuesday 22 June, which they were welcome to join.

14 Date of Next Meeting

The next scheduled meeting of the committee was Thursday 9 September 2021 at 10am.

Signed
Chair, Finance and General Purposes Committee

Date

ACTION: To Discuss

Matters Arising - Finance & General Purpose Tracker

Paper 2

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Date: 9 September 2021

Board/Committee	Meeting	Ref	Source	Action	Owner	Priority	Target Date	Status	Update
F&GP	25-Feb-21	F1	Business Development Plan	To remove the header in the third column to be updated to remove the word 'surplus' as it was agreed that 'contribution' was the correct term	VPP&I	2	25-Feb-21	Completed	
F&GP	25-Feb-21	F2	Strategic Risk Register	To update the Risk Register with the agreed changes and present to the Board.	VPF&CS	1	30-May-21	Completed	Risk Register updated
F&GP	25-Feb-21	F3	AOB	To propose that a Cyber Security Session is held at a future Board Meeting	Chair F&GP	2	06-May-21	Completed	Cyber Security Session presented at Board Strategy Day
F&GP	25-Feb-21	F4	Board Development Report	To approach Forth Valley College on behalf of the Chair, F&GP to virtually attend a Board Finance Committee	BGA	2	30-May-21	Completed	Chair F&GP attended a FVC Finance Committee

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

The June 2021 Management Accounts show comparisons of actual with budget income and expenditure for the eleven-month period ended 30 June 2021, and a forecast for the year to 31 July 2021.

Financial Results

The net trading position at 30 June 2021 is:

	Actual £'000	Budget £'000	Variance £'000
Income	17,066	16,943	+123
Expenditure	16,040	16,392	+352
Trading Surplus/(Deficit)	1,026	551	+475
Net I&E Transfer Surplus/(Deficit)	720	470	+250
Net I&E Transfer % of Income	4.2%	2.8%	+1.4%

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

	Forecast £'000	Budget £'000	Variance £'000
Income	18,693	18,500	+193
Expenditure	18,189	18,043	(146)
Trading Surplus /(Deficit)	504	457	+47
Net I&E Transfer Surplus/(Deficit)	50	158	(108)
Net I&E Transfer % of Income	0.3%	0.9%	(0.6%)

The most significant variances are detailed below:

Analysis of Income Variances	To Date £'000	Forecast £'000
Grant in Aid	-	-
Fees	(143)	(170)
Skills Development Scotland (SDS) Contracts	(131)	(81)
Income Generation	(252)	(229)
European Funds	(258)	(258)
Other income	(5)	(120)
Other Scottish Funding Council (SFC) funding	912	1,051
	123	193

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Analysis of Expenditure Variances	To Date £'000	Forecast £'000
Salary costs	75	103
Faculty supplies	(120)	(673)
Department supplies	134	(73)
Business Development supplies	322	241
Other Activity supplies	260	255
Estates & Sustainability supplies	(319)	1
Other Payroll Costs	-	-
	352	(146)

Comment on Specific Variances:

Faculties		To Date £'000	Forecast £'000
		+324	(34)
Areas of Concern	SDS Contracts (Foundation Apprenticeships)		

Full year income is currently projecting to be £555k ahead of plan driven by additional funding (£600k) to support the Young Persons Guarantee scheme (YPG) and the National Transition Training Fund (NTTF). The cost of delivery of both programmes have also been included within the forecast however some faculties may be able to utilise core resources to deliver this activity which may cause some underspend in Salaries and Supplies should this materialise.

Included within income are SDS contracts, which are forecasting to be £124K behind budget due to withdrawal rates within the Foundation Apprenticeship programme.

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Departments	To Date £'000	Forecast £'000
	+309	+130
Areas of Concern	None	

The loss of the 2020 furlough bonus scheme and various smaller streams of income have been offset with additional income associated with the 2020-21 furlough claim.

Business Development	To Date £'000	Forecast £'000
	+146	+50
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 and both income and costs associated with this element of the contract have been removed from the accounts. Additional trainees have been identified which will generate an additional £87k over and above the base contract value. Associated costs of this are expected to be in the region of £35K.

Other Activities	To Date £'000	Forecast £'000
	(12)	(23)
Areas of Concern	Other income	

There will be no European activity in 2020-21 and all income and associated costs have been removed from the forecast.

Estates	To Date £'000	Forecast £'000
	(292)	(76)
Areas of Concern	None	

The reduction in refectory income has been partially offset by a reduction in costs. The college received £364k from the Scottish Funding Council to mitigate against the impact of COVID19. This funding will be used to upgrade curriculum equipment within the faculties. It has been agreed that the second tranche of estates funding, which was budgeted to be drawn down in 2020-21 has now been forecast to be drawn down in 2021-22. All

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costs and income associated with the second tranche have been removed from the forecast.

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 concerns in this category.

Deferred Grant and Depreciation		To Date £'000	Forecast £'000
		+0	(47)
Areas of Concern	None		

Variance is caused by additional depreciation and deferred capital grant release associated with the 2020 revaluation and capital additions in 2021. There are no concerns.

Student Funds		To Date £'000	Forecast £'000
		+0	+0
Areas of Concern			

The allocation of £4,631k in student funds for academic year 2020-21 has enabled the college to meet all demands on the fund. The college has also been allocated additional FE and HE discretionary funding to help students who are experiencing hardship. It is anticipated that these funds will be fully used by end July 2021.

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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 5-year loan break, the £158k surplus plus the £58k investment spend were allocated to the extension and refurbishment of the construction and engineering workshop.

Pension Funds		To Date £'000	Forecast £'000
		+0	(719)
Areas of Concern	None		

Pension figures are based on the actuarial report prepared for the 2019-20-year end accounts. Actual costs will be confirmed on receipt of the actuarial report for the 2020-21 accounts.

Balance Sheet, Cash Flow and Capital Expenditure

The Balance Sheet and Cash Flow forecast as at 30 June 2021 are appended.

Jennifer McLaren

Vice Principal, Finance and Corporate Services

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WEST LOTHIAN COLLEGE
MANAGEMENT ACCOUNTS
JUNE 2021

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(i) Faculties		2
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	2020/21 BUDGET £'000	As at 30 June 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	11,028	11,028		12,031	12,031	
Fees	2,447	2,250	2,393	-143	2,277	2,447	-170
SDS contracts	1,087	930	1,061	-131	1,006	1,087	-81
Income generation	1,159	832	1,084	-252	930	1,159	-229
European funds	258		258	-258		258	-258
Other income	333	322	327	-5	213	333	-120
Other SFC funding	1,185	1,704	792	+912	2,236	1,185	+1,051
TOTAL INCOME	18,500	17,066	16,943	+123	18,693	18,500	+193
EXPENDITURE							
SALARIES							
Faculties	8,635	7,765	7,910	+145	8,551	8,635	+84
Departments	2,906	2,692	2,662	-30	2,879	2,906	+27
Business Development	808	738	733	-5	796	808	+5
Other Activities	82	81	81		95	82	-6
Estates & Sustainability	895	856	821	-35	902	895	-7
	13,326	12,132	12,207	+75	13,223	13,326	+103
SUPPLIES & SERVICES							
Faculties	538	643	523	-120	1,211	538	-673
Departments	1,611	1,367	1,501	+134	1,684	1,611	-73
Business Development	452	120	442	+322	211	452	+241
Other Activities	258	-2	258	+260	3	258	+255
Estates & Sustainability	1,552	1,500	1,181	-319	1,551	1,552	+1
	4,411	3,628	3,905	+277	4,660	4,411	-249
OTHER PAYROLL COSTS							
	306	280	280		306	306	
TOTAL EXPENDITURE	18,043	16,040	16,392	+352	18,189	18,043	-146
TRADING SURPLUS/(DEFICIT)	457	1,026	551	+475	504	457	+47
		6.0%	3.3%	2.8%	2.7%	2.5%	0.2%
RESTRUCTURING							
Voluntary Severance / Redundancy							
Pension Transfers							
Apprenticeship Levy	-35	-29	-29		-35	-35	
Holiday Pay Accrual	-35	-29	-29		-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	375	375		474	410	+64
Depreciation	-711	-652	-652		-822	-711	-111
	-301	-277	-277		-348	-301	-47
STUDENT FUNDS							
Student Funds Income	4,631	4,164	3,705	+459	4,631	4,631	
Student Funds Expenditure	-4,631	-4,164	-3,705	-459	-4,631	-4,631	
INVESTMENT FUNDS							
College Spend	-58				-216	-58	-158
Transfer to ALF							
	-58				-216	-58	-158
COLLEGE SURPLUS/(DEFICIT)	64	720	246	+474	-94	64	-158
		4.2%	1.5%	2.8%	-0.5%	0.3%	-0.8%
PENSION							
FRS17 LPF	-1,327				-2,046	-1,327	-719
Early Retirement provision	-204				-204	-204	
	-1,531				-2,250	-1,531	-719
OPERATING SURPLUS/(DEFICIT)	-1,467	720	246	+474	-2,344	-1,467	-877
Transfer (To) / From Pension Reserve	1,327				2,046	1,327	+719
Transfer (To) / From Revaluation Reserve	298		224	-224	348	298	+50
NET TRANSFER TO I&E RESERVE	158	720	470	+250	50	158	-108
		4.2%	2.8%	1.4%	0.27%	0.85%	-0.59%

Variances

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

Explanations

Explanations for variances are noted in the following papers

FACULTIES	2020/21 BUDGET £'000	As at 30 June 2021			Forecast to 31 July 2021			
		ACTUAL £'000	BUDGET £'000	ARIANCE £'000	ACTUAL £'000	BUDGET £'000	ARIANCE £'000	
INCOME								
Grant in aid	12,031	11,028	11,028		12,031	12,031		
Fees	2,424	2,230	2,372	-142	2,258	2,424	-166	Note 1
SDS contracts	1,087	887	1,061	-174	963	1,087	-124	Note 2
Income generation								
European funds		39		+39				
Other income		905	329	+576	1,173	328	+845	Note 3
Other SFC funding	328							
TOTAL INCOME	15,870	15,089	14,790	+299	16,425	15,870	+555	
EXPENDITURE								
SALARIES								
Access, Employability and Schools	935	864	857	-7	966	935	-31	Note 4
Business, Creative and Enterprise	1,621	1,547	1,487	-60	1,717	1,621	-96	Note 5
Care, Health and Sport	2,027	1,887	1,857	-30	2,075	2,027	-48	Note 6
Computing, Engineering & Built Envir	2,362	2,051	2,162	+111	2,238	2,362	+124	Note 7
Workforce Development	1,690	1,416	1,547	+131	1,555	1,690	+135	Note 8
	8,635	7,765	7,910	+145	8,551	8,635	+84	
SUPPLIES AND SERVICES								
Access, Employability and Schools	136	106	135	+29	600	136	-464	Note 9
Business, Creative and Enterprise	109	128	106	-22	109	109		
Care, Health and Sport	67	65	65		67	67		
Computing, Engineering & Built Envir	160	79	157	+78	119	160	+41	Note 10
Workforce Development	66	265	60	-205	316	66	-250	Note 8
	538	643	523	-120	1,211	538	-673	
TOTAL EXPENDITURE	9,173	8,408	8,433	+25	9,762	9,173	-589	
TRADING SURPLUS/(DEFICIT)	6,697	6,681	6,357	+324	6,663	6,697	-34	

Notes

- £90K shortfall in Part Time FE Fees and £138k in Association students, offset with additional fees associated with Digital Start £20K, HCI Skills Gateway £47K and FT fees £5K.
- SDS Contracts projecting £124K behind budget, due to withdrawal rates within the Foundation Apprenticeship Programme (£139K) which slightly offset with a greater volume of Modern Apprentices which is tracking ahead of budget (£15K)
- Additional YPG (Young Persons Guarantee) & NTTF (National Transition Training Fund) funding confirmed (£600K). FWDF funding released in 20-21 £245k, which includes £50K FWDF funding from West Lothian Council.
- Additional admin resource required to support additional delivery (£25K), plus additional delivery costs of NTTF & YPG
- Cover for Mat leave post plus additional cost of FA delivery (£40K), plus additional delivery costs of NTTF & YPG
- Additional Lecturer costs to deliver NTTF & YPG programmes.
- Greater utilisation of core resources. Temporary Lecturer hours not required.
- 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 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.
- Cost of delivery to support YPG & NTTF Training (£600K) additional cost to deliver FA Scientific Technology at Inverlmond HS £30K
- Course materials and supplies cost savings as a result of blended learning (91K) offset with additional forecast cost of delivery on Digital Start £15k & Skills Gateway £35k programmes.

	2020/21 BUDGET £'000	As at 30 June 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	+0
Fees	0	0	0	+0	0	0	+0
SDS contracts	0	0	0	+0	0	0	+0
Income generation	0	0	0	+0	0	0	+0
European funds	0	0	0	+0	0	0	+0
Other income	138	211	136	+75	185	138	+47 Note 1
Other SFC funding	69	199	69	+130	198	69	+129 Note 2
TOTAL INCOME	207	410	205	+205	383	207	+176
EXPENDITURE							
SALARIES							
Executive Office	733	667	644	-23	712	733	+21 Note 3
Human Resources & People Development	297	249	272	+23	276	297	+21 Note 3
Quality, Student Support & Learning Resources	923	841	845	+4	905	923	+18 Note 3
Finance, Procurement & Student Funds	344	326	316	-10	349	344	-5
Information Systems & Digital Infrastructure	609	609	585	-24	637	609	-28 Note 4
	2,906	2,692	2,662	-30	2,879	2,906	+27
SUPPLIES AND SERVICES							
Executive Office	172	127	169	+42	172	172	+0
Human Resources & People Development	133	114	124	+10	127	133	+6 Note 5
Quality, Student Support & Learning Resources	177	92	173	+81	176	177	+1 Note 2
Finance, Procurement & Student Funds	203	189	185	-4	203	203	+0
Information Systems & Digital Infrastructure	926	845	850	+5	1,006	926	-80 Note 2
	1,611	1,367	1,501	+134	1,684	1,611	-73
TOTAL EXPENDITURE	4,517	4,059	4,163	+104	4,563	4,517	-46
TRADING SURPLUS/(DEFICIT)	(4,310)	(3,649)	(3,958)	+309	(4,180)	(4,310)	+130

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, £11k Student Association funds, £24K additional Mental Health Income and a corresponding 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 30 June 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	20	21	-1	19	23	-4
SDS contracts		43		+43	43		+43
Income generation	1,159	832	1,084	-252	930	1,159	-229
European funds							
Other income	16	51	12	+39	10	16	-6
Other SFC funding							
TOTAL INCOME	1,198	946	1,117	-171	1,002	1,198	-196
EXPENDITURE							
SALARIES							
Business Development	151	141	138	-3	154	151	-3
Children's Hearings Scotland	650	597	595	-2	642	650	+8
	801	738	733	-5	796	801	+5
SUPPLIES AND SERVICES							
Business Development	12	41	11	-30	17	12	-5
Children's Hearings Scotland	440	79	431	+352	194	440	+246
	452	120	442	+322	211	452	+241
TOTAL EXPENDITURE	1,253	858	1,175	+317	1,007	1,253	+246
TRADING SURPLUS/(DEFICIT)	(55)	88	(58)	+146	(5)	(55)	+50

Notes

- 1 CHS Room Hire and Meeting Room activity reduced to zero, income lost offset with cost Income & Expenditure reduced by £324k. Offset slightly with additional tranches of training income of £72K and £15K with additional trainees and cost of trainees £35K.
- 2 Assumed limited opportunity for hall hire income (-£16K) as a result of pandemic offset with Neuro Diversity Funding (£10k). YTD Figure includes DWP Kickstart Income which is paid back out to employers in future months.
- 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 30 June 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	258		-258
Other income	18	4	18	-14	4	18	-14
Other SFC funding							
TOTAL INCOME	276	4	276	-272	4	276	-272
EXPENDITURE							
SALARIES							
Terrace Restaurant							
Platinum Salon	82	72	75	+3	81	82	+1
Europe	7	9	6	-3	14	7	-7
Other Activities							
	89	81	81		95	89	-6
SUPPLIES AND SERVICES							
Terrace Restaurant	8	2	7	+5	2	8	+6
Platinum Salon	5	1	6	+5	1	5	+4
Europe	245	(5)	245	+250		245	+245
Other Activities							
	258	(2)	258	+260	3	258	+255
TOTAL EXPENDITURE	347	79	339	+260	98	347	+249
TRADING SURPLUS/(DEFICIT)	(71)	(75)	(63)	-12	(94)	(71)	-23

Notes

1 No European Trips planned in 20/21.

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

	2020/21 BUDGET £'000	As at 30 June 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	17	161	-144	14	161	-147	Note 1
Other SFC funding	788	600	394	+206	865	788	+77	Note 2
TOTAL INCOME	949	617	555	+62	879	949	-70	
EXPENDITURE								
SALARIES								
Estates & Sustainability	683	665	626	-39	702	683	-19	
Catering	212	191	195	+4	200	212	+12	
	895	856	821	-35	902	895	-7	
SUPPLIES AND SERVICES								
Estates & Sustainability	1,455	1,478	1,084	-394	1,532	1,455	-77	Note 3
Catering	97	22	97	+75	19	97	+78	Note 1
	1,552	1,500	1,181	-319	1,551	1,552	+1	
TOTAL EXPENDITURE	2,447	2,356	2,002	-354	2,453	2,447	-6	
TRADING SURPLUS/(DEFICIT)	(1,498)	(1,739)	(1,447)	-292	(1,574)	(1,498)	-76	

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 Covid Impact Funding received March (£364K) and additional Estates grant received (£80k). Secondary Estates Funding Tranche moved to 21/22.
- 3 Additional spend associated with Covid Grant (£364K) and additional spend associated with estates funding (£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

Exceptional non-restructuring items (e.g. impairment costs)

Pension adjustment - Net service cost (FRS 102 Staff cost adjustment)

Pension adjustment - Net interest cost

Pension adjustment - Early retirement provision year-end revaluation charged to SOCI

Donation to Arms-Length Foundation

Deduct:

Non-Government capital grants credited to SOCI (e.g. ALF capital grant)

Exceptional income (if disclosed as exceptional in accounts)

Cash Budget Priorities (CBP) allocated to non-SOCI payments e.g. loan repayments and other balance sheet items

NPD income applied to reduce NPD balance sheet debt

Adjusted operating position

2020-21 Budget £'000	2020-21 Forecast £'000	2020-21 Variance £'000	Comment
64	(94)	(158)	Forecast movements in income & expenditure as outlined in Management Accounts
301	348	47	Increase in depreciation as a result of FA revaluation and additional Capital Grant Associated with 2021 Capital Programme
0	0	0	
0	0	0	
0	0	0	
0	0	0	
0	0	0	
0	0	0	
0	0	0	
190	190	0	
175	64	(111)	Forecast movements in income & expenditure as outlined in Management Accounts

	2020/21 BUDGET £'000	As at 30 June 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	-2	-3	1	-2	-8	6	Note 1
NET	3	-2	-3	1	-2	3	-5	
PLATINUM SALON								
Income	7	4	2	2	4	7	-3	Note 1
Salaries	-82	-72	-75	3	-81	-82	1	
Other Costs	-5		-3	3	-1	-6	5	Note 1
NET	-80	-68	-76	8	-78	-81	3	
REFECTORY								
Income	161	17	161	-144	14	161	-147	Note 1
Salaries	-212	-191	-195	4	-200	-212	12	
Other Costs	-97	-22	-97	75	-19	-97	78	Note 1
NET	-148	-196	-131	-65	-205	-148	-57	

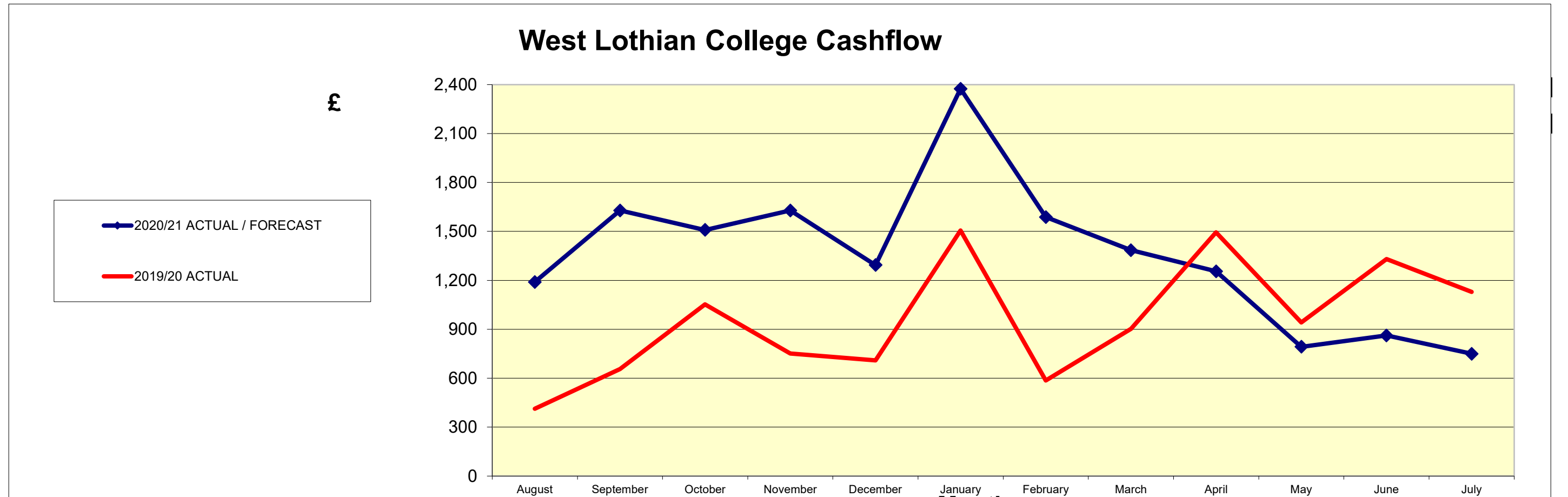
Notes

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 JUNE 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	431	648
Europe	25		(3)	(3)
Prepayments	155	212	94	282
Accrued Income	354	764	586	887
Bank	760	1,129	2,742	750
	1,929	2,573	3,850	2,563
Current Liabilities				
Trade Creditors	(654)	(291)	(96)	(597)
Payroll	(518)	(447)	(1,123)	(497)
Loans	(158)	(158)	(158)	0
Accruals	(570)	(1,120)	(891)	(1,192)
Deferred Income	(386)	(914)	(478)	(917)
Deferred Capital Grant	(457)	(410)	(410)	(474)
Unspent Student Funds	(47)	(18)	(18)	(0)
	(2,790)	(3,358)	(3,174)	(3,677)
Net Current Assets (Liabilities)	(861)	(785)	676	(1,114)
Total Assets less current liabilities	17,212	19,007	20,468	19,358
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)	(11,547)
Provisions				
LPF Pension Liability	(6,904)	(14,299)	(14,299)	(14,299)
Early Retirement Provision	(3,756)	(3,806)	(3,655)	(3,889)
Total Net Liabilities	(7,508)	(12,513)	(10,901)	(12,430)
Reserves				
Income and Expenditure Account (Trading)	(148)	52	1,579	50
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)	(10,901)	(12,430)

2020/21 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>Actual</i>	March <i>Actual</i>	April <i>Actual</i>	May <i>Actual</i>	June <i>Forecast</i>	July <i>Forecast</i>	Total
<u>Income</u>													
SFC funding (including bursaries and hardship funds)	1225	1600	1469	1447	1436	1571	1188	1751	1448	1730	1907	1730	18,502
<i>less loan repayments</i>													
Other cash received	190	206	218	223	299	1,177	725	443	416	88	295	103	4,382
Total cash in	1,415	1,806	1,687	1,669	1,736	2,748	1,913	2,194	1,864	1,818	2,202	1,833	22,884
<u>Expenditure</u>													
Payroll	1,015	1,029	1,067	1,052	1,057	1,058	1,058	1,090	1,103	1,175	1,175	1,280	13,160
Other payments	439	198	197	205	556	322	878	923	364	641	509	324	5,556
SFC Student support payments	-97	140	543	293	458	287	763	383	527	465	449	341	4,551
Interest payments													
Total cash out	1,358	1,368	1,806	1,550	2,071	1,667	2,699	2,397	1,994	2,280	2,133	1,945	23,266
Net cash inflow/(outflow)	57	439	(119)	120	(335)	1,081	(786)	(203)	(131)	(462)	69	(112)	(383)
Balance b/f (cash and overdraft)	1,133	1,190	1,629	1,509	1,629	1,294	2,375	1,588	1,386	1,255	793	862	1,133
Balance c/f (cash and overdraft)	1,190	1,629	1,509	1,629	1,294	2,375	1,588	1,386	1,255	793	862	750	750



2020/21 BUDGET £'000	History of Quarterly Forecasts for Year Ending 31 July 2021							
	Oct £'000	VARIANCE £'000	Jan £'000	VARIANCE £'000	Apr £'000	VARIANCE £'000	June £'000	VARIANCE £'000
SUMMARY								
INCOME								
GRANT IN AID	12,031		12,031		12,031		12,031	
FEES	2,447	-80	2,392	-55	2,315	-132	2,277	-170
SDS CONTRACTS	1,087	+5	930	-157	976	-111	1,006	-81
INCOME GENERATION	1,159		835	-324	930	-229	930	-229
EUROPEAN FUNDS	258	+0	258	+0	258	+0		-258
OTHER INCOME	333	-225	209	-124	209	-124	213	-120
OTHER SFC FUNDING	1,185	+255	1,716	+531	2,703	+1,518	2,236	+1,051
TOTAL INCOME	18,500	-45	18,371	-129	19,422	+922	18,693	+193
EXPENDITURE								
SALARIES								
Faculties	8,635	+228	8,370	+265	8,385	+250	8,551	+84
Departments	2,906	+64	2,878	+28	2,879	+27	2,879	+27
Business Development	808	-195	787	+21	796	+12	796	+12
Other Activities	82	-1	93	-11	95	-13	95	-13
Estates	895	-1	898	-3	902	-7	902	-7
	13,326	+95	13,026	+300	13,057	+269	13,223	+103
SUPPLIES & SERVICES								
Faculties	538	-22	883	-345	1,483	-945	1,211	-673
Departments	1,611	-11	1,660	-49	1,684	-73	1,684	-73
Business Development	452	-7	133	+319	211	+241	211	+241
Other Activities	258	-0	246	+12	248	+10	3	+255
Estates	1,552	+77	1,467	+85	1,914	-362	1,551	+1
	4,411	+36	4,389	+22	5,540	-1,129	4,660	-249
OTHER PAYROLL COSTS	306		306		306		306	
TOTAL EXPENDITURE	18,043	+131	17,721	+322	18,903	-860	18,189	-146
TRADING SURPLUS/(DEFICIT)	457	+86	650	+193	519	+62	504	+47
RESTRUCTURING								
Voluntary Severance / Redundancy								
Pension transfers								
Apprenticeship Levy	-35		-35		-35		-35	
Holiday Pay Accrual								
	-35		-35		-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		410		474	+64	474	+64
Depreciation	-711		-711		-822	-111	-822	-111
	-301		-301		-348	-47	-348	-47
STUDENT FUNDS								
Student Funds Income	4,315		4,315		4,631	+316	4,631	+316
Student Funds Expenditure	-4,315		-4,315		-4,631	-316	-4,631	-316
INVESTMENT FUNDS								
College Spend	-58		-216	-158	-216	-158	-216	-158
Transfer to ALF								
	-58		-216	-158	-216	-158	-216	-158
COLLEGE SURPLUS/(DEFICIT)	64	+87	99	+35	-79	-143	-94	-158
PENSION								
FRS17 LPF	-1,327		-1,327		-2,046	-719	-2,046	-719
Early Retirement provision	-204		-204		-204		-204	
	-1,531		-1,531		-2,250	-719	-2,250	-719
OPERATING SURPLUS/(DEFICIT)	-1,467	+87	-1,432	+35	-2,329	-862	-2,344	-877
Transfer (To) / From Pension Reserve	1,327		1,327		2,046	+719	2,046	+719
Transfer (To) / From Revaluation Reserve	298		298		348	+50	348	+50
NET TRANSFER TO I&E RESERVE	158	+87	193	+35	65	-93	50	-108

Differences

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

West Lothian College

9 September 2021

Finance and General Purposes Committee**PRE AUDIT CREDIT UPDATE 2020-21**

This paper provides updates on progress against targets in relation to the 2020-21 credit target agreed with the Scottish Funding Council (SFC).

Credit activity

SFC Revised Target Credits		46,709
Core 43,646 plus 707 ESF plus 1,816 additional Young Persons Guarantee (YPG) and 540 National Transition Training fund (NTTF) activity		
Total estimated credits (based on enrolments @ 20 August 2021),		49,722
Includes 3,371 credits associated with deferred student activity from 19/20, enrolled in 20/21 as per SFC guidance.		
Above/(below) SFC target		3,013

The table above shows that we are currently predicting to be comfortably above the SFC target. Preparations for the final return to SFC due 1 October 2021 and audit which will take place week commencing 13 September are underway, with a series of data checks and reports being run. It is likely that the forecasted surplus may moderate slightly as a result of the pre-audit checks and once we have final confirmations of deferred student outcomes for 2020-21.

The committee is asked to note the information in this paper.

Simon Earp

Vice Principal, Performance and Improvement

9 September 2021

West Lothian College

9 September 2021

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

The Human Resources and People Development Report for the quarter 01 April to 30 June 2021 is attached to this paper.

As part of this quarter's HR and People Development reporting, a summary focus document on workforce equality and diversity is included for discussion.

Staff Equality and Diversity Focus

The 2021-2025 People Strategy specifies the aim of the college for staff equality, diversity and inclusion as being: *'welcoming to all, supporting, encouraging and developing our people regardless of background – respecting diversity and promoting inclusion.'*

The college's Equalities Outcomes for 2021-2025 in relation to staff specify: *'we will be welcoming to all, taking steps to attract, recruit and retain staff and students from under-represented groups'*

With data as at April 2020, reviewing staff diversity by age and ethnicity indicates that the above aims are necessary to ensure our workforce is representative of the local community and that the organisation benefits and thrives as a result of greater staff diversity.

Focussing particularly on age and ethnicity, data and current actions are outlined below.

Age

Age	%
16-29	6.00
30-49	44.75
50-64	44.50
65-74	3.75
74+	1.00

West Lothian College

9 September 2021

As can be seen the college has a predominantly older workforce and, in particular, there is a requirement to support the younger workforce entering employment with the college. Both in terms of improving equality and diversity and also for the purposes of workforce and succession planning.

Workforce Planning

Each year all teams undertake a workforce planning exercise and this also focusses on succession planning. The workforce plan includes data on the potential retirement profile of teams so that managers and HR Business Partners can readily identify age profiles across teams.

Supporting the Younger Workforce

In 2020 the college leadership team committed to supporting the younger workforce via the following steps and some of these also featured in the college's Developing the Young Workforce commitment this year. Actions include:

Career Ready

Career Ready is targeted at young people close to the end of their secondary education and the college offers four-week paid placements hosted by a range of departments. Young people are provided with a mentor who ensures they have the support and knowledge to make informed decisions about their future and the transition from education to work. Career Ready engages with schools to encourage pupils to participate in the programme, and college staff are members of the Career Ready operational group. We have Career Ready students working with staff with placements planned for June 2021 and in 2022.

Work Placements

We provide excellent work placements for Foundation and Pathway Apprenticeship students. We also offer internships to university students where this is required as part of their degree. Through these, young people gain invaluable insight into the world of work while developing their employability skills.

Project Search

Project Search is a supported route to employment for young people in West Lothian aged 16-29 who have a learning disability and/or autism, and who are leaving school or are looking for work. The college runs Project Search in partnership with West Lothian Council. West Lothian Project Search has consistently achieved high employment outcomes for young people, and most recently 75% achieved sustained employment in 2020 despite the pandemic.

West Lothian College

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Modern Apprenticeships

We actively recruit modern apprentices when relevant vacancies arise. Such opportunities are advertised on relevant networks to target younger people aged 18-24. Currently, we employ two Modern Apprentices and are in the process of recruiting others.

We also provide relevant existing staff with the opportunity to complete a Modern Apprenticeship. Last year, our Student Association Vice President achieved a Business Administration Modern Apprenticeship and this year we are supporting our Marketing Assistant to achieve this.

Kickstart (A national scheme which provides funding to employers to create jobs for 16 to 24 year olds on Universal Credit)

We have recruited six young people through the national Kickstart scheme in 2021 and all of these young employees are being offered a two-week Skills Boost course and an SVQ in Business Administration or Customer Service at SCQF level 5. We will actively seek sustained employment opportunities within the college for these young people.

Career-long Professional Development

Young employees, interns and placement students in the college are fully supported in their career development. A personal development plan is in place for all staff with funded training and/or time off provided to further enhance their skills.

Ethnicity

Ethnicity	%
White	73.75
Indian	0.25
Pakistani	0.25
Bangladeshi	0.00
South Asian Other	0.00
Chinese	0.00
Black Caribbean	0.00
Black African	0.25
Black Other	0.00
Mixed	0.00
Other	0.00
Not Disclosed	25.50

West Lothian College

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As can be seen the college has a very low number of black, Asian and ethnic minority (BAME) staff currently. There is also an urgent requirement to increase the level of staff equality and diversity data.

Equality and Diversity data

In the course of academic year 2021-2022 all staff will be invited to submit equality and diversity information. This will be done via survey or possibly via the first phase of the self-service element of the new HR system.

National Joint Commitment to advance race equality

The Scottish Parliament's Equalities and Human Rights Committee held an inquiry in 2020 on race equality in employment. Thereafter a public sector leadership summit on race equality in employment was held in March 2021.

The summit culminated in the unveiling of a joint commitment, which pledged the Scottish Government and public authorities to take action to help advance race equality in their organisation, including addressing the committee's recommendations. West Lothian College has now made this commitment and is progressing these recommendations.

Please see below steps under each heading of the joint commitment:

The Committee recommends those in public authority leadership positions undertake an assessment of their organisation's understanding of racism and the structural barriers that may exist within their organisations. Public authorities should integrate their ambitions into their next strategic plan. Their strategic goal should be underpinned by specific outcomes and supported by timely monitoring. Public authorities should be transparent about their targets and their progress in delivering their outcomes.

The college's People Strategy has been developed in line with college values. One of these values is 'welcoming to all'. We commit to ensure all staff, regardless of protected characteristic, are welcomed, retained and develop. The college's People Strategy outlines the commitment to review recruitment and selection policy in line with the Scottish government's minority ethnic recruitment toolkit in order to encourage applications from BAME backgrounds.

As you will be aware, college Board of Governors held a strategy workshop in May and invited AdvanceHE to lead a discussion on how to increase BAME representation at Board level. These suggestions are being implemented in upcoming Board recruitment.

Actions and reporting are overseen by the college's internal Equalities and Widening Access Committee.

West Lothian College

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Equality and diversity is a focus for all staff induction and management training in regards to discrimination and unconscious bias. All staff are required to undertake equality and diversity mandatory training on an annual basis.

Across the wider college, staff are encouraged to raise and embed awareness of the importance of equality and diversity, for example through the ongoing project to decolonise the curriculum.

The committee recommends public authorities should review their recruitment procedures and practice against the Scottish Government's toolkit and make the necessary changes.

We will review and apply the race equality recruitment toolkit as appropriate to the college. In the first instance, the toolkit will be shared with all managers and all members of the HR and People Development team. The college's recruitment and selection policy will be reviewed in line with the toolkit. Training requirements arising from this review will be addressed with managers responsible for staff recruitment.

The committee recommends that all public authorities subject to the Scottish specific Public Sector Equality Duty should, as a minimum, voluntarily record and publish their ethnicity pay gap and produce an action plan to deliver identified outcomes.

There is a clear importance of publishing such data which is already available on our website as part of our equalities reporting to the Scottish Funding Council. An action plan will be developed to deliver identified outcomes.

Action

For discussion.

Jennifer McLaren

Vice Principal, Finance and Corporate Services

9 September 2021

Human Resources and People Development Report – 01 April to 30 June 2021

RECRUITMENT & RETENTION

For the period 01 April to 30 June 2021 28 vacancies were dealt with and a total of 365 applications reviewed.

Unfilled Vacancy Rate

There were no unfilled vacancies albeit two vacancies were unfilled on first advertisement. This was for a Lecturer Engineering and Work Based Assessor – Electrical & Mechanical Engineering which were then readvertised and have subsequently been filled.

Applicant: Vacancy Ratio

The applicant to vacancy ratio for lecturing posts is 12:1 (an increase from 7:1 from the previous quarter) and for support posts is 14:1 (a decrease from the previous quarter which was 18:1).

Recruitment Activity

Recruitment for the following staff vacancies was underway or completed:

Job Status	Job Title	Faculty/Team	Total Number of Applicants	Number of applicants – Hired
Closed/Filled	Lecturer – Accounting	Business, Creative and Enterprise	4	1
Closed/Filled	Lecturer – Computing	Computing, Engineering and Built Environment	9	1
Closed/Filled	Lecturer – Childhood Practice	Care, Health and Sport	2	1
Closed/Filled	Lecturer – Construction	Computing, Engineering and Built Environment	7	1
Closed/Filled	Lecturer – Engineering	Computing, Engineering and Built Environment	8	1
Closed/Filled	Lecturer – Health and Social Care	Care, Health and Sport	11	1
Closed/Filled	Lecturer – Health and Social Care (Fixed Term)	Care, Health and Sport	4	1
Closed/Filled	Lecturer – Hospitality	Business, Creative and Enterprise	10	1
Closed/Filled	Lecturer -Motor Vehicle	Computing, Engineering and Built Environment	5	1
Closed/Filled	Lecturer – Social Science	Care, Health and Sport	18	1

Closed/Filled	Lecturer – Sport and Fitness	Care, Health and Sport	58	2
Closed/Filled	Lecturer – Science	Care, Health and Sport	11	1

Support:

Job Status	Job Title	Faculty/Team	Total Number of Applicants	Number of applicants - Hired
Closed/Filled	Executive Secretary	Executive Office	1	1
Closed/Filled	HR Assistant	HR and People Development	2	1
Closed/Filled	HR Business Partner	HR and People Development	16	1
Closed/Filled	Information Systems Officer	Information Systems and Digital Infrastructure	1	1
Closed/Filled	IT Security Project Officer	Information Systems and Digital Infrastructure	1	1
Closed/Filled	Learning & Skills Manager	Business, Creative and Enterprise	4	1

Job Status	Job Title	Faculty/Team	Total Number of Applicants	Number of applicants - Hired
Closed/Filled	Learning Technologist	Quality, Student Support and Learning Resources	10	1
Closed/Filled	Marketing Officer	Marketing	1	1
Closed/Filled	Platinum Assistant	Business, Creative and Enterprise	35	3
Closed/Filled	Skills Coach x2	Access, Employability and Schools	47	2
Closed/Filled	Special Projects Coordinator	Access, Employability and Schools	33	1
Closed/Filled	Support for Learning Assistant	Quality, Student Support and Learning Resources	18	1
Closed/Filled	Work Based Assessor – Business	Workforce Development	14	2
Closed/Filled	Work Based Assessor – Children and Young People	Workforce Development	14	1
Closed/Filled	Work Based Assessor – Electrical and Mechanical Engineering	Computing, Engineering and Built Environment	9	1
Closed/Filled	Work Based Assessor – Social Service and Healthcare	Workforce Development	12	1

New Starts

11 new members of staff joined the college between 01 April to 30 June 2021.

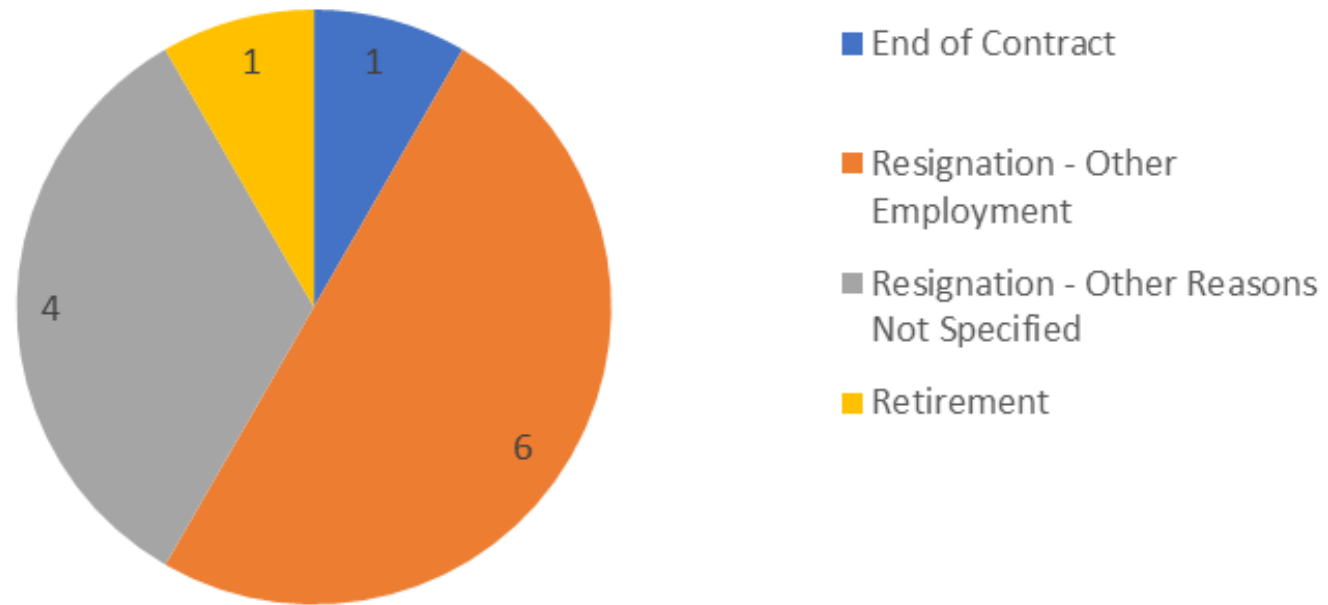
Faculty/Team	Position	Date Joined
Marketing	Marketing Assistant	06/04/2021
Executive Management	Board Governance Advisor	06/04/2021
Care, Health and Sport	Bank Lecturer	14/04/2021
Computing, Engineering and Built Environment	Learning and Skills Manager	19/04/2021
Workforce Development	Admin Assistant (Kickstart)	26/04/2021
Quality, Student Support and Learning Resources	Support for Learning Assistant (Mental Health)	10/05/2021
Finance, Procurement and Student Funding	Finance Assistant	17/05/2021
Quality, Student Support and Learning Resources	Admin Assistant (Kickstart)	17/05/2021
Quality, Student Support and Learning Resources	Admin Assistant (Kickstart)	17/05/2021
Finance, Procurement and Student Funding	Admin Assistant (Kickstart)	31/05/2021
HR and People Development	HR Business Partner	14/06/2021

Leavers

There were 12 leavers between 01 April to 30 June 2021. The pie chart overleaf shows leaving reasons.

Date of Leaving	Position	Faculty/Team
11/04/2021	Finance Assistant	Finance, Procurement and Student Funding
16/04/2021	Work Based Assessor	Workforce Development
27/04/2021	Temp Lecturer Business	Business, Creative and Enterprise
09/05/2021	Bank Staff	Computing, Engineering and Built Environment
14/05/2021	Temp Lecturer Beauty Therapy	Business, Creative and Enterprise
28/05/2021	Learning and Skills Manager	Computing, Engineering and Built Environment
31/05/2021	Work Based Assessor SDS	Workforce Development
08/06/2021	Student Advice and Enrolment Coordinator	Information Systems and Digital Infrastructure
25/06/2021	Lecturer Business	Business, Creative and Enterprise
25/06/2021	Work Based Assessor	Workforce Development
28/06/2021	Lecturer Sports and Fitness	Care, Health and Sport
30/06/2021	Receptionist/Admin Assistant	Information Systems and Digital Infrastructure

Reasons for Leaving



Employee Turnover

The employee turnover for this period was 11.99%. This is an increase on the turnover during the same period last year which was 9.57%.

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%
2020/21	8.62%

HEALTH, SAFETY & WELLBEING

Staff Sickness Absence

The absence figures for 01 April to 30 June 2021 are as follows:

Month	Long Term Sickness		Short Term Sickness		Total	
	%	Days	%	Days	%	Days
April 21	0.97	59	0.38	23	1.35	82
May 21	1.73	105	0.41	25	2.14	130
June 21	1.56	95	0.67	41	2.23	136

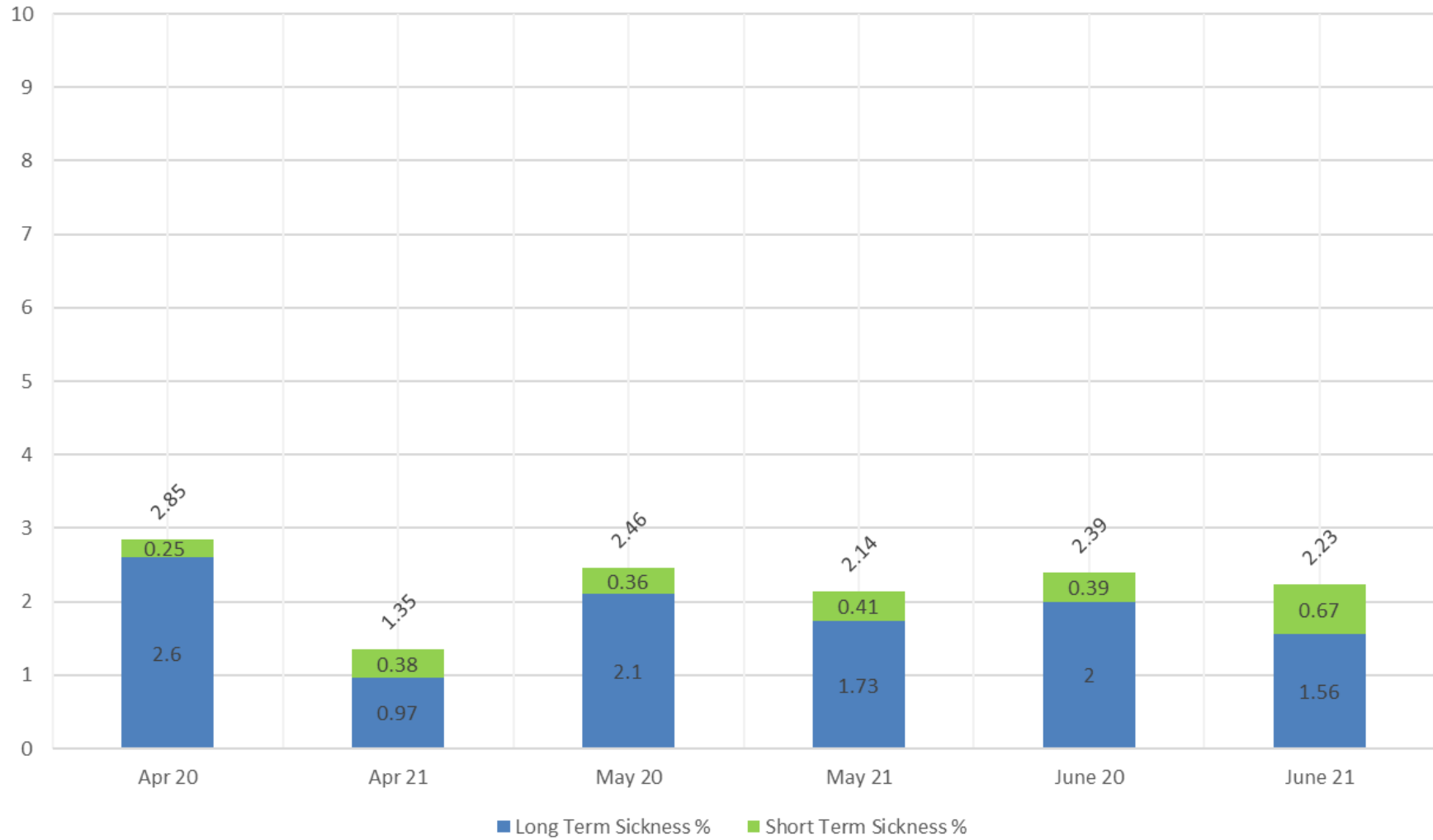
The following charts show absence trends in further detail:

Sickness Absence – 01 April to 30 June 2021 chart: Shows month on month absence trend compared to previous year.

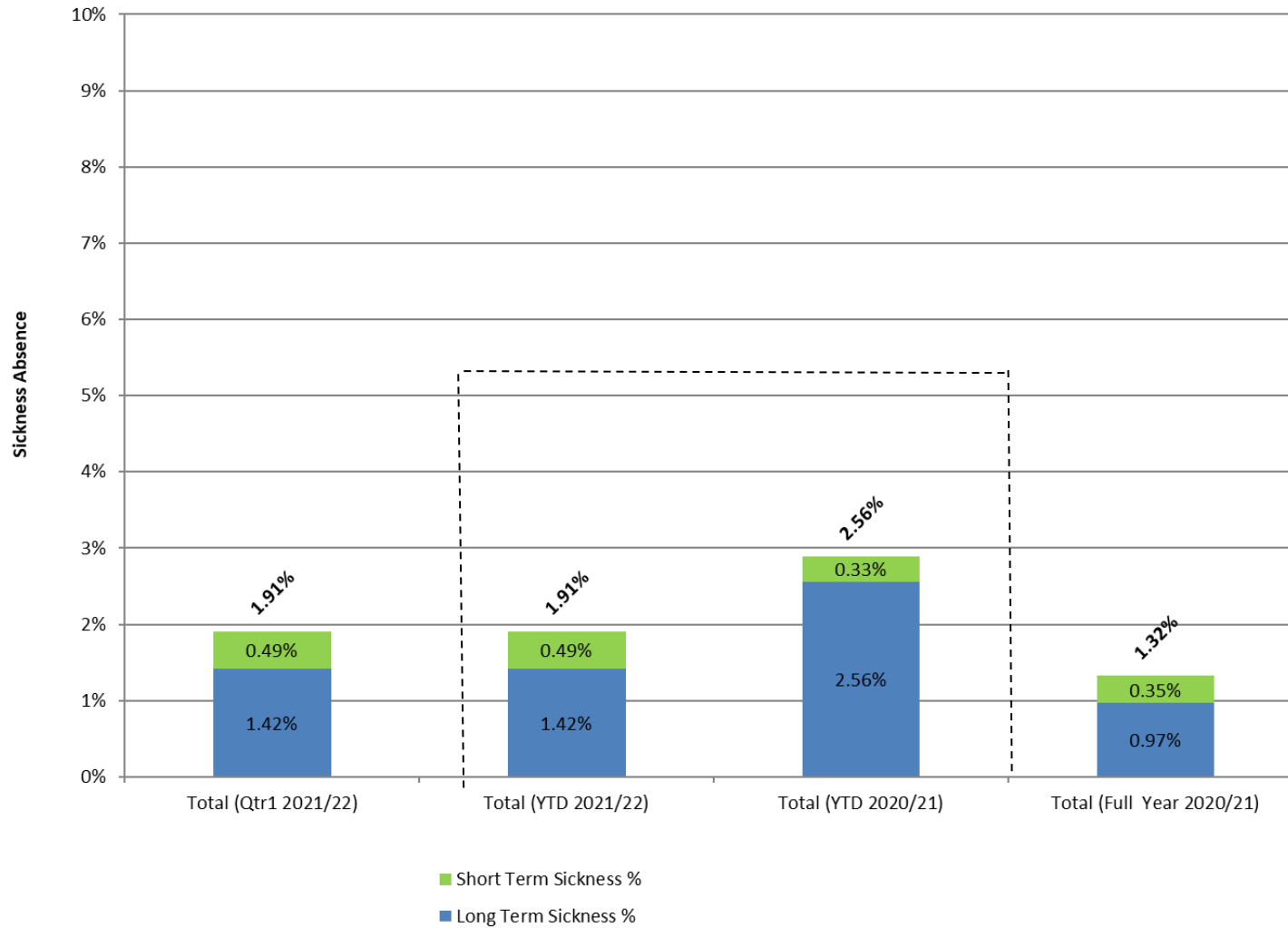
West Lothian College – Sickness Absence chart: The first bar shows absence for current Quarter (01 April to 30 June 2021), the second and third bar shows absence for the current Fiscal Financial Year 2021-2022 and the previous Fiscal Financial Year 2020-2021 respectively.

Absence Costs: An indicative figure for the cost of long term absence (hours lost multiplied by average salary of £22,500) is £35,100

Sickness Absence - April to June 2021



West Lothian College - Sickness Absence



The total absence percentage for the three-month period 01 April to 30 June 2021 was 1.91% which is a decrease of 0.65% compared to last year's figure of 2.56% 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 and Heads monthly. The reports show absence episodes for the previous 6 months for all staff in their team, 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

The total numbers of days granted this period were:

Month	Leave of Absence	
	%	Days
April 21	0.03	2
May 21	0.28	17
June 21	0.13	8

Occupational Health

Activity and performance information is shown in the table below:

	KPI Target	April 2021	May 2021	June 2021
Pre-employment screening		2	4	1
Face to Face Consultations		N/A	N/A	N/A
Telephone Assessments		2	1	1
KPI performance (number of working days for completion of consultation)	5.0	N/A (Face to Face) 5.0 (Telephone)	N/A (Face to Face) 1.0 (Telephone)	N/A (Face to Face) 3.0 (Telephone)

REWARD

In regards to job evaluation, two national updates were provided to staff about the progress of job evaluation in this quarter. The first outlined the work being done in terms of job analysis and pay and grading. The second updated that the timescale for completion of job analysis is now December 2021. As a supportive measure a local update was also provided, reminding staff of national job evaluation information and FAQs and inviting queries. No queries were received.

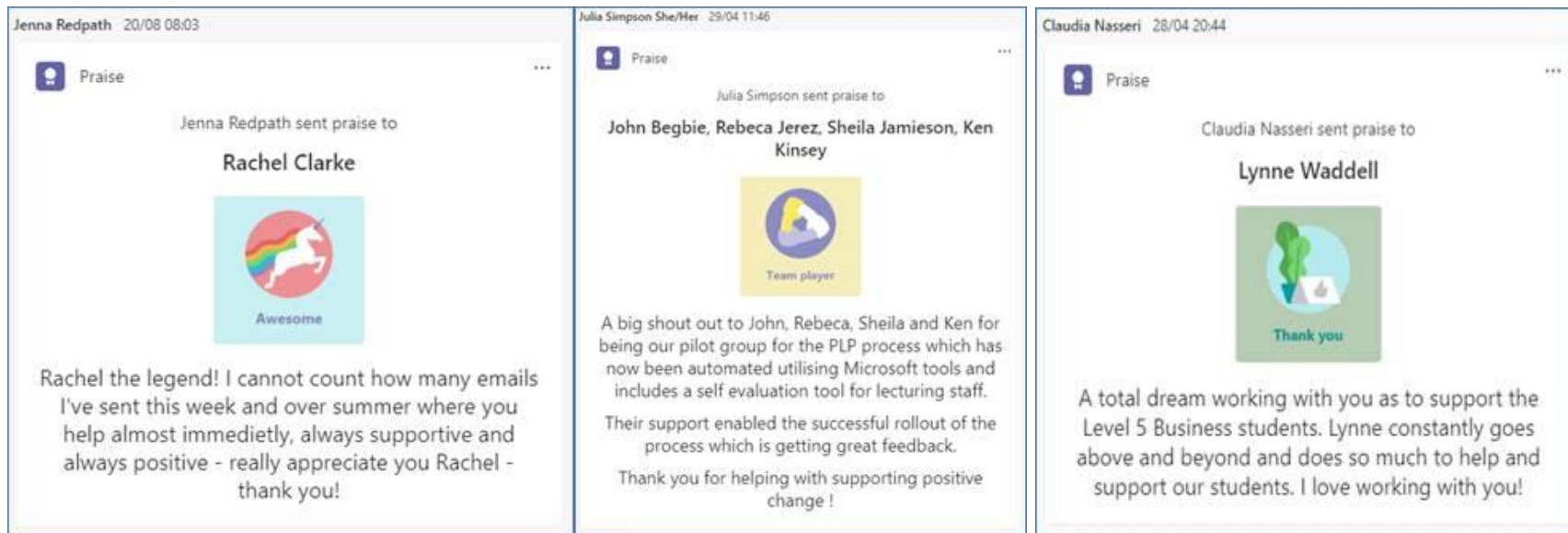
ENGAGEMENT

Work continued in regards to Staff Experience.

The following activities were undertaken:

During this quarter the Staff Experience team introduced a dedicated Microsoft Teams site bringing all work of the different groups into one virtual space. This space is known as 'Staff Experience & Employee Recognition'. By having a dedicated Teams site this enables all staff to be automatically added to the space ensuring all new starts are aware of all opportunities available to them embedding the value '*welcoming to all*'. Channels include, but not limited to: menopause support, book club, healthier you.

The group introduced a new employee recognition channel within this dedicated Teams site which provides staff the opportunity to informally thank and show appreciation to colleagues for amazing work. The college values are listed and staff are encouraged to give praise against the different values at various points within their working week. Engagement has been positive to date with a range of appreciation having been demonstrated. Examples include:



The Staff Experience Group will be supporting all winners of the Celebrate Success Awards to support a charity of their choice during academic year 2021/22 following a change to the college's approach. This will be reported on during the forthcoming year.

The College Community Group has also introduced a Welcoming New Staff channel and as new staff join they are now invited to complete a short profile about themselves and include a picture which can be uploaded within the channel.

The Social Chat channel promoted general conversation and online quizzes for staff to participate in. A quiz was developed to support the Walking Challenge initiative with a theme of exercise and fitness and also a football related one linked to the Euros 2020 (2021) to encourage engagement with more of the college's male colleagues.

This quarter Staff Experience activities undertaken for health and wellbeing were the organising of a six week, college-wide walking challenge. 80 staff participated and collectively walked 22,000 miles! The winning teams and a lucky participant picked at random

were announced at June's 'Celebrate Success' event. The challenge encouraged staff to become more active, built up team spirit and morale during the period of ongoing COVID restrictions.

Whilst many staff continued to work remotely, a live desk exercise class was arranged in conjunction with Connect Health, the college's physiotherapy provider, and West Lothian Council.

A reminder of the staff mental health support mechanisms was publicised – together with a new, further supportive measure of a listening service (Listening Time 4 U) which supplements the employee counselling which is already available to staff.

A health promotion campaign was undertaken, ahead of the summer, about skin cancer and keeping healthy in the sun.

PULSE SURVEY MAY 2021

A staff Pulse Survey took place at the college in May 2021. 250 responses were received, a response rate of 69%. The survey was applicable to all staff with respondents being routed through relevant questions dependent on whether they work purely on site or also work remotely (either partly or fully at this time). A summary of key findings is outlined below:

KEY POSITIVES

STAFF ENJOY WORKING FROM HOME

For those who work remotely there is positive sentiment about working at home and establishing a good work routine:

90% of respondents have a good work routine whilst working remotely

84% of respondents enjoy working from home

83% of respondents consider that they work more productively at home

STAFF FEEL TRUSTED AND WELL SUPPORTED

99% of respondents agree that they are trusted to do their job when working from home

98% of respondents are satisfied with the support they get from their colleagues (*a 4% improvement compared to October 2020 when the same question was asked*)

91% agree that the college effectively supports staff who are working remotely

90% of respondents are satisfied with the support they get from their manager (*a 1% improvement compared to October 2020 when the same question was asked*)

STAFF FEEL COMMUNICATION AND DECISION-MAKING IS EFFECTIVE

93% of respondents have sufficient contact with their manager to be effective in their job

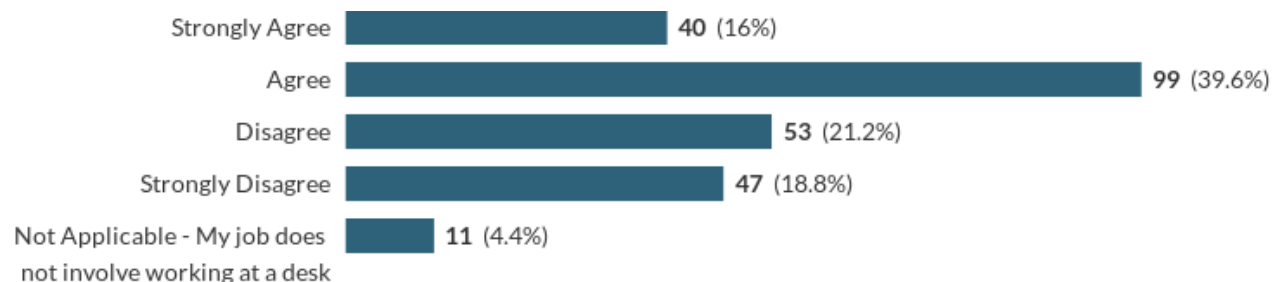
89% of respondents agree that they are involved in decision making that affects the team in which they work.

88% of respondents agree that their team's decision-making process works effectively.

AREAS FOR FURTHER CONSIDERATION

STAFF HAVE MIXED VIEWS ABOUT HOT DESK ARRANGEMENTS

Survey responses to the question '*while working on campus I would be happy to work with a hot desk arrangement with relevant COVID guidance in place*' show a significant minority of staff would not be keen on this arrangement:



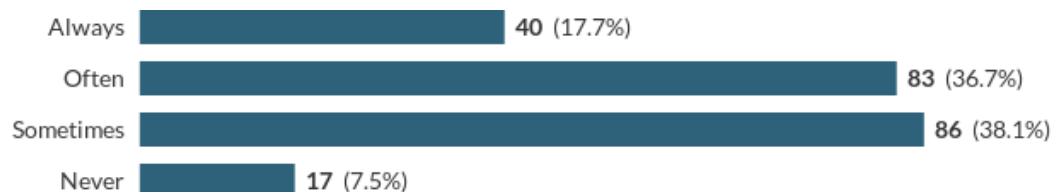
STAFF HAVE MIXED VIEWS ABOUT HOW WELL TEACHING/SERVICE CAN BE DELIVERED REMOTELY

Only 61% of faculty respondents agree that teaching within their faculty can be delivered effectively remotely.

This compares to 77% of non-Faculty respondents who agree that the service which their team provides can be delivered effectively remotely.

STAFF FEEL SUPPORTED AND ENJOY WORKING FROM HOME HOWEVER SOME EXPERIENCE CHALLENGES WITH 'SWITCHING OFF' AFTER WORK

Survey responses to the question *'when working from home I can switch off at the end of my working day'* show a mixed response:



The findings of the pulse survey were distributed to Directors and Heads for their specific teams and meetings are being held to assess results at a team level.

Related to this a Hybrid Working Project Group has been established to review working arrangements for the college from academic year 2022-23. A terms of reference have been agreed and membership of the group is drawn from across the college. Further updates on the work of this group will follow as the year progresses.

EMPLOYEE RELATIONS

One JNCC meeting was held with UNISON. Communication with staff about job evaluation was discussed.

One JNCC meeting was held with EIS. The findings of the pulse survey, approach to mandatory training and COVID guidance for close contact services were all discussed.

EIS local action short of strike action (ASOS) was announced began on 19th April. Subsequently the local ASOS was suspended with local JNCC discussions taking place. This relates to the Instructor role. Local discussions having ended, the matter is being referred to a national level as specified within the relevant National Bargaining Circular. At this time ASOS remains suspended.

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

EQUALITY & DIVERSITY

An Equality & Diversity monitoring report will be provided later this calendar year following an exercise to invite all staff to provide equality and diversity information – in order to improve staff equalities data.

Please refer to the separate paper, focussing on workforce equality and diversity with a focus on age and ethnicity, included as part of HR & People Development reporting this quarter.

LEARNING & DEVELOPMENT

Staff Mandatory Training

During academic year 2020/21 the college required all staff to complete online staff mandatory training which is now an annual requirement. This was a significant shift in approach for colleagues in a year that they also adjusted to working from home and teaching online. The final cross college completion rate for the college 81.45%. The refreshed training, which will be rolled out in August 2021, will include updated content and line managers will be encouraged to regularly monitor progress and support engagement in the e-learning modules.

Planned Workshops

Two further '*managing yourself as a remote worker*' workshops were delivered in April to 18 staff members with positive feedback about the hints and tips that could be implemented. This period also included our first aiders receiving refresher training to ensure the college could continue to provide qualified first aiders at that point in time and into the next academic year. Training was also organised for 14 members of staff to achieve the Highfield Level 2 Introduction to Mental Health Awareness award. This will help support positive mental health within the college.

Lecturer Induction Programme

Work on the cross-college project to develop a robust online lecturer induction programme continued. The target is to roll this out during block one of academic year 2021/22. The content is being created collaboratively across the faculties and support areas to ensure that new lecturers and existing lecturers have a good base knowledge of processes around learning and teaching.

GTCS Validation

In June the college received an unconditional revalidation by GTCS following a submission of documentation and panel review meeting with managers and lecturers. The main points commented on were:

- College values being well embedded and impressive student satisfaction of 90% in a year of many challenges. They spoke positively about the high rate of responses to staff surveys over the year and engagement in PLP process.
- From the focus groups, they felt it was clear that staff believe their development is invested in and the college displays a strong culture of collegiality. From the lecturers' group, the panel believed that they felt very engaged in professional learning and the PLP process. They were impressed that feedback showed information was being provided by management and the trade union about forthcoming registration steps.
- The panel was impressed with the college's approach to digital learning support that demonstrated collegiality evidenced at all levels of the college. They heard great examples of how students were retained and evidence of strong partnership working between employers and schools. In particular, the storytelling project involving Foundation Apprenticeship students caught the panel's attention.

Personal Learning Plan (PLP) Review Process

Prior to the GTC validation event the annual personal learning plan review process was reviewed and refreshed to make use of technology to enable a more streamlined experience for all staff and to further embed the Professional Standards for Lecturers in

Scotland into the work across the college. 75.89% of all staff had fully completed the PLP process, as of the end of June, with additional numbers having had the professional dialogue with their line manager and the final part of the process pending.

Celebrate Success

Our annual celebrate success was held virtually in June. 222 staff members joined the event to celebrate the successes of the college and colleagues during the academic year. Nominations were received from 37 students for our SPARKLE award with a few staff members receiving multiple nominations. For our staff awards in total 110 staff were nominated, some as part of team nominations, others as individuals. The celebrate success event is the college's annual opportunity to collectively acknowledge achievements across the organisation, however, there are also other mechanisms in place to recognise the staff contributions. One of these is through the use of the Staff Experience and Employee Recognition Microsoft Teams instance which, following the launch in March, has had regular spontaneous messages of thanks and appreciation posted by line managers and staff members.

OPERATIONAL MATTERS

No formal meetings under the HR policies took place in this quarter.

Derek O'Sullivan
Head of HR and People Development
26 August 2021

West Lothian College

9 September 2021

Finance and General Purposes Committee

INFRASTRUCTURE UPDATE

Purpose

The purpose of this paper is to provide the committee with an update on the summer project and plans for 2021-22.

Main Building Phase II Project

The project to undertake a complete reconfiguration and refurbishment of the ground floor of the main building has been completed. The total cost of the project was £574k against a budget of £560k. Although spend exceeded budget, the additional cost was met from an underspend on the project to expand the construction and engineering workshop. The main reasons for the overspend were to:

- provide better quality furnishings
- provide the Student Association with a small fitted kitchen
- replace internal doors which were dated

Estates Plan 2021-26

A meeting has been scheduled for the end of September to agree the projects being taken forward in the summer of 2022. A further update will be provided at the November meeting of the committee.

Action

The committee is asked to note the infrastructure update.

Jennifer McLaren

Vice Principal, Finance and Corporate Services

9 September 2021

Finance and General Purposes Committee

FINANCIAL FORECAST RETURN 2020-21 TO 2023-24

Purpose

The purpose of this paper is to provide the committee with an analysis of the key assumptions which are to be used in preparing the financial forecast return 2020-21 to 2023-24.

Background

The financial forecast return is part of the Scottish Funding Council's (SFC) financial health monitoring framework and enables SFC to monitor and assess the medium-term financial planning and health of colleges.

SFC provides guidance on key income and expenditure assumptions that should be used when preparing the forecast and these are set out below.

Key income assumptions

- The additional funded credits allocated for Foundation Apprenticeships (FAs) and deferred students in 2021-22 are not to continue beyond 2021-22 (core credits will need to be used to provide FAs) – this would result in a decrease in grant in aid (GIA) of just over £1 million, £740k of which relates to FA funding.
- Digital learning and mental health support will not continue beyond 2021-22 (the college received a total of £241k), however SFC advised in 2021-22 that these funding streams were one-off.
- Estates maintenance grant to be based on 2021-22 funding allocation.
- Flexible Workforce Development Fund, Young Person's Guarantee and National Transition Training Fund to continue at 2020-21 levels.
- Funding for Counsellors and Access to free sanitary provision to continue at 2020-21 levels.

Key expenditure assumptions

- For all staff the current Scottish Government public sector pay policy should be applied for each year of the forecast which is £800 for staff who earn £25k or less, 2% for staff who earn between £25k and £40k, 1% for staff who earn between £40k and £80k and £800 maximum for staff earning more than £80k.

West Lothian College

9 September 2021

- SFC will not provide funding for voluntary severance schemes.

Additionally, SFC is asking colleges to consider an alternative more pessimistic scenario which is based on the assumption that there will be no cost of living increase made available by the Scottish Government to the college sector and provide a narrative which sets out mitigating actions that would be required to address financial sustainability challenges.

Based on figures provided by SFC, grant in aid would decrease by £62k in 2022-23 and by £312k in 2023-24. This reduction would be in addition to the £1 million cut in funding from FAs and deferred students not being funded from 2021-22.

Action

The committee is asked to discuss the assumptions to be used in preparing the 2021 financial forecast return.

Jennifer McLaren

Vice Principal, Finance and Corporate Services
9 September 2021