

West Lothian College Finance and General Purposes Committee

Meeting Date:	15 June 2023: 10.30am – 12.00 Committee Self-Assessment: 12.00 – 1.00pm
Venue:	Meeting Room 2, No.1 on the Square Teams Meeting Link provided in meeting invitation

Ref	Agenda Item	Paper	Lead
1	Committee Administration		
1.1	Welcome and Apologies	Verbal	MN
1.1.2	Presentation from Workforce Development – Louise MacDonald and Sarah Allison	Verbal	LM/ SA
1.2	Declaration of any Conflicts of Interest	Verbal	MN
1.3	Minutes of the Previous Meeting of 16 February 2023	1	MN
1.4	Matters Arising	2	MN
2	Matters for Recommendation for Board Approval		
2.1	Annual Budget for 2023-24	3	JMcL
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3	Matters for Committee Approval		
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4.4	College Employers Scotland Update	Verbal	AL
5	Matters for Committee Information		
5.1	SFC Funding Allocation 2023-24	10	JMcL
5.2	Student Funds Update 2022-23	11	JMcL
5.3	Credit Target Update 2022-23	12	SE
5.4	College Sector Performance Indicators	13	SE
6	Any Other Business		
6.1	Revised Committee Remit for Approval	14	JS
7	Review of Committee and Supporting Papers		
8	Date of Next Meeting: 7 September 2023		
	<i>Comfort break</i>		
9	Committee Self-Assessment		
9.1	Finance and General Purposes Committee Self-Assessment 2022-23 (Workshop)	15	JS

West Lothian College

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Finance and General Purposes Committee

Meeting of 16 February 2023

Present:

Moira Niven (Chair and non-executive member)
Tony Sharkey (Non-executive member)
Alex Linkston (Non-executive member)
Sue Stahly (Non-executive member)
Blair Stewart (Student Association President)
Jackie Galbraith (Principal)

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)
Hazel Brady (Staff Observer)
Fiona Hudson (Head of Finance and Procurement)
Derek O'Sullivan (Head of HR and People Development)
Amy Lamont (HR Assistant)
Jenny Stalker (Board Secretary and Governance Advisor)

1 Committee Administration

1.1 Welcome and Apologies

The Chair welcomed everyone to the meeting and gave a special welcome to Amy Lamont from the HR team who was observing at this meeting.

Apologies: no apologies were noted.

1.2 Declarations of Conflicts of Interest

There were no declarations of conflicts of interest.

1.3 Minutes of the previous meeting of 24 November 2022

The minutes of the previous meeting were accepted as accurate with one change noted to item 4.1.1 to read: Financial Statement was presented as a late paper.

1.4 Matters Arising

The Committee noted that all matters arising were completed or in progress.

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2. Matters for Recommendation for Board Approval

2.1 No matters were considered for Board approval.

3. Matters for Recommendation for Audit Approval

3.1 There were no matters to be presented for Audit approval.

4. Matters for Attention**4.1 Financial Management****4.1.1 Management Accounts January 2023**

The Vice Principal, Finance and Corporate Services presented the paper and discussed the predicted deficit of £530k which was due to reduced Scottish Funding Council (SFC) grant allocations, a number of higher education courses not running, and reduced Business commercial income.

The Committee noted that the college had applied assumptions from Scottish Funding Council guidance for the current year budget which included assumptions for what would be received for the Flexible Workforce Development Fund (FWDF) and the Young Person's Guarantee (YPG).

The Committee discussed the reduction in funding to colleges primarily from YPG and FWDF, the late notification of the funding and the impact of this on the college given that we are already a very lean organisation. The Principal confirmed that the college is already taking interim actions to reduce the deficit by pausing all but essential recruitment and implementing cost savings. However, this will not address the forecast deficit.

The Committee noted that our mid-year return to the Scottish Funding Council will reflect the latest forecast. The Committee heard an update on pay award negotiations for 2022-23, the outcome of which could add to the deficit.

The Committee reflected that sight of the college's scenario planning to deal with the deficit would be helpful. The Principal confirmed that the next Board Strategy Day will focus on the medium-term financial strategy to achieve and maintain financial sustainability over the next five years. The Principal confirmed that she is holding open staff meetings to engage staff in the current situation and thinking for financial sustainability. The Principal highlighted the unintended consequences of SFC providing flexibilities for larger colleges that could have a resulting negative impact on smaller colleges.

In relation to SFC funding for 2023-24 and future years, the Committee urged SFC to recognise colleges who were meeting their credit targets and how offering flexibilities to those unable to meet credit targets could disadvantage them.

The Committee discussed potential partnership working with colleges such as Borders and Dumfries and Galloway to explore a new model for growth that may be acceptable to SFC.

Action 1:

The Principal to plan the financial programme for the Board Strategy Day in May/June 2023 (date to be confirmed).

The Committee accepted this paper.

4.1.2 College Funding 2023-24

The Committee noted that any substantive savings to be made will be required to come from workforce savings. The high-level information and estates maintenance funding was also noted.

The Committee was informed that staff costs represented 75% of total costs and the Vice Principal, Finance and Corporate Services agreed to show staff costs as a percentage of total costs (budget and latest forecast) in the management accounts.

The Committee was content with this paper.

4.1.3 Student Funds Update 2022-23

The Committee discussed the additional £500k in-year redistribution funding and the positive difference this will make to our students. The Committee was pleased to note that students, who will be returning students in 2023-24, will receive funding to support them over the summer period.

The Committee noted the paper.

4.2 Infrastructure Update

The Committee heard an update from the Vice Principal Finance and Corporate Services on funding allocated to infrastructure developments which will be in the region of £3 million this academic year (£2.5 million from sources other than SFC).

The Committee discussed the decarbonisation project and potential increase in material costs. The Vice Principal, Finance and Corporate Services confirmed that the contract awarded would be based on a fixed price. The Committee agreed it would be useful to have a presentation on the tender process at the June meeting of the Board of Governors.

Action 2:

The Vice Principal, Finance and Corporate Services to include this in the Net Zero Strategy presentation to the Board of Governors.

4.3 Business Development Report

The Vice Principal, Performance and Improvement highlighted the reductions in income from the FWDF but confirmed the team are confident other contracts will be realised. The Committee discussed demand for Modern Apprenticeships which we are unable to meet due to the Skills Development Scotland cap on places.

4.3 HR and People Development**4.3.1 HR and People Development Report including Staff Experience Survey 2022**

The Head of HR and People Development presented the paper and discussed feedback gathered through the Staff Experience Survey. The Committee heard that feedback is generally very positive with responses to almost all questions even more positive than the previous survey. Workload was the biggest area of concern, with around a third of staff reporting they do not have enough time to do their job. While this has improved on the previous year, it is something that managers continue to be focused on.

The Committee discussed the paper and noted that a higher proportion of lecturers than other staff were reporting workload issues and associated stress. The Committee heard that some of these concerns were related to staff returning to on-campus working and the associated changes resulting from this, as well as changes of manager in some curriculum teams which have caused some upset as staff adjust to change. The Principal stressed that giving lecturers more time to do the job cannot be met through additional recruitment and we are looking at other ways to address this.

The Committee reflected that staff absence and turnover is quite high. The Head of HR and People Development confirmed that figures are now presented quarterly and that the increase in staff absence reflects a national picture with no specific trends identified.

The Committee reflected on the potential impact of the job evaluation exercise and the fact that this has not yet been completed.

The Committee noted the report.

4.4.2 Employers Association Update

The Chair of the Board of Governors reported that work continues between employers and unions to implement national job evaluation for support staff roles.

The Principal confirmed that the dispute regarding the introduction of Instructor role was still on-going.

5. Matters for Information

5.1 Credit Target Update

The Committee heard that we are on target to meet, and exceed, the credit target. This is a positive picture given that all large colleges are reporting under target. The Committee noted this paper.

5.2 Business Case

The business case for a financial settlement to secure a voluntary departure of an employee was formally approved by the Committee.

5.2 Self Evaluation of Finance and General Purposes Committee

The Committee noted that a self-evaluation exercise would be included on the agenda for the next meeting in June 2023. The Committee agreed to this agenda item.

6. Any other Business (AOB)

The Principal confirmed a link to Pathways to Poverty update will be included in her next update.

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7. Review of Meeting and Supporting Papers

The Committee agreed the quality of papers presented is excellent and reflected on the usefulness of the open conversation that had taken place during the meeting.

8. Date of Next Meeting

The date of the next meeting is Thursday 15 June 2023 at 10.30 am.

Note: There were no matters discussed during the meeting, during which Members declared any conflict of interest, or the Board Secretary and Governance Advisor 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

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Finance and General Purposes Committee

Matters Arising / Action update from the Finance and General Purposes Committee Meeting of 16 February 2023.

Action 1: The Principal to plan the financial programme for the Board Strategy Day in May/June 2023 (date to be confirmed).

Action Status: Complete.

Action 2: The Vice Principal, Finance and Corporate Services to include a presentation on the tender process within the Net Zero Strategy presentation to the Board of Governors.

Action Status: In Progress - Presentation is planned and on agenda for the Board of Governors meeting in June.

Finance and General Purposes Committee

ANNUAL BUDGET 1 AUGUST 2023 TO 31 JULY 2024

Introduction

The purpose of this paper is to ask the Finance and General Purposes Committee to consider the budget presented for 1 August 2023 to 31 July 2024 and recommend approval to the Board of Governors.

Financial Strategy

The Board discussed the college's financial strategy for the period 2023-24 to 2025-26 at the strategy day held on 16 May 2023 and agreed that deficit budgets could be set for financial years 2023-24 and 2024-25. This was agreed on the basis that, during this period, actions would be taken by management to return the college to a break-even budget by 2025-26.

Two scenarios were presented on the strategy day in relation to the deficit for 2023-24:

- Scenario 1

A deficit of circa £460k which would be achieved by transferring the estates grant of £398k (for the fiscal year 1 April 2023-31 March 2024) from the 2022-23 budget into the 2023-24 budget.

- Scenario 2

A deficit of circa £825k (estates grant remains in the 2022-23 budget).

The Board recognised that transferring the grant into 2023-24 would increase the deficit forecast for 2022-23 but, as it would result in a more stable cash position, agreed scenario 1.

College Target Outturn

The budget presented for 2023-24 has been set at a trading deficit of £85k. After allowing for apprenticeship levy and investment costs the deficit increases to £278k. The net transfer to the income and expenditure reserve includes depreciation and pension charges which are partially offset by transfers from the pension and revaluation reserves and is a deficit of £473k.

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Adjusted Operating Position

The adjusted operating position is used by the Scottish Funding Council to measure colleges' financial sustainability. It is intended to reflect the financial performance of the college after allowing for material one-off or distorting items. An adjusted operating deficit of £467k is forecast in the 2023-24 budget.

Key Assumptions

Scottish Funding Council (SFC) Grants and Fees

- £14,068 million in funding for the base teaching and fee waiver allocation to deliver at least 44,605 credits
- £796k of estates grant funding which comprises the full allocations for Fiscal Year 2023-24 (£398k) and Fiscal Year 2024-25 (£398k)
- £299k of Flexible Workforce Development Funding (FWDF) - the college is also expected to receive £60k from West Lothian Council
- Fees are based on the curriculum plan activity projections.

SDS Contracts and Work-Based Training

- £275k of contract income for Modern Apprenticeship activity
- £66k of Foundation Apprenticeship training contracts
- Workforce Development contracts and short course income are based on the Curriculum Plan activity projections.

Children's Hearings Scotland (CHS)

The CHS contract has been extended for a further year with costs and income included in the budget.

Other Income

A stretch target has been set for the hair and beauty salon, training restaurant and the campus café which reflects an increase in the number of staff and students who are now on campus although sales are not yet at pre-pandemic levels.

Staffing

The salaries budget is based on the payroll record of permanent staff and allows for a number of fixed term appointments continuing or being made permanent and the creation of new posts. It also reflects savings from a number of roles not continuing.

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Allowance has been made for a pay award for 2022-23 and in 2023-24 a pay award in line with public sector pay policy. Employer pension contributions are included at 23.0% for Scottish Public Pensions Agency members and 19.8% for Lothian Pension Fund members. A separate allowance of £306k has been made for the costs expected to arise from the sector support staff job evaluation exercise.

Supplies

Faculty budgets are based on costs per student. Full time further education course materials are supported through bursary funding. Support budgets are based on detailed costings provided by the heads concerned.

College Managed Funds

For 2023-24 the initial allocation of student funding to the college £4.222M (excludes Education Maintenance Allowance and Higher Education Hardship funds). Should further funds be required these will be requested through the annual in-year redistribution exercise.

Estates Expenditure

SFC has set aside a fund of £4.7 million to support the highest priority needs, including known and emerging health and safety issues. As £300k of estates costs in the 2023-24 budget are to address a Health and Safety issue it has been assumed that these costs will be funded from this fund.

Estates Grant and Investment

As well as the transfer of the 2023-24 estates grant into the new financial year, the budget also assumes a further fiscal year allocation of £398k for 2024-25. £264k of the estates grant has been allocated to infrastructure developments.

In 2020 SFC agreed to the suspension of repayments on the college's loan from July 2021 to July 2025. During this period the college will re-invest the value of the annual loan repayment in upgrading the estate. The budget therefore allows for an investment fund of £158k for 2023-24. This combined with the amount being made available from the estates grant means that a total of £422k will be invested in infrastructure developments in 2023-24.

Loan

The college received total funding from SFC in April 2007 of £27.7m to enable it to terminate our PFI contract for the Livingston campus. £22.16m was a grant that we did not have to repay and £5.54m was an interest free repayable advance representing the college's own contribution towards the cost of the assets previously held under the PFI contract.

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The £158k loan repayment relates to repayment of the £5.54 million. Following a request from the principal in 2021, SFC agreed to a five-year loan break to enable us to modernise our learning estate.

At 31 March 2021, the balance on this loan was £2.211m. Due to the suspension of loan repayments, the outstanding balance will not change in the five-year period of the loan break.

Key Risks

In setting a balanced budget the following potential risks are drawn to the attention of the committee:

1. Pay awards may be set above the level provided for within the budget
2. Health and safety works may not be funded by SFC
3. High levels of long-term sick absence amongst lecturers that require backfilling (although any cases will be proactively managed through the Your Attendance Matters Policy)
4. Stretch targets are not met.

These risks will be managed through monthly monitoring of the management accounts and the risk register, with action taken as appropriate.

Action

The Finance and General Purposes Committee is asked to recommend approval of the budget for 1 August 2023 - 31 July 2024 to the Board of Governors.

Jennifer McLaren

Vice Principal Finance and Corporate Services

15 June 2023

WEST LOTHIAN COLLEGE

ANNUAL BUDGET
2023-24

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Balance Sheet	page	3
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	2022/23 BUDGET £'000	2023/24 BUDGET £'000	Difference £'000
SUMMARY			
INCOME			
Grant in aid	13,301	14,068	+767
Fees	2,404	2,423	+19
SDS contracts	381	363	-18
Income generation	2,059	1,822	-237
European funds	248		-248
Other income	214	445	+231
Other SFC funding	2,382	1,155	-1,227
TOTAL INCOME	20,989	20,276	-713
EXPENDITURE			
SALARIES			
Faculties	9,051	9,726	-675
Departments	3,317	2,976	+341
Business Development	1,617	791	+826
Other Activities	92	94	-2
Estates & Sustainability	1,023	1,073	-50
	15,100	14,660	+440
SUPPLIES & SERVICES			
Faculties	943	920	+23
Departments	1,820	1,776	+44
Business Development	423	1,000	-577
Other Activities	248	14	+234
Estates & Sustainability	1,589	1,685	-96
	5,023	5,395	-372
OTHER PAYROLL COSTS			
	599	306	+293
TOTAL EXPENDITURE	20,722	20,361	+361
TRADING SURPLUS/(DEFICIT)	267	-85	-352
RESTRUCTURING			
Voluntary Severance / Redundancy			
Pension Transfers			
Apprenticeship Levy	-35	-35	
Holiday Pay Accrual			
	-35	-35	
INTEREST			
Interest receivable	1	1	
Interest Payable			
	1	1	
DEFERRED GRANT & DEPRECIATION			
Release of Deferred Grant	440	543	+103
Depreciation	-797	-1,035	-238
	-357	-492	-135
STUDENT FUNDS			
Student Funds Income	4,538	4,538	
Student Funds Expenditure	-4,538	-4,538	
INVESTMENT FUNDS			
College Spend	-230	-158	-72
Transfer to ALF			
	-230	-158	-72
COLLEGE SURPLUS/(DEFICIT)	-354	-769	415
PENSION			
FRS17 LPF	-2,108	2,830	-4,938
Early Retirement provision	-55	-93	38
	-2,163	2,737	-4,900
OPERATING SURPLUS/(DEFICIT)	-2,517	1,968	-4,485
Transfer (To) / From Pension Reserve	2,108	-2,830	4,938
Transfer (To) / From Revaluation Reserve	409	389	20
NET TRANSFER TO I&E RESERVE		-473	473

Variances

A + variance means an increase in surplus

A - variance means a decrease in surplus

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 a

NPD income applied to reduce NPD balance sheet debt

Adjusted operating position

	2022-23 Budget	2023-24 Budget	Movement	Comment
Surplus/(deficit) before other gains and losses and share of operating surplus/(deficit) of joint ventures and associates	(354)	(769)	(415)	Increased costs, particularly pay awards, combined with decreased other SFC income.
Add:				
Total depreciation (Government-funded, privately funded and NPD-funded assets) net of deferred capital grant release	357	492	135	Increased due to valuation at July 2022.
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 a	190	190	0	
NPD income applied to reduce NPD balance sheet debt	0	0	0	
Adjusted operating position	(187)	(467)	(280)	First deficit budget reported.

BALANCE SHEET PROJECTION			
	Actual	Forecast	Forecast
	31 JUL 2022	31 JUL 2023	31 JUL 2024
	£'000	£'000	£'000
Fixed Assets			
Land & Buildings	21,232	21,337	20,704
Equipment	1,813	1,431	1,002
New additions			
	<u>23,045</u>	<u>22,768</u>	<u>21,706</u>
Current Assets			
Trade Debtors	506	300	535
Europe	80		
Prepayments	420	420	570
Accrued Income	1,248	1,530	1,836
Bank	2,829	1,269	686
	<u>5,083</u>	<u>3,519</u>	<u>3,627</u>
Current Liabilities			
Trade Creditors	(646)	(540)	(560)
Payroll	(570)	(550)	(510)
Loans			
Accruals	(1,615)	(1,218)	(1,410)
Deferred Income	(1,393)	(1,393)	(1,678)
Deferred Capital Grant	(671)	(440)	(543)
Unspent Student Funds	(238)		
	<u>(5,133)</u>	<u>(4,141)</u>	<u>(4,701)</u>
Net Current Assets (Liabilities)	(50)	(622)	(1,074)
Total Assets less current liabilities	22,995	22,146	20,632
Creditors: Amounts falling due after more than one year	(2,211)	(2,211)	(2,211)
Deferred Capital Grant	(11,705)	(11,265)	(10,722)
Provisions			
LPF Pension Liability	2,334	2,334	2,334
Early Retirement Provision	(2,770)	(2,770)	(2,770)
Total Net Liabilities	8,643	8,234	7,263
Reserves			
Income and Expenditure Account (Trading)	187	203	(368)
Income and Expenditure Account (Holiday Pay)	(316)	(332)	(343)
Income and Expenditure Account (PFI Loan)	(2,211)	(2,211)	(2,211)
Income and Expenditure Account (Early Retirement)	(2,770)	(2,770)	(2,770)
Income and Expenditure Account (LPF Pensions)	2,334	2,334	2,334
Revaluation Reserve	11,419	11,010	10,621
Total Reserves	8,643	8,234	7,263
		0	(0)

2023/24 FORECAST CASHFLOW

Income

SFC funding (including bursaries and hardship funds)

less loan repayments

Other cash received

Total cash in

Expenditure

Payroll

Other payments

SFC Student support payments

Interest payments

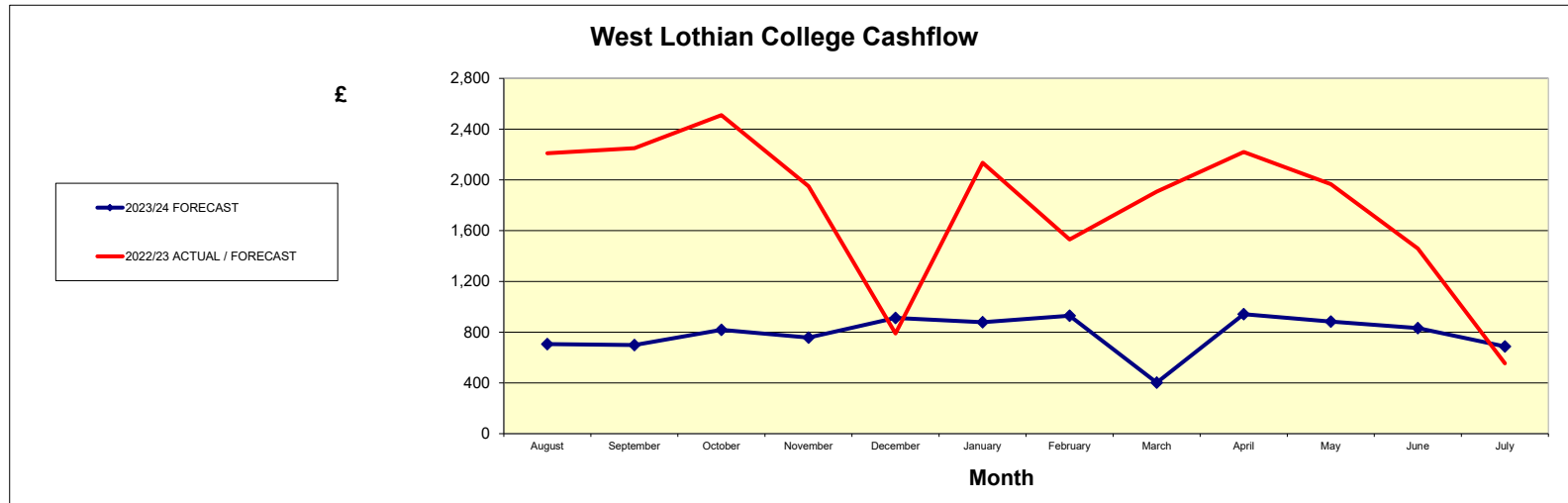
Total cash out

Net cash inflow/(outflow)

Balance b/f (cash and overdraft)

Balance c/f (cash and overdraft)

August 2023	September 2023	October 2023	November 2023	December 2023	January 2024	February 2024	March 2024	April 2024	May 2024	June 2024	July 2024	Total
<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	
1,234	1,598	1,732	2,173	2,047	710	1,872	696	2,137	1,854	1,928	1,098	19,079
441	331	522	357	234	1,307	271	686	608	84	338	251	5,430
1,675	1,929	2,254	2,529	2,281	2,017	2,142	1,383	2,745	1,938	2,266	1,349	24,509
1,274	1,203	1,232	1,243	1,245	1,224	1,247	1,259	1,263	1,268	1,369	1,369	15,196
897	496	408	564	539	364	409	360	420	445	523	125	5,551
67	238	494	784	342	462	436	290	523	283	425	0	4,344
												0
2,237	1,937	2,135	2,590	2,126	2,050	2,092	1,910	2,205	1,996	2,317	1,494	25,091
(562)	(8)	120	(61)	155	(33)	51	(527)	540	(59)	(51)	(145)	(582)
1,269	707	698	818	757	912	879	929	402	942	883	832	
707	698	818	757	912	879	929	402	942	883	832	687	



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Finance and General Purposes Committee**BUILDINGS AND CONTENTS INSURANCE RENEWAL****Background**

The college's buildings and contents insurance ends on 31 July 2023. A mini competition was undertaken to put a new contract in place using the Advanced Procurement for Universities and Colleges (APUC) Framework Agreement.

Evaluation Criteria

The contract period is 36 months with an option to extend by two periods of 12 months. Responses to the mini competition were evaluated on best price quality ratio to allow the college to achieve the most economically advantageous tender. The commercial (price)/technical (quality) ratio used for evaluation was 40:60.

Three companies were invited to tender but only two, Zurich Municipal and Education Protect Scotland Ltd (FE Protect Ltd), tendered. The tenders were assessed and scored on 18 and 22 May 2023.

The table below show the results of the commercial and technical evaluation:

Company Name	MANDATORY QUESTIONS	WINNING PRICE	PRICE SCORE	QUALITY SCORE	TOTAL SCORE	RANK
	PASS/FAIL		40.00	60.00	100.00	
FE Protect Ltd	PASS	44,203.05	40.00	56.33	96.33	1
Zurich Municipal	PASS	-	7.21	60.00	67.21	2

Recommendation

The Committee is asked to recommend approval to the Board of Governors to award the buildings and contents insurance contract to Education Protect Scotland Ltd (FE protect Ltd) for a period of 36 months at a cost of £44,203.05 per annum (including insurance premium tax @12% and VAT@20%).

Jennifer McLaren

Vice Principal, Finance and Corporate Services
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Finance and General Purposes Committee

INFRASTRUCTURE UPDATE

Purpose

This paper provides the committee with an update on projects being taken forward in 2022-23.

Faculty Projects

Two faculty projects are to be undertaken in the summer of 2023. The first is in the Faculty of Computing, Engineering and the Built Environment where additional workshop space is to be created to increase apprenticeship capacity and provide an opportunity to grow the construction and plumbing curriculum.

The second project is in the Faculty of Business, Creative and Enterprise where three rooms on the ground floor of Building No.5 on the Square are being reconfigured to create more flexible teaching, staff and student space. On the first floor a new hair salon, dispensary and flexible teaching area will be created.

The tender exercise for the two projects is complete and Maxi Construction was awarded the contract. The total cost of the projects including professional fees is £447k. The committee previously approved a provisional budget of £447k and is now asked to approve this as the final budget. Work starts on the projects mid-June and will be completed for the start of the new academic year.

ECOHOUSE: Skills Centre for Sustainable Living

Work on the project started in February 2023 and is expected to be completed by early July and within the budget of £493k.

Heat Decarbonisation and Energy Efficiency Project

At the February 2023 meeting of the Finance and General Purposes Committee, members were informed that the college had tendered for delivery of the project to decarbonise Building No.4 on the Square using the Scottish Government Non-Domestic Energy Efficiency framework.

The contract was awarded to Ameresco in February 2023. Mott MacDonald, who is supporting the college throughout the project, is working with Ameresco on the Investment Grade Proposal and wider energy performance

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agreement which is expected to be signed end-May 2023. This element of the process refines the proposal put forward in the tender and defines the scope of the works which will be carried out for the budget of £2 million.

As reported in February 2023 work on the project will commence May 2023 and is expected to be completed by mid-August 2023. The majority of the work to be carried out in the early stages of the project is external, students will therefore not need to be decanted from the building. All internal work will take place after students have finished up in June 2023.

Outdoor Facilities

Work was completed on our Campus Park, a fenced area for students to enjoy games and leisure in amongst trees. As well as seating areas, it includes fixed table tennis, football and chess tables. Students are already enjoying the new facility.

The Estates team has cleared the Wellbeing Garden area in preparation for a secure fence to be installed to prevent future vandalism. Students and staff will determine what is housed in that area which is intended to support wellness.

Action

The committee is asked to approve a budget of £447k for the faculty projects and to note the infrastructure update.

Jennifer McLaren

Vice Principal, Finance and Corporate Services
15 June 2023

Finance and General Purposes Committee

ACCOUNTING POLICIES

Introduction

The purpose of this paper is to ask the Finance and General Purposes Committee to approve the accounting policies for the year ended 31 July 2023. The policies comply with both the Statement of Recommended Practice (SORP): Accounting for Further and Higher Education 2019 and the Scottish Government Financial Reporting Manual (FReM).

There are no changes proposed to the accounting policies which were approved by the committee in June 2021 for the year ended 31 July 2022.

Recommendation

The Finance and General Purposes Committee is asked to approve the accounting policies for the year ended 31 July 2023 as set out below.

Jennifer McLaren

Vice Principal, Finance and Corporate Services
15 June 2023

1. STATEMENT OF ACCOUNTING POLICIES

a) Basis of Preparation

The financial statements will be prepared in accordance with the Statement of Recommended Practice (SORP): Accounting for Further and Higher Education 2019, and in accordance with Financial Reporting Standards FRS 102 and the 2023-24 Government Financial Reporting Manual (FReM) issued by the Scottish Government. They conform to the Accounts Direction and other guidance published by the Scottish Funding Council (FReM 1.1.4).

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the college's accounting policies.

b) Basis of Accounting

The financial statements will be prepared under the historical cost convention as modified by the revaluation of surplus land and certain fixed assets.

The accounting policies contained in the FReM apply International Reporting Standards as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the college for the purposes of giving a true and fair view will be selected. The particular policies adopted by the college in dealing with items that are considered material to the financial statements are set out (FReM 1.1.4).

c) Going Concern

The activities of the college, together with the factors likely to affect its future development and performance will be set out in the Performance Report. The financial position of the college, its cash flow and liquidity will be presented in the Financial Statements and accompanying Notes. The net liabilities are due to the reclassification of deferred Government grants as deferred income within creditors and allocated between creditors due within one year and due after more than one year as appropriate

The college's forecasts and financial projections will indicate that the college has a reasonable expectation that it has adequate resources to continue in operational existence for the foreseeable future, and for this reason will continue to adopt the going concern basis in the preparation of its Financial Statements.

d) Recognition of Income

Income from the sale of goods or services will be credited to the Statement of Comprehensive Income when the goods or services are supplied to the external customers or the terms of the contract have been satisfied.

Fee income will be stated gross of any expenditure which is not a discount and credited to the Statement of Comprehensive Income over the period in which students are studying. Income received in advance will be recognised as deferred income within creditors on the balance sheet and then released to the Statement of Comprehensive Income in the period it is earned.

All income from short-term deposits and Investment income will be credited to the Statement of Comprehensive Income on a receivable basis.

Funds the college receives and disburses as paying agent on behalf of a funding body will be excluded from the Statement of Comprehensive Income.

e) Grant Funding

Government revenue grants including the recurrent grants from the Scottish Funding Council will be recognised in income over the periods in which the college recognises the related costs for which the grant is intended to compensate. Where part of a government grant is deferred it will be recognised as deferred income within creditors and allocated between creditors due within one year and due after more than one year as appropriate.

Grants from non-governmental sources will be recognised in income when the college is entitled to the income and performance related conditions have been met. Income received in advance of performance related conditions being met will be recognised as deferred income within creditors on the balance sheet and released to income as the conditions are met.

f) Capital Grants

Government capital grants will be recognised in income over the expected useful life of the asset. Other capital grants will be recognised in income when the college is entitled to the funds subject to any performance related conditions being met,

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g) Short Term Employment Benefits

Short term employment benefits such as salaries and compensated absences will be recognised as an expense in the year in which the employees render service to the college. Any unused benefits will be accrued and measured as the additional amount the college expects to pay as a result of the unused entitlement.

h) Pension Schemes

Retirement benefits to employees of the college are provided by the Teachers' Superannuation Scheme (Scotland) (STSS) and the Lothian Pension Fund (LPF). These are defined benefit schemes which are externally funded and contracted out of the State Earnings Related Pension Scheme until March 2016.

i) STSS

The college is unable to identify its share of the underlying assets and liabilities of the STSS on a consistent and reasonable basis and therefore, as required by FRS 102, will account for the scheme as if it were a defined contribution scheme. The amount charged to the Statement of Comprehensive Income will represent the contributions payable to the scheme in respect of the year. The contributions will be determined by qualified actuaries on the basis of periodic valuations using the projected unit method.

ii) LPF

The college's share of LPF scheme assets and liabilities are valued by the LPF actuary, Hymans Robertson. Contributions to the schemes will be charged to the Statement of Comprehensive Income so as to spread the cost of pensions over employees working lives with the college. The contributions will be determined by an actuary on the basis of triennial valuations. In accordance with FRS 102, the amount charged to the Statement of Comprehensive Income will represent the service cost expected to arise from employee service in the current year.

The costs of enhanced early retirement benefits are borne directly by the college.

i) Tangible Fixed Assets

In line with the FReM all tangible assets must be carried at fair value.

i) Land and Buildings

Land and Buildings will be measured using the revaluation model. Under the revaluation model assets are revalued to fair value. Where appropriate Depreciated Replacement cost will be used as a measure of fair value for land and buildings otherwise Market Value will be used. The college has a policy of ensuring a full revaluation takes place at least

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every 5 years such that the fair value is not materially different to the current value. Depreciation and impairment losses will be subsequently charged on the revalued amount.

Freehold land will not be depreciated as it is considered to have an indefinite useful life.

College buildings will be depreciated over 30 years and transferred car parking areas will be depreciated over 25 years, both commencing in the first full financial year after the date of transfer of the estate to public ownership (2 April 2007). Other additions to the estate will be depreciated over 10 years from the date they are brought into use.

Costs incurred in relation to land and buildings after initial purchase or construction, and prior to valuation, will be capitalised to the extent they increase the expected future benefits to the college.

If a building is brought into use mid-way through a year the depreciation charge in the first year will be pro-rated to reflect the number of months the asset was in use.

A review for impairment of a fixed asset will be carried out if events or changes in circumstances indicate that the carrying amount of the asset may not be recoverable.

Buildings under construction will be accounted for at cost, based on the value of architects' certificates and other direct costs incurred to 31 July. They will not be depreciated until they are brought into use.

ii) Fixed Plant and Equipment

Equipment will be capitalised at cost and carried at depreciated historical cost, which is used as a proxy for fair value when it is expected to be in use within the business on a continuing basis for at least 3 years. Depreciated historical cost is deemed to be more appropriate than revaluing for equipment as it is common for such assets to reduce in value rather than to increase as they are utilised by the college (FRoM 8.2).

Assets of a low value may be capitalised where they form part of a group of similar assets purchased at approximately the same time in the same financial year and cost over £2,500 in total.

Capitalised equipment will be depreciated over its useful economic life from the date it is brought into use as follows: -

Fixed Plant	5-29 years
Equipment	4 years

Where equipment is brought into use mid-way through a year the depreciation charge in the first year will be pro-rated to reflect the number of months that the asset was in use.

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Depreciation methods, useful lives and residual values will be reviewed at the date of preparation of each Balance Sheet.

iii) Operating Leases

Costs in respect of operating leases will be charged on a straight-line basis over the lease term. Any lease premiums or incentives will be spread over the minimum lease term.

iv) Finance Leases

Leases in which the college assumes substantially all the risks and rewards of ownership of the leased asset will be classified as finance leases. Leased assets acquired by way of finance lease and the corresponding lease liabilities will be initially recognised at an amount equal to the lower of their fair value and the present value of the minimum lease payments at inception of the lease.

Minimum lease payments will be apportioned between the finance charge and the reduction of the outstanding liability. The finance charge will be allocated to each period during the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability.

Arrangements that do not have the legal status of a lease but convey a right to use an asset in return for payment will be accounted for under this policy where fulfilment of the arrangement is dependent on the use of specific assets.

j) Maintenance of Premises

The cost of maintenance will be charged to the Statement of Comprehensive Income in the period in which it is incurred.

k) Stocks

Stocks will be written off in the year of acquisition on the basis of non-materiality.

l) Cash

Cash includes cash in hand, deposits repayable on demand and overdrafts. Deposits are repayable on demand if they are in practice available within 24 hours without penalty.

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m) Taxation

The college is an exempt charity within the meaning of the Trustee Investment and Charities (Scotland) Act 2005 and, as such is a charity within the meaning of section 506 (1) of the Income and Corporation Taxes Act (ICTA) 1988. The college is recognised as a charity by HM Revenue & Customs and is recorded on the index of charities maintained by the Office of Scottish Charity Regulator and therefore not liable for corporation tax. Non-recoverable Value Added Tax arising from expenditure on non-trading activities is charged to the Statement of Comprehensive Income.

The college benefits by being exempt from corporation tax on income it receives from tuition fees, interest and rents.

n) Provisions

Provisions will be recognised when the college has a present legal or constructive obligation as a result of a past event, it is probable that a transfer of economic benefit will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

o) Agency Arrangements

The college acts as an agent in the collection and payment of certain Student Support Funds. These funds will be excluded from the college Statement of Comprehensive Income; movements will be disclosed in the notes. Where the college has more discretion in the manner in which specific funds are disbursed, and these funds do not meet the definition of agency funds, the income and expenditure relating to those funds will be shown in the college Statement of Comprehensive Income.

p) Financial Instruments

The college only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors and other loans to related parties.

Debt instruments that are payable or receivable within one year, typically trade debtors and creditors, will be measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received.

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q) Judgements in applying accounting policies and key sources of estimation uncertainty

In preparing these financial statements, management will make the following judgements:

- Determine whether leases entered into by the college either as a lessor or a lessee are operating or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.
- Determine whether there are indicators of impairment of the college's tangible assets. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset.

Other key sources of estimation uncertainty

- Tangible fixed assets

Tangible fixed assets will be depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation and maintenance programmes will be taken into account.

- Local Government Pension Scheme

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions will impact the carrying amount of the pension liability.

West Lothian College

15 June 2023

Finance and General Purposes Committee

HR AND PEOPLE DEVELOPMENT REPORT

Introduction

The HR and People Development report for the period January to March 2023 in Appendix 1 is structured on our People Strategy themes of:

- Workforce
- Health and wellbeing
- Learning and development culture
- Reward and recognition
- Staff experience and engagement
- Employee relations
- Equality, diversity and inclusion.

Sickness Absence

There is a continuing upward trend for sickness absence. Sickness absence for all quarters in 2022-23 exceeds those of 2021-22 and at 6.33% remains significantly higher than before the pandemic (2018-19 YTD = 4.5%).

Reviewing these figures against national trends, it can be noted that the Office for National Statistics most recent sickness absence report indicates sickness absence rates are at their highest level since 2004

(<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/labourproductivity/articles/sicknessabsenceinthelabourmarket/2022>).

PeopleHR's 2023 'Sick Leave Report' for the UK indicates that this year sickness absence rates have increased by 45% compared to 2019

(<https://www.peoplehr.com/en-gb/resources/blog/sick-leave-report-how-are-different-industries-faring/#The-current-status-of-sick-leave-in-the-UK>). Their findings highlight this could be as a result of staff feeling that there is less stigma about being sickness absent since the Covid pandemic, with a renewed focus on taking care of health. However, it may also be indicative of more substantive factors such as a general rise in sickness and the effects of stress (both within and outwith the workplace). For example, there has been a substantial increase in people unable to work due to poor health ([Long-term sick: How record number is changing UK economy - BBC News](#)).

The college continues to take a proactive, supportive approach to the management of sickness absence and continues to promote health and wellbeing, including free access for staff to an employee assistance service, occupational health, counselling, physiotherapy and flu vaccination. Regular communication is undertaken regarding health promotion.

West Lothian College

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A number of long-term sickness cases have recently been managed to a conclusion, resulting in three employees sadly leaving employment due to ill health.

Employee Turnover

2022-23 employee turnover is 16.9% which indicates a reduction on 2021-22 high of 19.9%. However, in 2019-20, employee turnover was 14.9%. It is difficult to ascertain any particular reason for the increase in voluntary employee turnover. There are no identifiable areas for concern. The college continues to undertake exit questionnaires for leavers and the 2022 staff experience survey results indicated positive and improving sentiment amongst staff across most aspects of staff experience.

Internal HR and People Development team process improvement

As part of a focus on efficiency and effective working practices, in this quarter the HR and People Development team implemented an electronic approach to vacancy requisition and, supported by a college employee with process improvement expertise, this has further developed to review processes for contractual variations.

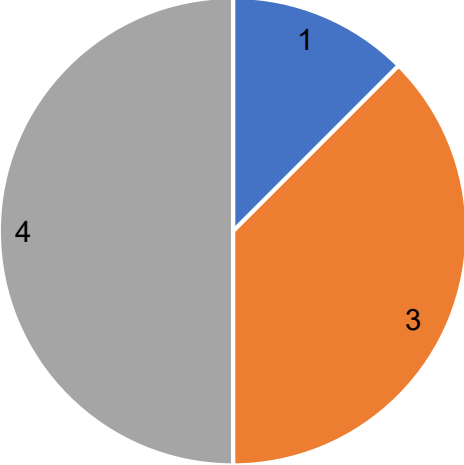
Action

The committee is invited to discuss the attached HR and People Development report.

Derek O'Sullivan

Head of HR and People Development

15 June 2023

PEOPLE STRATEGY THEME	UPDATE (JANUARY TO MARCH 2023)								
Workforce (Recruitment)	<ul style="list-style-type: none"> • All substantive posts were filled in the period and there were 27 new starts: <ul style="list-style-type: none"> ○ Lecturing applicant to vacancy ratio 7:1 (no change to previous quarter ratio of 7:1) ○ Support applicant to vacancy ratio 11:1 (no change to previous quarter ratio 11:1) 								
Workforce (Retention)	<ul style="list-style-type: none"> • There were 8 leavers in the period • Reasons for leaving were as follows: <div data-bbox="636 496 1877 1318" style="border: 1px solid black; padding: 10px; margin: 10px auto; width: fit-content;"> <p style="text-align: center;">Reason for Leaving Employment: January-March 2023</p>  <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Data for Reason for Leaving Employment: January-March 2023</caption> <thead> <tr> <th>Reason</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Dismissal - Capability</td> <td>1</td> </tr> <tr> <td>Resignation - Other Employment</td> <td>3</td> </tr> <tr> <td>Resignation - Other Reasons Not Specified</td> <td>4</td> </tr> </tbody> </table> </div>	Reason	Count	Dismissal - Capability	1	Resignation - Other Employment	3	Resignation - Other Reasons Not Specified	4
Reason	Count								
Dismissal - Capability	1								
Resignation - Other Employment	3								
Resignation - Other Reasons Not Specified	4								

- Employee turnover for 2022/23 was 16.94%. For comparison purposes, employee turnover rates for the previous four years are:

Year	Employee Turnover
2018/19	12.5%
2019/20	14.9%
2020/21	8.6%
2021/22	19.2%

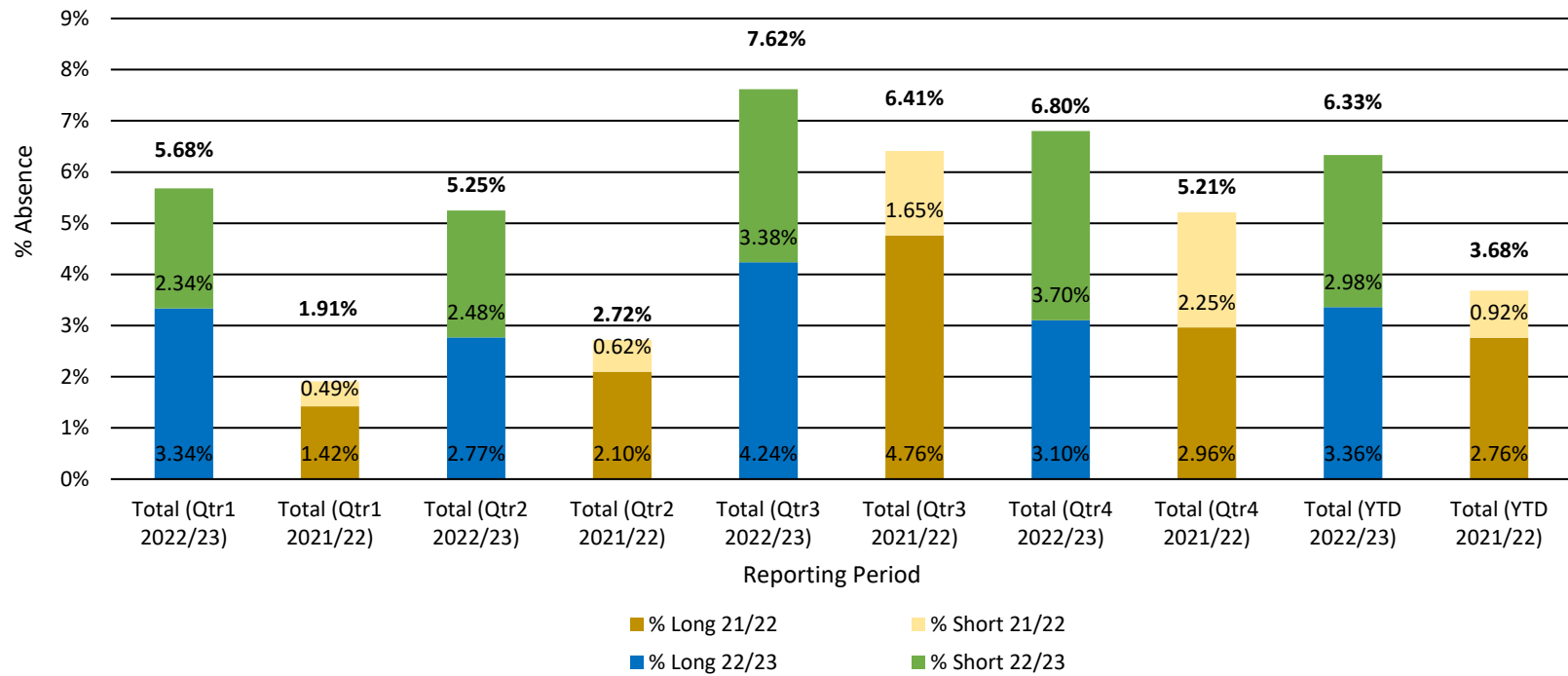
- For in-year comparison purposes, employee turnover rates for this year's quarters are:

Quarter	Employee Turnover
Q1 2022/23	3.6%
Q2 2022/23	5.6%
Q3 2022/23	5.6%
Q4 2022/23	2.2%

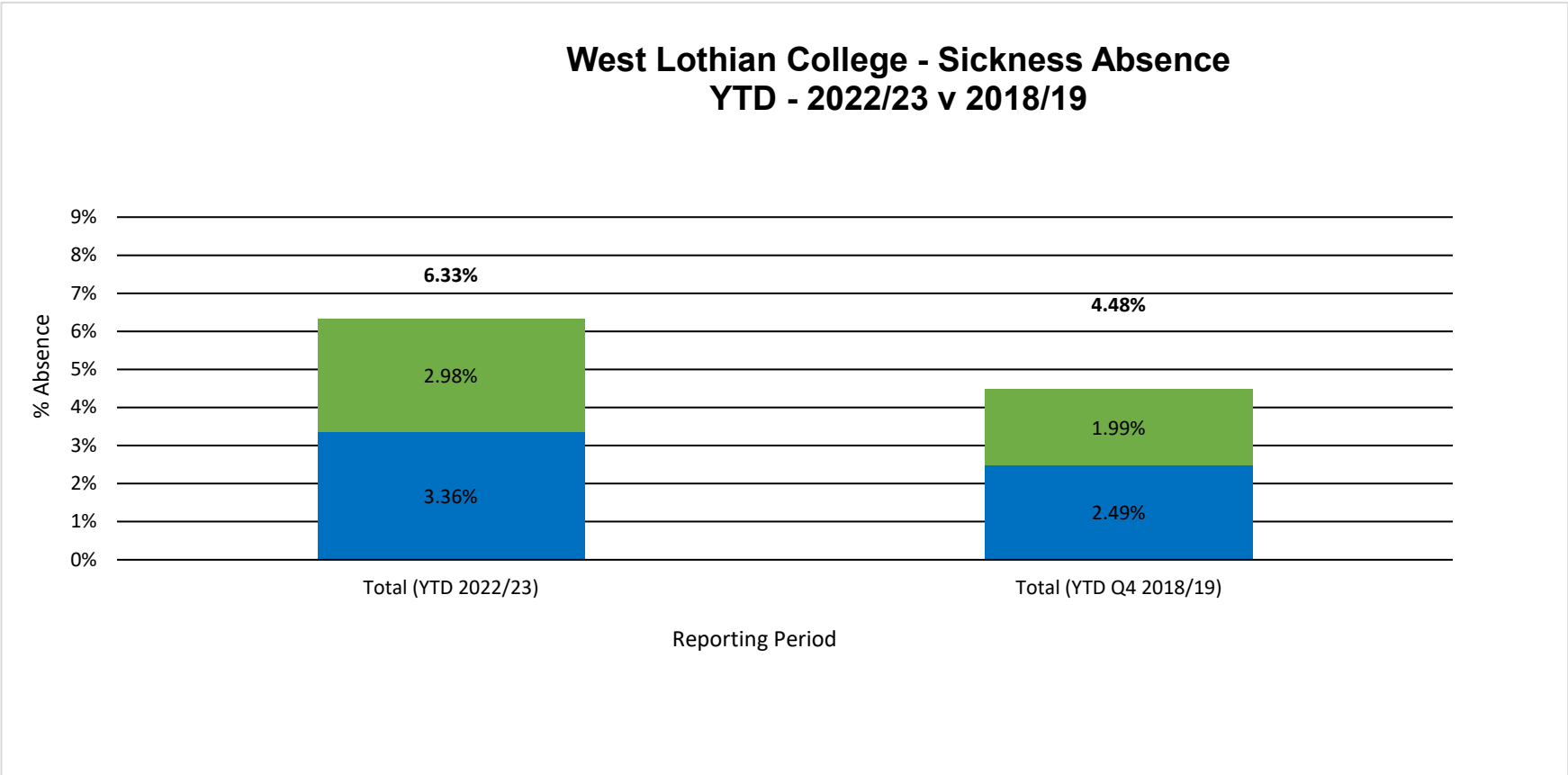
Health and Wellbeing

- Sickness absence for the quarter was 6.8% (a 1.6 percentage point increase compared to same quarter in the previous year which was 5.2%).
- The bar chart information below shows the quarterly data, the data for the corresponding time period for the previous year alongside the YTD total plus YTD total for the corresponding time period for the previous year. Please note figures of short term and long term sickness absence may not add up to the total due to rounding.
- Sickness absence is monitored and appropriate actions taken in line with the Your Attendance Matters policy. In particular, long term sickness cases are monitored and managed proactively ensuring relevant actions are taken to facilitate resolution of the absence episode.
- A 'Wellbeing Wednesday' staff day took place on 15 February 2023. This was an opportunity for staff to focus on their own health and wellbeing having the opportunity to engage in both in-person and virtual events as appropriate. Activities included eating well on a budget, mindfulness clay painting, sound healing, yoga, health check-ups (supported by HNC Fitness, Health and Exercise students), back pain myth busting provided by the college's physiotherapy provider, in addition to workshops on various topics to promote self-improvement including overcoming imposter syndrome, power of sleep and more.

West Lothian College - Sickness Absence



- In addition, this quarter's report includes data for the YTD for the comparative 2018-2019 time period (this being the last pre-pandemic year) to allow a comparison to be made against the current YTD figure:



Learning and Development Culture	<ul style="list-style-type: none"> • In January the first quarterly report for the annual staff mandatory training was issued to managers. As at 21 April 2023 45% of staff had fully completed the training. The deadline for all staff completion is 31 July 2023. • In February all lecturers recruited since August 2022 have been actively encouraged to familiarise themselves with the induction materials created specifically for those new to the profession to ensure a consistent approach to learning and teaching is adopted across all faculties. • During the Wellbeing Wednesday event (see Health and Wellbeing section above), and throughout this quarter work has been undertaken to promote the employee benefits to all employees with a weekly highlight providing more information on individual benefits available to all. • At the start of March the revised annual Personal Learning Plan Review period opened. The process has been updated to consider the recommendations from the college's Investors in People report to ensure that the employee takes the lead in this discussion and that the reviewer clearly understands the employee's ambitions and interests which link into college objectives. • During the reporting quarter staff members within the HR and People Development Team undertook training to enable inhouse delivery of the Mentally Healthy Workplace for Managers training. This is anticipated to be rolled out to managers during the first quarter of the next academic year. This training will provide an understanding of the range of mental health issues and how employees can be supported which ultimately will help in a reduction of absences to the college. • At the end of March GTCS (The General Teaching Council for Scotland) opened applications for those lecturers not holding a teaching qualification to apply for Provisional (Conditional) Registration and the college is working with those lecturers to encourage early application during the next quarter.
Reward and Recognition	<ul style="list-style-type: none"> • National negotiations are ongoing for the cost-of-living pay award for lecturing and support staff for 2022-2023. • A further national update on job evaluation was provided to all staff in March, informing that HR departments had received the initial outcomes of the process for feedback. • During February's Wellbeing Wednesday event (see Health and Wellbeing section above), and throughout this quarter, work has been undertaken to promote the employee benefits to all employees with a weekly highlight providing more information on individual benefits available to all.
Staff Experience and Engagement	<ul style="list-style-type: none"> • To address the current cost-of-living situation, information was provided to staff promoting all wellbeing and lifestyle offerings of the college as an employer, together with pensions advice and national cost-of-living sources of information and support. • During February the Principal held all-staff meetings, the main purpose of which was to report on college performance and priorities for the remainder of the academic year, together with an update on the college's financial position. Furthermore, in March informal Principal drop-in sessions were also held.

Employee Relations	<ul style="list-style-type: none"> • Joint EIS and UNISON JNCCs continue to take place regarding the management of the impact of Covid and wider health and wellbeing of staff. • One UNISON JNCC meeting took place at which 2022's staff survey results and national job evaluation were discussed. • One EIS JNCC meeting took place at which 2022's staff survey results, academic year planning, class sizes, hybrid working and class tutor role were discussed. • In March information regarding joining the college's recognised trade unions (EIS and UNISON) was shared with all staff. • One investigation is currently live under the college's Disciplinary Procedure.
Equality, Diversity and Inclusion	<ul style="list-style-type: none"> • Engagement is ongoing with the Scottish Union for Supported Employment, and progress is being made towards achieving the Department of Work and Pensions Disability Confident Leader accreditation. Work will be undertaken during 2023 to achieve these accreditations to improve the college's support for colleagues with disabilities and support applications from disabled people. • During this quarter cross-college work began to achieve Lesbian, Gay, Bisexual, Trans Youth Scotland (LGBTYS) Gold Charter. This is a programme that enables organisations to proactively include LGBTQ+ people, protecting staff and providing a quality service to service users. • The college's mainstreaming equalities update report was prepared during this quarter and is available to view on the college's website: https://www.west-lothian.ac.uk/media/5975/equality-mainstreaming-report-final-final.pdf

Derek O'Sullivan

Head of HR and People Development

15 June 2023

Finance and General Purposes Committee

SCOTTISH FUNDING COUNCIL CREDIT AND FUNDING ALLOCATION 2023-24

Introduction

The table below shows the college's credit and funding allocation for 2023-24 as advised by the Scottish Funding Council (SFC) on 25 May 2023. Data for the previous year is provided for comparison purposes.

Credits	2022-23	2023-24	Increase / (Decrease)
Core	44,323	44,605	
Additional embedded core credits	1,143		
Foundation apprenticeship	2,234		
Credit reduction to cope with cost of living increase	(838)		
Total	46,862	44,605	(2,257)
Grant-in-aid	£13,300,533	£14,067,734	767,201
Digital Poverty	£76,288	TBC	
Estates maintenance grant	£398,000	£398,000	0
Student Funds	£4,221,802	£4,221,802	0

Colleges were informed that there would be a flat cash settlement in 2023-24 and a 10% reduction in credits. In recognition of our college meeting and exceeding our credit target over a number of years, we were then allocated a 5% increase in credits with a corresponding £767k increase in grant in aid (see Appendix 1). While our credit target has decreased by 5%, we are planning to deliver at least the same number of credits next year as the 46,862 target in 2022-23.

£5m of funding is to be made available to the college sector to support digital poverty. The split of this funding for 2023-24 is still being finalised with the Scottish Government. Colleges will be informed of individual allocations as soon as this is known.

Action

The committee is asked to note the credit and funding allocation for 2023-24.

Jennifer McLaren

Vice Principal, Finance and Corporate Services
15 June 2023

West Lothian College

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APPENDIX 1 – FINAL ALLOCATIONS 2023-24

College/region	Published teaching funding AY 2022-23	Credit target (incl FAs) AY 2022-23	Redistribution & rebasing of credits	Indicative credit threshold AY 2023-24	Indicative teaching funding AY 2023-24	Percentage change from published teaching funding AY 2022-23
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Ayrshire College	£38,405,947	123,867	-12,387	111,480	£38,409,117	0.0%
Borders College	£9,877,123	26,546	-2,655	23,891	£9,877,938	0.0%
Dumfries & Galloway College	£11,046,925	30,889	-3,089	27,800	£11,047,837	0.0%
Dundee & Angus College	£32,044,466	109,230	-10,923	98,307	£32,047,111	0.0%
Edinburgh College	£49,963,621	183,174	-18,317	164,857	£49,967,745	0.0%
Fife College	£38,884,234	131,782	-13,178	118,604	£38,887,444	0.0%
Forth Valley College	£25,624,070	87,897	-8,790	79,107	£25,626,185	0.0%
Glasgow Region	£104,631,261	381,624	-38,162	343,462	£104,639,897	0.0%
Highlands & Islands Region	£51,262,456	112,925	-11,292	101,632	£51,266,687	0.0%
Lanarkshire Region	£52,699,428	180,117	-19,227	160,890	£52,308,500	-0.7%
Newbattle Abbey College	£1,139,617	913	-91	822	£1,139,711	0.0%
North East Scotland College	£35,713,641	128,812	-12,881	115,931	£35,716,589	0.0%
Sabhal Mor Ostaig	£1,818,455	792	-79	713	£1,818,605	0.0%
SRUC	£9,799,312	22,560	-2,408	20,152	£9,726,620	-0.7%
West College Scotland	£45,379,796	157,235	-16,785	140,450	£45,043,165	-0.7%
West Lothian College	£13,300,533	46,862	-2,257	44,605	£14,067,734	5.8%
Scotland	£521,590,885	1,725,225	-172,523	1,552,702	£521,590,885	0.0%

West Lothian College

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Finance and General Purposes Committee**STUDENT FUNDS UPDATE****2022-23**

The table below compares the revised allocation of funds against the latest forecast for the year:

	Allocation 2022-23	In-year redistribution	Total Allocation 2022-23	Forecast 2022-23	(Over)/under budget
	£'000	£'000	£'000	£'000	£'000
Bursary	3,078	-	3,078	2,873	205
Childcare	440	-	440	371	69
Further Education Discretionary	703	688	1,391	1,104	287
Total	4,221	688	4,909	4,348	561

The remaining funds will be used to:

- Make an additional one-off discretionary fund payment of £500 to all full-time further education students
- Provide financial support to students during the summer period who will be returning to the college in academic year 2023-24

2023-24

The Scottish Funding Council (SFC) has issued indicative funding allocations for 2023-24 and the college is expected to receive a student funds allocation of £4.2 million.

Action

The committee is asked to note the position with regard to student funds for 2022-23 and 2023-24.

Jennifer McLaren

Vice Principal, Finance & Corporate Services

15 June 2023

West Lothian College

15 June 2023

Finance and General Purposes Committee**CREDIT TARGET UPDATE 2022-23**

This paper provides an update of the progress against target in relation to the 2022-23 Scottish Funding Council (SFC) credit target. Table 1 summarises delivered and planned activity in credit numbers.

Table 1: Credit Update 2022-23

SFC credit target	46,862
SFC credit target (assuming 960 credits for associate students)	47,822
Actual delivered (based on enrolments at 25 May 2023) including associate students	48,326
Additional current and planned activity	369
Total estimated credits 2022-23	48,695
Forecast variance to contract	873

As reported to the last committee meeting, we were confident of meeting the SFC target and are pleased to say this has been achieved as at 25 May 2023. At this point last year, we were reporting a surplus of deficit of 664 credits.

We continue to keep the credit position under review to ensure that we deliver above target, undertake activity to support regional economic recovery and demonstrate that we operate in a region of underlying growth. Attention is also now switching to look at 2023-24 projections in light of the SFC confirming funding allocations.

Recommendation

The Committee is asked to note the latest credit forecast for 2022-23.

Simon Earp

Vice Principal, Performance and Improvement

Sarah-Jane Linton

Vice Principal, Learning and Attainment

15 June 2023

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Finance and General Purposes Committee

COLLEGE SECTOR PERFORMANCE INDICATORS 2021-22

The Learning and Teaching Committee discussed our predicted student outcomes for 2021-22 in September 2022. Since then, the Scottish Funding Council (SFC) published its *College Performance Indicators 2021-22* report in May 2023.

This paper provides a summary analysis of our student performance compared with the Scotland average and the fifteen regional colleges (see Appendix 1 for a detailed comparative analysis).

The SFC publishes a report for each college that summarises student performance for all modes and levels of qualifications, i.e. FEFT (Further Education Full Time), FEPT (Further Education Part Time), HEFT (Higher Education Full Time) and HEPT (Higher Education Part Time).

The report summarises student success by subject area, age, gender and key groups. For these, it reports performance for students studying on courses greater than 160 hours, ie combining full-time and most part-time enrolments.

Our overall performance, encompassing all full and part-time enrolments, was 83.8%, almost 14 percentage points above the sector average. This is the college's best ever performance and was the highest of all colleges. For enrolments over 160 hours, our student success was 77.4%, compared with a sector average of 65.2%, again the highest in the sector.

Student success was greater for part-time students than for full-time students. Given that 70% of our credit-funded student enrolments are part-time, the consistent high success rates for part-time students are very positive and were instrumental in our overall high rate of student performance.

Following the decline in FEFT student success in 2020-21, the college supported on-campus learning throughout 2021-22 (despite pandemic restrictions) for this student cohort. This was the major contributor to FEFT student success improving by almost four percentage points that year, in contrast to sector FEFT success which declined by 1.3 percentage points.

In 2021-22, we established a short-life working group focused on improving FEFT student success, and recommendations were introduced in 2022-23. We expect that this will result in a further increase in student success for the current year.

In contrast, many HEFT students studied primarily online in 2021-22. In particular, young people who started an HNC qualification straight from school struggled after a poor learning experience in their final year at school. This is acknowledged in SFC's

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report as a significant factor in the decline of HEFT student success in all colleges in 2021-22.

The committee is aware that there has been a strong focus on improving HEFT student success this year after it declined by 10.3 percentage points in 2021-22. We have put a range of measures in place and expect the proportion of students successfully achieving their qualification to rise in 2022-23. In 2023-24, we will introduce some of the support measures implemented this year for FEFT students to HEFT students, eg a dedicated course tutor hour each week. This should lead to further improvements next year.

The college continued to perform very well for students in all key groups measured by SFC. Table 1 illustrates our performance for all areas compared with the Scotland average.

Table 1 – Summary of Student Success 2021-22

Student Enrolments	Rank 2020-21	Rank 2021-22	West Lothian College	Scotland	Difference (percentage points)
All	1	1	83.8%	70.1%	13.7
All >160 hours	1	1	77.4%	65.2%	12.2
Further Education Full Time (FEFT)	8	3	64.1%	59.0%	5.1
Further Education Part Time (FEPT)	1	1	91.0%	76.3%	14.7
Higher Education Full Time (HEFT)	6	11	61.0%	62.5%	-1.5
Higher Education Part Time (HEPT)	7	1	88.9%	78.8%	10.1
Age: Under 18	3	1	69.6%	57.9%	12.0
Age: 18-20	5	9	63.1%	63.5%	-0.4
Age: 21-24	1	3	76.4%	67.5%	8.9
Age: 25-40	1	1	85.1%	70.9%	14.2
Age: 41+	1	1	90.9%	73.7%	17.2
Gender: FE Female	1	1	82.5%	61.9%	20.6
Gender: FE Male	2	2	76.5%	68.5%	8.0
Gender: HE Female	3	1	75.5%	67.0%	8.5
Gender: HE Male	11	9	62.7%	63.1%	-0.4
SIMD10	1	1	71.9%	60.1%	11.8
SIMD20	2	1	74.3%	60.8%	13.5
Ethnic Minority	2	1	81.6%	68.9%	12.7
Disabled	2	1	70.2%	61.6%	8.6
Care Experienced	2	1	68.5%	52.5%	16.0
Employed	1	1	93.7%	82.1%	11.6
Continuing student	2	1	93.6%	78.3%	15.3

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Conclusion

Detailed analysis has been made available to all managers through PowerBI and, in a new development this year, data will be sent to faculty teams in pre-populated forms to inform their complete self-evaluations.

The Finance and General Purposes Committee is invited to note the contents of this paper.

Simon Earp

Vice Principal Performance and Improvement

15 June 2023

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APPENDIX 1 - COLLEGE SECTOR KEY PERFORMANCE INDICATORS 2020-21

OVERALL STUDENT ENROLMENTS

College	All	College	> 160 hours
West Lothian	83.8%	West Lothian	77.4%
Dundee & Angus	72.3%	Forth Valley	73.9%
Borders	69.9%	Dundee & Angus	68.6%
City of Glasgow	68.8%	South Lanarkshire	67.6%
South Lanarkshire	68.7%	Dumfries & Galloway	66.7%
Forth Valley	78.2%	Ayrshire	65.9%
Fife	70.4%	City of Glasgow	65.7%
Dumfries & Galloway	74.0%	Edinburgh	64.7%
Glasgow Kelvin	66.0%	Fife	64.1%
Glasgow Clyde	65.2%	Borders	63.8%
New College Lanarkshire	65.3%	North East Scotland	63.1%
West College Scotland	67.0%	Glasgow Clyde	62.8%
Ayrshire	66.0%	West College Scotland	62.3%
North East Scotland	67.5%	Glasgow Kelvin	60.6%
Edinburgh	68.8%	New College Lanarkshire	57.6%
Scotland	70.1%	Scotland	65.7%

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FULL TIME STUDENT ENROLMENTS

College	FEFT
Forth Valley	67.6%
Dundee & Angus	65.2%
West Lothian	64.1%
West College Scotland	63.3%
Borders	63.0%
South Lanarkshire	60.8%
Dumfries & Galloway	59.2%
Ayrshire	58.5%
Fife	57.2%
Glasgow Clyde	57.1%
North East Scotland	56.8%
Edinburgh	56.8%
New College Lanarkshire	52.1%
City of Glasgow	51.9%
Glasgow Kelvin	51.9%
Scotland	59.0%

College	HEFT
Dundee & Angus	69.9%
Forth Valley	69.3%
South Lanarkshire	68.7%
Borders	65.5%
Edinburgh	64.8%
North East Scotland	64.6%
City of Glasgow	62.7%
Ayrshire	62.1%
Dumfries & Galloway	61.2%
Fife	61.1%
West Lothian	61.0%
Glasgow Clyde	60.4%
New College Lanarkshire	59.8%
West College Scotland	56.9%
Glasgow Kelvin	55.5%
Scotland	62.9%

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PART TIME STUDENT ENROLMENTS

College	FEPT	College	HEPT
West Lothian	91.0%	West Lothian	88.9%
Forth Valley	84.3%	Borders	85.4%
City of Glasgow	83.6%	North East Scotland	83.0%
Dumfries & Galloway	79.4%	Forth Valley	82.8%
Fife	78.3%	Edinburgh	81.7%
Dundee & Angus	77.4%	South Lanarkshire	80.4%
North East Scotland	76.6%	City of Glasgow	80.0%
South Lanarkshire	73.9%	Fife	79.7%
Glasgow Kelvin	73.2%	Dumfries & Galloway	79.1%
New College Lanarkshire	72.4%	Glasgow Kelvin	78.4%
Borders	72.2%	Dundee & Angus	76.4%
Edinburgh	71.6%	New College Lanarkshire	74.1%
Ayrshire	70.9%	West College Scotland	71.8%
West College Scotland	69.7%	Glasgow Clyde	71.6%
Glasgow Clyde	69.3%	Ayrshire	69.6%
Scotland	76.3%	Scotland	78.9%

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SCOTTISH INDEX OF MULTIPLE DEPRIVATION (STUDENT ENROLMENTS >160 HOURS)

College	SIMD10	College	SIMD20
West Lothian	71.9%	West Lothian	74.2%
South Lanarkshire	68.6%	Forth Valley	69.2%
Forth Valley	66.0%	South Lanarkshire	66.4%
City of Glasgow	65.1%	City of Glasgow	65.2%
Dumfries & Galloway	64.6%	Dundee & Angus	65.1%
Dundee & Angus	64.4%	Dumfries & Galloway	62.6%
North East Scotland	63.1%	Ayrshire	61.9%
Glasgow Clyde	60.3%	Edinburgh	60.3%
Ayrshire	59.8%	Glasgow Clyde	60.3%
Edinburgh	58.2%	Fife	58.5%
Fife	56.8%	West College Scotland	57.8%
Glasgow Kelvin	56.8%	Glasgow Kelvin	57.4%
West College Scotland	56.7%	Borders	54.4%
New College Lanarkshire	54.2%	New College Lanarkshire	54.2%
Borders	49.7%	North East Scotland	51.3%
Scotland	61.1%	Scotland	61.3%

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KEY GROUPS (STUDENT ENROLMENTS >160 HOURS)

College	Ethnic Minority	College	Disability	College	Care Experienced
West Lothian	81.6%	West Lothian	70.2%	West Lothian	68.5%
City of Glasgow	77.3%	Dundee & Angus	68.9%	Dundee & Angus	61.2%
Forth Valley	74.0%	Dumfries & Galloway	68.6%	Fife	60.1%
South Lanarkshire	73.2%	Forth Valley	67.5%	Ayrshire	59.2%
Dundee & Angus	70.3%	South Lanarkshire	64.2%	Forth Valley	54.9%
Glasgow Clyde	68.8%	Ayrshire	62.8%	Dumfries & Galloway	54.3%
Ayrshire	68.0%	City of Glasgow	62.6%	Glasgow Clyde	54.2%
Fife	65.6%	Borders	62.1%	Edinburgh	53.0%
Edinburgh	64.6%	Fife	60.1%	South Lanarkshire	51.4%
Glasgow Kelvin	62.7%	Edinburgh	59.8%	North East Scotland	49.6%
West College Scotland	62.4%	Glasgow Clyde	59.5%	City of Glasgow	47.8%
North East Scotland	60.9%	West College Scotland	59.3%	Glasgow Kelvin	47.2%
New College Lanarkshire	59.4%	North East Scotland	58.8%	West College Scotland	47.1%
Borders	53.8%	New College Lanarkshire	57.7%	New College Lanarkshire	46.2%
Dumfries & Galloway	-	Glasgow Kelvin	55.7%	Borders	43.3%
Scotland	62.8%	Scotland	62.5%	Scotland	53.8%

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GENDER (STUDENT ENROLMENTS >160 HOURS)

College	Female (FE)	College	Male (FE)	College	Female (HE)	College	Male (HE)
West Lothian	82.5%	Forth Valley	78.2%	West Lothian	75.5%	Forth Valley	74.6%
City of Glasgow	68.2%	West Lothian	76.5%	South Lanarkshire	74.0%	Dundee & Angus	69.7%
Forth Valley	67.8%	Ayrshire	73.3%	Borders	73.8%	South Lanarkshire	66.2%
South Lanarkshire	67.3%	West College Scotland	71.7%	Forth Valley	73.4%	Ayrshire	66.1%
Dundee & Angus	66.2%	Dundee & Angus	70.4%	Dumfries & Galloway	73.0%	North East Scotland	65.9%
Borders	65.5%	Dumfries & Galloway	69.3%	Dundee & Angus	71.2%	Borders	63.9%
Dumfries & Galloway	62.6%	Fife	67.8%	Edinburgh	68.7%	Edinburgh	63.5%
Edinburgh	62.3%	Edinburgh	66.0%	Fife	67.3%	City of Glasgow	63.3%
Glasgow Clyde	62.1%	North East Scotland	65.9%	North East Scotland	66.6%	West Lothian	62.7%
Fife	60.5%	South Lanarkshire	65.5%	City of Glasgow	66.0%	Dumfries & Galloway	62.4%
Ayrshire	58.1%	City of Glasgow	65.3%	Glasgow Clyde	66.0%	Fife	61.8%
North East Scotland	57.9%	Glasgow Clyde	63.3%	Ayrshire	63.4%	Glasgow Clyde	59.4%
Glasgow Kelvin	57.6%	Glasgow Kelvin	63.2%	Glasgow Kelvin	63.2%	Glasgow Kelvin	59.2%
West College Scotland	55.5%	Borders	62.0%	West College Scotland	62.7%	New College Lanarkshire	59.2%
New College Lanarkshire	51.3%	New College Lanarkshire	61.3%	New College Lanarkshire	62.4%	West College Scotland	53.9%
Scotland	63.0%	Scotland	68.0%	Scotland	68.5%	Scotland	63.5%

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AGE (STUDENT ENROLMENTS >160 HOURS)

College	< 18	College	18-20	College	21-24	College	25-40	College	41+
West Lothian	69.6%	Forth Valley	76.8%	Forth Valley	78.6%	West Lothian	85.1%	West Lothian	90.9%
Dundee & Angus	67.1%	Borders	72.7%	City of Glasgow	78.6%	Borders	78.4%	Dumfries & Galloway	88.1%
Forth Valley	63.9%	Ayrshire	67.3%	West Lothian	76.4%	Forth Valley	77.9%	Forth Valley	80.6%
South Lanarkshire	63.9%	Dundee & Angus	67.2%	Borders	73.8%	City of Glasgow	77.9%	City of Glasgow	80.6%
Ayrshire	61.9%	South Lanarkshire	64.5%	Dumfries & Galloway	72.2%	Dumfries & Galloway	76.1%	Borders	77.6%
North East Scotland	58.4%	West College Scotland	64.4%	South Lanarkshire	70.2%	South Lanarkshire	73.0%	Dundee & Angus	74.5%
Edinburgh	55.9%	Dumfries & Galloway	63.6%	Ayrshire	69.4%	Dundee & Angus	72.1%	Fife	74.0%
Fife	55.3%	Fife	63.5%	Fife	68.8%	Edinburgh	70.4%	South Lanarkshire	73.8%
West College Scotland	55.3%	West Lothian	63.1%	Dundee & Angus	68.5%	Glasgow Clyde	69.9%	Glasgow Clyde	73.7%
Borders	53.8%	North East Scotland	62.9%	Glasgow Kelvin	67.6%	Fife	68.7%	Edinburgh	71.9%
Dumfries & Galloway	53.6%	Edinburgh	62.2%	Edinburgh	67.6%	North East Scotland	68.4%	North East Scotland	68.9%
City of Glasgow	53.5%	Glasgow Kelvin	61.4%	New College Lanarkshire	64.7%	Glasgow Kelvin	67.1%	Glasgow Kelvin	68.9%
Glasgow Clyde	51.3%	City of Glasgow	59.5%	West College Scotland	64.7%	Ayrshire	66.1%	Ayrshire	67.2%
Glasgow Kelvin	48.0%	Glasgow Clyde	58.2%	North East Scotland	64.0%	New College Lanarkshire	65.3%	New College Lanarkshire	64.7%
New College Lanarkshire	46.3%	New College Lanarkshire	57.7%	Glasgow Clyde	61.5%	West College Scotland	64.1%	West College Scotland	62.6%
Scotland	57.2%	Scotland	64.3%	Scotland	69.8%	Scotland	72.0%	Scotland	74.5%



Finance and General Purposes Committee

Committee Remit

Author: Jenny Stalker

Date: Approved by the Finance and General Purposes Committee: 15 June 2023

Review date: June 2024

1 Terms of Reference

The Board has established a Finance and General Purposes Committee as a Committee of the Board to support them in their responsibilities for issues of finance and grant reporting.

2 Membership

- 2.1 Members of the Finance and General Purposes Committee and its Chair are appointed by the Board and will consist of Board Members with no executive responsibility for the management of the College plus the Principal (Accountable Officer).
- 2.2 At least two members should have a background in finance, accounting or auditing, but membership should not be drawn exclusively from Board Members with such a background.

3 Reporting

- 3.1 The Finance and General Purposes Committee will formally report to the Board after each meeting. A copy of the minutes of the meeting will be the basis of the report.
- 3.2 The Finance and General Purposes Committee shall highlight any matter which is of particular importance to the Board.

4 Responsibilities

The Finance and General Purposes Committee will:

- 4.1 Review the college's financial position.
- 4.2 Consider the proposed college budget for the following financial year for recommendation to the Board of Governors.
- 4.3 Consider the proposed three-year financial forecast for recommendation to the Board of Governors.
- 4.4 Make appropriate provision for salary awards as part of its consideration of the college budget and implement the agreed outcomes of national pay bargaining.
- 4.5 **Oversee cash management and the Scottish Government banking service.**

- 4.6 Agree and monitor the college's insurance arrangements.
- 4.7 Agree, monitor and review the college's key financial performance indicators.
- 4.8 Review, approve and monitor major capital projects.
- 4.9 Review the college's Financial Regulations, Estates, Financial Procurement and People Strategies for recommendation to the Board of Governors.
- 4.10 Have overall responsibility for ensuring that staff recruitment and staff development policies are in line with equalities legislation.
- 4.11 Review and monitor matters related to Human Resources and Workforce Development.

5 Rights

The Finance and General Purposes Committee may:

- 5.1 Co-opt additional members for a period not exceeding one year to provide specialist skills, knowledge or expertise.
- 5.2 Investigate any activities within its terms of reference. It is authorised to request any information required to fulfil its duties.
- 5.3 Procure specialist ad-hoc advice at the expense of the organisation, subject to budgets agreed by the Board.

6 Access

- 6.1 Relevant external partners will be invited to attend meetings of the Finance and General Purposes Committee and will have confidential access to the Chair of the Finance and General Purposes Committee.

7 Meetings

- 7.1 The Committee will normally meet at least four times per year.
- 7.2 A quorum shall be one half of the members entitled to vote upon the question before the meeting.
- 7.3 The Finance and General Purposes Committee will normally be attended by the Principal, the Vice Principal (Finance and Corporate Services), the Vice Principal (Performance and Improvement), the

Head of Finance and Procurement and the Head of Human Resources and People Development.

- 7.4 The Finance and General Purposes Committee may ask any or all of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters.

8 Information Requirements

For each meeting, the Finance and General Purposes Committee will be provided with:

- 8.1 Relevant reports on finance and people management.
- 8.2 Management accounts
- 8.3 Updates on capital project works.
- 8.4 Update reports on the use of student support funds.

The above suggests minimum requirements for inputs to be provided to the Finance and General Purposes Committee. In some cases, more may be provided.

9 Review of Finance and General Purposes Committee

This remit shall be reviewed on an annual basis. The next review will be June 2024.

FINANCE AND GENERAL PURPOSES COMMITTEE SELF-ASSESSMENT

2022-23

Committee	Finance and General Purposes
Self-Assessment Review Date	15 June 2023

Code of Good Governance Element B: Quality of the Student Experience			
		Committee Self Reflective feedback	
		Areas of Strength	Areas for Development
1	How well do we utilise student feedback and keep the student voice central to decision making?	The Student Association President is a full member of the Finance and General Purposes Committee. The Committee hears direct feedback from the Student Association which informs decision making.	
2	How well do we ensure the Student Association is adequately resourced and operates in a fair	The Finance and General Purposes Committee receives regular reports on the use of student funds and the use of	

	and a democratic manner and has a written constitution that the Board has reviewed within the last five years?	<p>capital funding to improve the student experience.</p> <p>The Finance and General Purposes Committee approves annual funding allocated to the Student Association.</p> <p>The Student Association brings the written constitution to the Board for approval.</p> <p>Student Association Presidents provide regular reports to the Committee detailing how effectively they are fulfilling their remit.</p>	
3	How effectively do we engage with partners to provide coherent learning and employment opportunities for students?	The Finance and General Purposes Committee participates in presentations from college partners and from Faculty staff which improves understanding of learning and employment opportunities.	The Committee should explore further opportunities to engage in partner projects.

B: Quality of the Student Experience: Actions - Board Development Plan 2023-24

Code of Good Governance Element	Action	Action Lead	Action Deadline

Code of Good Governance Element C: Accountability			
		Committee Self Reflective Feedback	
		Areas of Strength	Areas for Development
1	How well do we deliver on our Outcome Agreement and fulfil the responsibilities of our grant?	The Finance and General Purposes Committee scrutinises financial reports at each committee meeting. Reports include credit updates; financial accounts; use of student funding; capital projects and management accounts.	
2	How well do we ensure our decision making is transparent and robust and associated documentation is adequate?	<p>The College Executive Leadership Team provides sufficiently clear and detailed financial reports to each committee meeting.</p> <p>The Committee is able to have open and transparent dialogue with the College Executive Leadership Team which informs collective decision making.</p>	Ensure financial reports are more succinct to enable members to focus on key financial information.
3	How effectively do we ensure the college's sustainability through efficient and effective use of funds and adequate monitoring and reporting on use of funds?	<p>Reports presented give the Finance and General Purposes Committee a regular update on college finances as the year progresses.</p> <p>Finance and General Purposes Committee Members have direct access to both the Vice Principal,</p>	Financial Reports and Accounts are, by necessity, lengthy documents. Executive Leadership Team to present a summary of key points of note to assist Committee Members to monitor use of funds.

		<p>Finance and Corporate Services and the Head of Finance and Procurement who attend each Committee meeting</p> <p>The Committee has the opportunity to scrutinise and query any areas of concern on a regular basis.</p> <p>The Committee is empowered to raise concerns and make recommendations to the Board of Governors.</p>	
4	<p>How well do we promote positive employee relations, work effectively with our partner unions and comply with national collective agreements, comply with the Staff Governance Standard and ensure fair and effective staff management?</p>	<p>The Finance and General Purposes Committee welcomes staff onto the committee as observers. In 2022-23, one Faculty Director has been an approved observer and the Committee has welcomed a new member of the HR team to observe at one meeting.</p> <p>The Staff Governance Standard is embedded in the range of approved HR policies.</p> <p>The Head of Human Resources and People Management attends Committee meetings and presents a quarterly HR report to the Committee.</p> <p>The Committee is able to scrutinise key staffing indicators including</p>	<p>Continue to welcome staff members as observers to promote understanding of how the Committee works.</p>

		<p>absence rates, staff turnover rates and disciplinary and grievance rates.</p> <p>The Committee receives reports from staff surveys that highlight areas of concern or staff difficulties. The Committee is able to scrutinise how these concerns are being managed.</p> <p>The Finance and General Purposes Committee reviews and approves management decisions relating to staff pay awards and is kept fully informed of national bargaining arrangements.</p>	
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C: Accountability: Actions - Board Development Plan 2023-24

Code of Good Governance Element	Action	Action Lead	Action Deadline
C2	Financial Reports to be succinct with a focus on key information rather than detail.	Chair of the Finance and General Purposes Committee/Vice Principal Finance and Corporate Services	Dec 2023
C3	Develop summary briefing paper in consultation with Vice Principal Finance and Corporate Services for more effective monitoring of financial reports and accounts.	Chair of the Finance and General Purposes Committee/Vice Principal Finance and Corporate Services	Dec 2023
C4	Continue to welcome new staff members to attend committee meetings	Chair of the Finance and General Purposes Committee	June 2024

Code of Good Governance Element D: Effectiveness			
		Committee Self Reflective feedback	
		Areas of Strength	Areas for Development
1	How well balanced is the Board and Committees in terms of skills, experience, independence, and knowledge to fulfil their role effectively?	The Committee membership was reviewed in March 2023 to strengthen membership skills and experience in finance.	New members are not yet sufficiently familiar with sector funding arrangements and requirements for the college. Student Members have expressed a lack of confidence in contributing to the work of the Finance and General Purposes Committee.
2	How well do we ensure collective responsibility for decision making in the interests of the college and managing conflicts of interest appropriately?	Members of the Committee are able to hold open and transparent dialogue with college executive leadership. F&GP Committee members are respectful and professional in their approach to scrutiny and review. Where a conflict of interest is identified, members are asked to leave the meeting until the item is heard,	

D: Effectiveness: Actions - Board Development Plan 2023-24

Code of Good Governance Element	Action	Action Lead	Action Deadline
D1	The Chair of the Finance and General Purposes Committee to meet with incoming Student Association Presidents prior to attending the first meeting in preparation for the role.	Chair of Finance and General Purposes Committee	June 2024

Code of Good Governance Element E: Relationships and Collaboration			
		Committee Self Reflective feedback	
		Areas of Strength	Areas for Development
1	How well do we achieve commonly agreed outcomes through effective consultation and partnership working?	The Committee is provided with clear and detailed reports evidencing how the college utilises partnership working to secure best value in procurement.	
2	How well do we meet local needs and address national priorities and specialisms?	Committee members participate in presentations and college strategy events to understand local and national priorities which informs discussion at Committee meetings.	

E: Relationships and Collaboration: Actions - Board Development Plan 2023-24

Code of Good Governance Element	Action	Action Lead	Action Deadline