

BOARD OF MANAGEMENT

There will be a meeting of the Board of Management on 7 March 2024 at 1730 hours via Microsoft Teams or in the Boardroom at South Lanarkshire College

AGENDA

Agenda Item	Item	Paper (Yes or No)	Owner
1	Apologies for Absence	N	P McG
2	Declaration of any potential Conflicts of Interest in relation to any Agenda items	N	All
3	Minutes of Previous Meetings Minutes of Board of Management 5 December 2023.	Y	PH
4	Matters Arising from the Previous Meeting	N	PH
	Matters for Approval		
5	The Governance Rolling Review	Y	P McG
6	Board Member Conversations	Y	SM
7	Ratification of Approval of Tender	Y	P McG
	Matters for Discussion		
8	Chair's Update	N	PH
9	Principal's Update	Y	SM
10	Mid-Year Financial Projection	Y	E McK
11	Mid-Year Learning and Teaching Update	Y	AP
12	Quality Enhancement Plan	Y	AP
13	Student Association Report	Y	KW
	Matters for Information		
14	College Cashflow and Quarter 2 Management Accounts.	Y	E McK
15	Risk Register Update	Y	E McK
16	Reports by Chairs of Committees <ul style="list-style-type: none"> • Curriculum, Quality and Development • HR • Audit and Risk • Finance and Resources 	N Y N N	JG HA TF SC
	Reserved Item		
	[These Items contain personal data relating to identifiable individuals]		
17	Appointment of the Chair of the Board	Y	P McG
18	Board Member Recruitment including Trade Union Recruitment Update	Y	P McG
19	Pensions Report for Information Only	Y	SM

20	Summation of Actions and Date of Next Meeting	N	P McG
21	Any Other Business		PS

Key: PH: Paul Hutchinson, SM: Stella McManus, Emck: Elaine McKechnie, JG: Prof Jo Gill, HA: Heather Anderson,

UNCONFIRMED BOM MINUTES

BOARD OF MANAGEMENT

MINUTES

Board of Management Meeting on 5 December 2023 at 1730 hours in the Boardroom at South Lanarkshire College and on Teams

Present

Stella McManus, Principal
Douglas Morrison
Fiona Mullen (part)
Anne Doherty
Tarryn Robertson
Kayleigh Wither
Ellie Hamilton
Jo Gill
Scott Coutts
Paul Brodie
Peter Sweney

In Attendance

Elaine McKechnie (part)
Scott Gray
Peter Scott

Paul McGillvery as Governance Professional
Vari Anderson as Minute Taker

AGENDA ITEM

1	<p>Prior to the commencement of the meeting, in the absence of Paul Hutchison, Chair of the Board, the Board approved Douglas Morrison as acting Chairing Member for this meeting.</p> <p>Apologies for Absence Ronnie Smith, Craig McLaughlin, Graeme Forrester, Tom Feely, Claire Gibb, Paul Hutchinson</p>
2	<p>Declaration of any potential Conflicts of Interest in relation to any Agenda items None made.</p>
3	<p>Minutes of Previous Meeting – 26 September 2023 Duly Adopted.</p>
4	<p>Matters Arising from the Previous Meeting No matters arising that are not covered by other agenda items.</p>
	<p>Matters for Approval</p>
5	<p>Annual Audit Report of Audit Scotland (External Auditors) and Completion Letter</p>

	<p>The Board were advised that the Audit progressed well and was completed within 4/5 weeks and were pleased to note that the College was compliant with relevant legislation including the Code of Good Governance for Scotland's Colleges.</p> <p>The Board noted that Audit Scotland made several recommendations to ensure that the College is fully compliant with legislation prior to next year's Audit. The Performance Report, Governance Statement and Remuneration Staff Report required updating to ensure compliance with the FreM, SPFM and Accounts Direction. It was noted that the narrative document is old which caused some difficulties, however, College Management included all relevant disclosures and have agreed to perform a robust review of the Performance Report, Governance Statement and Remuneration and Staff Report to ensure ongoing compliance ahead of the external audit each year.</p> <p>It was noted by the Board that the external auditors identified instances of inaccurate records within the fixed asset register and advised the current format was difficult to analyse. College management agreed to undertake a full review of the fixed asset register to ensure data accuracy and appropriate categorisation of assets along with reviewing the format to ensure data is reflected in an appropriate way and depreciation calculations are laid out. Elaine McKechnie advised that work was required on the register to update and remove assets.</p> <p>The Annual Audit Report of Audit Scotland and Completion letter was considered and approved by both the Audit and Risk Committee and the Finance and Resource Committee. The Board approved the Audit Report to be signed by the Principal and Chair at the conclusion of today's meeting.</p> <p>The Board shared their appreciation to the team in the College for the exceptional work carried out behind the scenes and noted that, great strides have been made this year. It was also noted that it was very impressive that the Auditor had thanked the College for its co-operation.</p>
6	<p>Financial Statements for the Year to July 2023</p> <p>The Board noted the contents of the report and approved the financial statements.</p> <p>It was noted that management are committed to undertaking a strategic review of its operations during 2023/24 with a view to achieving greater efficiencies and exploring potential income initiatives following another yearly operating deficit. With no material change to operations during the year, the deficit (of £1,023k) was driven by various factors including reductions in fee income, additional provisions for salary increase settlements (pay award remains outstanding) and inflation costs. It was noted that some tough decisions may need to be made in the coming months.</p> <p>The Board approved the decision to reinstate the lifespan of the Low Carbon House to 40 years from 10 years, in line with the term of the College. The Board queried the relevancy of the technology within the Low Carbon House given that it was introduced 10 years ago and whether further expenditure would be required over the coming years to improve said technology. The Board were advised that the technology within the Low Carbon House is still relevant and valid. It was further noted that the house is used as a teaching resource and is a pioneer in the area given that other Colleges have replicated</p>

	<p>the house. In terms of the College estate it makes sense to match the term of the College and could be open to future investment.</p> <p>The Board approved the decision to incorporate an intangible assets policy and intangibles asset note, as advised by Audit Scotland.</p>
7	<p>South Lanarkshire College Self Evaluation The Board considered and reviewed the performance of the College for 2022-23 through the self-evaluation report.</p> <p>It was noted by the Board that the College has maintained high levels of attainment rates, with attainment standing at 80% (11% higher than in 2021-22). It was agreed that having students remain on campus was the right decision. The Board advised that this was a fantastic result and is one of the largest attainment rates seen in a single College.</p> <p>The Board were advised that further education part time (FE PT) student numbers continue to grow and make up approximately 55% of the overall cohort which highlights the vision of the College and is an area to focus on. Despite this, higher education part time rates (only a small part of the College provision) fell by 12% in comparison to last year, the decrease can be attributed to the following courses HNC in Construction, HNC Accounting with Financial Services as well as two upskilling courses within the Health and Social Care and Life Sciences areas.</p> <p>The Board queried whether more support could be offered to those students who have a disability or are estranged to enable them to achieve in line with their peers. The Board were advised that one of the key action points is for early intervention strategies to be implemented to support students and those students should be identified at pre-entry where possible. Learners can then be sign-posted to relevant drop-in or support sessions as early as possible after starting their course. Further, the quality team will review this group of students and work with curriculum areas to put in place intervention actions.</p> <p>The Board advised that the report is very positive and it is evident that College has a sense of direction and momentum, and the Curriculum Team should be congratulated for their work. Although the College is in a difficult financial position the evaluation highlights that South Lanarkshire College is doing more with less and that the building blocks are in place and the experience of learners continues to increase.</p> <p>The Board approved the Self Evaluation to be sent to Scottish Funding Council and Education Scotland.</p>
	Matters for Discussion
8	Chair's Update
9	<p>Principal's Update The Board noted the sector updates provided in the paper and provided further comment regarding the draft strategic objectives.</p> <p>The Board were advised that changes to retention rules being applied retrospectively to assist Colleges who have not met their credit targets for 2022-23 has resulted in the College being over target by 1,235 credits. The Lanarkshire Regional Strategic Body has been written to, to request how this</p>

	<p>will be reported. The Board queried how the College would receive recognition of these credits and it was noted that within the Lanarkshire Region's Audit, the credits were broken down to indicate the number of credits obtained by the College. A further query was raised regarding identification of credits when dissolution occurs and noted that the College would be responsible for its own credits.</p> <p>Following discussion regarding the draft strategic objectives, as an action point, Scott Coutts will provide the Principal draft wording regarding Section 3.2 Student Experience and Success. Further to any amendment to the wording of this section, the Board noted they were supportive of the objectives and are keen to sign these off.</p> <p>The Board were advised that the College have won several awards in recent weeks. The College is the first in Scotland to receive the first gender-based violence charter award from EmilyTest. Further, at the CDN Awards, the Rural Academy and Second-hand shop achieved awards in their respective categories. The Board congratulated the College on their successes and thanked all those involved.</p>
10	<p>Student Association Report The terms of the report were noted by the Board.</p> <p>The Board were advised that the main aim of the Student Association (SA) is to engage with the students and alert them to the presence of the Association. To do this, the office space has been redecorated and visits to classrooms have been made by representatives. The Student Association have hosted numerous events across the campus including Freshers week which ran from 11 September until 13 September where students were involved in various activities from hand massages to free pizza.</p> <p>The Board noted that one of the top priorities for the Student Association is to help students during the cost-of-living crisis. Each week, a free healthy breakfast and free soup and sandwich on selected days is offered to students however funding is running low. The Student Association are keen to try and secure additional funding to continue this initiative. Further, the Board noted that the College provides a food larder which students can access which includes both food and toiletries. Along with this, the Student Association create 'Holiday Packs' prior to College closures to ensure that feminine products can be accessed off campus. In addition, branded SA hoodies are available for purchase at the price of £5 which provide warmth in the colder months, these hoodies have been a success and all sizes except for 'small' have sold out. The Board agreed that the initiatives are all fantastic and supported the requirement for finding further funding. The Board advised that the Student Association Update is one of their favourite parts of the meeting as the focus is on students.</p>
11	<p>Board Self Evaluation and Next Steps The Board considered the findings of the self-evaluation and approved the next steps.</p> <p>The Board were advised that due to previous Governance issues, more robust questions were asked of members, however, confirmation was received from Audit Scotland that the College is now fully compliant with the Code.</p>

	<p>The Board noted that the self-evaluation was positive and that there's a synergy between what College management and the Board feel needs to be done. As a next step, there will be an Internal Governance Audit commencing in early January 2024, which will feed into the Governance Rolling Review and would be reported at the March 2024 Board meeting.</p>
	<p>Matters for Information</p>
12	<p>College Cashflow and Quarter 1 Management Accounts The Board noted the financial position and cashflow situation for the quarter. Robust monthly process – work to be done.</p> <p>The Board supported the reinvestment of £750k into a further 4-month secure deposit account for further interest generation and noted that the interest rate is set at 4.12%.</p>
13	<p>Risk Register The Board reviewed and approved the College's strategic risk analysis.</p>
14	<p>Reports by Chairs of Committees</p> <ul style="list-style-type: none"> • Curriculum, Quality and Development Nothing to add as most items discussed at today's meeting. • HR <ul style="list-style-type: none"> - Flexible working – a draft document has been created and will be taken to JNC for approval, agreed by the Board that this is positive step by management team. - Carers leave legislation – an update was provided to the Board regarding the legislation coming into effect next year. - Pension Dispute – communication sent to all staff last week, report due imminently to be shared with HR Committee. - HR System – expected to go live in April following some issues with the software company's project management. Thanks were given to Gary and his team. • Audit and Risk (Ratification of Minutes) <ul style="list-style-type: none"> - The Board noted that the Chair is stepping down from duties, effective as of 6 December 2023 and a new chair has been appointed in new Committee member, Mr Tom Feely. The Chair was thanked for his time and contributions to the College. - It was confirmed that following the review of the Committee's remit in early 2023. The Committee Terms of Reference now have 'risk' as a standing item which helps inform the College as to emerging and ongoing risk factors. - In respect of Cyber Security, it was noted that a new framework template is being discussed with the HEFESTIS cyber security shared service and progress has been made to ensure risks are mitigated however progress has been slow due to an update from Scottish Government being awaited, which is now expected in December. The Board advised that the College has set a high bar regarding cyber security and provisions need to be put in place to mitigate any future risks. The Board advised that such achievements should be cascaded to all staff to highlight the College's successes. As an action point, a template for communication from Board Meetings should be considered by the Management team. • Finance and Resources <ul style="list-style-type: none"> - The Board noted that the Chair, Clare is stepping down and recruitment will be taken forward

15	<ul style="list-style-type: none"> • The Lanarkshire Regional Outcome Agreement <p>The Committee noted the terms of the regional outcome agreement</p> <ul style="list-style-type: none"> • Minutes: Approval of the Lanarkshire Regional Outcome Agreement
	Reserved Items
16	<p>Summation of Actions and Date of Next Meeting</p> <p>The Clerk summarised the actions and decisions and the action points are as minuted above.</p> <p>The next scheduled Board meeting was set for 7 March 2024.</p>
17	<p>Any Other Business</p> <p>In recognition of the awards and achievements of the college. The board approved the closure of the College on 21 December 2023 at 4:30pm.</p> <p>The Board having acknowledged that two colleagues have stepped down from their roles, thanks were given for their service during this challenging time. The Board endorsed the motion to re-open recruitment to bring in the skills and capabilities that are currently required and for succession planning.</p> <p>The Board gave their thanks to Peter Scott for his work in Governance over the years.</p> <p>The Principal thanked the Board for their help and support throughout this year.</p> <p>There being no further matters, the meeting was declared closed.</p>



South
Lanarkshire
College

East Kilbride

BOARD OF MANAGEMENT

DATE:	7 March 2024
AGENDA REF:	05
TITLE OF REPORT:	Governance Rolling Review
AUTHOR AND CONTACT DETAILS	Paul McGillvery Paul.McGillvery@slc.ac.uk
PURPOSE:	To update the Board on progress with the proposed Rolling review and seek further advice as appropriate
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: <ul style="list-style-type: none">• consider and note the Rolling Review;• note that this Review has been included as part of the Governance Audit.
RISK	Governance is recognised as a potential strategic management risk and appropriate mitigating actions such as having a Governance Rolling Review is fully consistent with best practice i .
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none">• Highest quality education and support.• Sustainable Behaviours.• Successful Students
SUMMARY	<ul style="list-style-type: none">• This report sets out the Rolling Governance Review for information and comment.• It focuses on the principles of good governance with subheadings of importance relating to each principle.

ROLLING GOVERNANCE REVIEW DRAFT

The actions to deliver improvement contained in this plan will be developed and implemented to address any previously identified or emerging issues as noted by way of the “Ongoing Review of Governance” at South Lanarkshire College (SLC). This is proceeding following consultation with Board Members and Senior Staff. A RAG system has been used to enable tracking of progress against actions and timescales.

Development Categories	Issue	Action	By Whom and When	Status and Progress Update as at February 2024
Leadership & Strategy	1.1 Conduct in Public Life	Training in New Code of Governance to be provided	Governance Professional January 2023 already completed but Governance Professional to ensure that CDN online training completed by June 2024	The new Code was formally adopted by the Board in January 2023 with a Briefing Paper provided by the then Governance Professional. Induction of all new members was by reference to the new Code and training to Trade Union Observers was likewise based on the new Code. All Board Members should however engage with the online training pack now available via CDN as part of ongoing training.
	1.2 Vision & Strategy	Involve Trade Unions (TUs) on Board	Governance Professional March 2024	While TUs have been observing on SLC board for several months. TUs have selected candidate following their fair process.

				The Board will ratify TUs selections, at the Board meeting in March 2024, unless it is inappropriate for Board to do so.
	1.3 Performance	Refresh paperwork for self-assessment and evaluation and plan for externally facilitated self-assessment review	Governance Professional December 2024	Governance Professional has provided board self-assessment and evaluation paperwork to board members and went through results for 2023 in Nov 23 Board Meeting but 2024 evaluation forms to be issued in March 2024 for completion by April 2024. Earlier however if required for externally assessed self-assessment.
	1.4 Corporate Social Responsibility	Improve dialogue & communication with all stakeholders	Principal / Chair March 2024	The College had been issuing a stakeholder newsletter, however, due to the change in Marketing and Communication Managers this stopped. The new Manager started in November 2023 and this is likely to commence from March 2024.
		Board member involvement in the understanding of learning, teaching and assessment. Subject to agreement with teaching staff.	Principal / Vice Principal for Learning and Teaching and the Student Experience. March 2024 for Board approval.	This is to provide an opportunity for Board members to engage with staff and students. They may do this by: <ul style="list-style-type: none"> • Speaking with curriculum managers or support managers; • Informally (and with agreement and notification)

				<p>pop into classrooms to speak to lecturers and students where appropriate.</p> <ul style="list-style-type: none"> • Attending (with prior agreement) team meetings. <p>A proposal will be taken to the Board in March 2024.</p>
2 Quality of Student Experience	2.1 Relevant High-Quality Learning which meets local, regional and national skills needs.	Board members through strategic planning days to undertake a curriculum review.	Principal and Vice Principal for Learning, Teaching and the Student Experience April 2024	<p>At the April Planning Day members will participate in a skills planning workshop, with external input.</p> <p>HMI will present to Board following the Annual Engagement Visit, to provide further reassurance, which is likely to take place after Easter.</p>
	2.2 Student and Engagement and Quality Monitoring & Oversight	Work with the Student Association (SA) and Class Reps to improve Quality Monitoring feedback. Identify mechanisms for recognising and rewarding input of student body to support quality	Vice Principal Learning, Teaching and the Student Experience April 2024	<p>Reinstate the Student Parliament with Board members attending where appropriate.</p> <p>Also, through the Board Member Conversations as outlined in 1.4 give members an opportunity to engage with students.</p> <p>The Curriculum and Quality Committee oversees progress of the Quality Enhancement Plan presented.</p>
3 Accountability	3.1 Accountability & Delegation	Involve staff in discussions on facing challenge	Principal and VP for Finance, Resources and Sustainability April 2024	All Board members and management to be appropriately briefed on.

	3.2 Risk Management	Connect risk appetite to risk register	Vice Principal Finance, Resources and Sustainability April 2024	Consult with the Internal Auditors on providing a further risk appetite session due to new board members joining. Potentially at the Strategy Day in April 2024. Then work to consolidate into the risk register.
	3.3 Audit Committee	Membership to be adjusted in line with New Code	Governance Professional [Ongoing]	Implemented.
	3.4 Remuneration Committee	Terms of reference to be revisited.	Governance Professional & Chair [Ongoing]	The committee already considers the remuneration of some senior staff as well as the Principal but this should be clarified formally.
	3.5 Financial & Institutional Sustainability	Identify opportunities and address challenges in context of “flat cash” settlement.	Principal and Vice Principals April 2024	At the April planning day review income diversification opportunities with Board members and options for collaboration.
		Explore options for best use of resources to generate income.		
		Explore options for 3 rd sector partnerships.		
		Explore possibility of identifying a university MBA research project for measuring cost -v- value efficiency	Vice Principal for Finance, Resources and Sustainability May 2024	This is something that is being considered at the Tri Partite Group with Scottish Government, Scottish Funding Council and college representatives. Will await the outcome.

				The College is able to do this through Power BI as part of business planning approaches.
	3.6 Staff Governance	Facilitate regular opportunities for Board members to engage with staff and staff representatives	Principal & Governance Professional [Ongoing]	Convenient dates to be provided by Principal linked to 1.4.
		Improve information flow to appointed staff representatives	Principal & Governance Professional [Ongoing]	Governance Professional publishes meeting minutes to website. To publish a college wide update on key discussion points following Board meetings, where appropriate.
		Involve appropriately skilled staff by way of attendance at Committee Meetings and also participation in Strategy and Training days	Principal & Governance Professional Training Day – 30 th April 2023	Considerable progress made but room for discussion on potential for improvement. Members of the Senior team regularly attend Committees to present on items, for example Curriculum and Quality and the Audit and Risk Committee.
4.1 Effectiveness	4.2 Board Chair	Plan for appointment of new Chair in 2024	Principal & Governance Professional June 2024	A recruitment process has started and aims to recruit 3 new board members to reach the appropriate number of members. The current Chair's term of office is expiring on in the coming months. As such the Governance

				Professional is advising on a suitable process for replacement.
	4.3 Senior Independent Member	Refresh Training & Support	Governance Professional	A new SIP requires targeted training albeit Board Training generally has included this.
	4.5 Board Members	Identify Training needs	Governance Professional April 2024	The 2023 self-assessment identified perceived training needs but this needs to be taken forward.
	4.6 Principal & Chief Executive	Set objectives and identify any training needs.	Chair April 2024	Chair and the Principal to set appropriate objectives around finance and quality and others as appropriate to be reviewed by the Remuneration Committee.
	4.7 Governance Professional	Recruit new postholder	Board [Ongoing]	Completed
		Agree overarching policy on resolving issues around grievance, breach of contract and conflict of interest	Governance Professional / Human Resources Director [Ongoing]	Governance Professional and HR Director to draft policy for consideration by Board.
	4.8 Appointment Induction & Training	New processes in anticipation of TU membership	Governance Professional [Ongoing]	SLC has had TU observers at Committees and Board for several months. Before formal appointment then a formal induction will take place.
	4.9 Board Evaluation	Revisit and refresh process and procedure	Governance Professional	The way forward will be informed by an externally facilitated Self-

			[Ongoing]	<p>assessment exercise, but new feedback forms were devised for the 2023 self-assessment with a view to minimising the impact on Board Member time.</p> <p>In recent times, the impact of two investigations has been a major time constraint but lessons may need to be learned.</p>
5 Relationships & Collaboration	5.1 Partnership Working	Build Collaborative initiatives with Regional Partner	<p>Governance Professional and Principal</p> <p>June 2024</p>	<p>Projects identified for training & development.</p> <p>In addition, the Principal of South Lanarkshire College and the New College Lanarkshire Principal have started to meet regularly to consider options.</p> <p>Also, the Skills Led Region Planning sessions facilitated by Colleges Scotland for further collaboration, as well as the College West Partnership.</p>
		Community Development	<p>Principal and Vice Principal for Learning Teaching and the Student Experience.</p> <p>[Ongoing]</p>	<p>The College has already had engagement sessions with South Lanarkshire Council with the senior team, with a further session planned.</p> <p>At the Strategic Planning Day further opportunities for working with the community will be considered.</p>

				Suggest the Principal and Chair or Vice Chair meet with the new Chief Executive of South Lanarkshire Council.
6 Other	6.1 Equalities	Equalities Awareness Training	Governance Professional Ongoing Training	A dedicated training session has already been provided by the former Governance Professional and is available on the Board Portal, but a refresher might usefully be considered at some point. This might however be usefully added to the Board Pack.
	6.2 Student Association Support & Recognition	Student Awards Funding	Management Ongoing Support	Senior staff are already supporting the SA in seeking funding from the Educational Foundation but mechanisms for rewarding student effort are being considered.

BOARD OF MANAGEMENT

DATE	7 March 2024
TITLE OF REPORT	Board Member Conversations
REFERENCE	06
AUTHOR AND CONTACT DETAILS	Stella McManus Stella.mcmanus@slc.ac.uk
PURPOSE:	To provide members with information not included on the Board of Management meeting agenda.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: <ul style="list-style-type: none"> • consider and approve the Board member conversation activity.
RISK	That staff may feel slightly daunted by this activity
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • Successful Students • Highest Quality Education and Support • Sustainable Behaviours
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • The proposed Board Member Conversation activity is a way in which Board members can understand the work of the College as well as to provide support and advice to areas of interest to them across the organisation.

1. INTRODUCTION

1.1 The purpose of this report is to introduce Board Members to the concept of Board member conversations.

2. BACKGROUND

2.1 There is an action in the Rolling Review, under Leadership and Strategy, to provide board members with the opportunity to engage more fully with staff and students and to see the College in action. Board members bring a wealth of experience to the College and this approach is to try and utilise this experience. It also allows the Board of Management to be visible across the organisation in a supportive manner. Some Board members have already spent time in areas such as Management Information and IT providing advice and support, as well as in Construction.

2.2 The involvement of board members in understanding the work of business support teams as well as teaching, learning and assessment and the experience of students is good practice. It is important that this is not a management practice, but rather allows board members the opportunity to engage with students and staff within the learning environment to understand their experience.

3. BOARD MEMBER CONVERSATION ACTIVITY

3.1 There are different parts to undertaking this activity listed below:

- 3.1.1 Introductory meetings with Curriculum Managers or Business Support Managers to find out more information about their areas, what works well, the potential challenges they face;
- 3.1.2 The opportunity, with prior agreement from staff, to visit classrooms or workshops to see the academic teams in action and to have the opportunity to speak to students about their experiences;
- 3.1.3 To engage with and meet staff in different curriculum areas and business support teams across the College.

3.2 Interested Board members are welcome to contact the Principal or Governance Professional who can link them with the relevant members of staff. Also further guidance or support can be provided to Board members as necessary.

4 EQUALITIES

4.1 There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report.

5 RISK

5.1 That staff may feel slightly daunted by this activity.

6 RECOMMENDATIONS

6.1 Members are recommended to:

6.1.1 consider and approve the Board member conversation activity.

BOARD OF MANAGEMENT

DATE:	7 March 2024
TITLE OF REPORT:	Contracts – 2 Tender Acceptances
AGENDA REF:	07
AUTHOR AND CONTACT DETAILS	Paul McGillvery, Governance Professional paul.mcgillvery@slc.ac.uk
PURPOSE:	To confirm and ratify two decisions of the Board
KEY RECOMMENDATIONS/ DECISIONS:	<p>Members are recommended to:</p> <ul style="list-style-type: none"> request members to confirm and ratify the decision of the Board of Management on 8 February 2024 to accept a tender for the maintenance of the Heating, Ventilation and Air Conditioning. Confirm and ratify the decision of the Board on 8 February 2024 to authorise the Principal to accept a tender for Minor Works.
RISK	That the College does not have adequate maintenance systems in place
RELEVANT STRATEGIC AIM	Sustainable Behaviours
SUMMARY OF REPORT	<ul style="list-style-type: none"> The paper is requesting Board members to confirm and ratify the decision of the Board of Management on 8 February 2024 to accept a tender for the maintenance of the Heating, Ventilation and Air Conditioning.

1. INTRODUCTION

1.1 The purpose of this report is to gain confirmation and ratification of the tender for the Heating, Ventilation and Air Conditioning Tender.

2. BACKGROUND

2.1 As members are aware the College has been working on finding an appropriate supplier, through a procurement exercise, for the maintenance of the Heating, Ventilation and Air Conditioning (£241,655 + VAT) as well as for Minor Works (£260,000 + VAT). The total value of these two contracts over four years, inclusive of VAT, is £601,986, which is over the authorisation spend of the Principal and so this requires Board approval.

2.2 Please note that this process has followed the Advanced Procurement for Universities and Colleges procurement process and some of the work has been tendered for jointly with the Regional College.

3 APPROVAL

3.1 As the tenders exceeded the delegated authority of the Principal and, to enable the works to proceed, the Governance Professional circulated the Board of Management with details of both contracts and obtained the consent of a clear majority of the Board to authorise the Acting Principal to accept both tenders on their behalf.

3.2 The tendering process for both had been fully compliant with the College's Procurement Policies and with earlier approval in principle.

4 EQUALITIES

4.1 There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report.

5 RISK

5.1 That the College does not have adequate maintenance systems in place.

6 RECOMMENDATIONS

6.1 Members are recommended to:

6.1.1 request members to confirm and ratify the decision of the Board of Management on 8 February 2024 to accept a tender for the maintenance of the Heating, Ventilation and Air Conditioning.

6.1.2 Confirm and ratify the decision of the Board on 8 February 2024 to authorise the Principal to accept a tender for Minor Works.

BOARD OF MANAGEMENT

DATE	7 March 2024
TITLE OF REPORT	Principal's Update
REFERENCE	9
AUTHOR AND CONTACT DETAILS	Stella McManus Stella.mcmanus@slc.ac.uk
PURPOSE:	To provide members with information not included on the Board of Management meeting agenda.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: <ul style="list-style-type: none"> • note the updates regarding the Lanarkshire Regional Strategic Body; • note the approach to business planning; • consider and note the approach to culture and transformation; and • note the national pay disputes update.
RISK	That the college does not keep up with sector reform and pace of change is too slow impacting on future business.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • Successful Students • Highest Quality Education and Support • Sustainable Behaviours
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • The Lanarkshire Regional Strategic Body has no timeline as yet for dissolution but after discussions with the Regional Chair it was felt that establishing a regional group would be beneficial. • The College is working through financial modelling and will present the business plan and detail to the Finance Committee in May 2024 before going to the Board for approval in June 2024. • The College recognises that a cohesive support to culture change is needed and is proposing an employee engagement model. • The external environment relating to the pay disputes are very challenging, and detail of the national talks are provided. As the Board are aware, there is a sector approach to managing ASOS, where 90% of colleges have written to academic staff regarding making pay deductions for non-resulting. • The Principal has engaged in several meetings, one with South Lanarkshire Council and the Head of Economic Development to further cement how they can work together.

1. INTRODUCTION

1.1 The purpose of this report is to provide members with information not included on the agenda of the Board Meeting scheduled for 7 March 2024.

2. THE LANARKSHIRE REGIONAL STRATEGIC BODY

2.1 The Scottish Funding Council (the SFC) confirmed at the Public Audit Committee in January 2024 that a recommendation for dissolution of the Lanarkshire Region had been made. It is not yet clear what the timelines are for this to take place.

2.2 It was noted at the Audit and Risk and the Curriculum, Quality and Development Committees, of the risk to the College should the regional college not meet its funding targets. For example, this could result in the Region shrinking further and South Lanarkshire College being impacted despite meeting its funding targets.

2.3 After meeting with the Chair of the Lanarkshire Regional Strategic Body, it was felt that a way forward would be to establish a regional group to consider what the Region would look like post dissolution as well as to look at how risks against SLC could be mitigated. This would be done without input from the Scottish Funding Council as in previous years.

3. BUSINESS PLANNING APPROACH

3.1 The financial modelling paper which has been discussed at the Finance Resource Committee sets out the impact of the proposed draft budget presented to Parliament on 19 December 2023, which presents a funding cut to colleges of 4.7%. Ministers have not yet confirmed the funding allocation; therefore, colleges are in a challenging position regarding planning for the next academic year. As at the time of writing the Scottish Funding Council are seeking to meet with Principals in early March regarding the budget.

3.2 It is unlikely that the budget will drastically change therefore SLC does need to move forward and has already started the work of reshaping the college, which will be shared in detail with the Finance Resources Committee with the overall business plan, and the latter will be presented for approval at the June 2024 Board meeting.

4. CULTURE AND TRANSFORMATION

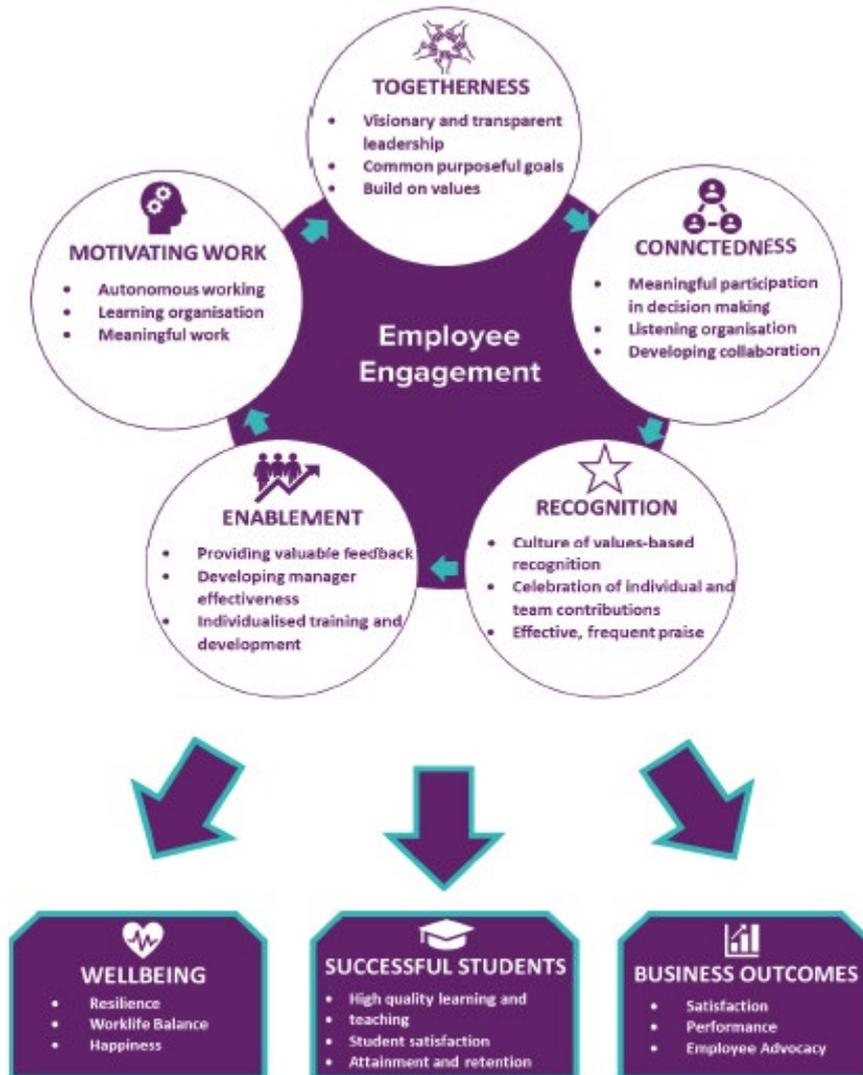
4.1 Much discussion took place at the HR Committee in February 2024 regarding supporting an approach to culture change at the College, given the amount of change and the challenging external environment that all staff are facing.

4.2 While it should be recognised that there are challenges in some areas of the College, this is not across the whole organisation. It was suggested that a “reset” was needed to employer engagement, and the work of the College team has established that this is needed across areas such as communication both up and down the organisation,

consistency of approach, visibility of senior management and to create a coaching culture for staff.

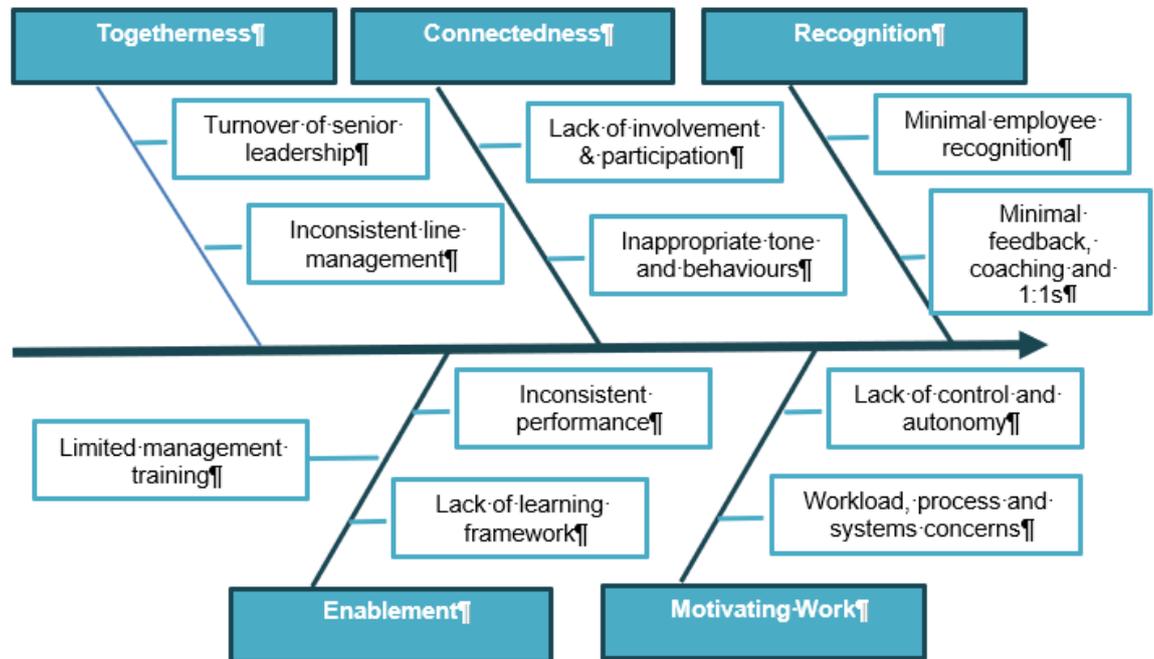
4.3 The College management team have been reflecting and have relooked at research undertaken on appropriate employee engagement models. Therefore, the management team will put in place an action plan based on the model below which would optimise employee engagement.

4.4 *The SLC Employee Engagement Model*



4.5 The Fishbone diagram below shows the underlying detractors to achieving a whole college approach to achieving the Employee Engagement model, this has been based on recent employee voice and employee relations activities.

4.6 Root Cause Analysis



4.7 There are 5 recommendations that the College seeks to adopt:

- 4.7.1 To launch, implement and embed the bespoke model of engagement as the new employee engagement strategy;
- 4.7.2 To assign ownership and accountability for engagement to the senior leadership team;
- 4.7.3 To design and implement a programme of management development;
- 4.7.4 To continue to review and develop HR programme and practices;
- 4.7.5 To launch a campaign and supporting mechanisms to embed the “listening organisation” element; and
- 4.7.6 To design and implement a measurement for key engagement data.

4.8 This model will be important while the College undergoes a period of transformation to support with the future strategic direction and will also support staff to embrace and own change, as well as their own development.

5 INDUSTRIAL ACTION

5.1 EIS-FELA National Talks Update

5.1 The industrial action which is affecting colleges is due to a dispute over pay. Guided by Fair Work principles, the EIS-FELA has been offered a three-year, consolidated pay rise of £5,000. This is the employers’ full and final offer. This £5,000 consolidated pay offer from employers includes the offer of a £2,000 pay rise for

Academic Year (AY) 2022/23 and £1,500 for AY 2023/24, together with a £1,500 rise in AY 2024/25.

- 5.2 College employers have also confirmed that any compulsory redundancies would not be directly related to the pay award, were the full and final offer to be accepted. If accepted, this substantial offer would deliver an 11.5% average pay increase for college lecturers from September, keeping them as the UK's best-paid college lecturers. Those at the start of the National Pay Scale would benefit from a rise of 14.2%.
- 5.3 The full and final offer remains on the table despite the exceptionally difficult and deteriorating financial circumstances facing colleges. Scottish Government funding has been cut by 8.5% since the 2021/22 Financial Year and the Scottish Government's draft Budget for 2024/25 proposes a further cut of £32.7 million, or 4.7%.
- 5.4 The EIS-FELA's current claim is for a consolidated, flat-rated pay rise of £8,000 over AYs 2022/23, 2023/24 and 2024/25, on all lecturing scale points. College Employers Scotland has advised that the claim is completely unaffordable.
- 5.5 On 12 February 2024, the EIS-FELA launched industrial Action Short of Strike, including a resulting boycott. It is anticipated that ASOS will continue until 15 July 2024, though it will end earlier if a resolution to the pay dispute is found.
- 5.6 All colleges are determined to protect the interests of students. They are also determined to avoid a repeat of the situation last year when a resulting boycott caused significant disruption and was only mitigated thanks to the hard work of college staff and colleagues at partner organisations across the education system.
- 5.7 As a result, over 90% of colleges agreed a sector approach and have now written to staff who may take part in the resulting boycott to warn them that this would be considered a breach of contract and could result in pay deductions. SLC sent a letter to all members on Friday 9 February 2024, which was shared with all board members. EIS-FELA President sent a letter to the sector and the SLC EIS-FELA branch also sent one, to raise a dispute. Please see Annex A for the letters.
- 5.8 Deducting pay from staff is never a measure that colleges especially South Lanarkshire College would want to take. However, the risks that another resulting boycott would create for the awarding of qualifications, and the ability of students to progress in their learning journeys and careers is too great.
- 5.9 The EIS-FELA has also announced plans for a national strike day on 29 February 2024. Colleges will put in place measures to mitigate the impact of strikes and all forms of industrial action on their students' education.
- 5.10 Colleges are ready and willing to apply the proposed pay increase in the earliest possible pay period following acceptance by the EIS-FELA.

5.11 ***Business Support Staff National Talks Update***

5.12 The industrial action which has affected colleges is due to a dispute over pay. Following fresh talks and guided by Fair Work principles, the three support staff trade unions (UNISON, Unite and GMB) have been offered a three-year, consolidated pay rise of £5,000. This is the employers' full and final offer.

5.13 This £5,000 consolidated pay offer includes the offer of a £2,000 pay rise for Academic Year (AY) 2022/23 and £1,500 for AY 2023/24, together with a £1,500 rise in AY 2024/25.

5.14 College employers have also confirmed that any compulsory redundancies would not be directly related to the pay award, were the full and final offer to be accepted. If accepted, the proposed three-year pay award would provide an average pay increase of nearly 16% for college support staff from September. For support staff earning less than £25,000, the increase would be 21.5%.

5.15 The proposed £2,000 pay increase for AY 2022/23, which equates to an average 6.6% rise for college support staff, is significantly above the headline cash uplifts recommended in the Scottish Government's 2022/23 Public Sector Pay Policy.

5.16 The proposed £1,500 pay increase for AY 2023/24, which equates to an average 4.6% rise for college support staff, is ahead of the 3.5% central metric set out in the Scottish Government's 2023/24 Public Sector Pay Strategy.

5.17 The revised pay claim from UNISON is for a three-year, consolidated pay rise of £6,500. This comprises a proposed £2,000 pay increase for 2022/23, £1,500 for 2023/24 and £3,000 for 2024/25. College Employers Scotland has advised that the claim is completely unaffordable.

5.18 UNISON is being urged to accept the full and final pay offer after it was overwhelmingly supported by Unite and GMB members in formal ballots. Nearly two-thirds (65.4%) of Unite members voted to accept on a turnout of just over 70%. The GMB's ballot results show 100% of its members voted to accept on an 85% turnout. UNISON acceptance is required for payment of the full and final offer to college support staff. UNISON are also participating in the national strike day on 29 February 2024.

6 PARTNERSHIP WORKING

7.1 The Principal has engaged in the following activities:

7.1.1 participated in the SLC Graduation which was attended by Monica Lennon MSP and Stewart Nicholson Head of Education and Senior Phase at South Lanarkshire Council, with guest speaker Baylie Adioti, an entrepreneur and on the National Strategy for Economic Transformation steering committee focussing on social enterprise. Thank you to Professor Jo Gill for her inspiring opening speech and Peter Sweeny MBE for presenting the special awards.

- 7.1.2 attended the College Principals Group and College Employers Scotland meeting in Stirling;
- 7.1.3 attended Colleges' Partnership West meetings with New College Lanarkshire, West College Scotland, Glasgow Kelvin College, Clyde College and City of Glasgow College;
- 7.1.4 met with the Head of Economic Development at South Lanarkshire Council economic development team to further strengthen future ways of working;
- 7.1.5 QAA visited the College in February 2024 to explain and consult on the new approach to Quality in post 16 education;

8 EQUALITIES

- 8.1 There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report.

9 RISK

- 9.1 That the College does not keep up with sector reform and pace of change is too slow impacting on future business.

10 RECOMMENDATIONS

- 10.1 Members are recommended to:
 - 10.1.1 note the updates regarding the Lanarkshire Regional Strategic Body;
 - 10.1.2 note the approach to business planning;
 - 10.1.3 consider and note the approach to culture and transformation; and
 - 10.1.4 note the national pay disputes update.

ANNEX A

Principal's Letter to All Academic Staff



Principal and Chief Executive
Stella McManus
MA, DIP TESOL, BA (HONS)

9 February 2024

STRICTLY PRIVATE & CONFIDENTIAL

All Academic Staff
South Lanarkshire College
Sent by email

Dear Employee

Academic Staff – ASOS

As you are aware, EIS-FELA has called for Action Short of Strike (ASOS) following completion of a statutory ballot over pay. This will include all lecturing staff (promoted and unpromoted).

ASOS will commence on Monday 12 February 2024 and will continue until Monday 15 July 2024, or until the pay dispute is resolved. EIS-FELA also has a mandate for strike action. If the dispute remains unresolved, it is anticipated a programme of discontinuous strike action will commence.

The ASOS actions planned by EIS-FELA are 'working to rule' (where lecturers will perform their duties strictly to the letter of their contract, that is refusing to take on additional duties or attend voluntary or extra-curricular meetings or events), and a 'resulting boycott' involving lecturers withholding students' results.

ASOS has potentially serious consequences for students regarding their qualifications and future opportunities. Your participation in the "resulting boycott" is considered to be a breach of contract and could result in pay being deducted of up to 100%. Your participation in "working to rule" activities can be considered to be a breach of contract, depending on how individual staff implement "working to rule", and could result in pay being deducted of up to 100%. EIS-FELA's guidance document on ASOS for members states that employers can legally do this. The college will contact you in due course with further advice on this matter.

Yours sincerely

A handwritten signature in blue ink that reads 'Stella McManus'.

Stella McManus
Principal and Chief Executive

EIS-FELA President Andrea Bradley's Deeming Letter to All Colleges



The Educational
Institute of Scotland

Ref: AB/AS/ASOS
14 February 2024

To College Principals
By email only

Dear Principal

I write on behalf of the EIS to express our outrage at and unequivocal condemnation of, the threats issued towards EIS-FELA members in colleges across Scotland who are carrying out lawful industrial action in pursuit of a fair pay settlement. The EIS demands that all such threats are withdrawn.

As notified to all college employers by the EIS, EIS-FELA members, having taken part in a national statutory ballot, have achieved a legitimate mandate to carry out industrial action short of strike (ASOS) in the form of a working to rule and withholding of results, from Monday 12th February, with strike action to follow from a later date.

Despite the legitimacy of this action, the EIS has been informed that EIS-FELA members at many colleges have been threatened with pay deductions for participating in ASOS, in what the EIS believes to be a blatant attempt to stop them from taking part in this industrial action in pursuit of the pay settlement that is ridiculously long-overdue and that they should have received in September 2022.

Any lecturer being subject to intimidatory behaviour from any college employer is completely unacceptable and will be strongly challenged by the EIS. Any threat to EIS-FELA members' democratic and human right to take part in legitimate industrial action will be robustly defended.

On behalf of the EIS, I call on those Principals who have been doing so, to cease and desist from seeking to undermine EIS-FELA members' legitimate right to take industrial action short of strike, by threatening to withhold their wages, either in full or in part. If employers wish an end to the ASOS, rather than resort to vindictive, punitive, vengeful anti-trade union actions, they should undertake what is required to come to the negotiating table promptly with an improved pay offer that comes at no cost to jobs.

Further, we have learned that at least two colleges have stated that whilst they will deduct 100% of salary for any lecturer carrying out the ASOS, "any work they do perform will be performed voluntarily". Such an approach is akin to feudalism, not the Fair Work principles that colleges, as public bodies, are bound to uphold in 21st century progressive Scottish society.

Aggressive, vindictive anti-trade union tactics like this that threaten further detriment, not only to lecturers but to their children and families, have no place in a progressive society, in principle; in practice, they will merely serve to intensify and escalate the current long-running dispute, when every effort should be being made to negotiate an acceptable resolution and one which the EIS believes to be within grasp.

I have copied this correspondence to the Minister for Further and Higher Education, the Cabinet Secretary for Education and Skills, and the Cabinet Secretary for Fair Work, in addition to College Employers Scotland, for their information. Should there be any continuation of the shameful, anti-trade union threats towards EIS-FELA members, college employers can expect a heightened industrial and political response from the EIS and EIS-FELA, with the matter of bullying of lecturers by threats or actual docking of wages, being raised directly with the Scottish Government at the highest level.

I urge that all threats of deeming made to EIS-FELA members at every college where they have been levelled, are withdrawn, and that all college employers concentrate their collective efforts productively on seeking to improve the pay offer to Scotland's lecturers who have waited more than long enough for this.

Yours sincerely

A handwritten signature in black ink that reads "Andrea Bradley". The signature is written in a cursive, flowing style.

Andrea Bradley
General Secretary

Letter from South Lanarkshire College EIS-FELA Local Branch

Dear Stella McManus,

I write on behalf of the South Lanarkshire College EIS-FELA Branch in response to the threat issued on 09/02/24 in relation to EIS-FELA members undertaking legitimate industrial action short of strike (ASOS) in pursuit of a fair pay settlement.

EIS-FELA believes that threats of pay deductions for participating in ASOS are a clear and blatant attempt to undermine the confidence of trade union members, with a view to ensuring that they do not take part in legitimate industrial action. The EIS will robustly challenge the intimidation of any EIS-FELA member, at this and any college.

Threats, such as those detailed on 09/02/24, represent an aggressive, vindictive and anti-trade union mindset and have no place in any workplace where the rights of employees are valued and respected. As such, it is the view of South Lanarkshire College EIS-FELA Branch that the actions of management in relation to this legitimate industrial action call into serious question the commitment of South Lanarkshire College to be seen and to act as a Fair Work employer.

As such, South Lanarkshire College EIS-FELA Branch demand that the threat outlined on 09/02/24 is withdrawn immediately and that no further such threats are made towards trade union members. The Branch would urge that efforts instead be channelled towards reaching a fair resolution to the dispute.

EIS-FELA nationally is closely monitoring the behaviour of individual college employers towards members who are participating legitimately in action short of strike in consideration of an appropriate industrial and political response.

Regards,

South Lanarkshire College EIS-FELA Branch

THE BOARD OF MANAGEMENT

DATE	7 March 2024
TITLE OF REPORT	Mid-year Financial Forecast Report
REFERENCE	10
AUTHOR AND CONTACT DETAILS	Elaine McKechnie Elaine.mckechnie@slc.ac.uk
PURPOSE:	<p>The Board is asked to review the results of financial modelling exercise undertaken considering recent preliminary budget announcements.</p> <p>The SFC have not yet distributed their mid-year review template for completion and so this report separately sets out the financial forecast for the next 6 months and the likely position in 2024-25.</p>
KEY RECOMMENDATIONS/ DECISIONS:	<p>Members are asked to:</p> <ul style="list-style-type: none"> • note the contents of this report and its attachments; • support and approve the next steps of the process, in which a full Business Plan will be prepared demonstrating how savings can be realised for approval by the Board in June 2024; • recommend that this paper is shared with the full Board for their information and in preparation for approvals required at the June 2024 Board meeting; and • support the inclusion of these projections within the mid-year review template that will be provided by the SFC for completion in due course.
RISK	<ul style="list-style-type: none"> • Going concern - the College cannot financially support its operations due to reduced funding • Business risk – the College needs to drive commercial income but there is uncertainty of income due to unknown demand, competition, costs and regulations. • Reputation risk – the impact on staff and students of any strategic decisions it makes to secure the College’s future viability • Legal risks – potential exposure to lawsuits for failing to follow through due process and procedure fairly and in compliance with legislation.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • Successful Students • The Highest Quality Education and Support • Sustainable Behaviours
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • The report sets out the background to the financial modelling exercise that has resulted from preliminary budget announcements from the Scottish Government in December 2023.

	<ul style="list-style-type: none">• With a potential 4.7% cut in core grant funding, the College has prepared projected financial results for 2023/24 and 2024/25 in the form of an income statement, a statement of financial position and a cash flow statement.• The report is based on assumptions and the College expects to gain greater insight when final budgets are committed in March 2024.• Nevertheless, the results indicate continuing deficits to 2024/25 and raise concern over cash flow within the next 1-2 years, pending settlement of pay awards and due to funding cuts and inflationary pressures on our cost base.• The College must act now to undertake a full business plan to add clarity to its strategic priorities over the next two years in order to ensure that the College continues to offer a high-achieving learning environment for students and an effective work environment for staff.• The College plans to utilise the workings for these projections within the SFC mid-year return when it is issued by the SFC for completion in due course.
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1. INTRODUCTION

- 1.1. This paper provides an overview of financial modelling undertaken during February 2024 to clarify the College's likely financial position as a result of preliminary budget announcements in January 2024. The paper seeks to highlight concerns from the modelling exercise and proposes a more detailed plan of action be undertaken once formal budget announcements have been made in March 2024.
- 1.2. The SFC have not yet distributed their mid-year review template for completion however this report includes the anticipated financial results for the next 6 months, based on actual results to January 2024.

2 BACKGROUND

- 2.1 The Scottish Funding Council (SFC) issued a guide to the 'Financial Sustainability of Colleges in Scotland in 2021-22 to 2025-26' in early January 2024. The full report is attached as an appendix but the key messages from the report are:
 - 2.1.1 Colleges continue to operate in extremely tight fiscal conditions;
 - 2.1.2 The Sector forecasts an adjusted operating deficit of £27.2M for 2022-23 on the collation of all financial results;
 - 2.1.3 The financial position of colleges is deteriorating;
 - 2.1.4 Adjusted operating deficits are projected to continue over the next 3 years;
 - 2.1.5 Colleges are highly reliant on SFC grant which is forecast by Colleges to remain at 78% of total income;
 - 2.1.6 Staff costs continue to be the biggest element of spending (approximately 70% of total costs);
 - 2.1.7 Cash reserves are forecast to deteriorate; and
 - 2.1.8 The position beyond 2023-24 is uncertain.
- 2.2 As a result, colleges in Scotland now need to review their operations, seek opportunities for income growth and diversification, and realise cost savings where possible.
- 2.3 Income diversification is an attractive prospect for the sector however there are limitations to achieving it due to difficulties in competing with private sector businesses that inevitably have lower fixed cost bases (in the form of staff costs); weak liquidity limiting the sector from expanding its offerings if further capital investment were needed and the general lack of fiscal flexibility on public bodies to fully exploit commercial opportunities.
- 2.4 Similarly, with staff costs representing around 70% of all College costs, the College recognises that this is the most obvious source of saving in the longer term. In support of this, the evidence collated in the report above based on the 2022-23 Forecast Financial Returns for the sector suggests that the sector will witness the effective removal of 21% of its current workforce as a result of fiscal challenges ahead. However, to implement a reduction in workforce comes at a cost and this would need to be factored into budget plans for 2024-25.
- 2.5 The below discussion will firstly set out the 2024-25 budget announcements to date and look at the College's initial response to those announcements through a modelling exercise.

3 BUDGET 2024-25 INDICATIVE ANNOUNCEMENT

3.1 On 19th December 2023, the First Minister and Cabinet Secretary for Finance, Shona Robison MSP, presented the Draft Budget for 2024/25 to the Scottish Parliament. The Draft Budget will not be finalised until it has gone through the Scottish Parliament's legislative process.

3.2 Early indications suggest that revenue funding for the College Sector will be reduced to £643.0m. This represents a reduction of £58.7m against the Budget for 2023/24 of £701.7m, equivalent to 8.4%.

3.3 As the college sector did not receive the £26m allocated for Sector Transformation in the 2023/24 Budget (which was included in the £701.7m announced as part of last year's Draft Budget), the College sector is therefore in line to receive a £32.7m reduction in Revenue Funding in 2024/25. This is equivalent to a 4.7% reduction.

3.4 The Scottish Government has increased current levels of capital funding for the college sector by 3%, an equivalent increase of £2.5m from £82.4m in 2023/24 to £84.9m in 2024/25.

3.5 At this stage, the Scottish Funding Council (SFC) is indicating that it will manage the reduction resulting in only 1-2% for colleges. This, however, is merely speculative, and no detail has been revealed as to how this would be achieved.

3.6 In the absence of further information, the Finance Directors Network for all Scottish Colleges has been advised to model using a 4.7% reduction in core grant funding. The below financial results have therefore been modelled on that basis.

3.7 The College sector also anticipates being challenged to operate at similar credit activity levels despite a reduction in funding. This is a concern for the College as it is simply not possible to deliver the same quantity and quality of curriculum teaching if core funding is not in place to support the costs involved in administering it.

4 PENSION CONTRIBUTIONS

4.1 The financial projections below also include agreed changes to the rates of employer pension contributions in both the Teachers' Superannuation Scheme (Scotland) ("STSS") and the Strathclyde Pension Fund ("SPF"); both effective 1st April 2024.

4.2 The STSS fund has announced a requirement for an increase in employer pension contribution from 23% to 26% effective 1st April 2024. With pay settlement awards factored in, this represents an annual increase of approximately £182k.

4.3 Conversely, due to the high level of funding in the SPF fund currently, it announced an approved Funding strategy to include a temporary reduction in the employer contribution rate for the main employer group of 12.9% from 19.3% to 9.4% for years ending 31 March 2025 and 31 March 2026. The impact of this reduction is significant on the College and represents temporary savings of over £411k per annum, based on current headcount.

4.4 The appendices for these pension reforms are included at 07.4 and 07.5 of the agenda.

5 PROJECTIONS FOR 2024/25

5.1 A projected Comprehensive Income & Expenditure Statement, a projected Statement of Financial Position and a Statement of Cashflows has been prepared on the basis of information available up until 9 February 2024.

5.2 Assumptions have been noted within each relevant section. Due to the uncertainty in setting the budget at this time, the contents of each report are indicative only and cannot be relied upon until the College is informed of its specific funding award for 2024/25.

5.3 Table 1: Projected Statement of Income and Expenditure

STATEMENT OF COMPREHENSIVE INCOME AND EXPENDITURE							
					Year ended	Year ended	Year ended
					31st July 2025	31st July 2024	31st July 2023
						<i>Forecast</i>	
	Note		£000	£000	£000	£000	
Income							
Scottish Funding Council grants	1		15,189	15,539	15,739		
Tuition fees and education contracts	2		3,273	2,907	3,022		
Other income	3		430	397	274		
Investment income	4		10	31	15		
Total income			18,901	18,873	19,050		
Expenditure							
Staff costs	5		13,470	13,714	14,732		
Other operating expenses	7		4,722	4,564	4,068		
Donation to charitable trust	8		428	-	-		
Interest and other finance costs	9		1	1	(172)		
Depreciation	10		1,570	1,511	1,445		
Total expenditure			20,190	19,790	20,073		
(Deficit)/surplus before taxation			(1,289)	(917)	(1,023)		
Taxation	11		-	-	-		
(Deficit)/surplus for the year			(1,289)	(917)	(1,023)		
Actuarial gain in respect of pension scheme			-	-	3,603		
Pension asset cap adjustment			-	-	(5,758)		
Unrealised surplus on revaluation of land and buildings			-	-	-		
Total comprehensive gain for the year			(1,289)	(917)	(3,178)		

5.4 Table 2: Statement of Financial Position

STATEMENT OF FINANCIAL POSITION					
			As at	As at	As at
			31st July 2025	31st July 2024	31st July 2023
	Note		£000	£000	£000
Non-current assets					
Fixed assets	10		49,450	50,349	51,126
Current assets					
Stocks	12		8	8	8
Trade and other receivables	13		1,736	1,559	2,086
Cash and cash equivalents	19		780	2,000	3,263
			2,524	3,567	5,357
Creditors: amounts falling due within one year	14		2,713	2,144	4,230
Net current assets			(189)	1,423	1,127
Total assets less current liabilities			49,262	51,772	52,253
Less: Creditors - amounts falling due after one year	15		22,014	22,513	22,799
Less: Provisions for liabilities	16		277	277	277
Net assets excluding pension (asset)/liability			26,970	28,982	29,177
Net pension (asset)/liability	18				-
TOTAL NET ASSETS			26,970	28,982	29,177
Reserves					
Revaluation reserve			23,522	24,244	23,522
Income and expenditure account - unrestricted			3,449	4,738	5,655
Income and expenditure account - restricted			-	-	-
TOTAL RESERVES			26,971	28,982	29,177

5.5 Table 3: Statement of Cashflows

STATEMENT OF CASH FLOWS				
		Year ended	Year ended	Year ended
		31st July 2025	31st July 2024	31st July 2023
		£000	£000	£000
Net cash inflow from operating activities				
	(Deficit)/surplus for the financial year	(1,289)	(917)	(1,023)
	Adjustments for:			
	Depreciation of tangible assets	1,570	1,511	1,444
	(Decrease)/Increase in creditors due within one year	442	(2,187)	899
	(Increase) in debtors	(177)	527	(154)
	Interest payable	1	1	(172)
	Amortisation of deferred capital grants	(1,045)	(918)	(817)
	Early retirement pension payments	-	-	(29)
	Investment Income	(10)	(31)	(15)
	Pension cost less contributions payable	(722)	721	315
	Cash from operations	(1,229)	(1,293)	448
	Income taxes paid	-	-	-
	Net cash generated from operating activities	(1,229)	(1,293)	448
Cash flows from investing activities				
	Investment Income	10	31	15
	Purchases of tangible fixed assets	(672)	(735)	(1,599)
	Net cash flows from investing activities	(662)	(704)	(1,584)
Cash flows from financing activities				
	Interest paid	(1)	(1)	(1)
	Government capital grants received	672	735	772
	Net cash flow from financing activities	671	734	771
	Net increase in cash and cash equivalents	(1,219)	(1,263)	(365)
	Cash and cash equivalents at the beginning of the year	2,000	3,263	3,628
	Cash and cash equivalents at the end of the year	780	2,000	3,263

6 INCOME

6.1 Total income for 2024/25 of £18,901k reflects the following assumptions.

6.2 **Scottish Funding Council grants** of £15,189k assume that credit activity targets will be consistent with 2023/24 at 43,601 credits per annum. It further assumes a 4.7% revenue cut in core funding, resulting in a reduction of £645k from 2023/24 to 2024/25.

6.2.1 It should be noted that the projections assume that the College's historical 27.1% share of the full Lanarkshire region's credit activity target will be retained indefinitely. This will be discussed in the 'next steps' section below.

6.2.2 The increased cost of the STSS pension employer contributions of £182k is expected to be fully funded (not yet confirmed) and the income for which is reflected within 'Scottish Funding Council grants.'

6.2.3 There is unlikely to be additional funding in the form of digital poverty, counselling and mental health support and Flexible Workforce Development Fund (FWDF).

6.2.4 Total expected fee income of £17,250k has been agreed to the Power BI curriculum planning report for 2024/25. Any sum over the total value of Scottish Funding Council grant has, by default, been absorbed within 'tuition fees and education contracts' as expected other fee income. The curriculum planning tool within Power BI has recently been completed by all curriculum staff and represents a best estimate of all potential credit activity and staff resource allocation, based on the assumption that the College continues to operate on the same basis as 2023/24.

6.3 **Tuition fees and education contracts** also reflect the College's role as agent in the disbursement of £406k bursary funding, with an equal and offsetting amount being reflected as expenditure on pay-out to students. A further £805k of income in respect of direct government grant releases has also been recognised within this category. No significant variation in these income streams is expected from 2023/24.

6.4 **Other income** of £430k reflects expected income from the arms-length trust in line with the completion of 'tranches' of projects for which funding has already been awarded (£139k) and income from non-government grant releases (£240k). The residual £52k consists of annual nursery rental income £37k with the residual balance of £15k being projected scrap sales.

6.5 **Investment income** of £10k for 2024/25 has been included (2023/24: £31k) in recognition of a potential interest rate decline towards the latter part of 2024.

7 EXPENDITURE

7.1 Total expenditure for 2024/25 is estimated at £20,190k (2023:24 expected £19,790k).

7.2 **Staff costs** of £13,470k in 2024/25 (versus expected £13,714k in 2023/24) reflect anticipated pay awards of a cumulative £5,000k flat cash settlement for the 3 years from 01 September 2022 – 31 August 2024.

7.2.1 The £244k decrease year over year (YoY) is in the form of the temporary drop in SPF employer pension rate £428k in 2024/25 with partial offset from the £182k increase in SPPA employer pension rate.

7.2.2 This model does not currently consider any potential on-cost for voluntary severance initiatives. No projections have been made in respect of actuarial valuations in 2024/25 which are outside of the control of the College.

7.3 **Other operating expenses** of £4,722k in 2024/25 (versus expected £4,564k in 2023/24) reflects general inflationary pressures on utilities and teaching resources, particularly within the built environment and many service contracts that continue to rise in price annually. Expenditure does not currently include any provision for potential employment tribunal legal fees.

7.4 **Donation to charitable trust** of £428k is assumed to represent SPF pension employer contribution savings. These savings represent a temporary cash balance which could be drawn down to support future College initiatives at Trustee discretion. It has also been suggested that the funds could be placed into a transformational fund for employment purposes; potentially severance pay-outs. This option would be the College's preference.

7.5 **Interest and other finance costs** have been set at £1k representing generic bank interest payable. No allowance has been made for any net charge on pension scheme liabilities or early retirement provisions.

7.6 **Depreciation** of £1,570k (2023/24: expected £1,522k) has been modelled on potential capital funding available, inclusive of the 3% expected increase.

7.6.1 The SFC have not been prescriptive around the use of capital monies however there is debate for 2024/25 on the requirement for capital funds to be used solely for capital purchases and not for revenue purposes, such as maintenance staff costs and general facilities expenditure. In the absence of further knowledge and based on 2023/24, the College expects to utilise 25% for revenue related purposes (2023/24: £218k; 2024/25 £224k) and 75% for capital projects (2023/24; £652k; 2024/25 £672k).

8 STATEMENT OF FINANCIAL POSITION

8.1 The key points to note from the projected statement of financial position are discussed in this section.

8.2 **Fixed Assets** reveal a declining trend in value of circa £800k a year. 2022/23 was a year of more extensive capital investment and due to fiscal pressures, the College will seek to minimise capital spend to high priority and essential works only, as is currently in play for 2023/24.

8.3 **Trade receivables** are expected to be minimal at year end given the bulk of fees should be recovered through immediate periods surrounding the main enrolment timeframes of August and January.

8.4 **Other receivables** include £177k of anticipated SFC funding in respect of the Job Evaluation exercise. This is based on current levels of funding in 2023/24 and prior.

8.5 **Cash and cash equivalents** reflect the anticipated settlement of pay award disputes during 2024/25, if not 2023/24. This exposes the College to reduced cash reserves which in the absence of central funding will need to be met through commercial opportunities and a strategic review of the College's cost base.

8.6 **Creditors due within one year** of £2,713k in 2024/25 (versus expected £2,144k in 2023/24) reflect the likely settlement of prior year pay awards with the potential for one year outstanding only.

8.7 **Provision for liabilities** are not known at this stage and so have not been addressed in this exercise. This balance relates to the sector wide arrangement whereby the College continues to service additional post-employment benefits to a sub group of staff members who were given early retirement in 1995. SPPA pay the pension liability, as it was calculated at the time of retiral, with the College picking up the enhancement.

9 STATEMENT OF CASH FLOWS

9.1 Factoring in the above assumptions and based on current operational activity, it is likely that there will be reduction in cash balances by the end of 2024/25 to £780k if the College takes no strategic action. The cash balance at 2022/23 of £3,263k is expected to reduce to around £2,000 by 2023/24, with a further decrease of £1,220k in 2024/25.

9.2 The outstanding pay award settlements are the biggest contributor to the reduction in cash balances however they must also be considered in the context of reduced funding and inflationary increases that continue to impact on the College in terms of utility prices, service contract increases and teaching resources.

9.3 The College must act now to preserve its commitment to providing an outstanding learning environment within the South Lanarkshire region. The College is aware that difficult decisions must be made in order to protect the future of the College and the next stage of this paper sets its intended actions.

10 NEXT STEPS

10.1 Based on the above; College Management will now work towards the preparation of a full business plan for presentation at the next Committee and Board meeting cycles in May and Jun 2024 respectively. This will more fully consider the implications of the final Budget announcements in March 2024 across both the curriculum and support functions, allowing the College to identify areas of strength on which to focus its critical yet limited resource.

10.2 The College also recognises that it has met its credit targets over the last two years and receives a 27.1% share of credit activity from the full regional allocation shared with New College Lanarkshire. The risk is that as the region reduces then so does South Lanarkshire College, despite there being further unmet demand in South Lanarkshire. The College commits to further negotiations with the Region and the SFC in a bid to rebalance credit activity and reduce the potential impact of the core funding reduction, e.g. agreement for a further 2,500 credits would equate to approximately £600k, which would largely eradicate the lost funding based on a 4.7% core grant reduction. However, the College is very much aware of the financial challenges being faced by the regional college.

10.3 The College commits to confirming an agreed use for the temporary SPF pension fund savings until 31 March 2027 as a transformation fund (rather than an arms-length trust donation) to support a voluntary severance scheme.

- 10.4 Following the restructure of the curriculum areas into 2 faculties from 3 faculties in 2022/23, the College commits to reviewing support staff functions in 2023/24 to ensure that the most efficient and effective structures are in place. This may also help to drive longer term savings in the form of greater streamlining and digitalisation of processes across departments.
- 10.5 The College will continue to drive forward planning and implementation of commercial business activity within the curriculum areas. The curriculum managers recently presented their curriculum plans for 2024/25 and were tasked with the inclusion of commercial income targets, which they duly delivered. Business development now needs to be a key priority in driving forward the delivery of commercial courses to enhance this additional income stream.
- 10.6 The College must commit to review its non-staff cost base for efficiencies. As an example, it may be that the College can target regular suppliers of teaching resources and ask for financial support in the form of free issues. Additionally, the on-going work of the Procurement team continues to drive best value initiatives in contracts with suppliers, but annual inflationary increases are out with the control of the College and will continue to present a challenge to reducing costs.
- 10.7 As the deficit looks like it will be circa £1m across the next two years, the College will continue with the above actions to make ongoing efficiencies, however it is likely that a recommendation will be made to the full Board to start a voluntary severance scheme, as the College will need to realise £750k - £1M in annualised savings across 2025/26. The College recognises that voluntary severance is expensive and will likely result in 6 months of gross pay for each successful applicant in 2024/25. The College is also aware of significant 'pension strain' cost from this process, should any applicants be over the age of 55.

11 RESOURCE IMPLICATIONS

- 11.1 This paper has been reviewed and approved by the Senior Leadership Team (SLT). The wider business planning exercise will likely involve members of the Principalship with assistance from the curriculum and support staff. The work undertaken will be key to revising the strategy against the backdrop of the fiscal challenges within the college sector.

12 EQUALITIES

- 12.1 The implications of this paper do have potential repercussions for staff and students at the College. However, any potential future processes undertaken will be conducted fairly and in accordance with HR and relevant legislation. Moreover, the potential impact of the paper falls on all students and staff, regardless of individual circumstances. As such, there are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report.

13 RISK AND ASSURANCE

- 13.1 The main risks are as follows:
- 13.1.1 **Going concern** – the College cannot financially support its operations due to reduced funding;

- 13.1.2 **Business risk** – the College needs to drive commercial income but there is uncertainty of income due to unknown demand, competition, costs and potential regulations;
- 13.1.3 **Reputation risk** – the impact on staff and students of any strategic decisions it makes to secure the College’s future viability; and
- 13.1.4 **Legal risks** – potential exposure to lawsuits for failing to follow through due process and procedure fairly and in compliance with legislation.

14 RECOMMENDATIONS

- 14.1 Members are recommended to:
 - 14.1.1 note the contents of this report and its attachments;
 - 14.1.2 support the next steps of the process, in which a full Business Plan will be prepared demonstrating how efficiencies can be realised for Board approval in June 2024;
 - 14.1.3 recommend that this paper is shared with the full Board for their information and in preparation for approval required at the June 2024 Board meeting; and
 - 14.1.4 support the inclusion of these projections within the mid-year review template that will be provided to the SFC in due course.

BOARD OF MANAGEMENT

DATE:	7 March 2024
TITLE OF REPORT:	Learning, Teaching and the Student Experience Mid Year Update
REFERENCE	11
AUTHOR AND CONTACT DETAILS	Angela Pignatelli Vice Principal Learning, Teaching and the Student Experience angela.pignatelli@slc.ac.uk
PURPOSE:	To provide the Board of Management with an update on the key aspects of learning, teaching and the student experience at the college.
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended: <ul style="list-style-type: none"> to note the operational context of curriculum operations; to note the progress to credit target to date; to note the recruitment, retention and attainment update; to note external works to date; to note the work being undertaken by curriculum areas in planning for 2024-2025; to note the work being undertaken in relation to quality improvement and the student experience.
RISK	<ul style="list-style-type: none"> that the college exceeds its overall credit target due to positive recruitment; that student resulting may be delayed due to action short of strike (ASOS).
RELEVANT STRATEGIC AIMS:	<ul style="list-style-type: none"> Successful Students Highest Quality Education and Support
SUMMARY OF REPORT:	<ul style="list-style-type: none"> The college operating context is challenging given ASOS, industrial action and a backdrop of financial cuts; The college has met its 2023-2024 credit target pending withdrawals; Retention rates for 2023-2024 show a marked improvement against the three year trend; External links and external initiatives are enhancing partnership working, informing national approaches and harnessing the student voice; Quality processes and student experience enhancements are underway as part of business transformation.

1. INTRODUCTION

1.1 This paper provides an overview and update on the activities within learning, teaching and the student experience at the College. In particular, the focus is on the operating context, the credit target update, retention and attainment, external links and partnerships, curriculum planning and quality enhancement.

2. BACKGROUND

2.1 The college continues to strive to ensure high quality, relevant education for the Region and the local communities it serves as stated in the Regional Outcome Agreement (ROA).

2.2 Flexibility of approach and innovation in practice continue to be encouraged with curriculum teams in the planning and delivery of learning and teaching particularly in light of funding pressures and the announcement of the 4.7% cut by the Scottish Funding Council.

2.3 Within the context of financial cuts, curriculum efficiencies have become a key requirement in the delivery of our curriculum portfolio and how we operate whilst retraining high quality standards.

2.4 Challenges also remain in realising the commitment stated in the ROA in meeting the needs of students and the local economy given the cap to the college credit target. Despite local demand, offering educational provision within the upper 2% tolerance level of the credit target figure has become significantly challenging.

3. CREDIT AND RECRUITMENT ACTIVITY 2023 – 2024

3.1 Credit Activity:

3.2 The 2023-24 credit allocation of 43,600 is a reduction of 5,212 credits from the 48,812 credits academic session 2022-23. As of February 2024, the credit outturn is projected to be 44,095 credits. This equates to a projected 495 credits above target. Table 1 below provides an overview.

3.3 Table 1: Breakdown of Credits By Curriculum Directorate

Credits, Potential Withdrawals Credits, Target, Curriculum Planning Projection, Projections Against...

BY FACULTY

Faculty	Credits	Potential Withdrawals Credits	Target	Curriculum Planning Projection	Projections Against Target
	0.00	0.00		0.00	0.00
ACO	23,960.50	147.00	25,584.00	31.00	-1,739.50
AHH	20,782.50	144.25	18,016.00	366.00	2,988.25
Total	44,743.00	291.25	43,600.00	397.00	1,248.75

3.4 Within the context of the Scottish Funding Council (SFC) 2% upper threshold tolerance of 44,472 credits, any perceived over-activity will be balanced out by the withdrawal rate of approximately 4% to ensure the College is operating within its threshold.

3.5 The College continues to monitor the credit target on a weekly basis. The end of academic year outturn is projected to be 44,095 credits.

4. RECRUITMENT AND RETENTION

4.1 Recruitment

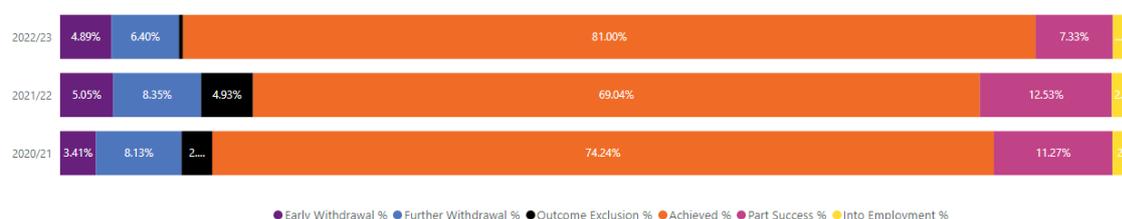
4.2 The College held a successful Open Evening on 16 January 2024 with over 120 visitors enquiring about courses, many of whom applied for their January courses on the day and transferred into classes the following week.

4.3 Conversion rates from volume of students 'applying' translating into 'offers made' continues to be an area requiring attention and action. Curriculum action planning is exploring and addressing this.

4.4 Retention 2020-2023

4.5 Chart 1: Retention 2020-2023

Performance Indicators - Retention



4.6

Year	Early Withdrawal	Further Withdrawal	Outcome Exclusion	Achieve	Part Success	Into Employment
2022/23	4.89%	6.4%	0.38%	81%	7.33%	1.7%
2021/22	5.05%	8.35%	4.93%	69.04%	12.53%	2.1%
2020/21	3.41%	8.13%	2.91%	74.24%	11.27%	2.49%

4.7 The latest College retention information for 2023/24 is as follows:

4.7.1 Early Withdrawal (EW) rates are 2% which is a 2.89% improvement from last year.

4.7.2 The highest EW are in FE/FT at 4.56% with HE/PT next at 2.8%. Curriculum action planning is exploring and addressing this.

4.7.3 Further Withdrawal (FW) rates are 3.72% which is a 2.68% improvement from last year; The highest FW are in FE/FT at 7.33% with HE/FT next at 7.1%. Overall retention is 93.68% which is a 12.68% improvement from last year at this time, The lowest retention is in FE/FT at 88.1%

4.8 More robust reporting on retention and attainment has been achieved via improvements in reporting technologies through PowerBI.

4.9 Curriculum teams continue to monitor retention and put in place intervention actions as appropriate. A full breakdown per curriculum area is in Annex A table 1.

5. QUALITY ENHANCEMENT PLAN (QEP)

5.1 The Block 1 self-evaluation cycle successfully concluded. The following key areas for enhancement will be added to the College's Quality Enhancement Plan:

5.1.1 Early intervention strategies must be further enhanced to support students with additional learning support needs as early as possible in their learner journey;

- 5.1.2 Initial screening and the provision of support for learning should be co-ordinated by a dedicated member of support staff;
- 5.1.3 FE curriculum design must be further developed to include explicit development of meta- and/or core-skills;
- 5.1.4 Appropriate certification of core skills to be evidenced within FE programmes;
- 5.1.5 HE curriculum design must include explicit development of IT skills for learning and work, academic writing and meta-skills, and provide appropriate certification;
- 5.1.6 Staff CPD in differentiation practice in learning, teaching and assessment;
- 5.1.7 Student funding/bursary processes should be reviewed to promote retention;
- 5.1.8 A wider review of curriculum design, planning, timetabling and assessment practice should be undertaken; and
- 5.1.9 A review of documentation/proforma to be undertaken to remove duplication and capture meta- and core-skills effectively.

5.2 Areas of enhancement, relevant to specific departments or curricula, will be added to the associated action plans.

5.3 External Verification

The college has received 23 notifications of external quality assurance activity and expects further notifications over the coming months. A total of 14 external quality assurance activities have been planned to date, which includes the 5 activities extended from 2022-23. All activity is conforming, with 4 Good Practices and 2 Recommendations noted. The Good Practice and Recommendations are shared with curriculum teams via the Quality Forum. Good Practice themes include: materials design, internal verification, industry-led staff development and on-site experience.

6. STRATEGIC CURRICULUM ACTIVITY

6.1 Active Campus Coordinator

6.2 Discussions have been initiated with Sports Scotland to recruit an Active Campus Coordinator. These posts have been introduced across 18 of Scotland's Colleges with the posts being fully funded by Sports Scotland for two years. The intention is to promote and facilitate the delivery of health, wellbeing and physical activity on campus contributing to the health and wellbeing of students, staff and the community. This role will encourage and empower the student population to be more active, more often, whilst in college education. The post holder will work closely with the Student Association and Student Services departments with intrinsic links with the Hospitality and Health Care curriculum areas.

6.3 Coca Cola

6.4 As part of their corporate social responsibility, Coca Cola have partnered with the college to offer work experience, guidance and skills development with the students within the Business and Tourism curriculum areas. This activity will enrich the student experience and skillset whilst offering valuable work placement opportunities to the students. The partnership working commences 4 March 2024 with opportunities with the Built Environment and Construction curriculum areas thereafter.

6.5 Government and SFC input

6.6 The college are providing informed responses into the three following national consultation exercises:

- The Learning Disabilities, Autism and Neurodivergence Bill;
- The Independent Review of Community Learning and Development;

- The Scottish Government Consultation - Draft Guidance and General Determination for Teacher Qualification in Further Education.
The college have already provided input to the Scottish Government on the Consultation on Care Leavers and Care Leave Payment. The findings will be shared in due course.

6.7 Student Partnership in Quality Scotland (Sparqs)

6.8 With a focus on the student voice and student experience, the college has proactively reached out to Sparqs to hear more on the opportunities for further meaningful engagement and learn more on their Student Learning Experience Model to inform our practices and enhance the student journey.

7. CURRICULUM PLANNING

7.1 Curriculum Planning Meetings

- 7.2 Following a series of eleven curriculum planning meetings in January 2024, each curriculum area has provided a robust analysis of the provision required for teaching session 2024 to 2025.
- 7.3 The focus has had to be around efficiencies and cost savings but reiterating the importance of quality improvements in learning, teaching, assessment and student experience.
- 7.4 The meetings have addressed key issues, and risks to be mitigated, which include subject demand/recruitment, retention, subjects/courses at risk, staff utilization, the possible need for redeployment/retraining, staff skills mapping to meet new emerging opportunities and areas of growth, and further improvements to our support services to better support out students.
- 7.5 External factors continue to impact curriculum areas given the cost of living crisis.
- 7.6 This year the curriculum planning also included expanded suggestions for commercial/full cost recovery courses as a key area for exploration and development.

8. STUDENT EXPERIENCE

8.1 Action short of strike (ASOS) and Industrial Action

- 8.2 Both the EIS and Unison unions are engaged in National Industrial action over pay. The EIS commenced action short of strike from 12 February 2024 which involves a work to rule and resulting boycott. The college is working to minimise disruption and progression impacts for students.
- 8.3 At present, there are no significant impacts reported. Measures are being taken to provide clarity of information for staff and students in relation to ASOS and the strike day which is planned for 29 February 2024. Meetings have been held with both the Student President and Vice President, the unions and an internal ASOS Operational Planning meeting. Our systems are being adjusted to ensure that, should staff wish to result, their data entries cannot be seen by others.

9. Recommendations

- 9.1 Members are recommended to:
- 9.1.1 to note the operational context of curriculum operations;
 - 9.1.2 to note the progress to credit target to date;
 - 9.1.3 to note the recruitment, retention and attainment update;
 - 9.1.4 to note external works to date;
 - 9.1.5 to note the work being undertaken by curriculum areas in planning for 2024-2025;
 - 9.1.6 to note the work being undertaken in relation to quality improvement and the student experience.

10. RESOURCE IMPLICATIONS

- 10.1 The careful monitoring of staff utilisation levels remains a priority to ensure appropriate and supported redeployment of under deployed staff.

11. EQUALITIES

- 11.1 There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report.

12. RISK AND ASSURANCE

- 12.1 National Industrial action and ASOS has the potential to impact the students in terms of delays to resulting however the college will continue to mitigate the risks as far as possible;
- 12.2 The Active Campus Coordinator post will have a positive impact on the student experience in the next teaching session 2024-2025;
- 12.3 The reshaped 'Keep it Warm' initiative will enhance the student experience and student engagement with the college.

ANNEX A*Table 1: Overall Curriculum Area Enrolments, Retention, Early and Further Withdrawals February 2024*

Mode	No. of Enrolments	Early Withdrawals	%	No. of Further Withdrawals	%	Retention %
Building Service Engineering	406	4	0.99	7	1.7	97.3
Built Environment	448	36	8	31	6.9	85
Business Management and Media and Accounts	656	22	3.4	32	4.9	91.8
Carpentry and Joinery	354	2	0.6	2	0.6	98.8
Early Education and Childcare	473	8	1.7	20	4.23	94.1
Hairdressing, Beauty and Make Up Artistry	328	9	2.7	37	11.3	85.9
Health and Social Care	448	11	2.5	30	6.7	90.8
Hospitality, Tourism, Legal and Police Studies	327	27	8.3	33	10	81.6
Learning Development	425	6	1.4	19	4.5	94
Life Sciences	278	8	2.9	13	34.7	92.5
Wet Trades	346	2	0.58	1	0.3	99.13



South
Lanarkshire
College

East Kilbride

BOARD OF MANAGEMENT

DATE:	March 2024
TITLE OF REPORT:	Quality Enhancement Plan
REFERENCE	12
AUTHOR AND CONTACT DETAILS	Angela Pignatelli Angela.Pignatelli@slc.ac.uk
PURPOSE:	To provide members with an update of the Quality Enhancement Plan (QEP).
KEY RECOMMENDATIONS/ DECISIONS:	Members are recommended to: <ul style="list-style-type: none">• Consider and note progress against the QEP actions.
RISK	<ul style="list-style-type: none">• That the quality of learning, teaching and assessment declines impacting on the student experience.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none">• Successful Students• Highest Quality Education and Support• Sustainable Behaviours
SUMMARY OF REPORT:	<ul style="list-style-type: none">• The College is working through the self-evaluation process to continually improve and enhance practice.• Key aims of the QEP is to improve retention and attainment rates, further review the curriculum, review the curriculum to identify embedded specific skills development opportunities, including meta skills and also review Student Services to provide early intervention and support.

QUALITY ENHANCEMENT PLAN MARCH 2024

QUALITY ENHANCEMENT PLAN (QEP) 2023-24			
AREA	ENHANCEMENT	KEY ACTIONS	PROGRESS
<p>1. FT FE Attainment Rates</p>	<p>To focus on improving all attainment rates but in particular FE FT attainment rates, where possible, through our continued rigorous intervention and support.</p> <p>Attainment Targets FE FT 61% FE PT 76% HE FT 72% HE PT 81%</p>	<ol style="list-style-type: none"> 1.1. Move to Power BI reporting with achievement and retention report allowing drill down to course level for improved tracking and monitoring. 1.2. Curriculum Progress Reviews implemented instead of Academic Boards to allow for deep dives into course tracking. 1.3. The reinstatement of course team reporting cycle, with impact reviewed by CMs and overall at Curriculum Reviews. 1.4. Continued wraparound support provided by Student Services and curriculum teams to keep students on track to achieve. 1.5. Pre-entry services should be developed further to promote recruitment and enrolment and should include initial core skills/ELS assessments by August 2023. 	<ol style="list-style-type: none"> 1.1 Completed. 1.2 Completed. Periodic Curriculum Progress Reviews in place for 2022-23. 1.3 Completed 1.4 Ongoing, intervention through support and counselling working with curriculum teams. 1.5 In-progress. FE core skills initial screening and self-directed learning pilot in progress. Further developed planned in advance of August 2024. Plan to allocate a dedicated member of staff to support initial screening and support for learning.

<p>2 Curriculum Planning</p>	<p>To start to review the curriculum intent at SLC and to clearly identify our key curriculum strategic priorities by January 2024, which will help to ensure all areas have clear progression pathways.</p>	<p>2.1 Revised college wide approach to curriculum planning based on up to date LMI and national priorities. 2.2 Further deep dive required into curriculum to mitigate risks to under recruitment. This will involve a more thorough analysis of under recruiting courses.</p>	<p>2.1 Completed. 2.2 Deep dive Curriculum Progress Reviews concluded in Dec. and focussed 2023-24 Curriculum Planning session conducted in January 2023. On-going – extensive review planned for 2023-24 AY.</p>
<p>3 Learning and Teaching</p>	<p>Lecturing staff should continue to develop and implement a wider range of differentiated learning techniques and assessment approaches, relating to remote and blended learning to effectively meet students' needs.</p>	<p>3.1 Continue to share best practice and use digital champions within areas. 3.2 Training & Development plans for each area to be created focussing specifically on learning and teaching support required, with use being made of national sessions. 3.3 To consider the use of supported experiments with a focus on collaboration and sharing, and how coaching can be further used to enhance learning and teaching. 3.4 To implement an improved professional learning pathway for academic staff to support progress towards TQFE. 3.5 Digital Champion Teams to be further promoted. 3.6 Sharing good practice HN Next Gen methodology. 3.7 Wider application of differentiation practice in learning, teaching and assessment by course teams and lecturers. 3.8 Further review of curriculum design, planning, timetabling and assessment practice should be undertaken.</p>	<p>3.1 In progress. Sharing of best practice happens formally through staff development days. 3.2 Incorporated into curriculum self-evaluations and planning documents. 3.3 On-going. 3.4 Learning, Teaching and Assessment Strategy published. Pathway developed to include TiCT @SCQF L7. Individual lecturer pathways to be supported, and communication and numeracy development required, if appropriate. 3.5 In-progress. Teams in operation – further development/engagement to be promoted via CM forum. 3.6 Planned for 2023-24 via CM forum. 3.7 In-progress. Further review in Block 2. 3.8 Quality Reviews are in progress on programmes below the PI targets for 2022-</p>

			23, and Block 1 2023-24. The LTSE team have begun a wider review of L, T & A, and the associated planning and reporting mechanisms.
4 Learner Voice	To make better use of results from student surveys and student feedback to effect improvements the learner experience.	<p>4.1 Collation of actions has started so that feedback can be provided to students on progress being made with their requests.</p> <p>4.2 Student Voice, Lecturer and Curriculum Manager working groups started to promote wider engagement and enhance the action planning processes.</p> <p>4.3 Learner participation in surveys is too low, post COVID work with the class representatives and Student Association (SA) to increase.</p> <p>4.4 Revised process for SE.</p>	<p>4.1 Further revised processes in place for 2023-24. Learner Voice embedded on the quality enhancement and evaluation activities, and feedback via Class Reps, Student Association and Quality Teams. On-going reflection and enhancement activity.</p> <p>4.2 Ongoing and can be seen in reviews. Further development planned for 2024-25.</p> <p>4.3 Completed. Periodic review planned.</p> <p>4.4 Completed. Periodic review planned.</p>
5 The use of systems to monitor and drive performance are not fully embedded across the College.	To implement a suite of Power BI reporting to allow all staff to have improved data insights allowing for earlier intervention and planning.	<p>5.1 New achievement and retention report to be established to focus performance against key indicators, including the ability to monitor achievement gaps.</p> <p>5.2 Curriculum planning system developed.</p> <p>5.3 Credit projection report established.</p>	<p>5.1 Completed</p> <p>5.2 Completed</p> <p>5.3 Completed</p> <p>5.4 Partially completed - College wide systems have been reviewed by Head of MIS, learner records system approved. Continued enhancement of Power BI Dashboard. New HR system</p>

		<p>5.4 IT Strategy Group to be re-established to review college wide systems.</p> <p>5.5 Staff training to support system changes.</p>	<p>due to be use from March 2024. Further developments to be discussed with the IT group and SLT. Completion of the JISC Digital evaluation tool to drive enhancement.</p> <p>5.5 On-going. Power BI sessions rolled out to staff with protected CM time used for items such as curriculum planning.</p>
6 Credit Realignment	Credit delivery to be realigned across the college to take into account reduction of credit targets.	<p>6.1 Realign curriculum delivery for 2023-24.</p> <p>6.2 The college has changed its in year credit delivery due to having to make changes in order to meet its credit target. The line management changes now give an opportunity to review this for each curriculum area.</p>	<p>6.1 Completed.</p> <p>6.2 Completed. Finalised the credit allocation in line with the 2023-24.</p>
7 Skills Development	To review the curriculum to identify embedded specific skills development opportunities, including meta skills.	<p>7.1 To develop and agree an approach to skills development across the college through focussed training sessions for academic staff, by July 2024.</p> <p>7.2 FE curriculum design to include explicit development of meta- and core-skills and provide appropriate certification of a broad range of skills.</p> <p>7.3 HE curriculum design should include explicit development of IT skills for learning and work, academic writing and meta-skills, and provide appropriate certification.</p> <p>7.4 A review of documentation/proforma to be undertaken to remove duplication and capture meta- and core-skills effectively.</p>	<p>7.1 On-going. Identification of meta and core skills signposted in curriculum offer. College-wide process to further develop for 2024-25.</p> <p>7.2 In Block 1 staff were asked to identify the opportunities for meta skills development. In Blocks 2 and 3 these opportunities will be reviewed to provide a focussed plan. College proforma will be further developed for 2024-25.</p> <p>7.3 This is part of the wider review of learning, teaching and assessment, and Student</p>

			Services. Further review for planned prior to August 2024. 7.4 In progress, review led by the LTSE team.
8 Student Support Services	To further a process to provide a holistic picture of individual learners and their support needs.	<p>8.1 Implement a Student Services Strategy by December 2022.</p> <p>8.2 Student funding processes should be reviewed to promote retention.</p> <p>8.3 Information, advice and guidance processes should be developed further to promote retention, progression and achievement.</p> <p>8.4 Develop a college-wide standardised induction programme, which includes signposting to appropriate SCQF level ESOL, communication and/or numeracy skills development.</p> <p>8.5 Early intervention strategies should be implemented to support students with additional learning support needs and students should be identified at pre-entry guidance where possible. Learners should be sign-posted to relevant drop-in or support sessions as early as possible after starting their course.</p>	<p>8.1 This is being developed as part of the overall college to consider a different approach to on entry students and how their support needs are met.</p> <p>8.2 SLT to agree the approach by end of Block 3.</p> <p>8.3 In-progress.</p> <p>8.4 In progress. Further review planned in advance of 2024-25 delivery.</p> <p>8.5 Part of the wider student services and learning support review for on entry intervention. A new system in under development.</p>
9 Student Association	To support the Student Association and Class Representatives to work more closely together, share thinking and agree actions.	9.1 Work with the Student Association to support additional times for the class reps, and them, to meet throughout the year. Link to learner voice actions.	9.1 Collective Teams forum and Quality & SA – joint promotion of Class Rep. Training. SA/SOs have wider engagement with volunteers and Class Reps, involved in event planning, e.g., Refreshers, open

			nights etc. Student President actively visits classes to promote the class rep process and to engage collaboratively.
10 Professional Discussion on Learning and Teaching (PDLT)	To share the findings of the PDLT overview with lecturing staff to support the dissemination of emerging practice.	10.1 Links to sharing of best practice across the college as noted in section 3, by August 2022.	10.1 PDLT forum training was delayed due to depletion of observers, training session from ES is required. Plan is to disseminate best/good practice via the Quality Forum.
11 Staff CPD	New action from Block 1 Self Evaluation. To deliver further staff development in response to the Block 1 self-evaluation activity. This action has arisen from the increase in students presenting with complex issues and the abolition of the counselling funding from 31 March 2023.	11.1 HR to plan additional staff CPD in mental health awareness and expand the pool of Mental Health First Aiders. 11.2 Plan to develop curriculum staff to support wider application of differentiation practice in L, T and A.	11.1 In progress. 11.2 Not yet started.
12 Business Development	New action from Block 1 Self Evaluation. Revised approach to business development and the College's commercial offer required. .	12.1 Alternative Funding to implement a business development strategy.	12.1 In progress. Areas have identified full cost opportunities and Alternative Funding, Curriculum and Marketing are now working together on their approach.



South Lanarkshire College

Students' Association

Board Report

February 2024

YOUR COLLEGE
 **YOUR WAY**

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Student Engagement

Over the past couple of months, the Students' Association have been hosting a variety of fun events and activities for students to participate in, and for a chance to get to know the SA better!

During October, we continued the promotion of our college hoodies. We now only have extremely limited stock left and aim to sell the remainder during Re-Freshers'. They went down a treat and students absolutely loved them!

Our recently elected Student Officers were planning what they want to take the lead on over the next few months, with all five very keen to take part in our future planned activities.

For Halloween we arranged a dress up contest for students, with the best costume winning a £10 gift voucher. Both students and staff really got into the spirit of things, which made it very difficult to choose a winner! The Students' Association also handed out Halloween treats and positive message pumpkins across campus which was a great way to engage with students.

November was a wonderful month - our Hospitality and Events Students organised a fantastic charity "beautiful bake sale" in aid of The Haven charity. The Students' Association promoted the event and staff and students enjoyed the wonderful cakes and pastries that were created by our very talented professional cookery and bakery students. We also saw Learning Development staff and students make The College Way market a permanent addition to our College! To celebrate the grand opening of their new ground floor premises, an opening ceremony was held, and students from across the College participated in a catwalk, showing off the fabulous fashions to be found in the shop. A huge thank you goes to all the different departments who made this fantastic event possible.



In December our Student's Association President and Vice President hosted a drop-in event to raise awareness of the support available for those affected by gender-based violence. This was part of the national 16 Days of Activism against GBV event which takes place each year. The event had a great turnout and many of our students engaged in important conversations on the issues surrounding GBV. The SA also had an information stand at the event and gave away anti-spiking drink covers and bottle stoppers. We gathered some important feedback that will help us shape future events such as this.

Re-Freshers'

Tuesday 30th and Wednesday 31st January

The Students' Association have been working with the Student Services team to organise our Re-Freshers' Event in January for our new and current students. We have a lot of amazing organisations coming to the event including:-

Tuesday 30th January – LAMH; Victim Support South Lanarkshire; Pure Gym; Police Scotland; Partners in Play; Blue Triangle; Kooth; Nuffield Health; Home Energy Scotland; and Men Matter Scotland.

Wednesday 31st January – LAMH; Citizens Advice Bureau; Samaritans; Police Scotland; Skills Development Scotland; Terence Higgins Trust; Dolan Aqua Centre; Fool On; Home Energy Scotland; Co-Op; EK Rugby Club; and SLC's Pastoral Support Team.

The Students' Association will also have a stall on both days of Re-Freshers' where we will be selling our remaining stock of SA branded hoodies. We will also be giving away SLC goodies and our fun Prize Pong will return as it was so successful at our Freshers' event in September.

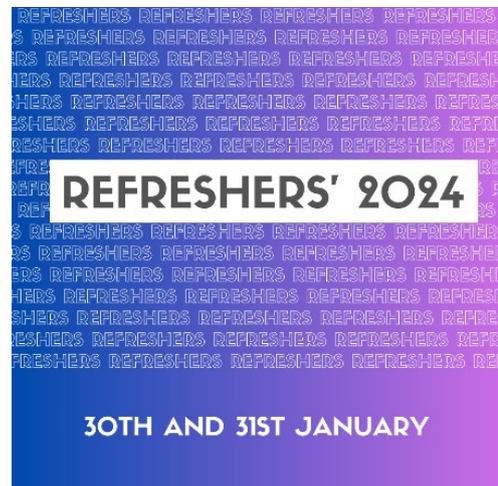
This event has been promoted on social media, the SA newsletter and student Teams Channels.

Free Soup & Sandwich/Free Breakfast

The Student's Association is committed to tackling student poverty. With the cost-of-living crisis and student poverty at an all-time high, the SA have been providing a free healthy breakfast and free soup and sandwich, on a weekly rotation, throughout the academic year for all students. We rotate this to make sure that all our students have access to this initiative.

In addition to this, we run a food larder directly from our office where students can take what they need at any time. This is stocked with non-perishable foods, hygiene products, sanitary products, and stationery. We have also received many generous donations.

We are extremely happy to say we have received further funding for this initiative from the SLC Foundation. This will allow us to provide this support to students over the next two years. The SA and our whole team are extremely grateful for this, and we know the students will benefit greatly. We are also taking further steps to bolster



our larder stock by contacting local companies and supermarkets to ask if they can make donations to the food larder for our students.

These initiatives are highly used, and we are glad to see them continue.

Christmas

Christmas Season in the Student Association was packed with fun activities!

We decorated our office to fit the festive season. We used tinsel, lights, and handmade decorations to fill the office! We also decorated our whiteboard to make our office more welcoming to students.

As part of the festivities, the Student Association held a Christmas Stall where we gave away free candy canes and hot chocolate bags. There was a 'Poke the Tree' game that was popular among students. This involved students piercing a tissue paper covered cup to reveal a prize. We would like to extend our thanks to the Painting and Decorating Department who did a fantastic job creating a fantastic Christmas selfie frame for the SA to use. We even had our very own Santa Claus!



During this Festive Season we also helped to organise a food donation to local food bank 'Loaves and Fishes'. Festive boxes were placed in various locations throughout the College for donations which were split between the SA food larder and Loaves and Fishes. An incredible amount of food was donated and the SA were so grateful to all staff and students who contributed.



LGBT History Month

Purple Friday is on 23 February from 10am–1pm in the ground floor atrium. Our event is being organised by the SA and Student Services. Companies confirmed so far are Women’s Aid, Terence Higgins Trust, and Breathing Space. The SA will have their own stall with rainbow gym bags, rainbow laces, Pride face paint and LGBT button badges.

Our Pride Stride will take place on Thursday 22nd February, the day before our Purple Friday, to enable students to attend both events. This will be led by our Student Officer, Maureen McMullan. We will set aside a small supply of our rainbow laces for this and promote this on social media and teams pages.

The Hair and Beauty Department have been contacted to request their students create purple nails and glitter tattoos and we have also asked the Hospitality Department if they can provide catering for a Coffee and Chat Event, the date of which is to be confirmed.



Men’s Mental Health

On 18 January we hosted a Coffee and Chat session for Men’s Mental Health in the Bistro. We named this event ‘Manuary’ as a play on words for January and Men’s Mental Health.

We had a variety of information available to students. We also gave out pens that were kindly sent to us from Prostate Scotland along with information leaflets.



The Hospitality Department kindly supplied cakes and scones made by our bakery students. Inspire Catering also supplied coffees and teas. The event was so popular that we had to refill the coffee and tea urns several times!

We also started promoting of our Charity Football Match at our ‘Manuary’ event which caught the eye of some of our students. (Please see below for more details.)

Overall, this event was an immense success and we had so many students in attendance that by the end of the session, we had run out of all drinks and cakes.

Charity Football Match

Exciting news! The Students' Association is hosting a Charity Football Match. This event is being led by one of our Student Officers, Anton Livingston. This event will be taking place on Wednesday 7 February at K-Park with kick-off at 4pm. Our deadline for sign-up is Thursday 1 February. There are no gender or age barriers for this event, and it is open to all students.

Promotion for the event began at our Manuary Coffee and Chat event on 18 January. To promote this further, we plan to have a stall outside the SA office with flyers and will also schedule class visits.

We are supplying football kits and refreshments on the day. Student Services will also have a stall to provide information and support on the day. Our Student Officers have agreed to help set up before the match with the SA. The College minibus will be used to transport students to and from the event.

This event is to raise awareness of Mental Health and to promote support available. To participate, students will pay a fee of £10 (per person) and all money raised will go directly towards future mental health events. There will also be collection buckets at the event. This event will be free to watch, and everyone is welcome to attend - we are very excited for this event and hope to see you there!

BRIT Challenge

The British Inspiration Trust (BRIT) exists to support and improve the mental health, fitness, and wellbeing, of young adults, students, and staff, throughout the UK.

BRIT is a collaborative charity, and their vision is to:

- Improve and support student and staff wellbeing.
- Inspire volunteering and fundraising.
- Destigmatise mental health.
- Champion equality, diversity, and inclusion.



The BRIT Challenge will take place between 24 January 2024 and 24 March 2024 with the theme for this year being 24.

We have produced a variety of ideas for activities and events to tie in with the BRIT Challenge and we have created an Excel spreadsheet to keep track of the activities planned.

Planned activities so far include:-

- Themed Weekly Walks (weather dependent)
- Bingo Card, which has been posted on our social media.
- SA attendance in Mindfulness
- Promotion of Yoga Classes
- Charity Football Match
- Re-freshers'
- Mental Health Event, with funds from Charity Football Match
- Love Your Planet, Climate Change Event
- Purple Friday
- Volunteer Cleanup Project
- Music Therapy Session
- Visit to Recycling Plant

Activity	Date Planned	Progress	Led by	Notes
Weekly Walking Group	Throughout BRIT	Planning	Maureen	Themed
Bingo Card	Throughout BRIT	To create	SA	Post on socials. Prizes to be acquired. Will be posted on 24/01/2024
Tombola	End Feb/March?	Idea	tbc	Numbers ending 24 win
Mindfulness	tbc	Planning	SA/ Student Officers	SA to attend a Mindfulness Class with Student Officers and promote
Yoga	N/A	Promote	SA	Promote Yoga to students
Charity Football Match	07/02/2024	Planning	Anton	Funds go to Mental Health Event
Refreshers	30/01/2024 and 31/01/2024	Planning	Karen/ SA	
Mental Health Event	tbc (Possibly March?)	Idea	Possibly Anton?/ SA	With Funds from Charity Football Match
Love Your Planet	14/02/2024	Planning	Callum + Amy	
Purple Friday	February	Planning	Hazel/ SA	
Volunteer Cleanup Project	14/02/2024	Planning	Climate Change Group/ SA	
Music Therapy Session	tbc	idea	Callum?	Library Group Study. Possibly poll to students? One day thing with guitar?
Visit to Recycling Plant	tbc (Climate Change)	Planning	Climate Change Group	

Climate Change

We are delighted that the College received funding of £1000 from Lanarkshire Climate Action Hub to support Climate Change Events and Activities.

On Wednesday 14 February the Students' Association is hosting a 'Love Your Planet' event to highlight climate change issues. This is being organised by the SA with help from Student Officers Callum Reid and Amy Hind, as well as our Climate Change Group which is open to all students. At this event we will be giving out reusable water bottles and sustainable notebooks. Our Climate Change Group came up with 4 ideas for a slogan for our reusable bottles and we asked our students to choose their favourite in a social media poll - the winner was ... *Reduce, Reuse, Rehydrate*.

Confirmed attendees at the event include a representative from South Lanarkshire Council's Clean Air Team. We have also invited Keep Scotland Beautiful, K Woodlands, Home Energy Scotland, and Climate Fresk along and await their response.

On the day we will also be doing a Voluntary Litter Picking Project. This will be at 2pm and open to all students and our Facilities Team will provide the PPE and equipment required. Tying into this event, we are also hoping to visit a recycling plant to show the process of how our waste gets recycled. We will record footage while there to promote recycling to our students.

We are working to redesign the current Recycling Poster to make students aware of what they should be recycling. We are also working on an interactive digital poster directing students to climate change organisations.

We are currently discussing an Art with Waste Project with an exhibition to display this. We will ask all students to get involved and hopefully this will highlight to students why they should get involved and should be recycling.

Forthcoming Events

- BRIT Challenge: 24 Jan - 24 March.
- Re-freshers': 30 Jan – 31 Jan.
- Football Fundraiser: 7 Feb.
- Love Your Planet: 14 Feb.
- Litter Picking Project: 14 Feb.
- Pride Stride: 22 Feb.
- Purple Friday: 23 Feb.
- LGBT Coffee and Chat: tbc

THE BOARD OF MANAGEMENT

DATE	7 March 2024
TITLE OF REPORT	Quarter 2 College Cashflow and Management Accounts
REFERENCE	14.0
AUTHOR AND CONTACT DETAILS	Elaine McKechnie – VP Finance, Resources & Sustainability Elaine.McKechnie@slc.ac.uk
PURPOSE:	To update the Board on actual financial results for the quarter ending 31 January 2024 in conjunction with a projection of cashflow based on actual income and expenditure to 31 January 2024.
KEY RECOMMENDATIONS/ DECISIONS:	Members are asked to: <ul style="list-style-type: none"> • note the financial position for the quarter and the narrative that supports the figures; • note the cashflow situation as notified to Scottish Funding Council and the SLT monthly
RISK	The main risks are to: <ul style="list-style-type: none"> • Going concern; that the College cannot maintain financial sustainability and is unable to provide high quality education and support to its students; and that • There are insufficient funds for capital maintenance and maintenance requirements.
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • The Highest Quality Education and Support • Sustainable Behaviours
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • The report contains a summary of income and expenditure for first quarter to 31 January 2024, resulting in a YTD surplus of £547k because additional fee income recognised during the second quarter. The full year expected position is a deficit of £644k. • The findings of the quarterly management accounts process suggest that there is still some work to be undertaken to fully embed a month end process by the last quarter of the year. The process will aim to provide for all income and expenditure in the correct period. • Nevertheless, the accounts reflect all relevant financial data as held in the system to 31 January 2024 and the Board should be assured of on-going work in this area to ensure heightened accuracy and transparency in results reporting going forward.

	<ul style="list-style-type: none">• The cash flow report submitted to the SFC is yet again a stark reminder of how precarious College funds will be once salary awards and general ongoing inflationary pressures are factored in. While there may be circa £2m in the bank at the of the year, with further cuts to grant funding in real terms, this would be eroded in 2024-25 in the absence of a strategic review and rationalisation of operations in the current year.• The Board should also be encouraged by the work that is on-going to monitor cash flow and realise additional income through bank accounts with greater interest earning potential.• Cashflow continues to be a priority and concern for the College as highlighted here and in the financial modelling exercise. The forthcoming Business Plan that will be presented at the next Finance & Resource committee meeting in May 2024 should help to provide further clarity on strategic priorities that will aim to preserve and enhance cash balances.
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1. INTRODUCTION

1.1. This paper provides an overview of actual financial results for the quarter ending 31 January 2024 in conjunction with a projection of cashflow for academic year 2023-24 based on actual income and expenditure to 31 January 2024, as presented to the Finance & Resource Committee in February 2024.

2 BACKGROUND

2.1 The financial results to 31 January 2024 and the cashflow contained within this paper continue to paint a very familiar picture within the wider College sector, with depleted income levels and rising costs owing to a variety of generic inflationary pressures and geopolitical factors.

2.2 Owing to the ongoing uncertainty of salary awards and the potential impact likely salary increases will have on College finances, the paper heightens the requirement for the College to undertake a wider strategic review of its operations imminently to ensure the implementation of new initiatives that drive efficiencies, maximise value and identify new and diverse income streams.

2.3 The preliminary budget announcements for 2024/25 also heighten the requirement for this strategic review and the financial modelling exercise presented at the Finance & Resource Committee meeting will lead to the formal production of a business plan which will help to clarify the College's strategy going forward in this time of fiscal uncertainty.

3 ASSUMPTIONS AND LIMITATIONS

3.1 The Board is asked to consider the limitations of the management accounts process at this current stage in the academic year; primarily:

3.1.1 The management accounts have been prepared at 09 February 2024. Utilising Power BI modules, progress has been made in identifying the potential value of income at each calendar month end and work is ongoing to embed this information into a more formal month end process by the last quarter of the year.

3.1.2 The financial data within the accounts has been verified to the accounting system as at 31 January 2024. While some of the more material adjustments have been made for amounts that relate to the period but have not yet been realised, full provision of accruals and prepayments for income and expenditure has not been factored into the management accounts for quarter ending 31 October 2024. Finance are currently enhancing this feature of monthly reporting for subsequent quarterly outputs and is now targeting the last quarter of the year for implementation by May 2024 month end.

3.1.3 As per October 2023, the full year budget deficit of £761k reflects the least likely scenario of a 3% salary per annum award at this stage, given that no such increase has yet been communicated.

3.1.4 The half year budget to 31 January 2024 has been phased to take account of known factors while other lines of the income and expenditure budget are a 6-month pro-ration of the full year expected totals.

3.1.5 The full year forecast for 2023/24 has been adjusted to take account of the more realistic salary settlements of £3,500 per annum for lecturing staff and £1,500 per annum for support staff by the end of 2023-24. Furthermore, the forecast continues to reflect the budget for capital expenditure and net depreciation expense in the absence of monthly fixed asset reporting.

3.1.6 The Board is advised to note that the full year deficit of £644k in these management accounts is not the same as the forecasted financial statement full year deficit of £917k, as found in the financial modelling paper. This is because, as noted above, the management accounts do not currently incorporate all monthly income and expenditure deferrals and accruals and the financial statement deficit was intended to more accurately reflect the final statutory accounts position, with estimates of annual adjustments in respect of fixed asset depreciation and previously deferred grant funding balances being released to the income statement in the current year.

4 MANAGEMENT ACCOUNTS: OPERATING SURPLUS/(DEFICIT)

4.1 Being mindful of the limitations above, the College recognised an operating surplus of £547k YTD, reflecting the increase in fee income from August intake that has finally been realised at the mid-year point. However, despite the half year results giving a favourable surplus, the anticipated full year deficit of £644k (versus the budget deficit of £761k) continues to indicate the financial pressures that are being felt sector-wide and further emphasise the requirement for closer monthly financial monitoring.

5 MANAGEMENT ACCOUNTS: INCOME

5.1 Total income of £8,417k has been received in the first half of the year, with £6,853k relating to Scottish Funding Council (SFC) grants, representing 81.4% of total income. SFC grant funding accounted for 82% of the college's income in 2022/23 (81% in 2021/22) and the national average, based on the SFC's review of 2021/22 college data, was 78%, which appears to be consistent with the result at 31 January 2024. Over the last quarter since October 2023, meetings have occurred internally with relevant staff to look at income recognition procedures for the month end process that the Finance team intend to put in place from May 2024 month end onwards.

5.2 Funding from the Scottish Funding Council of £6,853k has been receipted across August – January 2024 in line with monthly drawdown submissions.

5.3 FWDF contains a £31k release of an overprovision in respect of 22/23 FWDF monies during the second quarter. This has been partially offset by the receipt of £15k in the first quarter for 22/23 FWDF additional offers from the SFC.

5.4 Fees were previously recorded at £141k for the first quarter. A further £625k of SAAS funding for fees was received in January 2024 in respect of August enrolments. This had not been previously factored into fee accruals but will form part of the month end process going forward. Separately, additional invoices for the August and some of the January enrolment process have been raised by 31 January 2024 of £371k. (Total £1,137k YTD).

5.5 Alternative Funding of £130k primarily represents a provision for modern and foundation apprenticeship income for the second quarter of the year to January 2024.

5.6 Other income of £313k includes £254k of SDS Modern Apprenticeship income, £46k of UK Shared Prosperity Fund income for numeracy skills and £7k for Lanarkshire Communities Climate Action Hub; all realised during this second quarter.

6 MANAGEMENT ACCOUNTS: EXPENDITURE

6.1 Wages and salaries are £5,420k YTD, being under budget by £754k. This reflects a difference in phasing of budgeted cost against the actual pattern of salary expenditure by the mid-year point. Nevertheless, salaries are expected to land on £13,522k at year end against a full year budget of £13,714k which is in line with full year expectations. The YTD actual spend now includes a provision of £1.5k for salary awards up to 22/23 despite the awards not yet been agreed.

6.2 Non salary expenditure/overheads of £2,450k (versus £2,359k budget) are overspent by £92k YTD. Property spend is overspent by £176k reflecting increased utility prices and general inflationary increases impacting on routine service and maintenance contracts; further impacted by the increasing age of the building and the requirement to access services more frequently. Similarly, academic supplies are overspent by £155k, reflecting raw material cost increases during the cost of living crisis; timber, metal and other building supplies. As per the first quarter, while some adjustments have been made, these results do not include full adjustments for elements of costs that should be deferred into future periods or incorporated into this quarter and the Finance team is targeting the incorporation of these provisions and adjustments in full for May 2024 month end.

6.3 The capital funds from SFC of £218k reflect the intention of the College to utilise 25% of its full capital funding allowance on routine facility maintenance and servicing works. The residual 75% (£652k) will be capitalised on capital expenditure projects undertaken during 2023/24.

6.4 Net depreciation refers to the cost of depreciation that is met through self-funding initiatives as opposed to specific grant funding received and amortised at the same rate as the underlying asset depreciates. No depreciation is formally recognised mid-year as fixed assets tend to be reconciled at year end only. This will be reviewed as part of the month end process. The prior year net depreciation figure for 2022-23 was £593k and against a budget of £620k. Therefore, a pro-rated value of £320k has been assumed at the half year stage as a reasonable estimate.

7 CASH FLOW

7.1 The College makes its cashflow return to the Funding Council each month. This incorporates its required drawdown, based on the grant in aid allocation, and it also incorporates a cashflow forecast for the year.

7.2 The attached document covers the College's January drawdown and forecast and contains assumptions on the phasing of major capital expenditure spends. As per the first quarter of the year, it again highlights that the cash position will be precariously balanced by the end of the year, even with expected flat cash salary awards of £3,500 and £1,500 for lecturing staff and support staff respectively. Despite continued cash reserves of circa £2m on this submission, the lack of control around the setting of salary rates and the

potential for further increases will likely to continue to erode cash balances through 2024-25, in the absence of a strategic review taking place this year to rationalise expenditure and seek initiatives for income growth and income diversification.

- 7.3 The College continues to monitor its cashflow regularly and creates opportunity for some bank interest generation on balances held via bi-weekly transfers between the current account and a current reserve account with higher interest generation potential. Furthermore, with the £750k on a 4-month short term deposit account expiring 02/04/2024, the College would recommend that a further deposit be placed into a short-term deposit account for a further period, should financial circumstances support that decision nearer the time.
- 7.4 In terms of other cash flow tracking initiatives, the College continues to bring greater awareness of cashflow to the Senior Leadership Team (SLT) monthly to help guide and influence more financially astute decision making across all operations. The SLT is presented with a short term monthly cashflow for the forthcoming month, with explanation given for any material deviation each month.
- 7.5 Cashflow continues to be a priority and concern for the College as highlighted here and in the financial modelling exercise. The forthcoming Business Plan that will be presented at the next Finance & Resource committee meeting in May 2024 should help to provide further clarity on strategic priorities that will aim to preserve and enhance cash balances.

8 QUARTERLY MANAGEMENT ACCOUNTS TO 31 JANUARY 2024

<u>Management Accounts to 31st January 2024</u>		Note	6 Months to Jan 2024			12 Months to Jul 2024		
			2023/24			2023/24		
			Actual	Budget	Variance	Forecast	Budget	Variance
			£'000	£'000	£'000	£'000	£'000	£'000
INCOME								
	SFC - Grant in Aid	1	6,505	6,505	0	13,724	13,724	(0)
	SFC - ESF	2	65	176	(110)	316	375	(59)
	SFC - Capital (Revenue)	3	218	435	(217)	218	870	(653)
	SFC - Salaries Contribution	4	51	89	(37)	177	177	0
	SFC - Other	5	14	0	14	0	0	0
	Total SFC income		6,853	7,204	(351)	14,434	15,146	(712)
	FWDF	6	(15)	150	(165)	499	360	139
	Fees	7	1,137	738	399	1,982	1,726	256
	Alternative Funding	8	130	104	27	130	207	(77)
	Other income	9	313	35	278	68	69	(1)
	Total Income		8,417	8,230	187	17,113	17,508	(395)
EXPENDITURE								
<u>Wages & Salaries</u>								
	Recurrent		5,471	6,071	599	13,669	13,507	(162)
	SFC - salaries contribution		(51)	89	140	(177)	177	354
	Pension Provision		0	15	15	30	30	0
		10	5,420	6,174	754	13,522	13,714	192
<u>Non Salary Expenditure</u>								
	Property	11	656	480	(176)	1,160	960	(200)
	SFC - Capital	Contra	218	435	217	218	870	653
	SFC - Other	Contra	0	0	0	0	0	0
	Net Depreciation	12	310	310	0	620	620	0
	Central Services	13	422	396	(26)	891	950	59
	Marketing	14	28	60	32	98	130	32
	Academic supplies	15	799	644	(155)	1,209	970	(239)
	Cross College Costs	16	18	34	16	39	55	16
			2,450	2,359	(92)	4,235	4,555	320
	Total Expenditure		7,871	8,533	662	17,757	18,269	512
	Surplus / (Deficit)		547	(303)	849	(644)	(761)	117

10 SHORT TERM MONTHLY CASH FLOW FORECAST TO SLT FEBRUARY 2024

South Lanarkshire College			
Short term cash flow forecast			
February 2024			
Balance at 31 January 2024	A	4,166,000	Note anticipated actual balance of £3,710,000 (This did not factor in SAAS receipts of £625K mid Jan 2024.)
		Expected	Actual
Inflow			
SFC grant in aid drawdown		1,084,000	Month 7 of drawdowns
SFC student support drawdown		523,000	Month 7 of drawdowns
SFC other grant drawdown		317,000	Month 7 of drawdowns (Digital Poverty & Capital Maintenance)
		1,924,000	
Other (inc. fees)		175,000	
Expected inflow for February 2024	B	2,099,000	
Outflow			
Salaries - net pay		(600,000)	Payable 26th February 24
Salaries - deductions		(468,000)	Employee & employer salary contributions for Jan 24 payable in Feb 24.
Student support		(523,000)	
			Total outstanding commitments = £311k + £50K aged creditor balance at 31 Jan 2024 (anticipated to be payable prior to Feb 2024)
Purchase ledger		(400,000)	
Grant expenditure			
Expected outflow for February 2024	C	(1,391,000)	
Movement during the month	(B - C) = D	708,000	
Expected cash at 31 February 2024	(A - D) = E	4,874,000	
Sums ring-fenced & carried forward from financial year 2022/23			
Salary award at 1 September 2022		707,000	
Job evaluation - unfunded		678,000	
Capital expenditure		0	Per CAPEX schedule - full £1m earmarked in 2022/23 has been spent
ESF clawback provision		131,000	
Building retention		32,000	
Student funding to be repaid		99,000	
Apprentice support fund		6,000	
	F	1,653,000	
Provisions for items not in 2023/24 budget			
Professional fees		350,000	Includes £50K provision for pension consultancy
ET		?	
Difference between 5% and 3% salary award		260,000	
	G	610,000	
Funds to be retained from cash balance			
	(F + G) = H	2,263,000	
Free funds forecast at 29 February 2024	(E - H) = J	2,611,000	Note: one month's salaries = £1.2m
Major contract income receivable in respect of previous financial years			
CITB income		0	
		0	
SNIPeF income		0	
Major contracts income receivable		0	

11 EQUALITIES

11.1 There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report.

12 RISK AND ASSURANCE

12.1 The main risks are to:

12.1.1 Going concern; that the College cannot maintain financial sustainability and is unable to provide high quality education and support to its students; and that

12.1.2 There are insufficient funds for capital maintenance and maintenance requirements.

13 Assurances are given by the College that work will progress to provide greater accuracy and transparency in monthly reporting for the final quarter of the year. Furthermore, the College is committed to monitor its cashflow in both the short and long term and with more robust monthly reporting, the College will continually aim to be proactive in managing its finances against the context of a challenging year due to sectoral funding cuts and general inflationary pressures.

14 RECOMMENDATIONS

15 Members are recommended to:

16 note the contents of the report, the financial position for the quarter and the narrative that supports the figures;

17 note the longer term cashflow situation as notified to Scottish Funding Council and the short term cashflow situation as presented to the SLT monthly; and

18 support the potential reinvestment of a sum into another secure deposit account for further interest generation potential when the current deposit expires on 02 April 2024, subject to financial circumstances at that time. The value and timeframe of any subsequent deposit will be passed to the Finance & Resource Committee for its approval in March 2024 via email when final budgets have been announced and pending any further clarity on pay disputes being settled at that point.

THE BOARD OF MANAGEMENT

DATE	7 March 2024
TITLE OF REPORT	Risk Management – Risk Register Commentary
REFERENCE	15.0
AUTHOR AND CONTACT DETAILS	Elaine McKechnie Elaine.mckechnie@slc.ac.uk
PURPOSE:	To provide members with an update to the risk management arrangements of the College.
KEY RECOMMENDATIONS/ DECISIONS:	Members are asked to: <ul style="list-style-type: none"> • Note the movements in risk scores since the last Register review and, in particular, the increased risk re financial sustainability, failures in financial controls and failure to provide a robust learner experience as a result of bursary payment delays. • Note the reduction in risk scores in respect of credit target achievement and theft or damage to Management Information Systems.
RISK	<ul style="list-style-type: none"> • That College strategic risks are not identified, and mitigating actions are not taken
RELEVANT STRATEGIC AIM:	<ul style="list-style-type: none"> • Successful Students • The Highest Quality Education and Support • Sustainable Behaviours
SUMMARY OF REPORT:	<ul style="list-style-type: none"> • Of the fifteen risks identified previously and of the post-mitigation risks contained in the attached register, three scores were increased while two scores were decreased. Inherent risks have remained consistent. • The main challenges for the College continues to financial sustainability as is echoed by the Scottish College sector in full, failure of financial controls in respect of a pension contribution error and failure to promote a robust learner experience as a result of bursary payment delays.

Ref * SLC Strategic Risk Register Commentary

1. INTRODUCTION

- 1.1. This paper provides a commentary on the College's strategic risk register.
- 1.2. The risk register is an important document that demonstrates the College's commitment to the establishment and maintenance of effective governance and control arrangements.
- 1.3. The register is reviewed internally by the senior leadership team for updates on a quarterly basis. Inherent risk levels have been assessed at a similar level to the previous quarter however post-mitigation risks have been updated to reflect current information available as at January 2024.

2. RISK ONE - FINANCIAL SUSTAINABILITY

- 2.1 Post-mitigation risk has been increased from 12 to 16.
- 2.2 Against the backdrop of a £1M deficit result in the 2022/23 financial statements, reduction in Grant in Aid allocations across the region, impending salary settlements and a rising cost base came the recent Government preliminary budget announcement, in which it was suggested that there may be a further funding cut of circa 5% across the College Sector in 2024/25.
- 2.3 While College management is confident that the activity target for 2023/24 is achievable, the increase in activity does not translate into additional funding. Therefore, the College must undertake a strategic review of its operations to identify any efficiencies and put a plan in place to reduce its cost base and diversify income through full cost course offerings.
- 2.4 A financial modelling exercise is being undertaken to assess the potential impact of a funding cut on resource utilisation.
- 2.5 Additionally, work is on-going to embed regular monthly management reporting of results to better support decision making as part of the strategic review.

3. RISK TWO - FAILURE OF FINANCIAL CONTROLS

- 3.1. Post mitigation risk has again been increased from 6 to 9.
- 3.2. The College continues to be conscious of the added scrutiny on the organisation regarding financial controls and works closely with external and internal audit teams to identify risks and mitigate against them.
- 3.3. A recent investigation by internal audit into pension contributions payable from 2015 onwards has highlighted an operational failure to consistently apply revised pension contribution rates for a group of part time employees, primarily resulting in a number of overpayments into pension schemes and corresponding underpayments of PAYE.
- 3.4. The results and full scale of the investigation has not yet been concluded but Management have provided communications to stakeholders advising of concerns identified at regular points and staff have been given assurance that corrective action will be taken as soon as an independent payroll consultant has reperformed all calculations for affected individuals.
- 3.5. Lessons have been learned from the incident and processes have been changed to mitigate the risk of a subsequent financial control failure.

4. RISK THREE - CREDIT TARGET

- 4.1. The post mitigation risk has been reduced 9 to 6. Following January 2024 enrolments, the College is expected to meet its core credit target for 2023/24.

5. RISK FOUR – THERE IS A BREACH OF LEGISLATION AND ASSOCIATED REGULATIONS

- 5.1. The College continues to be confident that its arrangements for and in particular, GDPR, means that it can record a lower risk score. The latest review has not flagged any concerns or requirement to change this risk score.

6. RISK FIVE - CAPITAL FUNDING REQUIREMENTS

- 6.1. There has been no change to risk scorings in January 2024 despite updates to commentary.
- 6.2. The recent preliminary budget announcement indicated that the College sector may receive a circa 3% increase in capital funding in 24/25. However, as the allocation of the increase across the College sector is currently unknown, no change is advised to the existing risk score.
- 6.3. The College has successfully achieved funding for pre-capital works which supports with the wider 'fabric first' approach the College intends to take to ensure air, wind and water tightness of the building.
- 6.4. However, despite a potential increase in capex funding for 24/25, it has been suggested that there may be further stipulations placed on Colleges from the SFC to utilise capital funding entirely on capital projects with no apportionment to generic maintenance and facility costs. Again, the absence of clarity over the apportionment of the funds across capital delivery and revenue delivery has led to no change to risk scores at this time.
- 6.5. In mitigation, the College is reducing its capex footprint where feasible, ensuring that only essential works are undertaken as a result of the Sector's financial situation. It has also commissioned a QS report on the fabric of the building which will assist in funds being directed to the most appropriate areas.

7. RISK SIX – THERE IS A BREACH OF LEGISLATION AND ASSOCIATED REGULATIONS

- 7.1. As per risk four, the College remains confident that its current arrangements mean it can record a risk score that is not of immediate concern. No change currently required.

8. RISK SEVEN – BUSINESS INTERRUPTION

- 8.1. The College is confident that its arrangements for business continuity, tested during lockdown, allows it to report an acceptable level of risk, although further training for both staff and Board members is required. No change to risk scores required as at January 2024.

9. RISK EIGHT - DAMAGE TO THE INTEGRITY OF MANAGEMENT INFORMATION SYSTEMS

- 9.1. The post mitigation risk has been lowered from 6 to 3 in January 2024.
- 9.2. Cyber essentials and cyber controls continue to be monitored and a review of policies and procedures needs to take place to maintain current levels of confidence. The impact remains high however the probability of risk has been lowered due to actions that were identified as part of the audit being closed down.
- 9.3. The College also reapplied for its annual Cyber Essentials Plus certification and successfully passed.

10. RISK NINE – FAILURE TO ACHIEVE ACCEPTABLY HIGH LEVELS OF LEARNING AND TEACHING

- 10.1. There has been no change to the risk scoring as at January 2024.

- 10.2. As highlighted in November 2023, the College's internal audit providers recently undertook a review of Quality Assurance and there were no recommendations in the draft report.
- 10.3. The ASOS action taken by lecturing staff resulted in a delay to results being recorded but this situation is being rectified and all results were logged by the first week in November.
- 10.4. There is a Care review and an HMIE visit planned for early 2024 through which the College will fully support enquires and seek to further demonstrate its commitment to achieving high levels of learning and teaching.

11. RISK TEN - THERE IS A FAILURE TO PROVIDE AN ENGAGING AND EFFECTIVE EMPLOYEE JOURNEY

- 11.1. There has been no change to this risk scoring at January 2024.
- 11.2. Post COVID and with the return to campus, it has been easier to deliver a more effective HR service, particularly with a new HR Strategy having been formulated, approved and in the process of being implemented.
- 11.3. HR have also bolstered the current payroll administration by training additional staff to become fully conversant with payroll operations and calculations. This also helps to ensure continuity of payroll services to employees in the event of payroll staff absence.
- 11.4. The purchase of a new HR system will support the delivery of the strategy and the project is continuing to progress well with implementation scheduled for Spring/Summer 2024.

12. RISK ELEVEN - THERE IS A FAILURE TO SAFEGUARD THE HEALTH AND WELLBEING OF STAFF AND STUDENTS

- 12.1. No change to risk scorings at January 2024.
- 12.2. The College is mindful of the particular strain on staff and students over COVID and the current challenges regarding cost of living crisis that will add to concerns. Additional resources have been brought in to assist both staff and students. As reported previously, the new HR management system, once implemented, will assist with the management of employee wellbeing and development.
- 12.3. As regards student welfare, the College applied to the Arms Length Foundation (ALF) for assistance in supporting the funding two additional Counsellor posts in 23/24 and was successful in its bid. The ALF continues to support subsidised food for students, whilst the clothing exchange "shop" set up by students is proving popular.
- 12.4. As previously advised, further funding of circa £31k was announced by SFC in September for the 2023/24 session to address Student Mental Health and Wellbeing and this will allow the College to enhance its service to students.

13. RISK TWELVE - THERE IS A FAILURE TO PROVIDE A ROBUST LEARNER EXPERIENCE TO SUPPORT ONWARD PROGRESSION

- 13.1. This risk has been increased from 6 to 9 from January 2024.
- 13.2. The delay in processing bursary payments has caused some level of student withdrawal as students could not afford to financially support their studies in the absence of bursaries.
- 13.3. The sector still has unresolved disputes with both the support and lecturing staff unions, but ASOS is no longer a component of the action being taken and 2022/23 results have now been submitted. Further industrial action is likely so 2023/24 results may be at risk.

- 13.4. Careers advice seminars have been introduced across the College whilst a core skills project was launched in August 2023 to enhance literacy and numeracy.
- 13.5. As a result of the delays in bursary processing, an internal review of the staffing levels within the bursary team is being undertaken with a view to identifying 'lessons learned' from the process to ensure greater efficiency in processing high volumes of bursary applications going forward.

14. RISK THIRTEEN - FAILURE OF CORPORATE GOVERNANCE

- 14.1. No further change to this risk as at January 2024.
- 14.2. The review of the enhancements in corporate governance has allowed the overall risk rating in this area to be downgraded over the year. As advised previously, this was supported by the internal audit provider review of the Governance Improvement Plan which was considered and approved by the Audit and Risk Committee at its November 2022 meeting. The report was rated "Good" in terms of level of assurance, this being the highest rating possible, with only two low level recommendations. It was subsequently decided that any outstanding items would be picked up in the rolling programme of Governance development. The review of Governance will be undertaken by the internal audit service providers in February 2024 and their report is expected in Spring/Summer 2024.
- 14.3. The recruitment of the new Governance Professional position and the reshaping of the Principalship function also better support Governance arrangements. The College is confident that this enhanced level of Governance can be maintained given appropriate and key staffing appointments are now in place.

15. RISK FOURTEEN – ADVERSE REPUTATIONAL RISK

- 15.1. There is no change to this risk scoring as as at January 2024. The College acknowledges that there are potential reputational issues that may adversely affect the standing of the College and / or its financial sustainability and actively engaged in mitigation.
- 15.2. A communication plan has been put in place in the event of an issue and an internal audit into publications and communication is scheduled for Apr/May 2024.

16. RISK FIFTEEN – THE MEETING OF NET ZERO TARGETS

- 16.1. The Scottish Government has set targets for public bodies with respect to meeting net zero targets. No change to this risk scoring has been identified at January 2024.
- 16.2. This progress to net zero will be monitored not only by senior management and the Board of Management, but also by the College's Sustainability Group.
- 16.3. The College has drafted a new Climate Change Emergency Action Plan and has set up a Climate Change Action Team in January 2024 which will continue to support the College in its environmentally sustainable pursuits. The Action Team is currently formulating a project plan and will initiative meetings with sub-groups to help meet its objectives in due course.

17. EQUALITIES

- 17.1. There are no new matters for people with protected characteristics or from areas of multiple deprivation which arise from consideration of the report.

18. RISK AND ASSURANCE

18.1. That College strategic risks are not identified, and mitigating actions are not taken.

19. RECOMMENDATIONS

19.1. Members are recommended to:

- Note the movements in risk scores since the last Register review and, in particular, the increased risk re financial sustainability, failures in financial controls and failure to provide a robust learner experience as a result of bursary payment delays.
- Note the reduction in risk scores in respect of credit target achievement and theft or damage to Management Information Systems.
- review and approve the strategic risk analysis contained in the College's Strategic Risk Register and the commentary therein.

APPENDICES

Document X.2 The College's Strategic Risk Register

Document X.3 SLC Strategic Risk Register in detail

No.	Date Raised	Link to Quality Indicators / Strategic Aim	Description	Impact Rating (1-4)	Probability Rating (1-4)	Risk Score	Previous submission risk score	Movement since last submission	Implications	Mitigation Action	Post-mitigation impact	Post-mitigation probability	Post-mitigation score	Previous submission mitigation score	Movement since last submission	Progress To Green: Key Actions	Comments
1	26/04/2021	3.1, 3.5, 3.6	That the College cannot maintain financial stability	4	4	16	12	↓ 4	That the College would not be able to meet its financial obligations and/or that investment in student activity could not be maintained to an appropriate level.	<p>Jan 2023</p> <p>Awaiting indicative funding for the next academic year in March 2023. Indications are flat cash funding scenarios relating a real cut. Value for Money Group meeting on 25th January 2023.</p> <p>Apr 2023</p> <p>Value for Money Group focus on staffing efficiencies and more robust Curriculum Planning model for 2023/24. Flat cash Grant in Aid settlement confirmed, but with additional cut in activity & funding for the Region.</p> <p>June 2023</p> <p>"Flat cash" settlements for 2024/25 and 2025/26 confirmed by SFC. Board approved a deficit budget for 2023/24 only. Management working towards balanced budget.</p> <p>January 2024</p> <p>Financial Modelling being undertaken, review of curriculum and ensuring areas that meet demand are promoted. Full cost targets increased.</p>	4	4	16	12	↓ 4	<p>January 2023</p> <p>College has to continue working to make efficiencies and savings.</p> <p>April 2023</p> <p>Interim budget to be drawn up for approval of the Board on 1st June 2023. Detailed budget to be prepared for additional meeting of the Finance and Resources Committee before completion of the SFC return (FR).</p> <p>August 2023</p> <p>Curriculum Planning model being used to monitor staffing. Improved and enhanced budget monitoring procedures being introduced for 2023/24.</p> <p>October 2023</p> <p>On track to meet credit target for 2023-24.</p> <p>January 2024</p> <p>Work on-going to embed regular monthly management reporting of results to highlight areas of financial concern.</p>	<p>January 2023</p> <p>Await update from the Value Money group on 26 January 2023</p> <p>April 2023</p> <p>Indicative grant in aid allocation received; expectation of flat cash settlement confirmed. Budgeting exercise already commenced on this assumption.</p> <p>August 2023</p> <p>Staffing budget linked to Curriculum Plan, which will increase efficiency and improve staff utilisation.</p>
2	26/04/2021	3.1, 3.2, 3.5, 3.6	That there is a failure of financial controls	4	2	8	6	↓ 2	Insufficient or incorrect information available to senior management and the Board of Management; potential for fraud.	<p>August 2023</p> <p>Finance Dept team enhanced with permanent appointment of Management and Financial Accountants. Additional support re Procurement from APUC until December 2023.</p> <p>Extensive work has been undertaken in conjunction with Governance Professional to update policies and procedures. Review of timetable of activities of the Audit and Risk Committee and Finance and Risk Committee now drawn up.</p> <p>Additional work has been undertaken by internal audit service on policies and procedures in 2022/23 and 2023/24.</p>	3	3	9	6	↓ 3	<p>Closer scrutiny of previous internal audit recommendations, both via senior management and the Audit and Risk Committee. Introduction of new approach to control, assurance and risk management arrangements.</p> <p>April 2023</p> <p>Review of governance to be undertaken by internal auditors in summer of 2023</p> <p>August 2023</p> <p>Pay controls in place, not replacing staff who have left the organisation, allowed for curriculum adjustments to be made, curriculum staff redeployed to other areas should there be overstaffing. Consideration given when staff leave whether this replacement needs to be FT, PT or whether it is needed. Curriculum Plan is very tightly planned, with finance and curriculum teams working together to prepare budgets for the year.</p> <p>October 2023</p> <p>Audit Scotland audit in progress currently with no concerns raised to date.</p> <p>January 2024</p> <p>Internal audit in progress regarding pensions and payroll procedures.</p>	<p>Introduction of formal ARC monitoring on an ongoing basis.</p> <p>August 2023</p> <p>Positive follow up Section 22 review by Scottish Parliament</p> <p>January 2024</p> <p>Internal audit reviews of procurement and finance procedures scheduled for April 2024. An internal audit of pension and payroll has flagged an error in pension contributions for some staff members since 2015. Payroll consultant to be employed to review all affected employees and reperform calculations to correct the situation. HR reviewing internal payroll processes to mitigate further risks that might result in an incident of a similar nature.</p>
3	26/04/2021	1.6, 2.2, 2.4	That there is failure to meet Credit target and/or failure to retain major public and private contracts.	4	3	12	12	→ 0	Clawback of SFC activity funding and shortfall in income. Failing to meet credit targets on a consistent basis may affect annual activity allocation. Failure to meet maintain ESF records to substantiate our claim is likely to affect income	<p>Student activity is monitored on a weekly basis by senior management via the SLT meetings, with those weekly reports being made available to faculty and admissions staff; Additional enhanced reporting in use through Power BI to monitor real time information.</p> <p>Jan 2023</p> <p>All credit activity to up on the by 27 January and checks to made on this. Plans are being put in place to meet the gap, such as the preparing to study courses.</p> <p>April 2023</p> <p>Additional activity running and planned to meet credit target.</p> <p>August 2023</p> <p>Region has a 10.7% decrease in activity target for 2023/24.</p> <p>Colleges now have a 2.0% leeway re meeting activity targets.</p> <p>January 2024</p> <p>College highly likely to exceed credit target but will be confirmed following the completion of the January enrolment cycle by 31 January 2024.</p>	3	2	6	9	↑ -3	<p>October 2022</p> <p>Scenario planning and forecasting under way for the 2022/23 academic year; New website being launched in November 2022 to support with recruitment and learner journey.</p> <p>April 2023</p> <p>Progress being made, but dependent on planned activity.</p> <p>August 2023</p> <p>2022/23 target met; Curriculum Plan model now operational with all courses for 2023/24 incorporated; accurate monitoring now enhanced.</p> <p>October 2023</p> <p>College on track to meet target for 2023-24.</p> <p>January 2024</p> <p>College is on track to meet credit target.</p>	<p>August 2023</p> <p>2022/23 credit target achieved.</p> <p>10.0% sectoral decrease in credit target for 2023/24, plus additional 0.7% Regional decrease.</p> <p>2.0% target achievement tolerance and positive change in retention tolerance announced for 2023/24. In addition only 80% clawback should there be an issue.</p> <p>January 2024</p> <p>Successful internal reporting of credit activity through Power BI enables real-time assessment of actual credit target achievement.</p>
4	26/04/2021	2.1, 2.5, 3.4, 3.6	That there is a breach of legislation and associated regulations (incl. GDPR)	2	3	6	6	→ 0	Breach or leak of sensitive data impacting on college reputation.	<p>Data Protection Officer in place to advice on general Data Protection Regulation; Staff mandatory training and policies in place and actively marketed to heighten awareness; Compliance/audit checks in place; GDPR policies currently being updated as part of College-wide policy refresh exercise; Training planned for all staff on legislative and regulatory issues, including conflict of interest, bribery and corruption and security of assets.</p> <p>August 2022</p> <p>A suite of new policies have been developed and/or updated; Multi factor authentication in train; Cyber security Essentials status obtained; Training completed on conflict of interest etc as above and data protection and GDPR.</p> <p>October 2022</p> <p>Cybersecurity audit completed satisfactorily. College is now undertaking penetration testing; All staff conference in August; all staff completed mandatory training on GDPR; Data Protection portal is now live.</p> <p>April 2023</p> <p>New retention policy has been agreed and published. Cyber Essentials plus was successfully completed in Feb</p> <p>October 2023</p> <p>GDPR TES develop training issued to all staff, ICO framework and ROPA for each department currently being completed.</p> <p>Jan 2024</p> <p>Work has begun on ROPA's (records of processing) and the ICO accountability framework has been completed giving SLC a confidence of data protection controls. Cyber security frameworks and changes continue to be reviewed and we are confident in the controls that are in place from the NCS 10 things</p>	2	2	4	4	→ 0	<p>Apr 2023</p> <p>Retention Documentation has been issued, further actions will be completed including communication of this guide for all managers to control the documentation Cyber risk framework is being updated in June this year to ratify the score in this sheet. (Cyber risk can be escalated if important issues arise in that review)</p> <p>Jan 2024</p> <p>Complete ROPA's in all departments for understanding data management</p>	<p>Data protection team have worked through a number of ROPA with each area and are currently pulling together Info Asset Register. Records Retention Policy now complete and published, actions will follow this publication via communication of this policy to improve document governance.</p>
5	26/04/2021	2.1, 2.2, 2.6, 3.5	That there are insufficient funds for capital project and maintenance requirements	4	2	8	8	→ 0	The College estate is of an age that requires constant monitoring and an appropriate level of funding to address major issues (e.g. building envelope, heating and cooling, lifts, security equipment, etc.)	<p>SFC undertook a condition survey and has allocated funds over a five year period to address backlog maintenance and dilapidation works. The College appointed professional advisors to assist in the management of the projects which have been undertaken. College has enhanced its procurement arrangements to ensure that all major items of expenditure are reviewed by a senior management committee, thus ensuring value for money as well as an additional level of control over non salary spend. As part of our approach to the introduction of a Strategic Investment Plan, the College is currently considering introducing its own estate condition survey, given the age of the building and the number of significant repairs now being required.</p> <p>August 2023</p> <p>CAPEX projects prioritised and completed within budget allowing for future works within remaining ringfenced funds.</p> <p>January 2024</p> <p>CAPEX spend being closely scrutinised and only essential capital spend must be incurred as a result of financial situation facing the College Sector.</p>	3	2	6	6	→ 0	<p>Current planning is to utilise cash holding to fund an infrastructure investment programme; Additionally, the college is planning to undertake an estate condition survey to ensure that a clear plan for any additional work is captured; The air conditioning units and the roof are all currently being replaced; Air Conditioning replacement completed. Roof project almost completed, snagging being undertaken. Building is weather proofed.</p> <p>Jan 2023</p> <p>Update on capex progress to date at VIM group on 25th January 2023.</p> <p>April 2023</p> <p>Funds have been committed to support the key changes to the building.</p> <p>August 2023</p> <p>Following completion of CAPEX works, funding remains for future works</p> <p>October 2023</p> <p>College has also submitted a funding application to the Scottish Government Energy Efficiency Grant scheme to support with building fabric first approaches, which would provide possible future cap ex funds for the estate.</p>	<p>Central funding received in 2020/21 and 2021/22 allowed the College to address major repairs and renewals sooner than originally planned. This includes a major upgrade to the fabric of the roof, which would be most vulnerable to possible issues associated with the natural lifespan of the building.</p> <p>August 2023</p> <p>Various works completed over previous months within confines of funding whilst leaving sufficient amount for future required works. Cladding repairs are expected to be the next significant work. Additional funds have been allocated for next year.</p> <p>SFC capital funding allocation for 2023/24 should be sufficient for short term projects & maintenance</p> <p>January 2024</p> <p>Funding received for Pre-capital works and looking at future funding initiatives for enhanced environmental sustainability of College estate. Initial budget announcements also suggest there may be a 3% increase in capital funding for Colleges in 24/25 but yet to be confirmed.</p>
6	26/04/2021	1.1, 1.2, 1.3, 1.4, 2.1, 3.1, 3.3	That there is a failure to meet statutory and legislative health and safety as well as safeguarding requirements.	3	3	9	9	→ 0	Impacts on safety of all employees and students leading to serious injury or death. Unable to protect our most vulnerable students.	<p>Health and Safety Committee meet regularly to monitor health and safety arrangements and any issues are raised. Staff induction in place on H&S. Separate COVID risk register in place to monitor operational arrangements. Facilities Teams and H&S Officer ensure all risk assessments are updated annually; Regular reporting on Health and Safety to HR Committee as part of their remit requirements; Full review of Health and Safety Policy and Procedures being undertaken; Lead Safeguarding Officers in place and appropriate training in place.; Safeguarding group meets regularly.</p> <p>August 2022</p> <p>Robust HMI Safeguarding report received in April 2022; Refresher training and reissue of safeguarding cards; Expanded the network of safeguarding officers; Health and Safety audit completed, with no major recommendations; Refreshed health and safety policy will go to the Board in October 2022; Appointment of 2 permanent health and safety staff members.</p> <p>October 2022</p> <p>Health and Safety Audit completed satisfactorily. Health and Safety Policy approved by the Board of Management.</p> <p>January 2023</p> <p>Health and Safety Policy launched and names of those who have read it recorded.</p> <p>April 2023</p> <p>Progress made against internal audit plan and Health and Safety Committee meets regularly to keep on top of action and key issues. Policy and procedures updated. Safeguarding Policy and Procedures updated and due to go to the Board for approval in June 2023.</p> <p>August 2023</p> <p>H&S Policy reviewed and updated over summer break. Continued quarterly H&S committee meetings planned including representation of cross college departments for 2023/24</p>	3	2	6	6	→ 0	<p>October 2022</p> <p>Health and Safety Policy Approved. First Aid Procedures renewed and due for sign off by SLT in October 2022.</p> <p>January 2023</p> <p>Training sessions now being scheduled.</p> <p>April 2023</p> <p>Significant progress made with policy and procedures.</p> <p>August 2023</p> <p>There is a new Safeguarding Policy and Fitness to Study Policy approved by the Board in June 2023. Training for Health and Safety and Safeguarding will be rolled out to all staff in August through the mandatory online modules.</p> <p>October 2023</p> <p>Updated safeguarding processes to clarify roles and spread low level behavioural issues to curriculum.</p>	<p>August 2023</p> <p>Staff resource is working to capacity to get through policies and procedures updated as required.</p>

Strategic Risk Register	Dated reviewed by Risk Management Group	22 January 2024
	Dated reviewed by SLT	16 January 2024
	Next date of review	

No.	Date Raised	Link to Quality Indicators / Strategic Aim	Description	Impact Rating (1-4)	Probability Rating (1-4)	Risk Score	Previous submission risk score	Movement since last submission	Implications	Mitigation Action	Post-mitigation impact	Post-mitigation probability	Post-mitigation score	Previous submission mitigation score	Movement since last submission	Progress To Green: Key Actions	Comments
7	26/04/2021	2.1, 2.5, 2.6, 3.5, 3.6	That there is business interruption due to major disaster, IT failure etc	4	2	8	8	→ 0	Impacts on the college's ability to provide a service to its users as well as potential financial and performance impacts.	Business Continuity Plan for College in place. Business interruption insurance in place. Member of HEFESTIS and advanced intelligence. August 2022 Internal audit for cybersecurity completed. Updated Microsoft Licence of AS allows for enhanced protection. October 2022 AS licence in place and multi factor authentication in place. April 2023 Board briefing for cyber security due on the 2nd of May, satisfying cyber audit points. October 2023 Cyber Security information will be placed into the next risk about theft of major systems. This is business continuity updates, this will be worked on in the new year. Update for the next risk management meeting Jan 2024 Cyber security controls continue to be improved following the cyber risk framework. Work started on the BCP and incident response documentation as it needs revisited since it was published.	3	2	6	6	→ 0	Existing business continuity arrangements being reviewed in light of recent events. Key estates risks now been identified and have been or are being resolved. Further training for incident response for board members needs to be considered and scheduled (Scenario training) Jan 2024 A review of BCDR documentation is to be completed in the next few months to update mitigation controls.	The College had a developed Business Continuity Plan embedded prior to the COVID pandemic and has built on that via infrastructure improvements and additions utilising additional SFC ring-fenced funding. August 2023 Update of Business Continuity Planning Documentation will be completed by December 2023.
8	26/04/2021	2.1, 2.5, 2.6, 3.5, 3.6	That there is a theft of, or damage to, Management Information System (incl. cyber-crime)	3	2	6	6	→ 0	Impacts on the college's ability to provide a service to its users as well as potential financial and performance impacts.	Shared sector approach in place through HEFESTIS and advanced intelligence. Robust and regular testing of IT systems Business continuity plans in place for IT and MIS areas. Annual certification with Cyber Essentials Plus Incident response training Jan 2024 Cyber essentials and cyber controls continue to be monitored, a review on the policies and procedures needs to take place to maintain current levels of confidence. The score can be lower at this review due to the actions being closed down from the audit. Impact remains high, however the probability of the risk can be lowered	3	1	3	6	↑ -3	Jan 2023 Cyber Essentials Basic has been complete and college is compliant. Cyber Essentials Plus to be completed FEB 2023 Close off from H&L Cyber audit actions by the summer, which should change the position of this task. April 2023 Cyber Essentials complete, Cyber training planned for the Board on the 2nd of May. Planned asset tracking update due in July 2023 to ratify the buildings equipment checks. October 2023 Another Cyber Essentials Achieved for another year. Going through a 0365 health check and reviewing the cyber risk framework for an update for progress. This risk will be driven through the cyber security aspects rather than business continuity Jan 2024 Review of documentation for IT and cyber will be completed over the next few months	College successfully completed its Dec 2022 Cyber security audit with no issues. Incident Response Policy Updated Pen testing to be reviewed and purchased in the next few months
9	26/04/2021	1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 2.3	That there is a failure to achieve high standards of learning and teaching.	4	2	8	8	→ 0	Impacts on the student experience, the college's reputation and Education Scotland risk ratings. Impacts on student recruitment leading to financial risk.	January 2023 First self-evaluation cycles completed and progress reviews have taken place. Ongoing engagement and campus visits from HMI. Audit cycle in train. Robust learner voice processes which are acted on promptly. April 2023 Evaluation process updated and self evaluation progress occurring. HMIE Education Scotland visit took place in March 2023 which resulted in no main points for action. October 2023 Self Evaluation currently being written. January 2024 Care Review and HMIE Inspectorate visits planned for early 2024 to assess learning environment.	2	2	4	4	→ 0	October 2022 Mitigating actions in place. External assessors being used to assess Construction MAs, now part of the Quality Audit process to provide assurance that work is of a high standard and does not impact on direct claims status. April 2023 Education Scotland annual engagement visit report received which did not contain any main points of action. August 2023 Current challenges with missing outcomes due to ASOS, as yet there is not a national approach to ASOS, and there has been no communication from the Scottish Funding Council. The impact of this may mean that results nationally will not be available in March 2024 October 2023 Care will be the subject of a national thematic review in early 2024 by Education Scotland.	Annual Engagement Visit from Education Scotland taking place Feb 2023. January 2024 HMIE Inspectorate visit planned for early 2024.
10	26/04/2021	2.1, 2.3, 2.6, 3.1, 3.3, 3.4	That there is a failure to provide an engaging and effective employee journey.	4	2	8	8	→ 0	Impact on the employee experience and could result in high turnover, high absence rates, disengagement, poor employee relations and industrial relations matters, poor performance of employees and subsequently a poor experience for students and negative impact on college reputation.	October 2022 Accreditations achieved to date include: Disability Confident Employer and Leaders in Diversity. The re-accreditations of Investors in People and We Invest in Wellbeing are currently being progressed; Ongoing review of the employee journey, process optimisation and automation. Consideration for a new HR System; Refreshed policies and procedures include: Attendance Management and Support Procedure; Disciplinary Procedure; Grievance Procedure and the Public Interest Disclosure Policy and Procedure. January 2023 Employee Journey being mapped out and associated procedures being drafted, with a view of lean process management and consideration of both automation and employee experience. People Managers being trained on disciplinary, grievance and investigations by ACAS. Review of payroll and pensions process. April 2023 The College now has We Invest in Well Being Platinum. August 2023 New integrated HR & Payroll system on track to be implemented in 2023. Pension reporting streamlined. October 2023 More resilience in HR team with regards to learning how to do payroll. January 2024 Wider HR team now trained to administer payroll.	3	2	6	6	→ 0	The College is working on the implementation of a new HR system that will enhance experience, automate manual tasks. April 2023 New HR system is in the process of implementation. January 2024 New HR system progressing.	College accreditations are being refreshed.
11	04/02/2022	2.1, 2.3, 2.5, 2.7, 3.1, 3.2, 3.4, 3.6 / Aim 1	That there is a failure to safeguard the health and wellbeing of staff and students.	3	3	9	9	→ 0	Impacts on the health and wellbeing of staff and students. This could result in high absence, disengagement and higher withdrawal rates for students. Risk of serious harm to the individual if the appropriate safeguarding action is not taken. This would significantly impact the student and staff experience leading to potential risk of legal action, complaints and having a negative impact on the college reputation.	August 2022 Ongoing effective development of safeguarding and health and wellbeing support for staff and students. Safeguarding / GBV Prevention / Corporate Parenting / Carers Support policies and procedures in place. Specialised staff in Student Services and HR responding to concerns or issues. Criminal Convictions and PVG is undertaken as part of the employee recruitment process. Safeguarding, Prevent and Corporate Parenting training is mandatory as part of the staff induction process. Safeguarding including Prevent, Corporate Parenting, Mental Health & Wellbeing information and videos part of the Learner Induction process. College Safeguarding Group is a cross-college group which has both student and staff membership - this groups meets quarterly. GBV Prevention Strategy and Action Place / Corporate Parenting Plan in place which is monitored by the Safeguarding Group. Other mitigations include: • Student Support email address. Same day response, including responses to financial and emotional crisis support. • Guidance and support staff available on campus for in person support on same day appointment basis. • Staff are trained in Mental Health First Aid and ASIST • Dissemination and attendance of external safeguarding training opportunities, such as those provided by CDN, • Counselling Service for staff and students. • Weekly Yoga and Mindfulness classes for staff and students • Online Togetherall resource for staff and students • Same day response provided via dedicated student support email, including responses to financial and emotional crisis support. • Guidance and support / line management staff available on campus for in person support on same day appointment basis. • Annual safeguarding, health and wellbeing calendar of events • College Mental Health Group and LGBT Champion Group in place • Peer support groups for staff and students April 2023 The new Safeguarding Policy and Procedure for staff and students has been updated and will go to the main board in June 2023.	3	2	6	6	→ 0	October 2022 Additional staff in Student Services to help support well-being. Student Support Strategy in progress. Temporarily an organisation to facilitate staff return to work is now being used to support. "We invest in wellbeing" survey issued to staff as part of Investors in People application with action plan formulated to deal with results. August 2023 Funding approved by the SLC Trust (ALF) for two posts to support student and staff health and wellbeing. This is for Guidance & Support and Counselling. Pending SFC Mental Health Funds to support student health and wellbeing to be published for 2023-24. October 2023 ALF approved funding for soup and a sandwich, with a further bid being submitted to the October ALF meeting. Pop up second hand shop now open to support students. January 2024 A further bid has been approved by the ALF for soup and sandwich free breakfast and lunch initiatives, together with funding for a Horticultural Gardens space to promote both positive mental and physical health benefits for staff and students. Pop up second hand shop has been successful to date.	
12	26/04/2021	1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 2.5, 2.6, 2.7, 3.1, 3.3	That the College cannot provide a robust learner experience supporting them onto their final destinations.	4	2	8	8	→ 0	Relates to application and recruitment experience, students not receiving the appropriate or accurate information or the necessary access to support such as financial or health and wellbeing. Recruitment impacted by outdated systems impacting the experience. Also any delays to bursaries, additional IT equipment and discretionary support may impact.	Applications are monitored by the Student Services Team, review of application and enrolment system in train. Financial and emotional support offered by the Team. Team undertake regular training to provide the best possible service and to keep up to date with changes. Power BI now being used for curriculum planning and to ensure a more efficient application process. Other mitigations include • Same day response provided via dedicated student support email, including responses to financial and emotional crisis support. • Guidance and support staff available on campus for in person support on same day appointment basis. • Ongoing review of new Admissions electronic system to ensure smooth transition from application to enrolment. Additional work to be undertaken in this area via regular working group meetings. • Staff attendance at new Mental Health First Aid training, as provided by SLC. • Dissemination and attendance of external training opportunities, such as those provided by CDN, etc. • Review potential increase in counselling and guidance/support provision to ensure reduction in waiting times for emotional support. • Bursary software under review with developers. • Support being provided to SA including additional recruitment of new VP. • Provision of long term laptop loans via Library service to facilitate engagement in class and coursework. Reinforced links between the student association, class reps and quality team so directly links back to the learner More opportunities for students to undertake study skills in this academic year and it has now been introduced into twilight sessions. January 2023 Progressing students are due to be given a conditional offer in Feb 2023 for the first time. National Career Review may inform College's approach to IAG. Applications for 2023-24 due to open on 30th January 2023. August 2023 The vast majority of applications and students are progressed on a timely basis, however, further actions are being taken to ensure consistency across the college. Updated Student Association Student Mental Health Agreement (SMHA) produced.	3	3	9	6	↓ 3	Additional central funding has been received to allow additional resources to be brought in to address particular issues that may be exacerbated due to the COVID pandemic. Website refresh now out to tender. Power BI being used to for applications and curriculum planning. Review taking place regarding staffing resources to meet student needs of financial and emotional support. This includes reviewing the possibility of additional recruitment within student funding, guidance and support, etc, including student placements for counselling. May 2022 Current strike action by EIS is having a negative impact on the learning experience. EQA activity at risk due to lecturers potentially not engaging and resulting learners as well. August 2022 Mitigating actions have allowed this risk to be reduced due to the completion of the key system updates, removal of barriers to progress and clearer focus on supporting students to achieve their destinations. October 2022 Work in progress on reviewing business support functions supporting the learner recruitment journey. January 2023 Longer term review required. October 2023 CEAG workshops being delivered across all areas of the curriculum and more sessions being delivered by SDS in the College. Core skills projects launched in August 2023 to support FT FE students in particular achieve a standard of literacy and numeracy.	January 2024 Internal process has been reviewed for "lessons learned" from the administration of student bursaries to ensure quick dissemination of funding going forward.

Strategic Risk Register

Dated reviewed by Risk Management Group 22 January 2024
 Dated reviewed by SLT 16 January 2024
 Next date of review

No.	Date Raised	Link to Quality Indicators / Strategic Aim	Description	Impact Rating (1-4)	Probability Rating (1-4)	Risk Score	Previous submission risk score	Movement since last submission	Implications	Mitigation Action	Post-mitigation impact	Post-mitigation probability	Post-mitigation score	Previous submission mitigation score	Movement since last submission	Progress To Green: Key Actions	Comments
13	26/04/2021	3.1, 3.2, 3.4, 3.5, 3.6	That there is a failure of Corporate Governance arrangements	4	2	8	12	↑ 4	That the College would fail in its duties as a public body and charity to adhere to statutory expectations. Risk to business delivery, risk to reputation, risk to effective relations between SLC and NCL e.g. given journey towards dissolution and risk of distraction or tension and ensuing impact on operational delivery.	Effective training and development for all staff, including in relation to compliance; Effective T&D for the Board, given 10 new members, building on the recommendations of the EER and including consideration of culture and values of Board. Advice sought from appropriate bodies (SFC, IA, Good Governance Steering Group). Planning for the transition to dissolution will be important to ensure that we have the right systems, processes and relationships in place to take up position as a Regional college. Work already in train to identify agreed actions; SFC has established a liaison group involving themselves, Scottish Government and the two colleges. The Audit and Risk Committee are overseeing a formal, quarterly review of all audit recommendations on a rolling basis to ensure that all actions agreed are completed appropriately and according to timetable. October 2022 Government Improvement Plan signed off by the Board of Management and agreed to incorporate this into the usual Board of Management Evaluation and Enhancement Plan. Strategy Day held with the Board of Management on Risk and Equality and Diversity held in Sept 2022 External Auditors content that regional board members and/ staff attend committee meetings. April 2023 The AAR report stated that the College was now fully compliant with the Code of Good Governance for Scotland's Colleges as at July 2022. August 2023 Staggered appointment of new board members. October 2023 Appointed a new permanent Governance Professional in September 2023.	3	2	6	6	→ 0	Awaiting finalisation of Board member induction programme; Board discussion on SFC report to progress recommendations; Awaiting clarification from SFC/SG on timeframe for dissolution to allow for planning. Jan 2022 Governance Improvement Plan established post the SFC Governance review as well as input from internal auditors is now being actioned. May 2022 Board members have been inducted; Key policies have been updated, financial regulations and bribery have all been updated and approved by Committee. Disciplinary, capability and grievance also due to be signed off at next HR Committee meetings; Governance Improvement plan shows progress against key actions. Board strategy day planned for 16 May 2022; Acting Principal now in place until investigation has been resolved; Risk now of reputational damage due to increase in press coverage; Challenges in recruiting key staff and risks around staff being able to leave for additional positions. August 2022 Strategy Day planned for August 2022; Clerk to the Board reviewed key documentation; New staff and student members appointed through the Clerk's successful recruitment; Significant progress made on Government Improvement and Management Response Plans; The College adheres strictly to the Code of Good Governance for Scottish Colleges. January 2023 To date corporate governance is robust, with no breach of the Code for the 2022-23 year. April 2023 AAR from external audit providers confirmed that College was compliant with the Code at July 2022 and at the date of signing of the accounts (April 2023) Audit of governance to be undertaken by Henderson Loggie in summer 2023 (postponed to early 2024). August 2023 5 new Board members appointed over the summer. Board Development day held in August to being strategic planning. October 2023	Acting Chair and Acting Principal in place. The latter of which has extensive experience of corporate governance and was part of the group responsible for the drafting and review of the Code of Good Governance for Scottish Colleges. Recommend decoupling corporate governance risk with the ongoing investigations. This would include: Reputational damage risk Financial Risk. Both the Clerk to the Board and the Chair of Audit and Risk Committee to be consulted. August 2023 Potential further organisational risk and adverse media due to activity following the investigation. Recruitment of senior roles within the college, provided feedback which demonstrated that candidates were not "put off" from working at the College.
14	24/01/2023	2.3, 3.2, 3.3	That there is a reputational risk to the College.	4	4	16	6	↓ 10	*That potential students, staff or Board members are deterred from enrolling / joining the College. *That the College suffers financial loss from a decrease in activity or loss of access to potential income streams.	• Staff development sessions on, for example, inclusiveness and diversity being part of mandatory training for staff; • Regular staff meetings including annual all-staff conference; • College has complaints procedure, clearly highlighted on website; • Extensive governance training for senior staff and Board members being delivered as part of a rolling programme of development	3	4	12	12	→ 0	• Strategy being developed to ensure that "good news" stories are gathered centrally and distributed accordingly, particularly via social media; • The implications of impending decrease in allocation of central funding or activity to be managed accordingly in terms of publicity and student / staff perception and morale; • Action plan being formulated to address issues raised in staff survey October 2023 College is aware of potential legal issues being raised which may impact on the reputation. Communication plan is being put in place to support.	October 2023 The new Marketing Manager starting in Nov 2023 will work on communication plan both internal and external.
15	26/10/2023	2.6, 2.7, 3.1, 3.2, 3.4, 3.5, 3.6	That the College is not on track to meet the Scottish Government net zero targets.	3	3	9	9	→ 0	College has drafted a new Climate Change Emergency Action Plan, based on the Further and Higher Education road map, which will go to the Finance and Resources Committee on 27 November 2023 College works very closely with the Energy Skills Partnership to deliver on national skills agendas. College submits the Public Body Climate Change report submitted annually and monitors data.		3	2	6	6	→ 0	LED lighting replacement programme. The replacement of 1900 lights to LED fittings. Additional Solar Panels fitted. The PV system comprise of 300 panels to give an additional output of 150kW. Scottish Green Public Sector Estate Decarbonisation Scheme. The College has engaged with Mott MacDonald regarding pre capital works to investigate the Central Government Energy Efficiency Capital Grant Fund 2023/2024 to support the College journey to NET Zero.	Note the College was not built with net zero in mind so the College is working on finding solutions through the funding being offered by the Scottish Government to support with a fabric first approach. January 2024 The College has also formed a Climate Change Action Team (CCAT) group to set out and deliver a project plan for further initiatives that will be undertaken to support the goal of net zero targets by 2040. This includes car charging ports, air tightness of the building, water conservation and aeration measures and further ground source heat pumps, to name but a few.

Risk Key
 Low 1-4
 Medium 5-11
 High 12-16

Risk Key
 1-4
 5-11
 12-16

