

Agenda

The Lanarkshire Board – Strategy Meeting

Boardroom Motherwell Campus and Via Zoom 5th February 2024

1. Chair's welcome

Ronnie Smith

2. Apologies for Absence

3. Declarations of Interest

4. Presentation on NCL Forward Plan

5. Discussion and Approval of NCL Forward Plan

6. AOB

7. Date of Next Meeting: The scheduled date of the next meeting of the Lanarkshire Board is Monday 18th March 2024 at the Cumbernauld Campus.

FI = For Information FA = For Approval FR = For recommendation to the Board FN = For noting
* = non – disclosable # = on SLC website ~ = for future publication on website

DW= Dave Winning; IC = Iain Clark; ET = Elaine Turkington AB= Ann Baxter; CM= Christopher Moore; YF = Yvonne Finlayson; KF = Keith Fulton; BS= Board Secretary; MJ= Moira Jarvie; Amy McLoughlan Student President NCLSA; KF = Kayleigh Wither Student President SLCSA; EM=Elaine McKechnie SLC Head of Finance ; MS= Matthew Smith; SM= Stella McManus Principal SLC;PB= Paula Blackadder; RS= Ronnie Smith.

Agenda

The Lanarkshire Board – Boardroom Cumbernauld Campus and Via Zoom

18th March 2024

Campus Tour at 4.00 pm

Followed by Board Meeting at 5pm

1. Chair's welcome

Ronnie Smith

2. Apologies for Absence

3. Declarations of Interest

NCL Regional College Business

4. Forward Plan - Partnership with UWS

Paper Posted -CM

5. NCL Committee Minutes (FI) ~

Minutes Posted

5.1 CSAO 19th February 2024 ~

Dave Winning

5.2 ARC 19th February 2024 ~

Yvonne Finlayson

5.3 RGP Committee 26th February 2024~

Keith Fulton

5.4 Finance Committee 26th February 2024 ~

Paula Blackadder

5.5 Chairs Committee 31st January 2023 ~

Ronnie Smith

SLC Business

6. SLC Committee and Board Reports (FI)

6.1 SLC Committees Update (FI)

PH/ SM/EM/AP

6.2 Board Update (FI)

Verbal Report – PH

6.3 SLC Chair Recommendation (FA)

Paper Posted - PH

Lanarkshire Board Business (RSB)

7. Lanarkshire Board Minutes (FA)

7.1 Minute of the Lanarkshire Board 11th December 2023

Minute Posted -RS

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8. Chairs Report (FI)

Verbal Update - RS

8.1 Chair's Regional Overview

8.2 National Committees

8.3 TU Nominations to the Board

9. Update from College Employers' Scotland (CES) (FI)

Paper Posted – KF

10. Regional Outcome Agreement (FA)

Papers Posted – AB/AP

11. Regional Risk Register * (FI)

Paper Posted– MS/EMCK

12. NCL Executive Board Restructuring Update (FI)

Verbal Update- CM/AB

13. Lanarkshire Colleges finances update (FI)

Verbal Update –
IC/EMcK

13.1 NCL Update

13.2 SLC Update

14. Student Association Reports (FI)

Papers Posted

14.1 NCL Student Association Report

AM

14.2 SLC Student Association Report

KW

15. Principals' College Update Reports (FI)

15.1 SLC Update

Paper Posted /SM

15.2 NCL Update

Verbal Report/CM

General Board Business

16. Approval of Publication of Papers from the Board (FA)

Board Secretary

17. AOB

18. Date of Next Meeting: The scheduled date of the next meeting of the Lanarkshire Board is Monday 10th June 2024 at the Motherwell Campus.

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BOARD MEETING

DATE	7 March 2024
TITLE OF REPORT	Audit and Risk Committee (ARC) Chair's Report for the South Lanarkshire College Board and the Lanarkshire Regional Strategic Body
REFERENCE	
AUTHOR AND CONTACT DETAILS	Tom Feely, Chair of ARC Tom.Feely@slc.ac.uk
PURPOSE	To provide the Board with a report from the ARC Chair, including matters discussed during the ARC meeting on 15 th February 2024.
BOARD ACTIONS / POINTS TO NOTE	The Board is asked to note Key Points, especially: <ul style="list-style-type: none"> • The risk register continues to be monitored frequently by College Management and risks are both increased and decreased to reflect current operating environments, with mitigations identified where appropriate. • The audit recommendation monitor tracks the progress of recommendations from the 2023 internal audit work undertaken and there are no concerns in being able to satisfy each recommendation in due course. • The Pension contribution audit has acknowledged a failure in enacting required changes to employee % contribution rates for part time staff, but the College has a plan in place to resolve. • The Governance Rolling review has been submitted to Henderson Loggie and a timetable of meetings with Board members is awaited.
KEY POINTS	<p>Risk Register</p> <ul style="list-style-type: none"> • The Committee were advised of heightened risks in respect of financial sustainability, failure in financial controls due to ongoing pension audit work and a failure to provide a robust learning environment, as a result of bursary payment delays. • Lowered risks noted were in relation to credit target achievement, which has been exceeded at this point in the year and theft/damage to MIS systems due to ongoing work to tighten controls and enhance policies/documentation. <p>Audit Recommendation Monitor</p> <ul style="list-style-type: none"> • The Committee noted that there are 27 recommendations on the monitor, covering Cyber Security, Health and Safety, Risk Management, Staff Recruitment & Retention, Budgetary Control, Student Support Funds and Student Activity (Credits). <p>There are common themes to address each recommendation such as revision of internal policies and procedures, enhanced report and data quality checks and the roll out and</p>

completion of training exercises. Some recommendations will be supported by the implementation of a new Student Records system and the New HR/Payroll system whereby manual risks are removed as a result of more automatic processes.

- The College remains confident in its ability to satisfy each of the recommendations and details the progress and target dates for completion.

Internal Audit Plan

- The Committee were advised of areas that will be subject to internal audit by Henderson Loggie from now until end of the 2024. Audited areas will cover governance, publicity and communications, room utilisation, creditors/purchasing, student support funds, credits and HR across February 2024 – October 2024.

Pension Contribution Audit

- The Committee considered the findings of the Internal Audit report from Henderson Loggie, which acknowledged a failure had occurred to enact required changes to part time employee % rates due to a change in legislation in 2015. It is thought that as many as 170 part time staff could be affected.
- The College set out its plan to address the issue at the Committee, using Henderson Loggie as specialist payroll advisors to recalculate contributions due and tackling the project in 'sprints', looking at smaller groups of employees at a time, undertaking the full process from start to finish, notifying employees of outcomes and their options to resolve.
- HMRC will be notified of the error once quantified and accurately calculated.
- The Committee were assured of ongoing work within HR and Finance to enhance payroll controls, most notably through the introduction of the new HR system Itrent, which will remove the need for manual calculations.
- External auditors, Audit Scotland, will be updated on the work involved to account for the issue identified and full disclosure of the pension audit, project plan and updates will be reflected in the Governance Statement within the Financial Statements for 23/24.

Governance update

- The Governance Professional advised the Committee that the Governance Rolling Review has been submitted to Henderson Loggie and a timetable of meetings with Board Members is awaited.

BOARD MEETING

DATE	7 March 2024
TITLE OF REPORT	Curriculum, Quality and Development Committee Chair's Report for the South Lanarkshire College Board and the Lanarkshire Regional Strategic Body
REFERENCE	
AUTHOR AND CONTACT DETAILS	Prof Jo Gill, Chair of the Curriculum Quality and Development (CQD) Committee Jo.Gill@slc.ac.uk
PURPOSE	To provide the Board with a report from the CQD Chair, including matters discussed during the CQD meeting on 22 nd February 2024.
BOARD ACTIONS / POINTS TO NOTE	The Board is asked to note key points, especially: <ul style="list-style-type: none"> • The excellent work of the Student Association. • Achievement of the credit target and working within the upper threshold of the 2% tolerance. • The SQA Systems Verification visit with the overall result of High Confidence. • The good internal audit on quality assurance. • The Foundation Apprenticeship Completer Destinations for 2022-23 • The new Marketing and Communications Manager has started and the success of open evenings and social media strategies • To note the complaints quarterly report. • The HR System is being prepared to go-live. Parallel payrolls are now taking place, commencing with the February monthly payroll.
KEY POINTS	<p>Student Association Report</p> <ul style="list-style-type: none"> • The Committee noted that the SA had secured further funding to continue the free breakfast and lunch initiative. The SA advised that they are committed to tackling student poverty and have also reached out to local charities and supermarkets for donations, so far Lidl and Morrisons have responded. • In January, the SA held a Refreshers' event which was a great success and verbal feedback from students was positive. The event was promoted on social media, the SA newsletter and student Teams Channels. • The Committee noted that the SA have various events planned over the coming months including: • Purple Friday (23 February 10am – 1 pm) as part of LGBT History month where organisations such as Women's Aid and Breathing Space will be attending the College and stalls will

provide face painting, button badges and rainbow gym bags. On 22 February 2024, a 'Pride Stride' will take place which will be led by a Student Officer.

- BRIT Challenge (24 Jan – 24 March) – to support and improve mental health, fitness and wellbeing of young adults, students and staff events such as themed weekly walks, bingo cards, yoga classes and mindfulness will take place.
- 'LoveYourPlanet' (14 February 2024) – an event to promote climate action with organisations such as Home Energy Scotland and K Woodlands being in attendance. Reusable water bottles and sustainable notebooks will be handed out at the event. Further, several students have volunteered to take part in litter picking around Campus, with PPE being provided by Facilities. It was noted that the SA have received £1000 from the South Lanarkshire climate group to support climate change activities in the College.

Curriculum, Quality and Development Update

- It was noted that the credit allocation for 2023-24 has been reduced by 5,212 (from 48,812 in 2022-23 to 43,600). As of January 2024, the credit outturn was projected to be 44,095 credits. This equates to a projected 495 credits above target. It was noted that College continues to monitor credits on a weekly basis.
- The retention information was noted by the Committee, and it was noted that overall retention is 93.68% which is a 12.68% improvement from last year at this time.
- It was noted that there will be a visit in May by Education Scotland with HMle Joe Mulholland attending the College.
- The Committee were advised that the care thematic review is scheduled to take place on 28 February 2024. The scope of the review includes the curriculum areas of Early Education Childcare and Health and Social Care. The final Care Thematic Review report will be published in Spring/Summer 2024.
- It was noted that the Systems Verification Visit took place in December 2023, this is a process used to ensure that SQA centres comply with the quality assurance criteria and internal quality assurance systems are appropriately documented. Twenty-five Colleges took part in the pilot, and it was noted that SLC were one of 10 Colleges evaluated as having 'Full Confidence', 3 Colleges were marked as 'Broad Confidence' and 12 Colleges with 'Reasonable Confidence'. The Committee congratulated everyone involved in the pilot.
- The Committee were advised that the Innovate UK information is embargoed until 15 February 2024. It was noted that official approval to the announcement of funding will be given on the aforementioned date. This is a new venture for the Glasgow City Region which will work closely together to create six innovation centres across the Region. South Lanarkshire College will lead 'The Centre for Sustainable Development' the new opportunity will foster close engagement with business opportunities and is a very positive step for the College.

- The Committee noted that the College have submitted a new bid for 164 places in the Modern Apprenticeship Programme. It also noted the work being done in the Rural Academy creating engagement and opportunities for local people.

Developing the Young Workforce

- The Committee considered the report and noted the 4 pathways options to Senior Phase pupils from across each Council area, delivered either in college or in a school hub. There had been a slight increase in senior phase enrolments, and retention was high at 96%.
- Foundation Apprenticeships (FA) – most FA pupils progress to either College or University with a low percentage progressing to a Modern Apprenticeship. The FAs are delivered in conjunction with South Lanarkshire Council and Skills Development Scotland.

Marketing and Communications Update

- The Committee considered the terms of the report and noted that the Marketing Team are currently immersed in a lot of activities ranging from January Recruitment to Graduation.
- The Committee noted that the College has been the recipient of several awards lately:
 - CDN Awards – The Rural Academy for a Thriving Rural Community – Delivery of a Professional Development Award
 - Sustainability Action Award – College Way Market – A Sustainable Second-Hand Clothing Exchange
 - EmilyTest Gender Based Violence (GBV) Charter Award

Complaints Quarterly Report

- The Committee noted the terms of the report and were provided an update that since the paper was submitted, a further ten complaints have been received. Of the complaints received, eight have not been upheld in terms of stage 1 and two complaints are still being investigated.

Regional Outcome Agreement

- The Committee considered and noted the terms of the agreement and noted that was published on 24 January 2024. The Committee gave its thanks to NCL for the design and marketing. <https://www.sfc.ac.uk/funding/outcome-agreements/outcome-agreements.aspx>

Quality Assurance Internal Audit Report

- The Committee considered the Audit Report and noted that a 'Good' was given across the board, which is a positive result. It was noted that the Auditors recognised that the key to the success was internal tracking and quality enhancement.

BOARD MEETING

DATE	7 March 2024
TITLE OF REPORT	Human Resources Committee (HRC) Chair's Report
REFERENCE	
AUTHOR AND CONTACT DETAILS	Heather Anderson, Chair of HRC Heather.Anderson@slc.ac.uk
PURPOSE	To provide the Board with a report from the HRC Chair, including matters discussed during the HRC meeting on 22 nd February 2024.
BOARD ACTIONS / POINTS TO NOTE	<p>The Board is asked to note Key Points, especially:</p> <ul style="list-style-type: none"> • New unpaid Carers Leave legislation being implemented. • Internal Audit found that changes to part-time employee contribution rates in 2015 were not properly implemented, resulting in instances of overpayment. A plan is in place to assess the impact and conclude the matter with each affected employee. • Since the start of 2024, there has been an increase in the number of grievances and disciplinaries; Individual occurrences are being dealt with appropriately. In parallel, an action plan is being developed; it will consider the issues, culture, wellbeing and opportunity cost. • The College Development Network has established an Equality Group and is reviewing the national equality outcomes issued by the Scottish Funding Council. • On-going threat of Strike and Action Short of Strike from the Trade Unions. Board is asked to consider whether any additional meaningful action can be taken to move past the current situation. • The HR System is being prepared to go-live. Parallel payrolls are now taking place, commencing with the February monthly payroll.
KEY POINTS	<p><i>Pension Contribution – Internal Audit Findings (Reserved Item)</i></p> <ul style="list-style-type: none"> • The College's Internal Auditors, Henderson Loggie, confirmed that the College did not implement a change to employee pension contribution rates in 2015 which affects part-time staff. • The majority of part-time Lecturing Staff may have been affected – this will be investigated to ascertain the actual numbers affected. • Despite Henderson Loggie concluding that four out of four (100%) of support staff sample had incorrect pension contribution rates applied, initial internal findings suggest that only a few support staff have been affected – 7 out of 126 employees in 2024.

Pension Contributions Project Plan (Reserved Item)

- Following the Internal Audit Findings, the College has engaged with Henderson Loggie in assessing and correcting any pension contribution discrepancies for part-time staff since 2015.
- A draft Project Plan has been agreed, with a forecast duration of c.12-months. This has been shared with Trade Unions and relevant staff members.
- Two pilot cases, currently being assessed, will test the process, data integrity and timelines. Following which the Project Plan will be updated and base-lined.
- The Project documentation recognises the following risks:
 - Manual intervention is required to capture data in Excel format;
 - Engagement with both pension agencies on the process;
 - HR team capacity;
 - EIS-FELA currently in dispute with the College regarding the duration of the review, prior to the project commencing.
 - For lower income employees, any refund may impact on benefits they receive from the Government e.g. Universal Credit.

Employee Relations (Reserved Item)

- The College typically has 1 or 2 grievances and disciplinaries each quarter. It currently has 9 different processes, including two not yet commenced.
- Some of the matters may escalate to Board Members, based on the relevant procedures being followed.
- A cause review analysis recognises that the following may be contributing factors:
 - A tough context nationally (e.g. salary awards, ASOS, funding cuts, job evaluations);
 - General college culture effects, localised faculty/department cultures and the new leadership team establishing itself; (*see next item – The People Group*); and
 - Training and development needs of line management (*Work is underway on a plan for line manager training focussed on Culture, Interaction skills, Collaboration, Issue & Conflict Resolution, Problem Solving*)

The People Group

- It is recognised that culture is at the heart of any organisation and affects the way its people feel about working there and how the organisation functions.
- The College recognises that there are a range of internal and external influences affecting the college, some of which are necessitating significant changes in a short period of time. There therefore needs to be a cohesive approach to 'resetting' and nurturing SLC culture.
- As part of the cultural reset, it is proposed that a People Group, composed of staff representatives, be established to input into an overall College action plan:
 - This plan should include college wide approaches to communication, consistency and visibility.

- The Investors in People themes should be used as a basis for the action plan.
- Tuckman's Team and Group Development Model will be used as a tool to work with teams across the college to create action plans for their areas.
- A culture action plan is being developed in order to:
 - identify good practice and positive stories
 - identify areas of concern which need specific action;
 - provide a framework, tools and processes, including training; and
 - work with all staff to reset the culture to the collective vision for SLC culture.

Quarterly HR Report

- No significant new issues to note
- Positive feedback from staff on the fun activities at year-end (Christmas quiz and coffee afternoon).
- New College Development Network (CDN) Equality Group is engaging on the National Equality Outcomes implemented by the Scottish Funding Council
- Industrial Relation escalations:
 - Strike action is planned by both trade unions.
 - Actions Short of Strike action planned by EIS-FELA (namely "resulting boycott" and "working to rule").
 - College wrote to EIS-FELA members to confirm salary deduction for any breach of conduct as a result of ASOS (as per the agreed collective colleges' position).
 - On 20th February, EIS-FELA wrote to the College as they are in dispute of the communication regarding salary deductions for breaches of contract.
 - Recognising that the national context is a significant contributor to the Trade Unions' actions, the Board is asked to discuss whether there are any further practical actions (especially the potential to influence a national resolution) the Board or the SLT can take to de-escalate the situation.

Quarterly Health and Safety Report

- Ventilation issues were raised in the Painting and Decorating workshops, investigations have been undertaken and, where relevant, measures have been in put in place.
- Issues with fire doors, reported at the last Health and Safety Committee, are on-going (and related to the reported ventilation issues), Estates have been asked to review the ventilation approach across the college.
- The College is continuing to monitor the number of staff undertaking the mandatory training and this deadline will be extended to the end of the academic year.
- There has been a slight increase in the number of accidents for this reporting period.
- The Health and Safety postholder is currently on sick leave, and the role is being covered by the Head of Facilities and Health and Safety, with support from a member of the HR team. This situation is being monitored to avoid unnecessary H&S risk.
- There were three fire alarm activations over the reporting period.

Absence Management

- Continues to remain higher than benchmark data.
- Long-term sickness continues to drive these numbers.
- Direct salary cost of £121,301 of lost time due to absences.
- Highest *lost time percentage* in Finance, Student Services and Facilities (above 10%). Both Curriculum Areas are just under 10%.
- Highest *frequency rate percentage* in Facilities and Alternative Funding – number of instances.
- It is anticipated that the new HR system will provide enhanced rigour of the Attendance Management & Support Procedure, as data will be visible to line managers.
- The People Group proposal and plan will capture consistency of approach across the College.
- Employees to be reminded of support (e.g. PAM Assist wellbeing app) which is available for them to access.

HR System Project

- The escalated matters have been resolved with the provider.
 - The College has incurred additional payments of £7,600 to get the project back on track. Largely driven by data availability from the existing system.
 - MHR is not providing up-to-date documentation to support “train the trainer” expectations, therefore this additional task is being worked in within the HR team.
- The project is at stage gate 3 and it is planning that the the February 2024 payroll will run in parallel across both the current and new system. The existing system will be the lead system for February 2024.
- The new system, “i-Trent”, may become the lead system for March 2024 payroll, with the existing system as a back-up, if the parallel run is successful.
- The new system should be live at the end of April 2024, with additional modules subsequently rolled out. The initial modules will be the employee data, payroll module and recruitment. Training, performance and equality monitoring will follow initial implementation.

Minute - The Lanarkshire Board – 11th December 2024

Present: Face to Face: Ronnie Smith, Paula Blackadder, Yvonne Finlayson, Fraser Heaney, Moira Jarvie, Elaine Loudon, Kellyann McGraith, Stella McManus, Christopher Moore, Barbara Philliben, Alastair Rennie, Dave Winning, Kaleigh Wither

In attendance: Face to face: Ann Baxter, Iain Clark, Diane McGill, Penny Neish, Matthew Smith and Elaine Turkington.

Via Zoom: Keith Fulton, Anne Doherty, Elaine McKechnie, Joanne Rosie.

1. Chair's welcome: Ronnie Smith welcomed everyone to the Christmas meeting and thanked them for attending. He said that there was a lot on the agenda for the meeting and would appreciate reporting by exception on the minutes and standard reports.

2. Apologies for Absence: There were apologies from Paul Hutchinson, David Alves, Derek Hamill, Catherine Pollock and Amy McLoughlan and Tarryn Robertson.

3. Declarations of Interest: There were no declarations of interest.

4. NCL Committee Minutes

4.1 CSAO 13th November 2023: Dave Winning reported that there had been a meeting of the Committee to discuss the format of future meetings. There was a note from that meeting in the Board papers. The Committee would have a theme for each meeting to allow an in-depth discussion on a particular aspect and to allow the committee to have a strategic discussion. There were no items to report by exception.

4.2 RGP Committee 20th November 2023: Keith Fulton drew the Boards attention to Item 5.2 on BTO and the Motherwell Cladding issue, to Item 6 on the Firtrees and AMCOL Nurseries and to Item 7 and the paragraph on College Employers Scotland. Alastair Rennie asked about the Service Level Agreement with AMCOL and whether there would be a new one. Keith Fulton confirmed that there would be and there would also be a review of the Articles of Association. He confirmed that there was ongoing work to separate AMCOL out in IT terms with separate email addresses. IT would continue to support AMCOL – this was about highlighting that AMCOL was a separate entity although wholly owned by the college. Ronnie Smith said that AMCOL had performed well in hard circumstances. He had discussions with the Chair of the AMCOL Board - John Fairlie – and he and Ann Baxter would join the AMCOL Board. Moira Jarvie asked if she could now step back from the AMCOL Board. Ronnie Smith said there had been a recent appointment of a deputy to the Chief Executive and it would be good to let things settle down for a while before making further changes. Alastair Rennie said that he had been involved in a number of situations like this and offered his insight if required.

4.3 Finance Committee 20th November 2023: Paula Blackadder drew the Board's attention to the SMART HUB 2 proposal which had been presented to the Committee. The Committee had recommended approval to the Board. The approval was time critical and given the recommendation by the Finance Committee the Chair had used his delegated authority to approve the proposal. She also drew the Board's attention to Item 6 which noted that the SFC had written to College Principals setting out a significant shift in guidance for 2022-23. It changed the threshold for withdrawals to 5 weeks in line with the University Sector and brought forward the 20% discount on any clawback for work related to teaching and marketing. This had a significant effect for NCL translating a £3.2

million credit claw-back into an estimated £900k deficit on the premise that the full regional benefit would fall to NCL. The guidance was very late in the day but very welcome. This resulted in a recasting of the Financial Statements to reflect the new guidance.

4.4 Remuneration and Chairs Committee 12th October 2023: Ronnie Smith highlighted Item 5 of the minute of the joint meeting. This meeting had a single- issue agenda to consider an Executive Board re-structure. Christopher Moore made a presentation to the Remuneration Committee in the first instance which has the remit of recommending the structure of the senior management team to the Board. Dave Winning chaired this meeting. Christopher Moore set out the drivers for the re-structure which were partly financial and also to provide a stronger voice in the Executive Board for Professional Services. This would involve the deletion of 2 posts – the Chief Financial Officer and the Chief Transformation Officer - and the creation of a new Deputy Principal Professional Services. There would be a new role of Dean of Finance. The post of Dean for the Staff Development Academy would also be deleted. The line management for the Staff Development Academy would move to the Dean for Learning and Teaching. There would also be a new role of Assistant Dean – 3 of them - and they would have responsibility for 2 departments other than their own. There would be discussion with the people affected by the proposals and there would be a week of consultation on the proposed plans. After discussion the Remuneration Committee agreed to recommend the proposed changes to the Board. The meeting then moved to being a Chairs' Committee with Ronnie Smith taking the Chair. After further discussion, the Chairs' Committee agreed the proposed re-structure with its delegated powers from the Board and this would be reported to the Board at its next meeting.

4.5 Chairs Committees 6th November 2023: Elaine Turkington explained that the approved VS scheme closed on the 14th August 2023. However, the Board had approved keeping the Coatbridge Nursery open until December 2023 and there would be a need for a VS scheme to facilitate the closure at that time. A case was being made to the SFC for further access to VS and this needed Board approval. There was also the issue of the re-structure of the Executive Board and that the VS scheme may also apply in this case. The Chairs' Committee approved the submission of a further/ extension VS scheme

4.6 Audit and Risk Committee (ARC) 4th December 2023: Yvonne Finlayson highlighted the renewal for one year of the internal audit contract with Wyllie Bisset. Alastair Rennie raised disaster and resilience planning and this will be reviewed by Matthew Smith in the Risk Register. Yvonne Finlayson suggested that Alastair Rennie might present on this to the ARC at a future meeting and it was also suggested that this could be open to other members of the Board as well.

5. Approval of the 2022/23 Consolidated Accounts

5.1 Recommendation from ARC 4th December 2023 Annual Audit Report: Yvonne Finlayson highlighted the recommendation from the SRC to approve the Annual Audit Report. She said that the process this year had not been without challenge for everyone and Ronnie Smith commended everyone involved. The Board noted the detailed presentation on the Annual Audit Report at Item 10 of the ARC minute. This is appended to this Board minute at Appendix 1 for ease of reference. Elaine McKechnie informed the Board that SLC also had an unqualified opinion on its accounts. There were two recommendations on the performance and remunerations reports and the fixed asset register needs further work. The audit process went well overall.

Decision: The Board noted the recommendation from the ARC Committee and approved the Annual Audit Report for 2022/23.

5.2 Finance Committee Minute 4th December 2023 Financial Statements: Iain Clark presented the Financial Statements for 2022/23 to the Board as detailed in the minute of the special meeting of the Finance Committee on the 4th December 2023. He highlighted the issues of an unfunded pay settlement, the SFC claw-back on the undershoot in credit targets and that the cash flow position remains fragile. An extract from the Finance Committee minute is included at Appendix 2 to this Board minute.

Decision: The Board noted the recommendation from the Finance Committee and approved the Financial Statements for 2022/23.

5.3 Annual Report from the Audit Committee: The Board Secretary presented the Annual Report from the Audit Committee to the Board saying that it set out the meetings and dates of the ARC and the topics covered in the meetings with a list of Internal Audit reports for the year and the opinions of the auditors.

Decision: The Board noted the recommendation from the ARC and approved the report.

6. Modern Slavery Statement:

Decision: The Board noted the recommendation from the Finance Committee on the 4th December and approved the statement.

7. SLC Committee and Board Reports

7.1 SLC Committees Update: Stella McManus updated the Board on the entrepreneurial campus, workforce planning and that the FES had been completed. There have been detailed reports from the SLC ARC and Finance Committees to the Lanarkshire Board ARC and Finance committees and these are in the minutes of those Committees.

7.2 Board Update: The SLC Board met on the 5th December 2023 and the Annual Audit Report, the Financial Statements and the self- evaluation had all been approved.

8. Minute of the Lanarkshire Board 2rd October 2023: The minute was approved.

9. Chairs Report

9.1 Chair's Regional Overview: Ronnie Smith commented that the Regional relationship was the best it had ever been. He would comment further on Regional issues at Item 9.4 below.

9.2 National Committees: Ronnie Smith is on the Colleges Scotland Chairs' Group and Christopher Moore is on the Colleges' Scotland Principals Group as is Stella McManus. Ronnie Smith informed the Board that he was trying to talk about the structure of the college sector as a response to the current financial situation but this was difficult and there was a view that the Chairs' did not have an appetite for this. He had convened a meeting which

fifteen Chairs had attended and there was enthusiasm at this meeting to look to a national response. The Chairs' feel that they have experience and stewardship skills that are not being fully engaged. Ronnie Smith was writing up notes of the meeting. Colleges Scotland have picked up on the issue of maintenance costs in the sector and there is a backlog of £700 million due to cuts in maintenance funding. His concern is that Colleges' Scotland are not trying to find solutions and are only asking for more money. He feels that there needs to be a solutions' focused exercise looking at issues such as shared services and a key theme is that national bargaining should have national funding and Colleges' Scotland have to make this a high - level issue.

9.3 Colleges Scotland Budget: as above at 9.2.

9.4 Lanarkshire Region Update: There is on-going discussion with the SFC on the issue of dissolution and a frustration at the lack of progress to date. He informed the Board that he thought that there was now a better solution than dissolution but he would not stand against this. He said that there needs to be proper consideration of what happens next and how the regional element is retained. It is likely that a change in legislation is 2 years away.

9.5 Smart Hub: Ronnie Smith reported that he had approved the Smart Hub 2 proposal following a recommendation to approve from the Finance Committee as noted at Item 4.3 above. There was discussion about the success for NCL in getting £300k of shared prosperity funding and this coming to a college as opposed to university partners. This is a challenge to the elitism of funding and a recognition that the college can get the outputs in this project. The Board noted that the NCL contribution is in kind.

10. Update from College Employers Scotland: Keith Fulton said that most of the update is at Item 7(a) of the RGP minute as follows:

10.1 Pay Claims

10.1.1 The same offer for the three Academic Years 2022/23-2024/25 has been made to both academic and professional services staff. Neither side has accepted; only the GMB (not represented at NCL) has put the offer for the first two years to its members who have accepted. (The third- year offer was made to all support staff unions post the GMB acceptance of the two- year deal).

10.1.2 The pay offer which has been made is: £2000 for Academic Year (AY) 2022/23, £1,500 in AY 2023/24, with the third year AY 2024/25 offer of £1,500 on all scale points, subject to discussions with Scottish Government on funding. Dialogue is continuing, but as yet, neither EIS-FELA nor UNISON have put the offer to their members.

10.1.3 In light of college funding levels and future funding awards being flat cash only, the pay offer is beyond that which colleges can afford. KF advised that the CES offer for years one and two is projected to be at a cost of c£51m to colleges. The additional funding for colleges for staff salaries from the Scottish Government is c£10m. KF commented that as pay awards are the result of national collective bargaining, college Boards are charged with managing these budgets without having control of the pay settlements that drive them.

10.1.4 He noted also that the academic and two of the support staff unions are balloting members for further strike or Action Short of Strike (ASOS) action to take place in the new year. Unions are also seeking assurances from the Scottish Government that there will no compulsory redundancies. Colleges are unable to give this reassurance.

The Minister has made it clear to the unions and to colleges that compulsory redundancy should be used as a last resort only. He has also said that there is no more money. The next meeting is to take place in January 2024.

10.1.5 Ronnie Smith asked about the £52 million that had been set aside for job evaluation. This has been taken back into the Scottish Government (SG) from the SFC and the fear is that it will be subsumed by the SG into other budgets. Keith Fulton said that there were assurances it was still there but there had to be an agreement on what to do about job evaluation before it could be distributed and as yet there was no agreed way forward.

10.1.6 Ronnie Smith thanked Keith Fulton for the report.

11. Regional Outcome Agreement: Ann Baxter and Stella McManus presented the ROA and the two case studies and said that the process had worked well this year. Ronnie Smith thanked those who had worked on the agreement.

Decision. The Board approved the ROA.

12. Regional Risk Register: The Board was referred to Item 12 of the ARC minute. Matthew Smith informed the Board as follows:

- He re-iterated to the Board that the biggest risk is financial – financial sustainability and capital maintenance
- There are no issues with supply chains
- There were no new control action plans
- Cyber security was a bid risk and the Board was welcome to join in staff learning on this
- There is a climate risk tool and this will be included in the risk register going forward. Elaine McKechnie commented that environmental sustainability was a new risk on the SLC register.

Keith Fulton commented on the Item 6(b) legal costs and noted that these were less than reported.

Action: Matthew Smith will update these costs.

13. NCL Executive Board Restructuring Update: The detail of the re-structure is set out in the joint Remuneration and Chair's Committee minute at Item 4.4 above. There would be a further report in the new year on progress.

14. Lanarkshire Colleges finances update.

14.1 NCL Update: Iain Clark updated the Board as follows: Iain Clark informed the Board that the SFC Guidance changed the financial position as set out in the Management Accounts. Cashflow and the sustainability of the staffing structure were still big issues with flat cash settlements that were not considering pay rises awarded through national bargaining. There were no national funds following the settlements. The contribution required to the Strathclyde Pension Fund was reducing, on the one hand, but, on the other, the contribution to the Teaching Pension Fund was increasing. There were high impact external environmental factors affecting the attainment of a sustainable model for the colleges.

14.2 SLC Update: Elaine McKechnie also commented on the pay awards and affordability and the pension position which she felt was worrying. She highlighted that SLC would also have a cash problem and they were looking at savings that could be made and diversification of income.

15. Student Association Reports (SA)

15.1 NCL Student Association Report: This report is published with Board papers. Ann Baxter presented the report on behalf of the NCL SA. She highlighted the number of activities that the SA was carrying out in key areas for students and that there had been an It's Good to See you campaign welcoming students and a big focus post-Christmas would be on Being Well to Stay Well. There had been two runner-up Sparqs student engagement awards – the Digital Partnership Award and Outstanding Academic Representative which is Kellyann McGraith for her time as Student President. There was also a programme of campus tours to help further community engagement with the college.

15.2 SLC Student Association Report: Kayleigh Wither highlighted the following:

- Freshers Week
- Cost of living crisis and free soup and sandwiches and a food larder
- Hoodies for £5 which are very popular
- Strategic Planning 2023-26
- Student Officer elections and class rep appointment and training

16. Principals' College Update Reports

16.1 SLC Update

Stella McManus updated the Board as follows:

16.1.1 Credits: For the 2022-23 academic year the College had a core credit allocation of 48,591 and 221 credits for Foundation Apprenticeships totalling 48,812 credits, which the College exceeded by 31 credits. The Scottish Funding Council has since written to all colleges to state that 2023-24 mitigations for funding recovery will be applied to 2022-23 and they have stated:

- Recovery of funding will be considered for the combined core and FA credit target;
- We will apply the 2% tolerance (on any under-delivery) to the combined core and FA credit target.
- The alignment of the required date with universities will be brought forward. This means that we will count credits for full-time students on courses lasting for over 20 weeks if they are still active after 5 weeks from the course start date.
- Recovery exposure on combined core and FA credit targets will be discounted by 20%. The alignment of the required date with universities means that the colleges will receive funding for students after they have attended college for 5 weeks instead of to current date of 1 November. This means that the College is 1,235 credits over target.
- South Lanarkshire College has written to the Principal of New College Lanarkshire, in his capacity as Chief Accounting Officer of the Lanarkshire Region to ask how the region will treat these additional credits. The SFC have indicated that they will write to colleges by January 2024 setting out the indicative position regarding recovery and to seek mitigations. They will then consider relevant responses and write to affected colleges in April 2024 to finalise any recovery due. As such the Principal of NCL and I have agreed to wait and see what the SFC's approach will be.

16.1.2 Stella McManus informed the Board that an application had been made for Innovate UK from a partnership which included both colleges. An announcement would be made in the new year. A further report would be made to the Board.

16.1.3 EMILYTEST CHARTER: The College was delighted to be the first college to receive the EmilyTest Charter Award. This was presented by the Minister for Further and Higher Education and Veterans at the EmilyTest Conference in November 2023. EmilyTest was set up by Fiona Drouet, to ensure that adequate provisions were put in place at colleges and universities in relation to gender-based violence prevention, intervention and support. This was after identifying missed opportunities for a university to have saved her daughter Emily who took her own life after being subjected to a campaign of abuse and violence. The Charter is an award that allows educational institutions to take the 'Emily Test', which involves meeting minimum standards where Emily's life could have been saved. The charter is made up of five principles with over 40 minimum standards which institutions must meet in order to pass the Emily Test. The Student Services team should be highly commended for their great work, supported by the EmilyTest team to ensure that there is now a cross college approach to preventing and eradicating gender-based violence across the College and the wider community.

16.1.4 SLC had won two CDN awards: the College Community Learning Award and the Sustainability Action Award.

16.2 NCL Update: Christopher Moore wanted to focus on the positive because despite the financial challenges the college is continuing to achieve across a wide range of areas and there is a lot of good news. He updated the Board as follows:

- Education Scotland had carried out a visit and had met with the Executive Board and with Christopher Moore. They had given feedback that there was a very strong assessment and that they were very impressed with the progress made.
- There are on-going discussions with Investing in Students and there is an active campus co-ordinator helping with student wellbeing.
- There has been a major investment from the high maintenance fund in IT infrastructure with improvements, for example, to the wifi, Promethean Boards being replaced with touch screens in 100 teaching rooms and refreshing the laptop library with additional laptops.
- There is a new NCL website and a new brand video.
- The Smart Hub 2 proposal is going ahead with North Lanarkshire Council.
- The residencies at the Motherwell Campus are being re-purposed for music performance and the building is being rebranded as the Tower Building. This will enhance the learning in this area.
- There will be a Campus Dementia Suite.
- The admissions hub at Motherwell will be expanded to the other campuses.
- AI will be used to help with student retention by picking up on early signs that there is an issue for the student so that support can be given.
- The NCL Foundation was helping students who were struggling getting meals and a fund-raising whisky tasting evening had raised £30k. Ronnie Smith said that it had been great to get the support from Board Members and others engaging in raising funds for the students and he challenged Board Members to think of other fundraising activities that would help the fund.
- The warm space initiative had been brought back.
- There was an extension to the award winning Braw Wee Shop.

- NCL continues to be very successful in the World Skills competition.
- There had been the launch of the Elaine C Smith Award.
- There were open days for the local communities.
- There were 500 students supported by the Turing Scheme and there is other international work ongoing in the college.

16.3 Ronnie Smith thanked the Principals for their reports.

17. Approval of Publication of Papers from the Board: The Board approved the publication of the agenda, the approved minute, the Modern Slavery Statement, the SA reports and the SLC Principals update.

18. AOB: The Board considered the Standards Commission Advice for Members of College Sector Boards and Strategic Bodies. Keith Fulton noted the following paragraphs:

- **5.1.3 Conflict of interest**
- **7.4. Collective Responsibility**
- **8.4 Board Confidentiality**

Moira Jarvie asked about the TU Nominations. The Board Secretary said that the legislation would be passed in December 2023 and the expected date for nominations to be made is the end of January 2024. However, the RSB is also more complex and could take more time.

19. Date of Next Meeting: The scheduled date of the next meeting of the Lanarkshire Board is Monday 18th March 2024 at the Cumbernauld Campus.

Appendix 1

Extract from the ARC Committee Minute 4th December 2024

10. RSB Consolidated Accounts

10.1 Annual Audit Report 2022/23:

Louisa Yuill Audit Scotland (AS) presented the Annual Audit Report to the Committee as follows:

10.1.1 Overall Observation: This is the first year of the audit appointment. The first year is always challenging for both the officers at the college and the audit team as they get to know ways of working.

10.1.2 Letter of Completion: The first agenda item is the letter to those charged with governance around the conclusion of the audit. AS have substantially concluded their audit work. The proposed independent auditors report is an unmodified opinion and it states that the financial statements give a true and fair view and have been properly prepared in accordance with legislation and guidance issued by Scottish Ministers. The letter includes two appendices – Appendix A which is the proposed independent auditors report and appendix B is **the Letter of Representation** that will be returned by the Accountable Officer to provide representations around the accounting records and preparation of the accounts. These are standard representations AS is requesting. AS have substantially concluded their audit work. It was noted at paragraph 10 of the letter there are a few outstanding pieces of information. AS to updated the committee and confirmed that the journal documentation and the ledger prints and payroll reports have been provided. AS are continuing their work on staff costs and the remuneration report including exit packages and would hope to conclude this in the next few days.

10.1.3 The Annual Audit Report was the second item. Louisa Yuill drew attention to the key messages at page 3 of the report and highlighted that AS had concluded that:

- The college has a well-established budget monitoring and reporting process in place
- The AS work did not identify any significant weaknesses in their review of the design and implementation of key controls within the financial systems
- AS noted pressures around financial sustainability and the pressures from flat cash funding settlements and the impact this will have on decision making going forward. They note that discussions are underway with the Scottish Funding Council around a financial recovery plan.
- Appropriate governance arrangements are in place but there are areas that could be reviewed to promote openness and transparency around the information published on the website.
- Some key performance indicators have improved performance in comparison to the prior year but performance has not returned to pre-pandemic levels and withdrawals rates remain higher than the national average.

10.1.4 Significant Findings from the Audit are outlined at Exhibit 3 on page 12

- Point 2 relates to the guidance issued by SFC regarding credit clawback. This updated guidance was received by the college in November 2023 following production of the draft accounts. The guidance has been reviewed and applied and the accounts updated to reflect this change.
- The pension reserve at point 3 was a request from the audit team to remove the reserve and combine it with the income and expenditure reserve as required by SORP. We are content with the adjustments made to the accounts.

- Point 4 features in annual audit reports across the public sector and it is really included for information due to the large movement in year and to confirm that the AS audit work concluded in this area and AS are satisfied with the college's disclosure and accounting treatment.
- The revaluation accounting point AS are still concluding their work on. This was an adjustment AS requested to comply with the Further Education Statement of Recommended Practice. This was due to system mis-posting from the fixed asset system to the ledger. It only occurs in years that a revaluation takes place. The system is calculating the adjustment but posting it to the wrong ledger code. AS have agreed with officers a change in the journals posted going forward to rectify this issue.
- The final point 8 around NDR charges was an error that has been corrected as part of the financial statements audit.

10.1.5 Wider Scope - Sections 2-5 go through the AS conclusions on the wider scope parts of the audit – financial management, financial sustainability, vision and governance and use of resources.

10.1.6 Appendix 1 - The first two recommendations are interlinked.

- **Recommendation 1.** Finance officers have a plan and timetable in place for the production of the accounts. Delays and difficulties in receiving information from across the college resulted in delays to the production of the accounts which then impacted the audit process. This is a tight timetable and it squeezes that and causes additional pressures. AS are aware that their approach is different to the previous auditors who wanted to wait for all information to be available. AS would prefer to take all single entity information and the completed parts of the narrative reports at the front of the accounts including the remuneration and staff cost report at the start of the audit, even allowing for the absence of information relating to South Lanarkshire College and any delayed performance information. The audit process has been very challenging due to the late receipt of information (external and internal) and AS would be looking for an improvement next year in adherence to the project plan.
- **Recommendation 2** Disclosure within the performance report, accountability report and staff and remuneration report were prepared for audit on the basis of prior year templates. Issues arose with these not being compliant with applicable guidance and work is ongoing to update these sections. It is really important that officers responsible for these sections review technical guidance to ensure all required disclosures are included as new information can be included year on year i.e. climate change and sustainability are recent examples of new areas to include and that they are within the correct sections of the report. It is also important that information required to complete these sections are available at the earliest opportunity.
- **Recommendation 3** is around some non-current asset information within the fixed asset register and financial statements. An exercise is underway across the college to identify assets that have been scrapped or sold and to ensure that the fixed asset register matches these records. There is also a requirement for the financial statements of the college to include a disclosure of the historic cost of assets had they never been subject to revaluation. This disclosure has never been within the accounts and whilst the information is within the system it isn't readily available and work will need to be undertaken to identify it.
- **Recommendation 4** When we reviewed the untaken holiday accrual within the accounts, it was based on data from 2018. This approach had been agreed with your previous auditors, however, we would be looking for some evidence to confirm that this estimate of outstanding leave due to employees at 31 July 2023 remained reasonable. We have agreed with finance officers an approach for next year's financial statements.

10.1.7 The remaining three recommendations within the AS report are from the wider scope work.

- As part of this year's audit, AS reviewed cyber security, back up arrangements and disaster recovery plans. We noted priorities for the coming year around storage and back up infrastructure. However, when we reviewed ICT disaster and recovery plans we noted that the ICT disaster response plan was last updated in 2019 and the cyber incident response plan is under development. AS were unable to review details of testing of the disaster response or recovery arrangements. AS would recommend that a regular review process for these policies and plans are established and that they are tested to ensure they remain fit for purpose.
- Financial sustainability is an area of concern. The college's staff costs are fixed and represent a significant proportion of total expenditure. Audit Scotland have seen financial pressures across the public sector and this is likely to continue. AS would recommend that the transformational change activity takes place across the college to address the financial outlook. This will require difficult decisions.
- The final recommendation is around the information published on the website. Whilst a lot of information is available, there are opportunities to improve information available, for example, including copies of the financial statements on the website or a summary of annual performance against key performance indicators.

10.1.8 Finally, Louisa Yuill recorded her thanks to Iain and the finance team and for all officers involved in assisting and supporting the audit team over the course of the audit and said it was greatly appreciated.

10.2 RSB Financial Statements 2022/23 :

10.2.1 Iain Clark drew the SRC's attention to the DRAFT Financial Statements as follows:

- P 66 the Consolidated and College Statement of Comprehensive Income for the year ended 31st July 2023
- P 26 – the underlying operating deficit: The College (NCL) plus its direct subsidiary Amcol made a combined Underlying Operating Deficit of £3,142k (2021/22 deficit £1,432k) and this is 5.81% of a total expenditure . The VS scheme and provision for pay rises account for £2.7 million of the deficit.
- Asset valuations have enhanced the balance sheet position.

10.2.2 He thanked Audit Scotland for all the work done and said that he would answer any further questions from ARC members by email.

10.3 AMCOL Financial Statements 2022/23: Iain Clark informed the ARC that the AMCOL accounts were very healthy with no issues raised by the auditors and were showing a net income of £402,994 up from £331,478 in the previous year.

Decision: The ARC agreed to recommend the Annual Audit Report for 22-23 to the Board for approval. The ARC noted the Financial Statements which will be considered for recommendation to the Board by the Finance Committee.

Appendix 2

Extract from the Special Meeting of the Finance Committee 4th December 2024

5.2 RSB Financial Statements 2022/23 :

5.2.1 Iain Clark drew the Finance Committee's attention to the Financial Statements as follows:

- P 66 the Consolidated and College Statement of Comprehensive Income for the year ended 31st July 2023
- P 26 – the underlying operating deficit: The College (NCL) plus its direct subsidiary Amcol made a combined Underlying Operating Deficit of £3,142k (2021/22 deficit £1,432k) and this is 5.81% of a total expenditure. The VS scheme and provision for pay rises account for £2.7 million of the deficit.
- Asset valuations have enhanced the balance sheet position.

5.2.2 He thanked Audit Scotland for all the work done and said that he would answer any further questions from Committee members by email.

5.3 **AMCOL Financial Statements 2022/23:** Iain Clark informed the Finance Committee that the AMCOL accounts were very healthy with no issues raised by the auditors and were showing a net income of £402,994 up from £331,478 in the previous year.

Decision: The Finance Committee agreed to recommend the Financial Statements for 2022-23 to the Board for approval. The Finance Committee noted the Annual Audit Report which is being for recommended to the Board by the Audit and Risk Committee.



Resources and General Purposes Committee – 19th February 2024

Item 7 NCL College Registrar Update

This paper provides a summary of current and planned activity in the areas above to provide an update for the Resources and General Purposes Committee. Where the approval/ratification of the Committee is required, this is highlighted at the appropriate points.

1. Voluntary Severance Scheme

As part of the College's plan to address the budget shortfall for the academic year 2023/24, a self-funded Voluntary Severance Scheme was opened to all staff from 22nd May 2023, with initial applications being accepted for consideration until 14th August 2023. Two further business cases for extensions to the Scheme were approved by the Scottish Funding Council which enabled the College to consider applications until 30th September 2023 and then again until 31st January 2024. This latter date was to encompass those staff remaining employed at the Coatbridge campus nursery until it closed at the end of 2023.

To date, the College has been able to accept Voluntary Severance applications from 32 Academic and 33 Professional Services employees. A breakdown of those details and costs is included separately in the Appendix at the end of this paper.

2. Executive Board Restructure Proposal

The RGP Committee was informed previously about a partial restructure of the Executive Board of the College. The following was proposed:

- The creation of a new position – Deputy Principal for Professional Services.
- The number of members who will report to the Principal will reduce from 5 to 4.
- The removal of the Chief Transformation Officer (CTO) and Chief Finance Officer (CFO) roles.
- The reallocation of responsibilities for the maintenance of the Regional Risk Register from the Chief Transformation Officer to the College Registrar.

There have been no successful applications for the new post of Deputy Principal for Professional Services at this time, and in the meantime the following appointments have been made:

- An interim post of Deputy Principal.
- Creation of a new position - Chief Resource Officer, an ex-officio member of Executive Board.

Recruitment activity for the permanent position of Deputy Principal will resume in due course.

Additionally, following the resignation of the Dean for Staff Development Academy, this position will not be replaced. Line management responsibility for the Staff Development Academy will be assumed by the Dean of Learning & Teaching.

3. Professional Services Review

Implementation of the Professional Services Review is proposed to take place on a phased basis, demonstrating the greatest impact on and benefit to the student community, as well as taking account of the measures by which NCL is evaluated by external organisations.

- Stage 1 - Key Support, Management Information Systems, and Systems Development
- Stage 2 – Educational Learning Support and Student Services
- Stage 3 - External Funding & International and Professional & Work-Based Learning Directorate

Detailed discussions regarding the details of the Stage 1 proposals are ongoing with relevant internal stakeholders, ahead of arranging consultation with the trade unions.

4. College Employers Scotland (CES)

4.1 National Bargaining Update – NJNC Side Table (Lecturing)

Pay Claim 2022/23

The National Joint Negotiating Committee (NJNC) – Side Table (Lecturing) most recently met on 25th January 2024. The management side confirmed to the EIS-FELA that the current full and final three-year pay offer (£2,000 for Academic Year (AY) 2022/23, £1,500 in AY 2023/24 and £1,500 for AY 2024/25 on all lecturing scale points) remains the same and advised that the management side was not in a position to change that position.

The CES Executive Group had agreed to remove the caveat of year three (AY 2024/25) of the offer being “*subject to discussions with Scottish Government on funding*” prior to the full and final offer being made. It also agreed to the following wording on job security which would be added to the full and final offer:

“The National Joint Negotiating Committee – Side Table (Lecturing) recognises the financial pressures facing the college sector, however, any compulsory redundancies will not be related directly to this pay award.”

The staff side expressed its disappointment that there was no increase to the offer and advised that it would consider when and what action will be taken following the recent ballot results in favour of strike action and Action Short of Strike (ASOS), including a resulting boycott.

The next scheduled meeting is 28th March 2024, although it is anticipated an earlier meeting on pay will take place.

4.2 National Bargaining Update – NJNC Side Table (Support Staff)

Pay Claim 2022/23

The National Joint Negotiating Committee (NJNC) – Side Table (Support) met on 27th November 2023.

The Full and Final Pay and Terms and Conditions Offer (£2,000 for AY 2022/23, £1,500 in AY 2023/24 and £1,500 for AY 2024/25) was issued to the support staff side (UNISON, Unite and GMB). The management side requested the staff side take the offer to its members for full consideration.

The CES Executive Group had agreed to remove the caveat of year three (AY 2024/25) of the offer being “*subject to discussions with Scottish Government on funding*” prior to the full and final offer being made. It also agreed to the following wording on job security which would be added to the full and final offer:

“Employers recognise the financial pressures facing the college sector, however, any compulsory redundancies will not be related directly to this pay award.”

On 5th December 2023, the management side requested confirmation from the staff side on whether the full and final offer had been shared with UNISON and Unite members following confirmation from GMB that it would be balloting its members. UNISON and Unite confirmed that the full and final offer had not been put to formal ballot of its members.

Following further discussions, the management side agreed to the staff side request for a joint meeting with the Minister. It was also agreed that whilst awaiting a meeting date, work would take place offline between the Joint Secretaries on agreeing a suggested agenda for the meeting from the staff side in order to highlight to the Minister areas where there is an impasse.

UNISON subsequently wrote formally to the Director of CES and the Management Side Joint Secretary requesting:

- *Year 1 is removed from the negotiation with the sum of £2K paid to account for this*
- *If this option (above) is not acceptable, please counter with an employer proposal of what amount you would be willing to pay before Christmas 2023."*

Management offered to continue informal discussions between the joint secretaries on the proposal, however, making it clear that the £2k offer for Academic Year (AY) 2022/23 was contingent on a two-year pay deal with £1.5k in year-two (AY 2023/24).

Job Evaluation

The National Joint Negotiating Committee (NJNC) – Side Table (Support) met most recently on 29th January 2024, to discuss Job Evaluation. Both sides had previously agreed that in expressing willingness to explore the framework of a revised Collective Agreement, any discussions would be exploratory and not binding on either side.

The staff side advised it was still waiting for its own legal advice with regards to any proposed revision of the National Collective Agreement. However, it provided clarity on its preferred way forward on:

1. Funding and Potential Ex Gratia Payment.
2. Process of Concluding the Current Job Evaluation Exercise.
3. Process for Applying Pay and Grading Outcomes.

In summary, it appears that the staff side are not prepared to enter into a revised Collective Agreement in the format suggested by the employers. The staff side proposal is more aligned to a continuation of the current process with some minor adjustments. In addition, the staff side wishes to delay any decision on how pay and grading will be applied to a later date once the evaluation process has been concluded.

The management side requested a detailed paper from the staff side confirming all points made and timelines. This was agreed. The staff side was also advised an extraordinary CES meeting was taking place on 6th February 2024 where full discussion on this matter was due to take place.

The date of the next scheduled NJNC – Side Table (Support) meeting is 20th March 2024.

5. Industrial Action

EIS-FELA re-balloted members to extend its mandate for strike action and ASOS. The ballot closed on 16th January 2024. The turnout was 58.75% with 76.73% voting in favour of strike action and 85.26% in favour of Action Short of Strike Action (ASOS) in pursuit of the national college pay dispute 2022/23.

EIS-FELA has subsequently announced that ASOS will commence on 12th February 2024 and discontinuous strike action will take place on 29th February 2024.

UNISON also balloted its members for industrial action. The ballot closed on 4th December 2023. The turnout was 59.30% with 81.10% of the votes in favour of industrial action. UNISON has announced discontinuous strike action will take place on 29th February 2024.

However, following **Unite's** ballot, members have now voted to accept the employers' full and final three year pay offer. The turnout was 70.3% with 65.4% of the votes in favour of the pay offer.

6. Joint Negotiating Committee Update

6.1 JNC Academic

A meeting of the JNC Academic was held on 16th January 2024.

There was discussion regarding the make up of the JNC membership, following adoption of the RPA and the guidance provided therein. There was also acknowledgement of the need for flexibility around meeting dates to accommodate changing timetables.

Draft policies still awaiting review or feedback for the trade union include CCTV, Drugs & Alcohol, and Armed Forces Reservists.

Other topics covered included student induction, lecturers' contract wording, permanisation, and the upskilling of the college population in health, safety and wellbeing matters. It was agreed that there would be merit in having a separate meeting to discuss absence management guidelines and practices in more detail than this forum allowed.

The trade union asked for an update on the Professional Services Review and asked that they should be included in discussions where any proposed changes would impact on Academic staff. In general, the trade union asked for improved communication and consultation on changes happening in the College, which would help them to counteract rumours and the negative impact on morale. They were also seeking more statistical information on topics such as equality, absence, etc, and it was agreed they should be provided with better signposting to information that was readily available.

An update on the School College Partnership Board proposal was provided and concerns were raised about the impact of private training providers. The feedback from the recent Education Scotland visit was also shared including their observations about NCL's opportunity for sector wide leading practices, which was very favourably received.

The next meeting of the JNC Academic has been scheduled for 19th March 2024.

6.2 JNC Professional Services

There has been no further meeting of the JNC Professional Services since it was last convened on 30th March 2023.

The local Recognition and Procedure Agreement template remains the subject of ongoing discussions between management and Unison and Unite representatives.

7. Employment Tribunal Update

There are six claimants in total and the claims remain sisted.

8. British Sign Language (BSL) Plan

Consultation is taking place with BSL users at NCL, both staff and students, to develop our local BSL Plan in line with the Scottish Government's BSL National Plan which was published in November 2023. This will be published on our website by early May 2024.

Elaine Turkington

College Registrar

February 2024



Lanarkshire

OUTCOME AGREEMENT



NEW
COLLEGE
LANARKSHIRE
Bringing Education Closer



South
Lanarkshire
College
East Kilbride

NCLSA



Introduction from the Chair of the Board

In my second term as Chair of the Lanarkshire Regional Strategic Body, I am pleased to introduce the Lanarkshire Regional Outcome Agreement for 2023/2024.

Although we are facing some of the most difficult and challenging times for the Lanarkshire Region, I am proud of the way that the staff and Board members of both Colleges have continued to strive to ensure that high quality, relevant education is provided alongside our overall commitment to work towards a better and fairer economic future for Lanarkshire.

The resilience and flexibility that began in the privations of the Covid pandemic and the associated lockdowns continues and has been a major contributor to the increased levels of success, student satisfaction and general progression within our Colleges, despite increased pressure on funding and operational difficulties.

In the forthcoming year we will renew our commitment to working with other partners and government to secure a more sustainable future for the delivery of our learning and teaching across the region.

Ronnie Smith,
Chair of the Lanarkshire Regional Strategic Body



Introduction

Welcome to the 2023-24 Outcome Agreement for the Lanarkshire College Region. The Region encompasses the local authority areas of North and South Lanarkshire, as well as parts of East Dunbartonshire. The Region comprises New College Lanarkshire (NCL) as the Regional college and South Lanarkshire College (SLC).

The Lanarkshire Regional Strategic Board (LRSB) is responsible for ensuring that college provision across the Lanarkshire Region is coherent and aligned to Regional and national strategy priorities, and that it reflects the needs of the Regional economy and communities. The Lanarkshire Regional Strategic Board allocates funding to South Lanarkshire College to enable delivery of national and Regional strategies and priorities, and it monitors the achievement of strategic goals and college performance.

The LRSB develops on an annual basis, an Outcome Agreement, which sets out how the funding allocated by the Scottish Funding Council (SFC) will be used to fund an outstanding Regional learning system which promotes a more equal society, a more successful economy, high-performing institutions and greater innovation in the economy. This document provides the constituent parts of the Lanarkshire Regional Outcome Agreement for 2023-2024 and contains:

- A Programme of Action which sets out at a high-level Regional commitments and planned outcomes for that academic year, reflecting LRSB's position as a Regional Strategic Body responsible for planning and funding college delivery. A mapping of planned outcomes to SFC strategic priorities is provided at Annex A, demonstrating the strong alignment, and contribution, of LRSB's action to national goals.

The Lanarkshire Colleges aim to be Scotland's leading providers of College education and training, delivering a comprehensive, innovative curriculum that meets the needs of our students and the local economy. The Region's ambition is to ensure students are well prepared by providing future-oriented, high-quality learning for careers, life and success, and to support the people, businesses, economy and sustainable development of our communities and Scotland. As society continues to recover from the pandemic and deal with the cost-of-living crisis, the Region will continue its collaborative approach to working with each other and the SFC.



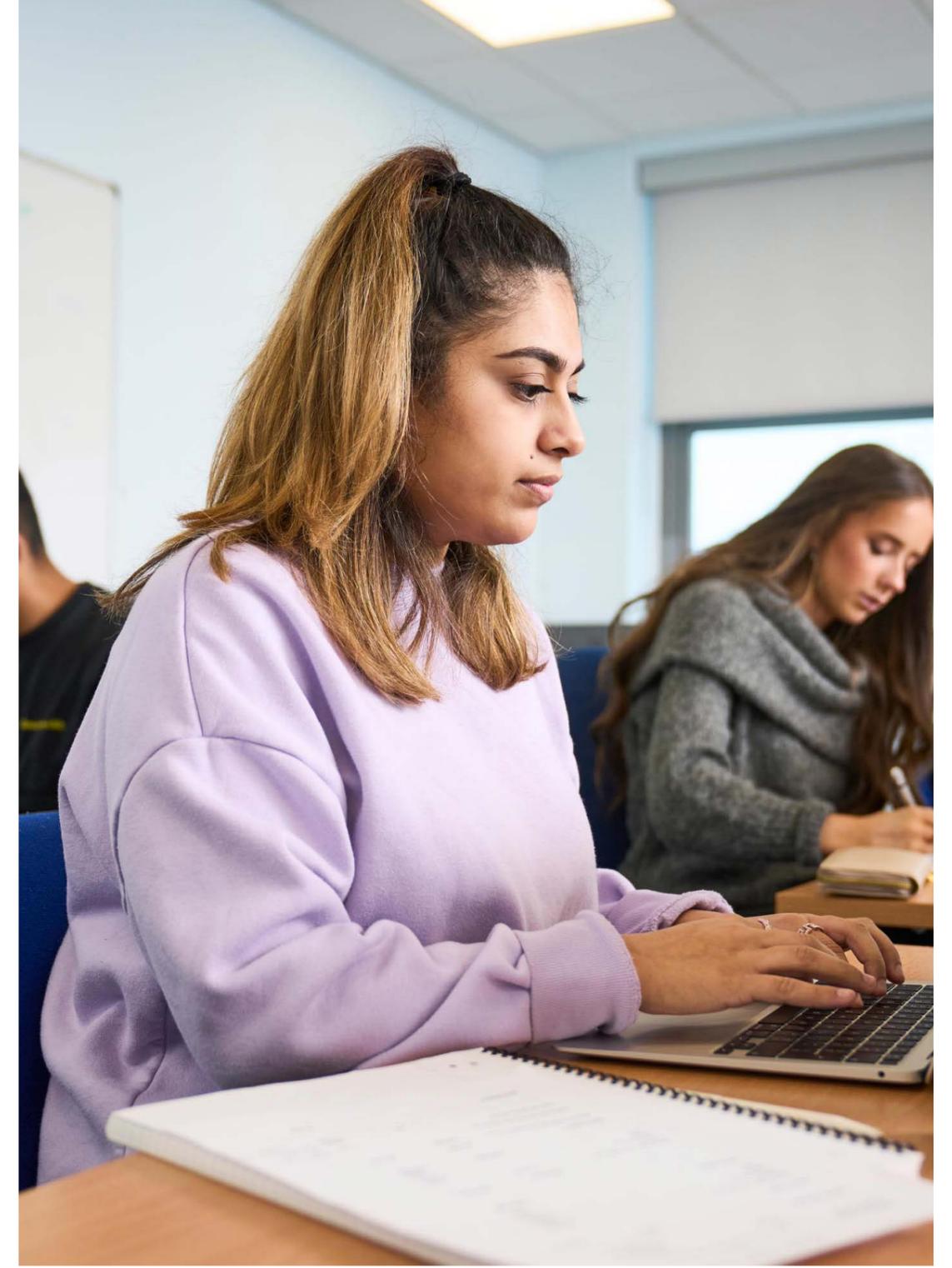
The Lanarkshire Region

Lanarkshire is the second largest college Region in Scotland in terms of population, comprising the Local Authority areas of East Dunbartonshire, North Lanarkshire and South Lanarkshire and is only 30 minutes by road from Glasgow city centre and 40 minutes from Scotland's capital, Edinburgh. Its population exceeds 760,000.

New College Lanarkshire and South Lanarkshire College work in partnership with the three councils through Community Planning Partnerships and our schools/colleges programmes as well as other key strategic groupings in the local authority areas such as the local authority economic growth board and task forces to support sustainable local economic growth.

Key priority sectors in Lanarkshire include Health and Social Care, which holds 19.6% of total employment. This is followed by Construction at 13%, Engineering at 5% and Tourism at 4.5%. Key areas of specialism within the Region include Civil Engineering as the percentage of employment is three times the national average.

Between 2021-2024 there will be a total of 36,800 job openings, however labour shortages are predicted due to people requiring higher level qualifications, 22% SCQF 5, 14% SCQF 6 and 44% SCQF 7-10. 7% of people in Lanarkshire hold no qualifications. There is an identified need for meta skills as 74% of employees need reskilled in areas such as complex analytical skills (40%), operational skills (54%) and digital skills (50%).

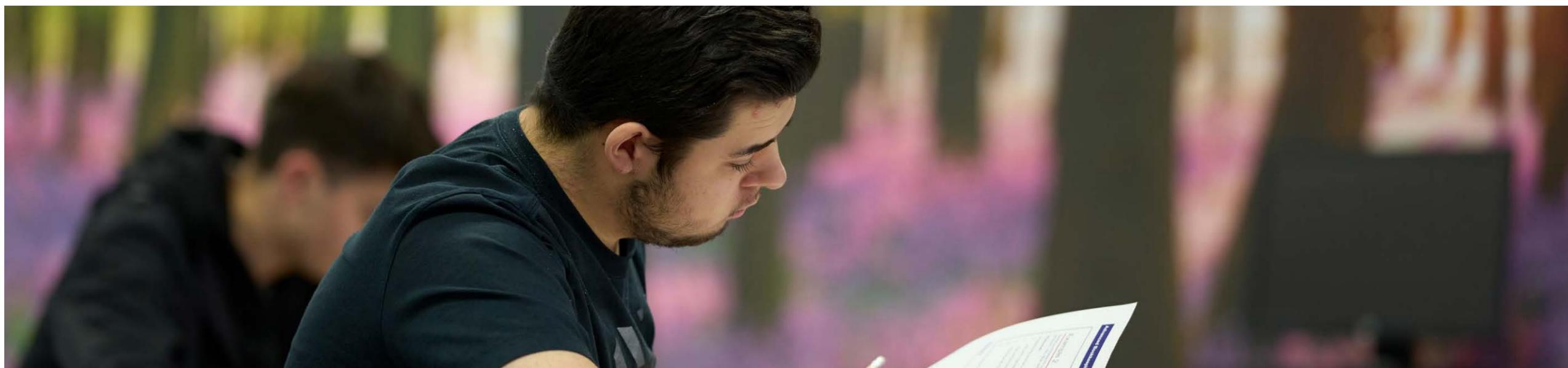


PRIORITY 01.

Fair Access & Transitions



The Region deploys funds provided by SFC and the Scottish Government to support students from the most disadvantaged backgrounds. These funds include SFC student support funds, training allowances for SDS funded programmes, Educational Maintenance Allowance for students meeting the eligibility criteria, and discretionary funds for crisis support for students experiencing financial difficulties.



Commission on Widening Access (CoWA)

In academic year 2021/22 (the most recent published statistics) the Lanarkshire colleges contributed significantly to the widening access priorities of the CoWA:

- The colleges combined recruited almost 1000 HEFT MD20 (20% most deprived postcodes) students.
- The proportion of MD20 entrants and qualifiers in both colleges was significantly above the national average, with NCL having the fifth highest proportion of all FE and HE institutions in Scotland (32.5% entrants and 32.8% qualifiers).
- The colleges combined supported more care experienced students than ever before, with care experienced students representing over 4% of delivery.

Both colleges are committed to continue their work on the priorities identified by the CoWA and set out in the Blueprint for Fairness. They continue to work closely with partner Higher Education Institutions (HEIs) on a range of validated degree programmes, franchised degree programmes and articulation agreements. Formal validation and articulation arrangements are in place with the University of the West of Scotland, Glasgow Caledonian University, the University of Strathclyde, the University of Glasgow and Queen Margaret University.

These partnerships are kept under constant review and new opportunities and initiatives are undertaken on an annual basis.

The Region's ambition remains to continue to grow the degree programme provision so that every department, where appropriate, leads to the opportunity for students to maximise their potential and achieve the highest level of qualification possible within their chosen field.

The longstanding collaboration between both colleges and SWAP West, an organisation which supports access to higher education for adults, remains a cornerstone of the valuable work which takes place across Lanarkshire in access to degree-level study for adults seeking to upskill later in life. A range of Scottish Widening Access (SWAP) programmes are delivered in the Region linked to Regional priorities such as Nursing, Professional Health Care and Health Sciences.

The Region is committed to its corporate parenting responsibilities and providing a range of student support services in order that care-experienced students can achieve their full potential whilst at college. This can include support with childcare arrangements, literacy or numeracy support, learning and study support, emotional support or counselling.

The Colleges continue to maintain a coherent, coordinated policy of fair access, with application systems, digital online open days and information sessions, student support and information sessions, online interviews and adherence to monitoring of performance indicators. Transitions are monitored to ensure that there are clear and accessible articulation routes. Support and progression options for students who partially complete courses are facilitated wherever possible.



National Schools Programme

Both colleges remain committed to the SFC's National Schools Programme and are engaged in working with both South and North Lanarkshire Councils as our closest local authority partners.

The Region continues to provide a variety of school-college partnership programmes across a range of subjects including key Regional priority areas such as Childcare, Engineering and Construction. Foundation Apprenticeships remain a key component of this offering, with apprenticeships available in Automotive Studies, Accountancy, Business Skills, Construction, Social Services Healthcare, Social Services Children and Young People, Creative and Digital Media, and Engineering Systems. The opportunity for S6 pupils to undertake an HNC whilst still at school remains an option after a successful pilot in AY22/23. In an expanded offering, Higher National Courses in Cyber Security, Computer Aided Drafting & Design and Healthcare are available in AY23/24.

Working collaboratively, the Region will continue to support young adults who wish to leave school in December. A wide range of bespoke programmes are on offer to support pupils disengaged with school and looking to move to employment and/or further education or training. Extended support from both the college and teams within each local authority are in place to assist in transitions to positive destinations at the end of the programmes.

Throughout the year, SLC and NCL will have representation at many career and pathways events in local secondary schools to provide impartial information, advice and support to young people with ambitions to enter a higher education pathway. Both colleges host a series of open days throughout the year to engage with prospective students and the wider communities of Lanarkshire. STEM events are another feature on the calendar for both colleges; hundreds of school students will attend a variety of events promoting STEM careers and study options.

The Region is committed to its responsibility as corporate parents and recognise the importance of supporting care-

experienced students. Both Colleges are committed to working in partnership with other agencies and stakeholders to meet this ambition. We have a strategic commitment to support the development of an inclusive, positive culture in relation to care-experienced students throughout the student journey.

The Region fully recognises that a holistic approach is needed when supporting care-experienced students and both colleges have a named staff contact who provides tailored one-to-one support before, during and after college. This flexible service seeks to support each student in line with their unique needs, issues, and circumstances. Having this point of contact ensures students can access support at the point they need it and lets them know there is always someone to turn to if they experience difficulties or issues. The Region is committed to providing a range of student support services in order that care-experienced students can achieve their full potential whilst at college. This can include support with childcare arrangements, literacy or numeracy support, learning and study support, emotional support or counselling.

As well as this the Region is also committed to supporting students who have an unpaid caring responsibility outside of college that may impact on their learning experience and ability to make good progress on their course. The Colleges continue to maintain a coherent, coordinated policy of fair access, with application systems, digital online open days and information sessions, student support and information sessions, online interviews and adherence to monitoring of performance indicators. Transitions are monitored to ensure that there are clear and accessible, with transitions with partial completion facilitated where appropriate and on-going support for all students to achieve the best possible outcomes.





Quality Learning and Teaching

PRIORITY
02.



Learning and teaching is monitored at individual college level with each college having robust approaches to self-evaluation and quality, including the use of business intelligence dashboards. At Board of Management level this is monitored via the relevant learning and teaching committees with representation from both colleges in attendance. Each College works closely with its respective Student Associations who also collaborate and share best practice, helping to nurture the student voice. Both individual colleges also monitor student voice via a series of surveys, class representatives and via their self-evaluation processes.

The Colleges recognise the continuing impact of the cost-of-living crisis which means that students require additional support to achieve their qualifications. As such they continue to offer a free

breakfast to all students. The Colleges each provide warm spaces to mitigate the ongoing pressures for students around energy costs. Support Services take an intersectionality approach, where the aim is to provide tailored support which best meets individual circumstances.

To help support digital inclusion the Colleges continue to make laptops and other digital devices available for both long and short-term loans.

The Colleges continue to invest in staff development, delivering Continuous Professional Development activities, including supporting staff to achieve professional learning and teaching qualifications leading to General Teaching Council of Scotland status.

Enhancing Student Experience

Supporting and enhancing the student experience throughout the student lifecycle is critical to success for students and the Colleges. Both Colleges have a strong commitment to engaging with students and use a wide variety of methods to facilitate feedback from students and applicants. The student voice is captured through focus group meetings, course review processes, student representative events, student surveys and a variety of feedback forms. Data generated through these various processes is collated and action plans are implemented at course, departmental and college level.

The vast majority of both Colleges learning and teaching is on campus to support students who had struggled with social isolation and 'online fatigue'. All FE provision is on campus to support attainment of qualifications for those groups of students. The Colleges are consulting with staff and students to establish a student-centred approach to digital learning.

Students from both Colleges are represented on several working groups including the LRSB and Board of Management Committees. The Student Associations have developed a collaborative working relationship leading to the sharing and development of best practice across SLC and NLC.

Joint College/Sparqs class representative training is provided annually to class representatives to ensure that class representatives are prepared and supported in their role. Student input into course team meetings continues to provide valuable feedback and impact on change, which is a vital part of the self-evaluation processes.

Both colleges have learning and teaching strategies in place which place student experience at the centre of their mission.





Safe and Supportive Environments

Both colleges recognise that the transition into college is both an exciting and challenging time and for many of our students, often accompanied by anxieties around expectations. The colleges have comprehensive strategies in place to support students as they join our college communities. Enhanced induction programme during the initial few weeks of term have been established, offering a holistic experience encompassing academic, social, emotional and practical aspects of college life.

The Student Associations and academic departments are instrumental to this process, working collaboratively to host a wide range of induction activities. These include team building events, visits to industrial and commercial partners, talks from alumni, partner businesses and other stakeholders covering a range of topics from wellbeing, equality and diversity to career guidance and business skills. These activities are designed to support the integration of students into college life, give them a sense of belonging early and reduce the social anxiety of coming to college.

Ensuring the safety of students is a key priority for both colleges. Robust safeguarding policies and procedures are in place, and staff training continues on a regular basis to ensure staff understand individual and corporate

responsibilities. The training highlights not only practical guidance on supportive actions but also the importance of fostering safe and supportive learning environments to ensure students thrive, learn and grow with confidence.

Student progression and completion is supported through a combination of factors in addition to in-class support, including self-reflection and evaluation being embedded into the learner journey as part of guidance and progress review sessions to aid progress and successful completion. Wider cross-college services available through the key support and learner engagement teams can be accessed and supports those students identified at risk of disengagement.

Increased resources continue to be made available to help support key vulnerable groups such as care experienced, veterans and service leavers, carers and estranged students. The Guidance and Support Advisors take a person-centred, trauma-informed approach when supporting students and understand the wider intersectionality circumstances that need to be taken into consideration when offering support.

The Colleges recognise the cost-of-living crisis which has meant that students require additional support in order to achieve their qualifications. As such the Colleges are continuing to offer a free breakfast and lunch to all students. The Colleges are working with their local communities to provide warm spaces to mitigate the increase in energy costs.



PRIORITY

03.

The Region is firmly focussed on partnership and collaboration, and this is at the centre of both Colleges' strategic priorities. The Colleges have an established reputation across Lanarkshire for delivering high quality vocational education and training including senior phase provision which provides a platform for meaningful engagement with a wide range of partners.

Key examples include the excellent work with Developing the Young Workforce, via the STEM Lanarkshire Group, which has reintroduced the Step into STEM events for young people across Lanarkshire following the pandemic.

Coherent Learning Provision

Over the past twelve months both Colleges have reinvigorated their strategic relationship through developing closer working relationships with Board members and senior leadership teams. This has laid the foundations for future partnership work to best serve the people of Lanarkshire. This includes:

- Potential expansion of curriculum portfolio for the care sector and working more closely with local and national providers of care services.
- Co-creation and collaboration in relation to the development of a digital curriculum offering.
- Corporate initiatives such as procurement and shared services.

Using Data and Intelligence

The Region has a dual focus on ensuring the provision of robust, coherent learning pathways for students; a continuous retrospective reflective focus on existing provision and outcomes and a future focus based on local, Regional and national trends and priorities.

Regional Skills Assessments underpin strategic decision-making, and both colleges have invested in enhancements in key areas of particular relevance to Lanarkshire, particularly Health and Social Care which represents almost 20% of all employment in Lanarkshire.

Through well-established links with both schools and partner HEIs, the colleges are able to ensure that we provide seamless transitions from school to college, and from college to university.

Improvements to internal systems and processes at both colleges give academic leadership teams and student-facing staff access to a wide range of real-time data which is used to inform decision-making relating to all aspects of provision. Academic leaders are supported to implement improvements and changes to existing provision through course review processes informed by comprehensive data on student performance and outcomes. This data is benchmarked against national data and trends to identify areas of improvement and also to share good practice and celebrate areas of specialism and distinction.



The monitoring of student learning has been key for both Colleges with many improvements to the quality of reporting and monitoring tools available for both staff and students. In previous years the Colleges have seen the introduction of new reporting structures and technologies.

There has been a consistent improvement to the monitoring of the attainment, retention, attendance and funding. All staff at all levels of the Colleges now have access to real-time data to review and assess the successfulness of courses. These reports also closely matching the reports provided by the SFC.

Building on that this year for SLC has been key, and now external bodies such as schools, are able to view the reporting tools. Specifically, sharing attendance information with the school liaison officers for particular courses without the need for lecturer invention, thus providing seamless understanding of students' progress and attendance.



Engaging with Stakeholders

The Colleges work closely with Skills Development Scotland (SDS), employers and local authorities to understand the needs of business and industry, and to ensure there is a pipeline of appropriately skilled students entering the labour market. They offer vocationally based courses incorporating work placements, and all courses focus on the necessary employability and meta skills required for students to progress onto their chosen destinations. Additional emphasis is placed on meta, essential, freelancing and technology skills to better prepare students for the workplace.

The Colleges work with many other external stakeholders and partners to create a future-proof curriculum, designed to address the priorities set out in the Scottish Government's National Strategy for Economic Transformation (NSET). The College uses a host of relevant data to inform curriculum planning and content. The Colleges will continue to review their curriculum offers over academic year 2023-24 in order to develop a revised curriculum portfolio, which focuses on growth areas in the Scottish economy including a greater emphasis on the acquisition of meta skills by all students.

Lanarkshire is host to thousands of small and medium enterprises (SMEs). Both colleges engage with our local communities of SMEs in a variety of ways, through business development networks, partnership projects, joint funding ventures, guest lectures and conferences to name but a few.

SLC has reinvigorated its relationship with the Community Learning and Development team at South Lanarkshire Council and has been instrumental in developing a more effective pan-Lanarkshire ESOL Strategy Group to address the growing demand for this provision. Work has commenced on developing an ESOL Strategy for Lanarkshire to take account of the increase in ESOL demands within the community due to the resettlement of Ukrainian, Somalia, Syrian and Afghan refugees in the local area. SLC is now working closely with Community Learning Development team to create a multi-agency referral system across the Region.

NCL maintains an ongoing partnership with North Lanarkshire Council for the delivery of SMART Hub Lanarkshire (SHL). This innovation asset is dedicated to supporting Manufacturing SMEs in adopting advanced manufacturing technologies to boost productivity, explore technology options when addressing workforce recruitment and retention challenges, enhance quality of production and establishing sustainable processes that contribute to a more environmentally conscious future. SHL is key to introducing advanced manufacturing technologies to the manufacturing community of Lanarkshire, supporting school pupils, full time students, apprentices and skilled workforce to gain modern manufacturing knowledge and skills.



Coherent learning provision

PRIORITY 04.

Transformation (NSET) and labour market strategic drivers to upskill/reskill Lanarkshire's existing workforce through the development and delivery of work-based learning and apprenticeship provision.

The Colleges work actively in key partnership arrangements with local authorities, Skills Development Scotland (SDS), employers, the Scottish Funding Council and other managing agents to understand the needs of business and industry, to ensure there is a pipeline of appropriately skilled students going out into the labour market. They offer vocationally based courses incorporating work placements, and all courses focus on the necessary employability and meta skills required for students to progress onto their chosen destinations.

Through extensive consultation with employers, the colleges ascertain the challenges and business goals of partner employers to establish their immediate and longer-term skills needs. This intelligence is used to develop and deliver on a workforce development plan to address skills gaps, increase business productivity and economic growth. The colleges' professional learning portfolio is reviewed and updated on a continual basis to respond to identified needs. Demand is high for provision in areas including digital skills, health and safety, mental health, leadership and management to support business succession planning.

With Flexible Workforce Development Fund (FWDF) funding allocations being reduced in academic year 2022/23 and no announcement of funding for 2023/24 at the time of writing, the lack of available funding is presenting a significant challenge for the Region, with employer demand far outstripping available funded training. The Colleges will continue to utilise available funding to prioritise support for our key employer networks wherever possible.

The Region sees continued demand in modern apprenticeship provision in vocational areas including construction, engineering, automotive, fire and securities, whilst there is an increase in demand within healthcare and administration. This provision remains a key priority for both Colleges and they continue to work in collaboration with employers and SDS to support workforce skills development.



With an active membership of 400+ business members and with a vision to contribute to sustainable business growth in the Region, the Lanarkshire Business Hub initiative run by NCL which hosts regular knowledge transfer and business networking events, will play an integral role in achieving this.

We work closely with key stakeholders via Local Employability Partnerships (LEPs) to understand the economic needs of the Region and contribute to the reduction in unemployment/economic inactivity and provide pathways out of poverty. As a consequence, through the No-One Left Behind (NOLB) and Parental Employment Support Fund (PESF) initiatives, NCL are delivering in partnership with NHS Lanarkshire employability provision to engage with individuals/parents at varying stages of the employability skills pipeline to ultimately progress into successful employment with NHS. There is a particular focus on raising awareness of these opportunities within the BAME and refugee communities and with a target to support 100 individuals into employment, provides a crucial support to NHS to address staff shortages.

SLC seeks pro-actively to develop effective pathways for individuals furthest from the labour market, supporting them into education and employment. One of SLC's strategic aims is to bring vocational courses to the most deprived areas of rural South Lanarkshire. A strong partnership with South Lanarkshire Council and the Department for Work and Pensions, and in line with the No-One Left Behind agenda, the Rural Academy is engaging with unemployed residents in rural South Lanarkshire to bring them closer to local job opportunities. A team of dedicated employability experts have supported an average of 100 participants every year since 2018 to help them progress to positive destinations. Working from premises in Lanark and other community centres across Clydesdale, the Rural Academy provides employability support and delivers accredited courses linked to local job opportunities in line with labour market needs, while addressing the SG's child poverty agenda. This will continue in 2023-24.



PRIORITY 05

Institutional Governance

Both NCL and SLC are signatories to the University & Colleges Climate Change Commitment for Scotland. The colleges are also members of the EAUC, signatories to the Official Global Climate Letter and part of the 'Race to Zero' where they have pledged to become net-zero by 2042. The Region continues its progress towards contributing to the Scottish Government's carbon reduction targets, monitored by measuring the Gross Carbon footprint reported annually in the Public Bodies Climate Change Duties.

Both Colleges have established sustainability committees within their governance structures, with reporting mechanisms in place directly to the respective executive boards.

Net Zero & Environmental Sustainability

The Colleges are committed to effective staff and student engagement, partnership working through internal and external networks, and ensuring students develop the understanding of environmental and social sustainability required for the world and workplaces of tomorrow. In addition, the Region works with the Energy Skills Partnership to support the development of a strong supply chain to deliver on the Scottish Government's decarbonisation ambitions.

Estates and Supply Chains

Both colleges have taken a range of measures to ensure their campuses are sustainable places to work and study, and further actions will be taken in line with priorities identified by the sustainability and carbon management groups and committees.

To date the Regional colleges have reduced their CO2 output by 25% between Academic years 2015/16 and 2021/22 from 3468 tCO2e to 2947 tCO2e. They have managed this through closer monitoring and adjustment of current Business Management Systems (BMS); increasing the scope and functionality of BMS control. Other interventions which have contributed to this progress include the installation of LED lighting in classrooms, social and office space, installation of solar photovoltaic panels and ground source heat pump systems.

The Region's priorities include:

- Solar Car Ports with Battery Storage.
- Additional Heat Pumps to take over 100% heat provision.
- Battery Wall Storage.
- Water Conservation via Taps, Cisterns etc.
- Air Tightness of building.
- Central BMS system.
- Introduction of ground source/air source heat pumps to contribute towards the phasing out of fossil fuels for heating/ hot water.
- Installation of LED lighting
- Installation of more Photovoltaic (PV) panels
- Heat de-carbonisation across all campuses

Both colleges, through their Climate Change Emergency Action Plans, will continue to drive their commitment to achieving net zero by 2040 or earlier. These plans uses the UK FE Colleges Roadmap to assess its current standing and the five elements are: Leadership and Governance, Teaching and Learning, Estates and Operations, Partnership and Engagement and Data Collection.

[Sustainability - South Lanarkshire College \(slc.ac.uk\)](https://slc.ac.uk)





Learning & Teaching, Staff & Student Engagement and Participation

The Region will continue to take actions to raise awareness in the wider community to act on climate matters. This includes effective staff and student engagement, partnership working through internal and external networks, and ensuring students develop the understanding of environmental sustainability.

Aspects of sustainability are embedded into all learning provision where it is appropriate, ensuring that students have contemporary knowledge and understanding of sustainable practice in their chosen vocations. In addition to subject-specific applications, both colleges have a range of cross-disciplinary projects and ventures to raise awareness of key sustainability issues within the college and wider communities of Lanarkshire.

At SLC, sustainability practices have been embedded across a range of curriculum areas. Plumbing and Gas have introduced renewable technologies to each of the courses, whilst the wider Construction areas are reusing consumable products such as timber, brick, and roofing slate multiple times within each of the programmes they offer. In addition, staff in Carpentry and Joinery have undertaken Passivhaus training with all Construction areas supporting the retrofit agenda. Within the area of travel and tourism, students are taught about sustainable tourism and sustainable practices within the industry.

The SLC Learning Development Team have established the College Way Market, a second-hand pop-up clothes shop focussing on recycling and reusing donated clothing. The shop is entirely run by National 4 Skills for Employment students and this innovative idea has two aims, sustainability and giving students on a low-income, access to free clothing.

At NCL, significant work has been undertaken within the department of Beauty, Aesthetics & Hair Design to embed environmentally sustainable practice into all aspects of curriculum design and vocational practice. Inspired by the Green Salon Collective, which the department subscribe to, the team have adapted equipment in the salon (eco shower heads, separation kits, recycling bins etc.), adopted eco-friendly consumables (plastic-free hair products) and embedded sustainable working into all aspects of the curriculum. The staff team have all undertaken Race to Zero training with IMEA and have committed to ensuring all future graduates will enter the industry in a position to support and educate their future colleagues in sustainable salon practice.



Net Zero & Environmental Sustainability

SLC is key host to an exciting new venture in partnership with the Energy Skills Partnership and Energy Savings Trust to deliver a remote training and assessment facility to reach rural Scotland in meeting the demands of domestic renewable energy targets. The purpose of this mobile training facility is to increase the number of qualified heat pump installers across Scotland with particular emphasis in the remote and rural areas of the country, which in turn will develop a strong supply chain to deliver on Scottish Government’s decarbonisation ambitions.

This resource provides additional flexibility to the supply chain and colleges where there are clear gaps in heat pump training across Scotland. This is a shared resource available to all Scottish colleges, giving priority to those colleges that do not currently have heat pump training facilities (e.g. Highlands and Islands) to support the development of supply chains in rural and remote areas of Scotland. Colleges who are currently delivering heat pump training may also use this resource as an expansion to their current training facilities when their demand for heat pump training has been exceeded.

Carbon Emissions	Year	Scope 1	Scope 2	Scope 3	Total	Units
PBCCRD Data (New College Lanarkshire)	2021/22	1,462	732	141	2,335	tCO2e
PBCCRD Data (South Lanarkshire College)	2021/22	242	320	50	612	tCO2e
PBCCRD Data (Region Wide)	2021/22	2704	1052	191	2947	tCO2e

The Region already has built in entrepreneurial themes throughout the curriculum, as well as through added value and enrichment activities. For example, areas such as construction trades, hair and beauty, professional cookery or accountancy have always taught students how to run their own businesses as well as to develop and grow them. Value added activities such as “pop up” shops, learning development students selling goods made by themselves or the professional cookery students running catering outlets. All of these skills link directly to the development of students’ employability and meta skills, which encourages them to become confident learners and better prepared for the world of work.

Other examples include the creation of the College Way Market at SLC, which has provided a focus to build further similar student-led enterprises across the College curriculum, with ambitions to create a Digital Industries Hub, a recording studio for podcasts. At NCL entrepreneurship has been embedded in the supported learning curriculum through the successful Braw Wee Shop, which has been nominated for multiple awards.



NEW
COLLEGE
LANARKSHIRE
Bringing Education Closer



South
Lanarkshire
College
East Kilbride

NCLSA



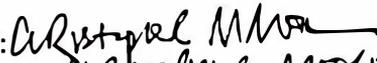
Scottish Funding Council

Promoting further and higher education

Outcome Agreement between Lanarkshire Region and the Scottish Funding Council for AY 2023-24

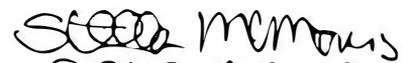
On behalf of:

New College Lanarkshire:

Signed: 
Print name: KRISTINE MOORE
Position: Principal

Date:

South Lanarkshire College:

Signed: 
Print name: STELLA MEMMANUS
Position: Principal

Date:

Lanarkshire Regional Board

Signed: 

Print name: RONALD S. SMITH

Position: Chair, Lanarkshire Board

On behalf of the Scottish Funding Council:

Signed: 

Print name: Karen Watt

Position: Chief Executive

Date: 15 January 2024

Scottish Funding Council
Apex 2
97 Haymarket Terrace
Edinburgh
EH12 5HD
T 0131 313 6500
F 0131 313 6501
www.sfc.ac.uk

Students' Association and Student Voice.

February 2024 Board Report.

The future is

bright.

Meet the NCLSA Student Presidents

This term NCL has two new student presidents. Kenneth Tong who is based in Motherwell and Amy McLaughlin who is based in Cumbernauld. Both took on the part time roles because they were keen to make a difference.

"It's really important the student voice is heard," Amy, 17, said. "I did this because I want to make a difference for the other students here, It's about social justice."

She went on: "I also want people to see that college can be a great choice for them. When your school it can feel like University is the only option, they want you to look at, but I've loved my time here."

Kenneth Tong, 25, said he had applied because he wanted to give something back to the College. He said: "I left school with no qualifications. An when I applied for College this is the only place that accepted me, and It's made a huge difference to me."

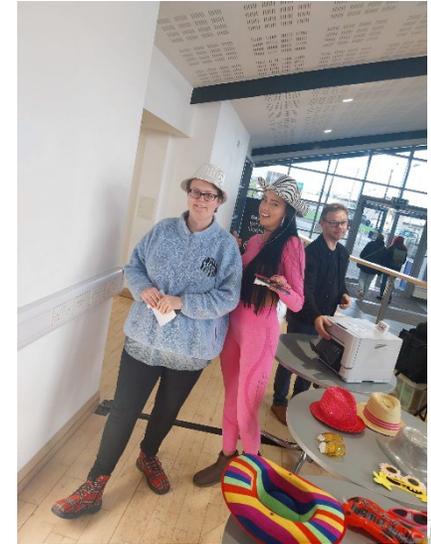
He went on: "My big focus as Student President is loneliness. I want to make sure there are spaces for students to hang out together and activities for them to do because feeling a lack of connection is a big problem for a lot of people."



Student appreciation days

The student appreciation days in November were a huge success with students. We had many fun events for students, including a visit from the therapy dogs, games and a chance to sample different sports.

This was a thank you from New College Lanarkshire for choosing us to study with. The Student association ran a compaction to win an amazon tablet and our winner was Sky Rodgers .



Inspiring growth, ensuring wellness



The Learner Engagement (LE) team recognise that wellbeing in students is critical for attainment – NCL Student Wellbeing areas will offer a dedicated space on each of NCL’s main campus sites to provide comprehensive support for students’ mental health and overall well-being.

This will include mental health support; wellness workshops; health promotion and education events, prevention and intervention workshops; counselling services; a quiet space; crisis support and a referral service.

The LE team is committed to regularly hosting diverse social events for students to promote a positive engaging student experience and foster a sense of community- the wellness will offer a space for this to happen.

In addition, these areas will offer a clear link between learning and teaching for students on all levels of programmes of study supporting personal, academic, and professional development.



Opening the doors to College tours

We are excited to introduce a new initiative focused on community engagement within Lanarkshire.

Our College Tours program aims to foster stronger connections with our local youth, offering a unique opportunity to showcase the range of opportunities available at New College Lanarkshire.

In collaboration with Routes to Work and Rise, we have been welcoming diverse groups of young individuals to our newly established recruitment centre in our Motherwell Campus. Here, they were able delve into our various departments and gain a first-hand experience of the opportunities and resources that our college has to offer.

Feedback from group leaders has been positive with one stating

“Thank you again for the tour on Tuesday it was fantastic !! I am giving positive feedback to my manager, you certainly delivered it in a great way, some of our young people are even more keen to apply for their courses!”

With four tours complete, and a further three to come, we look forward to reporting further progress in our next update.

Student thrift shop

Recognising the importance of supporting students in need, especially during colder months, we're excited to launch our project the "Student Thrift Shop" - providing clothing to those who need it.

We understand that financial constraints can sometimes make it difficult for students to access essential winter clothing, and that's where we step in. Inspired by ACS ethos around circular fashion, we offer 'used jackets' for free, to ensure that every student has access to the warmth they need to thrive. Additionally, this initiative promotes sustainability by giving a second life to pre-loved clothing items, reducing waste, and promoting responsible consumption habits among students.

Thank you to our partners Smart Works Scotland and Lady Haughey for kindly donating to our thrift shop.



Health Body, Happy Mind – Fitness for wellbeing

We have launched new Running, Basketball and Badminton clubs for students and staff to help them get active and build friendships.



BADMINTON CLUB

READY TO SMASH IT? PLAYING MONDAY
4PM-5PM 15/01, 22/01, 29/01
@RAVENS CRAIG SPORTS HALL

Contact:
kellyann.mcgrath@nclan.ac.uk
or
kenneth.tong@nclan.ac.uk

SOCIAL BASKETBALL CLUB

4PM-5PM WEDNESDAY
17/01, 24/01, 31/01
@RAVENS CRAIG SPORTS HALL

CONTACT:
KELLYANN.MCGRAITH@NCLAN.AC.UK
OR
KENNETH.TONG@NCLAN.AC.UK

NCLSA



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GOOD
TO SEE
YOU!**

**WELCOME TO
NEW COLLEGE LANARKSHIRE**

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Campus posters

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EXACTLY
WHERE YOU
NEED TO BE.**

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New College
Lanarkshire**

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STUDENT
SUPPORT



ENTERPRISE



REPRESENTATION



STUDENT
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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.

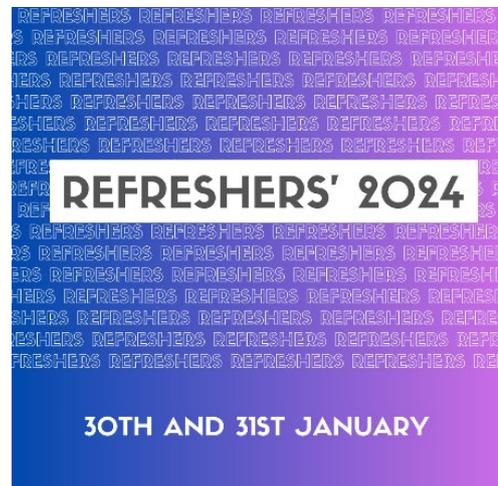
This event has been promoted on social media, the SA newsletter and student Teams Channels.

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

SA Strategic Plan 2023-2026



For Students by Students!

**VICE PRINCIPAL – FINANCE, RESOURCES & SUSTAINABILITY REPORT TO THE
LANARKSHIRE RSB**

**AUDIT & RISK COMMITTEE MEETING DATED 19th February 2024 re the
South Lanarkshire College Audit & Risk Committee Meeting of 15th February 2024**

1. Risk Management

- Of the fifteen risks identified previously and of the post-mitigation risks contained in the attached register, members to note that three scores have been increased while two scores were decreased. Inherent risks have remained consistent.
- The main challenge for the College continues to be 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.
- In a bid to mitigate these 3 increased risks, a financial modelling exercise is being undertaken currently to better assess our financial position considering the budget indicative announcements. A pension contribution project plan has also been devised to address the pension contribution errors, identifying actions taken and controls now in place to reduce likelihood of a future incident. Furthermore, the bursary payment delays from 2023-24 are being considered internally to ensure sufficient resources are available in the future.
- In terms of the 2 scores that were decreased, the College has reduced the risk that it will fail to meet its credit target. Based on January 2024 enrolments, the College is now confident in meeting its core credit target for 2023/24. Similarly, the risk of damage to the integrity of management information systems has also been downgraded. Cyber essentials and cyber controls continue to be monitored. Reviews of policies and procedures are ongoing and continually evolving to maintain current levels of confidence.

2. Rolling Audit Recommendations (RAR) monitor

- Committee asked to consider the recent updates to the monitor. The monitor now incorporates the results of the internal audit work as presented to the Committee at this meeting on 27 November 2023 (Budgetary Control, Student Activity (Credits), Student Support and Quality).
- The College has made some progress in addressing the recommendations made in previous audit assignments however many of the recently added recommendations are still a work in progress at this point in the academic year.
- There are 27 recommendations on the monitor, covering Cyber Security, Health & Safety, Risk Management Staff Recruitment & Retention, Budgetary Control, Student Support Funds and Student Activity (Credits).
- Common themes to address each recommendation include the revision of internal policies and procedures, enhanced reporting and data quality checks, the roll out and completion of training exercises and the implementation of new systems (HR and Student Records).
- The achievement of all recommendations above is dependent on staff compliance with policies, procedures, training initiatives and new systems and the College having sufficient staff resources to undertake work.

- The College reminds staff regularly to complete training courses on a timely basis and resource issues are carefully considered by the Senior Leadership Team to ensure that key priorities can be tackled.
- At this stage the College has no concern over its ability to satisfy each of these recommendations and target dates for completion.

3. Internal Audit – Agreed timetable 2024

Committee advised to note that a timetable for the following audits has been agreed by staff internally and by staff at Henderson Loggie, Internal Audit.

1.1. Table 1: Internal Audit Timetable

Audit area	College Lead	Agreed start date
Corporate Governance	Paul McGilvery (Governance Professional)	12/02/2024
Student Support	Rose Harkness (Student Services)	18/03/2024
Procurement and Creditors/Purchasing	Sue Hampshire (Procurement)	15/04/2024
Publicity and Communications	Marie King (Marketing)	15/04/2024
Space Management/Room Utilisation	Chris Sumner (MIS) Craig Ferguson (Facilities)	13/05/2024
Credits Audit	Chris Sumner (MIS)	26/08/2024
Student Support Funds	Bill McMahon (Finance)	26/08/2024
Payroll	Gary McIntosh (HR)	21/10/2024
Follow Up Reviews	ALL	TBC

4. Internal Audit – Pension Contribution Project Plan

- Committee to note recent updates and plan for correction of pension contribution errors for part time staff.
- In 2023, it came to light that the College had not adjusted pension contributions correctly in 2015 and that part time lecturing staff were therefore over contributing to their pensions.
- The College instructed Henderson Loggie to undertake an internal audit of pension contributions. Following on from the findings of their review which were communicated to the College in December 2023, the College was advised to appoint a payroll specialist to prepare detailed calculations to correct for errors made.

- Henderson Loggie have been appointed for this role following a procurement process and a project plan has been created and implemented to assess and conclude on all employees and former colleagues who have worked part-time during the period of 2015 – 2023.
- The Project will utilise a “project sprint” methodology to minimise lost time. Based on the prioritisation order of surname, people will be put into groups of roughly 20 people and they will go through the full process of having their contributions reviewed, concluded and, if appropriate, consulted on a resolution on any contribution discrepancy.
- The project is anticipated to end by the end of February 2025, with employees getting their results monthly, starting around May 2024.
- The risks of this issue include a breach of legislative requirements; the potential impact on employees and third-party organisations such as HMRC; the cost of resolution to the College and reputational damage for the College.
- Further payroll controls have been identified and are now in place to mitigate risk of a further incident:
 - an additional payroll administrator has been brought in to assist with the workload in payroll;
 - full documentation of current payroll processes has been undertaken by HR staff to bring focus to key areas of risk;
 - cross-training of HR staff has been undertaken to ensure perform payroll calculations can be performed as part of business continuity in the event of staff absence;
 - financial controls have been further emphasised on the College risk register and are now reviewed more stringently and regularly; and
 - the expected implementation of the new HR system in Apr/May 2024 will further enhance and automate current payroll process, removing the need for manual calculations.

5. External Audit

- Committed advised to note External Audit Fees for 23/24. Fees have been carefully considered by Audit Scotland in accordance with the Auditor General for Scotland and the Accounts Commission.
- The fee levels have been set in the context of a challenging economic environment, increased expectations on the audit profession and the ongoing process of recovery following the Covid-19 pandemic.
- A 6% increase in fee is proposed for the College from 2022/23 to 2023/24, representing an increase of £1,450 from £24,140 to £25,590.
- A rebate of £282 will be received in respect of 2022/23 unspent travel budgets which can be offset against the 2023/24 fee.

**VICE PRINCIPAL – FINANCE, RESOURCES & SUSTAINABILITY REPORT TO THE
LANARKSHIRE RSB
FINANCE & RESOURCES MEETING DATED 26th February 2024 re the
South Lanarkshire College Finance & Resources Committee Meeting of 20th February
2024**

1. Matter for Approval and Reserved Item: Financial Modelling – South Lanarkshire College 2024/25 (Matter for Approval and Reserved Item)

- The Committee were advised of a financial modelling exercise that has been undertaken to look at the potential financial position for 2024/25 following the preliminary budget announcements from the Scottish Government in December 2023.
- With a potential 4.7% cut in core grant funding (circa £600k reduction), 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 Committee were advised that the report is based on assumptions and the College expects to gain greater insight when the final budgets are committed in March 2024.
- In the event of taking no strategic action to increase alternative income streams and realise cost efficiencies, the College would expect to realise the following results:

Table 1: Financial Modelling Results

	2022/23 Actual £000	2023/24 Forecast £000	2024/25 Forecast £000
Operating Deficit	(1,023)	(917)	(1,289)
Year end cash position	3,263	2,000	780
Total Reserves/Net Assets	29,177	28,982	26,971

- These results indicate continuing deficits and raise concern over cash flow, largely owing to funding cuts, pending settlement of pay awards and inflationary pressures on our cost base which are largely outside of our control.
- The College informed the Committee of its intention to prepare a full business plan for the next cycle of committee and Board meetings, which will set out its strategic priorities over the next two years.

2. Matters for Discussion: Quarter 2 Management Accounts & Cashflow

- The Committee noted that 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 however is a deficit of £644k.
- The Committee were advised that the expected deficit of £644k is not the same as the financial modelling deficit of £917k. The College is working towards the management accounts process being more inclusive of year end statutory adjustments being made monthly, such as fixed asset depreciation and deferred grant funding releases.
- 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

Committee should be assured of on-going work in this area to ensure heightened accuracy and transparency in results reporting going forward.

- 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 end of the year, with further cuts to grant funding in real terms, this will likely be eroded in 2024-25 in the absence of a strategic review and rationalisation of operations in the current year.

3. Matter for Discussion: Procurement Update

- The College is continuing to make progress on procurement process and procedure and is currently working towards refreshing all the procurement procedures, processes and templates and will be delivering training to all staff in due course.
- The report sets out the stage of each tender for contracts currently undergoing or in the early stages of the procurement process.
- Procurement strategy objectives are firmly embedded within each process; namely to conduct procurement activity in a way which is good for Businesses and their Employees; Good for Places and Communities; Good for Society; and Open and Connected.
- Sustainability continues to be a key focus in Procurement and opportunities to build sustainability into each contract will continue to be considered.
- 2022-23 saw 5 regulated procurements completed for goods and services worth more than £50,000 and works worth more than £2,000,000 (excluding VAT). These totalled £721,279 (excluding VAT). There were 6 regulated procurements completed for goods and services worth less than £50,000 and works worth less than £2,000,000 (excluding VAT). These totalled £118,141 (excluding VAT).
- In 2022-23, total delivered cash savings for the period covered by the annual procurement report of £101,214 were realised and total non-cash savings value for the period covered by the annual procurement report £338,765.
- Work continues across the College to highlight the importance to staff of fully engaging in the procurement process when considering any interaction with a prospective supplier or contractor. 85.04% of total procurement expenditure in 2022-23 was through a compliant procurement process. This was made up of approximately 35.15% of the College's contracted spend which is through local contracts and quotations managed by departments and approximately 49.88% is through Collaborative Framework Agreements. The overall percentage of Collaborative Framework Spend has yet to be qualified by APUC Ltd.

4. Matter for Discussion: Facilities Update

- The Committee were asked to note that the College was successful in bidding for pre-capital money of £60k to support with carrying out fabric first surveys. This will then allow the College to prepare a bid of up to £2.5m for future work.
- An update on the College's service providers was provided and their Red Amber Green (RAG) status and noting that some providers are part of the procurement processes in train.
- The charts being used for the College's energy consumption, solar PV generation, waste and water provide a visual representation usage and were provided to the Committee. The key challenge is finding additional ways to offset our energy usage where possible, given the significant increase in energy costs. recent updates and plan for correction of pension contribution errors for part time staff.

5. Matter for Discussion: Climate Change Emergency Action Plan

- Committed advised to note the introduction to the Committee of the on-going work of the College to address the aim of achieving a net-zero climate emissions by 2045. This is based on a 'roadmap' which was established for colleges to have a strategic sector-wider approach to tackling the climate emergency.
- The College has assessed itself against the five components and a series of targets have been put in place.
- The College is committed to taking appropriate action to reduce its carbon footprint and will report back to the Finance and Resource Committee on progress being made with the action plan.

6. Matter for Discussion: Finance Regulations

- The Committee were advised verbally to note that work is currently underway to update the College Finance Regulations.
- The College will be internally audited on its procurement and purchasing processes in April 2024, in which the Finance Regulations play a significant role.
- The updates to the Regulations will be brought to the next Finance Resource Committee meeting in May 2024 for approval and will include updates for the two new Vice Principalship positions, a move towards greater digitalisation and the introduction of an e-signature policy, together with a review of current authorisation levels and thresholds.

7. Matters for Information: CAPEX

- The Committee were asked to note the residual funding remaining for 2023-24.
- The College has already spend £386k on capital works to 31 January 2024, leaving approximately £103k available for Feb-Jul 2024.
- Discussions are ongoing internally to review the ringfenced projects from 2022/23 in order to potentially release additional available funding to the value of £221k in the current year.
- The College continues to try to obtain funding from other sources such as the Scottish Grants Energy Efficiency scheme to preserve capital funding from core grants.
- Given the financial pressures now facing the College, the College has implemented an 'essential works' only policy for residual capital monies available in 2023/24 to ensure that limited financial resource is targeted on projects of greatest benefit to the College.

Table 2: Funding Available and Allocation

Area	2023/24 Allocation
SFC GIA Capital & Projects of £869,583 (75% Capital related)	£652,187
SFC GIA Digital Poverty	£81,234
TOTAL	£733,421
Ringfenced for ongoing Capex projects brought forward from 22-23	(£220,786)
Actual Spend in 23-24 YTD	(£386,180)
Potential pipeline project for refit of Make-up artistry/hairdressing salons	(£23,611)
Funding remaining for 23-24	£102,844

8. Matters for Information: Other

- The Committee was asked to note the following reports for general review and information:
 - Scottish Funding Council "Financial Sustainability of Colleges in Scotland 2020-21 to 2025-26"
 - Scottish Funding Council "College Infrastructure Strategy"
- The Committee was also advised of the upcoming increase in SPPA employer pension contribution rate from 23% to 26% from 1 April 2024.
- The Committee was advised of the reduction in SPF employer pension rate from 19.3% to 9.4% for years ending 31 March 2025 and 31 March 2026 respectively, rising to 17.5% for year ending 31 March 2027. This is due to the current funding levels in the scheme but will have no direct, adverse impact on the value of pension ultimately received by each participant in the scheme.

BOARD OF MANAGEMENT

DATE	18 March 2024
TITLE OF REPORT	Principal's Update for Lanarkshire Regional Strategic Body
REFERENCE	
AUTHOR AND CONTACT DETAILS	Stella McManus Stella.mcmanus@slc.ac.uk
PURPOSE:	To provide members with information not included the Chairs' reports.
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 in the Chairs' reports.

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

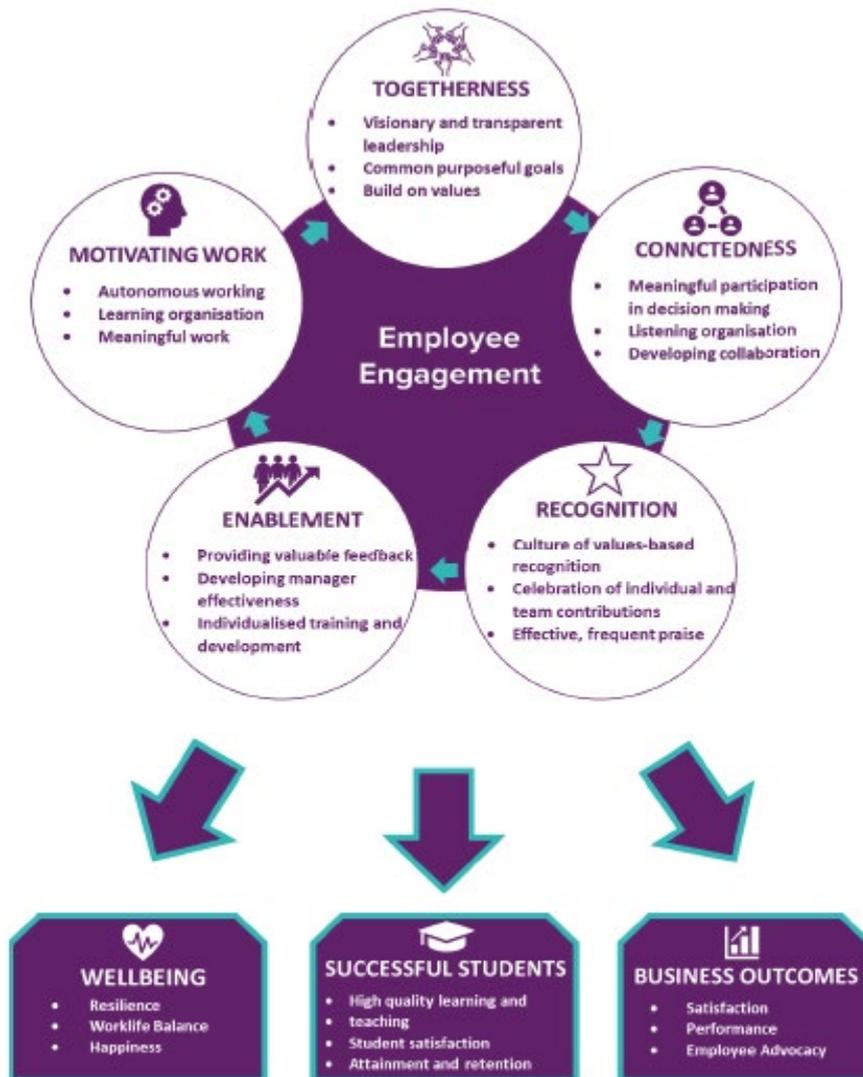
4.1 Much discussion took place at the HR Committee in February 2024 regarding supporting an approach to culture change at the College, given the amount of change and the challenging external environment that all staff are facing.

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.

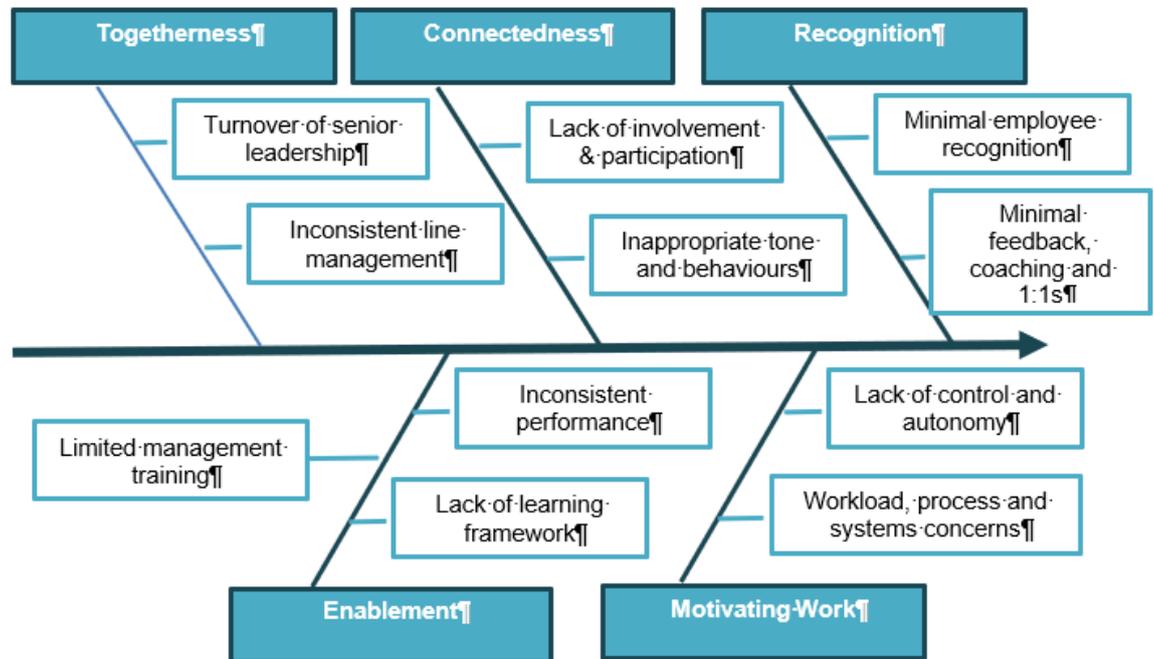
4.3 The College management team have been reflecting and have relooked at research undertaken on appropriate employee engagement models. Therefore, the management team will put in place an action plan based on the model below which would optimise employee engagement.

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 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.

5.6

5.7 Colleges are ready and willing to apply the proposed pay increase in the earliest possible pay period following acceptance by the EIS-FELA

5.8 Action Short of Strike Action Approach

5.9 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.

5.10 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.

5.11 As a result, over 90% of colleges agreed a sector approach and wrote 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.

5.12 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.

- 5.13 Unfortunately, the national approach to ASOS, has been disappointing, as college Principals, while agreeing to do this, have walked back on a few things. Those colleges with resulting windows across March and June, are now mainly only making pay deductions in June. Also, some colleges have allegedly stated behind the scenes that they will not go through with it or will make partial deductions or have not used agreed letter templates to staff. It would have been helpful to have agreed or been clear about the logistics in the first instance.
- 5.14 As a result, instead of the College being put under a targeted focus by EIS-FELA after discussions with the senior team, I met with the unions this week to make them aware that SLC also revise its approach and walk this back to June. I requested a compromise approach items such as progress reviews for apprentices should be completed, as these are not results.
- 5.15 ***Business Support Staff National Talks Update***
- 5.16 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.
- 5.17 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.
- 5.18 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%.
- 5.19 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.
- 5.20 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.
- 5.21 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.

5.22 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