

BOARD OF MANAGEMENT ACTION TRACKER

COMMITTEE: Business Resources and Infrastructure Committee 10.03.20

(Paper 1a)

DATE RAISED	ACTION No	ACTION	DUE DATE	OWNER	STATUS*	COMMENTS
14.11.17	1	The addition of information within Section 10 of the Health Safety and Wellbeing Annual Report on the impact of the new Health, Safety and Wellbeing management system reporting mechanisms and the increase in the reported numbers of accidents and incidents.	December 2017	J McKie	Completed	
14.11.17	2	The Committee asked to be kept informed on the progression of preparations for GDPR in the run-up to the implementation date May 2017	June 2017 for final implementation report.	J McKie	Completed	
16.03.18	3	As a requirement of the progression of the progression of the Summer works 2018 proposals the Committee asked that a comprehensive business case be added to the Paper to underpin the proposals presented.	March 2018	D Vallance	Completed	

DATE RAISED	ACTION No	ACTION	DUE DATE	OWNER	STATUS*	COMMENTS
16.03.18	4	The Board of Management and the College's Executive Management Team to ensure that SFC and the Scottish Government continue to be kept informed on the impact the contractual PFI payments are having on the fiscal health of the College, until an appropriate and agreed solution is found.	Position to be reviewed and reported back to the Committee in March 2020	Board Chair/Principal	In Progress	March 2018: This will remain a constant work in progress until an agreed solution is reached. Currently, and at the request of SFC, a 2-year Financial Sustainability Plan (2019 – 2021) is in preparation, based on the FFR submitted to SFC on 2 October 2018. SFC has offered to fund 50% of the PFI costs over the 2-year period covered by the plan.
05.06.18	5	Complete the minuted amendments to the Strategic Workforce Plan 2018-2023	June 2018	J McKie	Completed	
05.06.18	6	Risk Register. Risk BRIC5 be revisited in 2018-19 in terms of the risks associated with Cyber Security	June 2019	M Breen/J Thompson	Completed	
11.09.18	7	Paragraph 13.3. of the Financial Regulations be amended to reflect that the accountable officer for Data Security was the VP whose portfolio of responsibilities included ICT	September 2018	M Breen/J Thompson	Completed	

DATE RAISED	ACTION No	ACTION	DUE DATE	OWNER	STATUS*	COMMENTS
11.09.18	8	Transfer of the Enterprise Fund, held by C3, to the Ayrshire College Foundation for the specific purpose of creating a ring fenced Enterprising Students Fund	November 2018	M Breen/J Thompson	Completed	
11.09.18	9	From consideration of the HR&OD Report – the circulation of a calendar of activities for College events be circulated to members in September 2019	September 2019	J McKie	In Progress	
20.11.18	10	The addition of a new Risk, BRIC8, to the Risk Register to reflect the risks attached to the Transfer to Permanency process.	December 2018	M Breen/J Thompson	Completed	
20.11.18	11	Risk Register: <ul style="list-style-type: none"> • BRIC6 and BRIC 8 be cross-referenced for future considerations • BRIC 7 be reassessed following the appointment of the new Principal and new Vice Principal. 	March 2019	M Breen/J Thompson	Completed	
12.03.19	12	Chair of the Committee to meet with M Breen and J Thomson to consider the management accounts reporting.	September 2019	Chair/M Breen/J Thomson	Completed	The Committee agreed on 10 September 2019 this action would be marked as Completed, but would remain on the tracker.

DATE RAISED	ACTION No	ACTION	DUE DATE	OWNER	STATUS*	COMMENTS
12.03.19	13	Future reporting of SFC Funded Capital and Revenue Expenditure Programmes to include a narrative commentary on the projects including the benefits to learners.	September 2019 cycle of meetings	M Breen	Completed	In light of the low level of funding received, it was agreed on 10.09.18 the 2019-20 update on Capital Works be removed as a standing item on the agenda. Items for the agreement of this Committee to be brought to any future meetings by exception.
12.03.19	14	The Committee recommends that a discussion on the impact of the role out of Universal Credit on learners should be held at the Learning and Teaching Committee early in 2019-20, with a subsequent discussion at a Board Meeting shortly afterward, informed by the discussion at LTC.	November 2019	Chair to discuss with future Chair of LTC.	Completed	Update on 19.11.19 – Following discussion at the LTC – a Paper on the impact that Universal Credit was having on some vulnerable students was considered by the Board on 12 December 2019.
04.06.19	15	Discuss with SFC the retention of the VS budget expenditure pending the completion of the OR Project	November 2019	C Turnbull	In Progress	
04.06.19	16	The Committee to receive future papers setting out the background relationship to HR Strategy, challenges, benefits, and, where appropriate, a cost benefit analysis of Investors in People	2019/20 Academic Year	J McKie	In Progress	Update on 19.11.19 – The first stage of the IIP review and re-accreditation process began in November 2019. When all stages of the process are complete, the requirements of this action will be fulfilled.
04.06.19	17	The Cashflow Projections Graph be updated to include a reference to expected budget cashflow in its future iterations.	September 2019	M Breen	Completed	It was agreed on 10.09.19 that the Cashflow Projections be removed as a standing item, to

DATE RAISED	ACTION No	ACTION	DUE DATE	OWNER	STATUS*	COMMENTS
						be brought to any future meetings by exception only.
10.09.19	18	A Commercial Income Update paper to be provided as a standing item from 2020.	March 2020	M Breen	Complete	
19.11.19	19	Figures for Accidents & Incidents, as recorded in the Annual Health, Safety & Wellbeing Report, to be benchmarked against other Colleges of similar size and curricula within the sector.	From 2020-21	J McKie	In Progress	
19.11.19	20	Include within the Annual Health, Safety and Wellbeing Report reference to improvements made as a result of data analysis.	From 2020-21	J McKie	In Progress	
19.11.19	21	Graphical presentations of statistics (as contained in Appendix 1 of the Annual Health Safety & Wellbeing Reort) from different Ayrshire College Campuses be consistent in their colouring to ensure there is no confusion.	From 2020-21	J McKie	In Progress	

* **Not Started** / **In Progress** / **Completed**

Business, Resources and Infrastructure Committee

10 March 2020

- Subject:** 2019-20 Management Accounts at 31 January 2020
- Purpose:** The paper provides a summary of the College's financial position as at 31 January 2020 and outlines the key variances for members' information.
- Recommendation:** The Business, Resources and Infrastructure Committee is asked to approve the 2019-20 Management Accounts for period ended 31 January 2020.
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1 Background

The Budget for AY 2019-20 was approved by the BRIC Committee on 4 June 2019 and approved by the Board on 20 June 2019. This showed a budgeted surplus for the year of £88,480.

In October 2019 the Budget was updated to reflect the actual SFC Funding for additional STSS contributions which is £122,069 more than the budget set. In addition, the AY 2018-19 FWDF carry forward was adjusted to reflect the AY 2019-20 allocation. In January 2020 the FWDF budget was refined to reflect the delivery expected to July 2020. The balance of the 2019-20 FWDF allocation will be factored in to the budget for 2020-21 in line with SFC guidance on timescales for delivery and final claims.

The revised budgeted surplus for the year is **£210,551**.

2 Current Situation

This paper summarises the actual position to date for the period ended 31 January 2020. A complete set of the management accounts is included for reference within the background information section of Admin Control.

Actual Position to Date

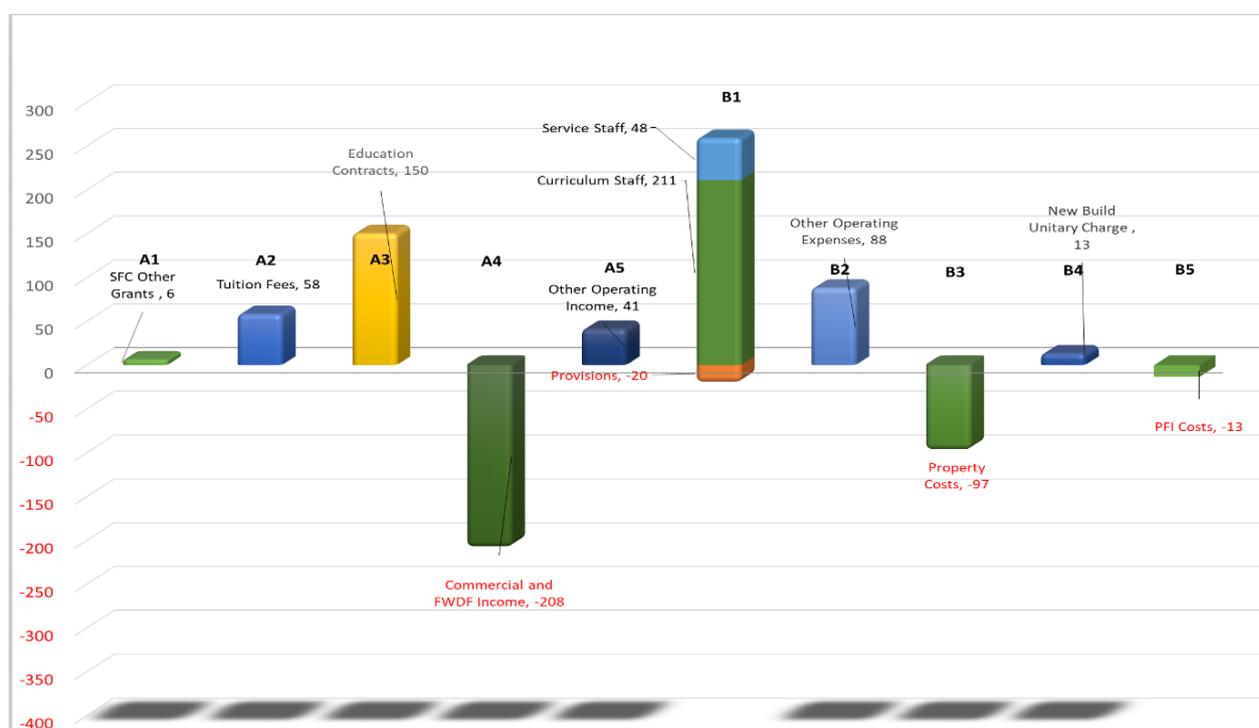
The management accounts for period ended 31 January 2020 show a year to date operating surplus of £1,784,069. When compared to the expected budgeted position for 31 January 2020 this is a favourable variance of £277,373. The year to date position, as at 31 January 2020, is set out in Table 1.

Table 1 – Year to Date, as at 31 January 2020

	2019-20 YTD Budget (£)	2019-20 YTD Actual (£)	2019-20 Variance (£)
Total Income	£24,528,650	£24,575,777	£47,127
Total Expenditure	£23,021,954	£22,791,708	£230,246
Operating Surplus/ (Deficit)	£1,506,696	£1,784,069	£277,373
Exceptional Costs	£0	£10,145	£(10,145)
Operating Surplus/ (Deficit) after Exceptional Costs	£1,506,696	£1,773,923	£267,227
Net Depreciation	£(1,345,494)	£(1,374,590)	£(29,096)
Capital Income	£990,116	£990,114	£(2)
Operating Results after Net Depreciation and Capital Income	£1,151,318	£1,389,448	£238,130

Members will note that whilst there is an overall positive variance on the year to date position there are variances within both income and expenditure. The principal variances are shown in Diagram 1 with further information provided in the subsequent text.

Diagram 1 – Principal Variances Year to Date, as at 31 January 2020 (Excluding Exceptional Costs)



The main trading variances in the period to date are as follows:

(A) Income variances (net £49k favourable) being:

- SFC Other Grants - £2k favourable variance
- SFC New Build Funding - £4k favourable variance due to change in split of capital and interest netted against expenditure
- Tuition Fees - £58k favourable variance due to higher levels of income from full time advanced students and evening class students netted against part time fees
- Education Contracts - £150k favourable variance due to higher claims relating to SDS MA Contract Engineering students
- Commercial Income - £(23)k adverse variance due to lower than budgeted income delivered to date particularly in the Gas area
- FWDF Income - £(185)k adverse variance due to lower than budgeted FWDF income delivered to date for 2019-20
- Other Operating Income - £43k favourable variance is primarily due to Catering Income being higher than forecast

(B) Operating Expenditure variances (net £230k favourable) being:

- Salary Costs - £239k favourable variance mainly due to curriculum staff salaries.
- Other Operating Expenses - £88k favourable variance primarily due to HR, staff development and training and Admin costs lines with favourable variances. These are however offset by adverse variances in car mileage and travel, legal fees and membership fees.
- Property Costs - £(97)k adverse variance mainly due to increased costs re small refurbishment projects. Part of this variance relates to the actual works completed to date against the phased budget.
- New Build Unitary Charge - £13k favourable variance, primarily due to change in split between capital and interest
- PFI Costs – £(13)k adverse variance

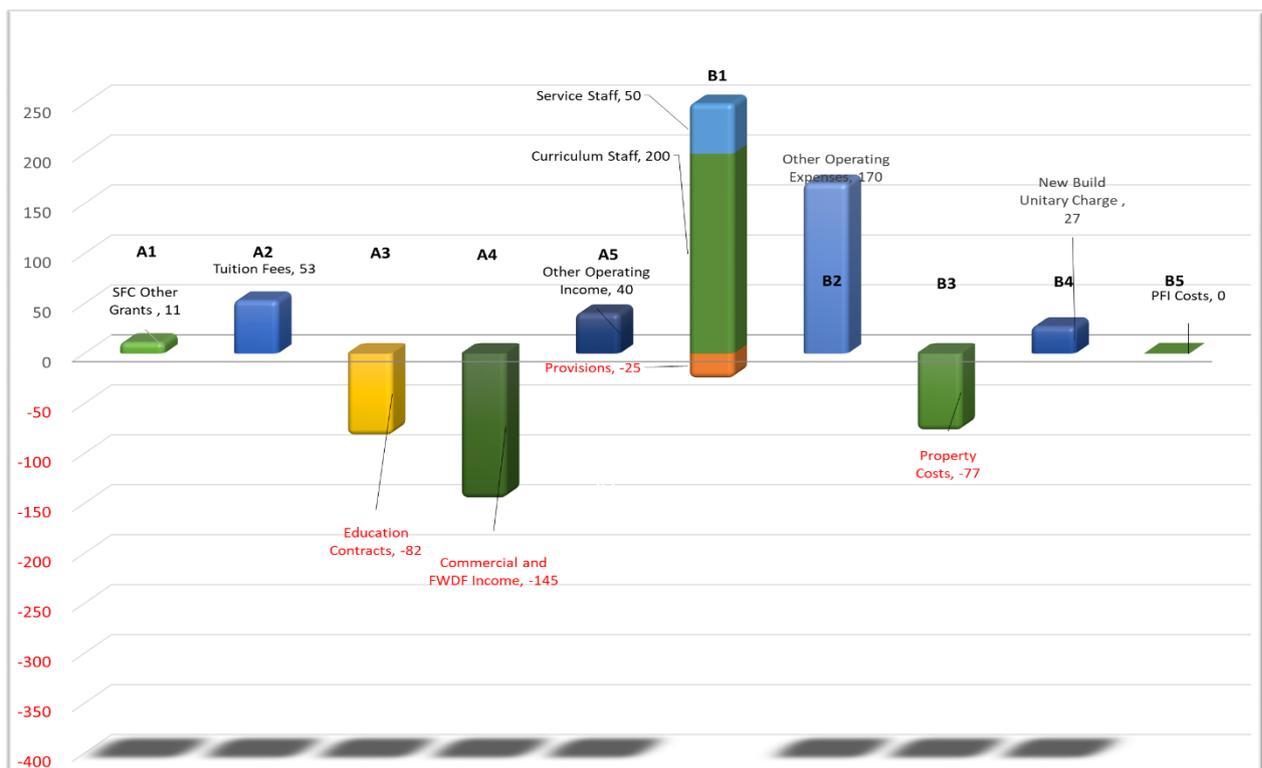
(C) Exceptional Costs variances (£ 10k adverse) being:

- The adverse variance of £(10)k is due to unbudgeted VS Costs for cleaning staff in relation to the revision of operating hours at our Ayr campus.

Table 2 - Forecast at January 2020

	2019-20 YTD Budget (£)	2019-20 YTD Actual (£)	2019-20 Variance (£)
Total Income	£48,415,287	£48,292,263	£(123,024)
Total Expenditure	£47,490,181	£47,145,016	£345,165
Operating Surplus/ (Deficit)	£925,106	£1,147,247	£222,141
Exceptional Costs	£0	£10,145	£(10,145)
Operating Surplus/ (Deficit) after Exceptional Costs	£925,106	£1,137,102	£211,966
Net Depreciation	£(2,694,783)	£(2,729,783)	£(35,000)
Capital Income	£1,980,228	£1,980,228	£0
Operating Results after Net Depreciation and Capital Income	£210,511	£387,547	£176,996

Diagram 2 – Principal Variances Forecast, as at 31 January 2020 (Excluding Exceptional Costs)



The main trading variances in the forecast are as follows:

(A) Income variances (net £(123)k adverse) mainly being:

- SFC Other Grants - £2k favourable variance
- SFC New Build Funding - £9k favourable variance due to change in split of capital and interest netted against expenditure
- Tuition Fees - £53k favourable variance due to higher levels of income from Full Time Advanced students and evening class students netted against part time fees
- Education Contracts - £(82)k adverse variance due to higher claims re SDS MA Contract Engineering students netted against reduced forecast for Foundation Apprenticeship Income.
- Commercial Income - £(145)k adverse variance due to Commercial income targets not being forecast to be achieved. The largest component being gas commercial training income.
- Other Operating Income - £40k favourable variance is primarily due to Catering Income being higher than forecast

(B) Expenditure variances (net £345k favourable) mainly being:

- Salary Costs - £225k favourable variance mainly due to Curriculum staff salaries. Further detail is provided in the narrative.
- Other Operating Expenses - £170k favourable variance
- Property Costs - £(77)k adverse variance mainly due to the forecast costs of small refurbishment projects e.g. the provision of a dedicated commercial gas training room and the emergency roof repairs at Nethermains
- NPD and PFI Costs - £27k favourable variance, primarily due to change in split between capital and interest.

3 Balance Sheet – Executive Summary Commentary

The Management Accounts for period ended 31 January 2020 include the College's Balance Sheet, as at 31 January 2020. A summary of the Balance Sheet position compared with the final position disclosed in the 2018-19 statutory accounts is set out in Table 3.

Table 3 – Balance Sheet as at 31 January 2020



Ayrshire College Balance Sheet

	ACTUAL	PRIOR MONTH	MOVEMENT ON MONTH	PRIOR YEAR END	MOVEMENT FROM PRIOR YEAR
			Period	6/2020	
FIXED ASSETS					
Land	4,690,000	4,690,000	0	4,690,000	0
Freehold Buildings - Ayr	31,039,087	31,107,360	-68,273	31,586,428	-547,341
Leasehold Buildings	562,088	568,660	-6,572	601,520	-39,432
Kilwinning	18,276,862	18,318,719	-41,857	18,528,007	-251,145
Kilmarnock	51,553,080	51,640,824	-87,744	52,079,550	-526,470
Computer Equipment	1,434,841	1,482,633	-47,792	1,593,625	-158,784
Other Equipment	934,132	958,123	-23,990	1,065,828	-131,695
	108,490,090	108,766,319	-276,228	110,144,958	-1,654,867
CURRENT ASSETS					
Stocks	45,008	48,185	-3,178	20,954	24,054
Trade Debtors	522,116	336,086	186,030	134,144	387,972
Other Debtors	275,128	261,316	13,813	150,705	124,423
Prepayments and Accrued Income	1,168,989	1,739,868	-570,878	1,743,721	-574,732
Bank & Cash	5,954,877	3,958,710	1,996,166	2,704,581	3,250,296
	7,966,118	6,344,165	1,621,954	4,754,106	3,212,013
CURRENT LIABILITIES					
Bank Loans and Overdrafts	0	0	0	0	0
Trade Creditors	-193,623	-833,986	640,363	-434,765	241,143
Other Creditors	-939,172	-930,219	-8,953	-843,032	-96,140
SAAS	-20,560	-288,675	268,115	-6,425	-14,135
SFC Monies	-2,335,290	-2,026,857	-308,434	-325,368	-2,009,923
PAYE/NIC	-625,008	-630,763	5,754	-877,356	252,348
VAT	-15,868	-7,214	-8,653	-8,004	-7,863
SSF (SFC and SAAS)	-597,452	-872,368	274,917	-14,919	-582,533
Accruals	-1,085,977	-1,005,652	-80,325	-1,112,173	26,195
	-5,812,950	-6,595,734	782,784	-3,622,042	-2,190,908
TOTAL ASSETS	110,643,259	108,514,749	2,128,509	111,277,021	-633,762
Early Retiree Provisions	-1,233,756	-1,240,896	7,140	-1,277,289	43,532
Other Provisions	-504,170	-504,170	0	-854,265	350,095
PFI Capital Creditor	-5,991,877	-6,229,441	237,564	-6,480,380	488,503
NPD Capital Creditor	-43,849,707	-43,956,393	106,686	-44,489,821	640,114
Deferred Capital Grants	-10,860,278	-10,915,927	55,649	-11,361,244	500,966
	-62,439,788	-62,846,827	407,038	-64,462,998	2,023,210
NET ASSETS EX PENS LIABILITY	48,203,470	45,667,923	2,535,548	46,814,023	1,389,448
Pension Liability	-12,613,000	-12,613,000	0	-12,613,000	0
NET ASSETS	35,590,470	33,054,923	2,535,548	34,201,023	1,389,448
RESERVES					
Reserves brought forward	12,417,891	12,417,891	0	12,417,891	0
Year to date Trading	1,389,448	-1,146,100	2,535,548	0	1,389,448
	13,807,339	11,271,791	2,535,548	12,417,891	1,389,448
Pension Reserve	-12,613,000	-12,613,000	0	-12,613,000	0
Total I&E Reserves	1,194,339	-1,341,209	2,535,548	-195,109	1,389,448
Restricted Reserves	465,482	465,482	0	465,482	0
Revaluation Reserve	33,930,650	33,930,650	0	33,930,650	0
TOTAL RESERVES	35,590,470	33,054,923	2,535,548	34,201,023	1,389,448

4 Resource Implications

No further resource implications require to be noted in this paper.

5 Consultation

No formal consultation is required to be completed. The Management Accounts have been approved by the College Senior Leadership Team (SLT) and financial monitoring meetings are held monthly with budget holders.

6 Risks

The failure to ensure financial sustainability is a key risk noted in the College's Strategic Risk Register. One of the existing controls in place to manage the risk is that Management Accounts are produced monthly and reviewed by SLT with summaries presented to the Business, Resource and Infrastructure Committee for approval at each meeting.

7 Equality Impact Assessment

An impact assessment is not applicable to this paper given the subject matter.

8 Recommendation

The Business, Resources and Infrastructure Committee is asked to approve the 2019-20 Management Accounts for period ended 31 January 2020.

Michael Breen
Vice Principal, Finance
2 March 2020

(James Thomson, Director of Finance, Student Funding & Estates)

(Liz Walker, Head of Financial Services)

Publication

This paper will be published on the College's website.

Business, Resources, and Infrastructure Committee**10 March 2020**

- Subject:** HR and Organisational Development Report
- Purpose:** To provide members with update information for the reporting period November 2019 to January 2020
- Recommendation:** That members note and take account of the reporting and monitoring information provided
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1 Human Resources Update**1.1 Recruitment and Selection**

A total of 17 internal adverts and 26 external adverts were placed during the reporting period.

Ten internal candidates were appointed to new roles within the College, three of which were promoted posts. In addition to this, 34 new members of staff commenced employment with the College across a range of posts.

1.2 Sickness Absence

Sickness absence levels for the reporting period are as follows:

Term	Nov 2019	Dec 2019	Jan 2020
Long Term	2.99%	3.34%	2.63%
Short Term	2.41%	2.05%	2.79%
Total absence	5.40%	5.39%	5.42%

In comparison the College sickness absence levels for the same period in 2018 were as follows:

Term	Nov 2018	Dec 2018	Jan 2019
Long Term	2.70%	3.08%	2.25%
Short Term	2.35%	1.95%	2.43%
Total absence	5.05%	5.03%	4.68%

The overall sickness absence rates have trended higher over the winter period, which is consistent with annual comparative analysis. During the reporting period, a number of staff have experienced long term, debilitating health conditions, to the extent that the staff members will be unable to continue in employment. In addition, the reporting of musculoskeletal associated absences also included a number of limb fractures and other long term conditions. There has also been a trend increase in staff reporting mental health and wellbeing concerns that are not, in most cases, attributed to the workplace. This may reflect an ongoing reduction in stigma surrounding mental health conditions, where staff feel more able to share their health experiences.

Consistent with the reporting period, seasonal illnesses have also impacted on sickness absence levels. Absences relating to cold and flu illnesses were one of the main sickness absence reasons.

Sickness Absence Reasons

Absence Reason	November 2019		December 2019		January 2020	
	Days Lost	Staff Affected	Days Lost	Staff Affected	Days Lost	Staff Affected
Backpain/sprain/strain/musculoskeletal	181	15	143	13	100	6
Depression/anxiety/psychological	156	11	186	10	230	15
Stress work related	98	6	104	5	78	6
Cold/flu	76.5	28	104.76	34	100.25	27
Asthma/bronchitis/respiratory	71	12	0	0	0	0
Stress non-work related	0	0	75	4	82	8

College managers, supported by the HR team, continue to monitor sickness absence and take the necessary steps to address areas of concerns. This includes referral to occupational health service, as appropriate and in all cases of long term absence.

1.3 Maternity, Paternity and Adoption Leave

During the reporting period November 2019 to January 2020, 11 members of staff were on maternity leave, one member of staff accessed shared parental leave.

1.4 Employment Relations

In the period November 2019 to January 2020, four disciplinary investigations (two of which involved staff suspensions), two dignity at work appeal processes, one informal stage one capability process, three stage one capability processes and three stage two capability processes were in progress.

1.5 Flexible Working Requests

During the reporting period eight members of staff submitted flexible working requests for consideration. This resulted in two members of staff reducing their contractual hours to support their own health needs, three members of staff reducing their contractual hours to support additional caring responsibilities, one member of staff reducing their hours on return from maternity leave, one member of staff reducing their hours to complete a further education programme, and one member of staff reducing their hours on return from shared parental leave.

1.6 Job Evaluation

The College submitted all necessary job evaluation questionnaires in accordance with the national timescales that were set for November 2019.

In January 2020, evaluation of Ayrshire College posts commenced as part of the initial grouping of colleges who had submitted all questionnaires within the timescales set.

1.7 Employee Assistance Programme

The College introduced a new employee assistance programme through PAM Assist on 10 February 2020. The service provides staff with access to confidential life management and personal support 24 hours a day, 365 days of the year. The service provides staff with access to initial telephone advice and support, counselling (face to face/telephone and online), and access to an online web portal providing a range of resources to support staff with wellbeing related concerns they may be experiencing. The service was launched with manager briefing sessions and staff roadshows across the three main campuses.

2 **Staff Learning and Development Update**

2.1 Professional Teaching Qualifications

2.1.1 Teaching Qualification in Further Education (TQFE)

The College continues to support the current cohort of 14 lecturers undertaking their TQFE qualification at the University of Stirling. The cohort are currently participating in observations of teaching practices and are scheduled to complete the programme in April/May 2020.

2.1.2 Professional Development Award (PDA) Teaching Practice in Scotland's Colleges

In January 2020, a second cohort of curriculum staff attended the induction with representatives from College Development Network (CDN), to commence their PDA qualification. Feedback was also provided by CDN on the progression of the first cohort who are currently completing the final elements of the qualification.

2.2 Investors in People

In December 2019, the College was reviewed as part of the reaccreditation process for Investors in People. Ruth Kelling, IIP Specialist, attended the College and met with a range of staff during a three-day period. The reaccreditation process was also supported by an all staff survey which took place during November 2019. The College is currently working with Ruth to finalise the accreditation report, which will highlight the current areas of good practice and also provide clear direction and recommendations for areas that the College can consider for future development.

2.3 Online Professional and Personal Development Review (PPDR) Pilot for Lecturers

A new PPDR process for lecturing staff was developed and is now being piloted across the College. The process is based on the new Professional Standards for Lecturers. The process is fully electronic and interactive between the member of staff and manager; however, a review meeting continues to form part of the PPDR.

It is anticipated that the PPDR process will be introduced across the College during April 2020, following the conclusion and evaluation of the pilot programme.

2.4 Induction

The induction processes within the College are currently being reviewed by the Staff Learning and Development team, with a view to identifying best practice solutions that are available in digital formats. A short life working group is currently being established with representatives from across the key support and curriculum functions, to develop

an induction process that is appropriate for the current requirements of the College and for new staff commencing employment.

3 Equality and Inclusion Update

3.1 Scottish Funding Council Update

The Scottish Funding Council (SFC) now has a memorandum in place with the Equality and Human Rights Commission (EHRC) with regard to the monitoring and reporting on the Public Sector Equality Duty (PSED) for colleges and universities. The Committee will be updated further on how this work progresses.

The College's current Equality Outcomes are due to be refreshed by April 2021 in line with the legislative requirements. The current Outcomes were agreed across Ayrshire with a range of public sector partners.

3.2. Promoting Wellbeing Group

The Promoting Wellbeing group (PWG) continues to make excellent progress in implementing the promoting wellbeing action plan which has included leading on campaigns and events such as 'Time to Talk Day'. 'Time to Talk Day' was marked across the College's three main campuses and sought to tackle stigma around mental health. This led to several activities in the campuses, with the involvement of Student Mental Health Champions, and included marketplaces and 'conversation corners' in the Learning Resource Centres (LRCs)

The Student Mental Health Agreement is now published, with work continuing to raise awareness of the needs of our students and how we can support their mental health and wellbeing. To support the success of the Agreement, the College's Student Association (ACSA) was successful in accessing funding from NUS Think Positive.

3.3 Equally Safe

A draft staff gender-based violence (GBV) policy is currently progressing through the Policy Development and Review working group. To support the policy, a guide for line managers will be made available, in addition to training. An innovative project has also been commissioned where College HN Acting and Performance students, supported by the Creative intern, have developed a performance for delivery in late March/early April. This will include a panel discussion and aims to inform line managers and staff of key policy messages around GBV and supporting staff.

3.4 Gender Action Plan (GAP)

The Equality and Inclusion Advisor co-delivered a workshop on trans inclusion at the SFC Gender Conference in January. The workshop aimed to support awareness of trans specific issues and how these may be addressed. Education Scotland, during their recent progress visit, commended the College's approach to gender equality, including trans inclusion.

Progress continues to refresh the College's GAP. To support this, Unconscious Bias training took place over four sessions in February, which were attended by Heads of Learning and Skills, Curriculum Managers, Guidance Lecturers and other relevant members of staff.

The SFC has asked for all colleges and universities to publish their GAP 2020-2023 by the end of July 2020.

The Education Scotland Progress visit in January 2020 noted that the Gender Leadership Group, responsible for the delivery of the College's GAP, was progressing well with its aims and ambitions.

3.5 Positive about Disability: Staff Disability Project

Representatives from the College's Positive about Disability project team presented at an Advance HE meeting in December to share learning and progress to date, on the current project.

The next meeting of the project team is scheduled to take place in March 2020. Since the last meeting, new staff members have joined the project team. The focus of the project is on accessibility and supporting staff through declaring their disability.

4 **Health, Safety and Wellbeing Report**

4.1 Mandatory and Online Training

Mandatory training completions during the reporting period are as follows:

Course	Completions
Introduction to Working Safely	97
Fire Detection & Response	100

A range of health, safety and wellbeing courses were completed on the Staff Learning Portal during the reporting period.

A number of staff from Estates, ICT, Student Experience and Front of House completed Action Counters Terrorism (ACT) Awareness eLearning training.

4.2 Accidents and Incidents

There were 72 incidents recorded during the reporting period, broken down as follows:

Campus	Riddor	Lost Day(s)	Minor Injury	No Injury	Near Miss	Ill Health	Other	Total
Ayr	1	0	21	0	8	0	1	31
Kilmarnock	0	0	20	2	0	0	1	23
Kilwinning	0	1	5	2	3	1	0	12
Dean Park	1	0	0	0	0	0	0	1
Irvine	0	0	0	0	5	0	0	5
Nethermains	0	0	0	0	0	0	0	0
Total	2	1	46	4	16	1	2	72

Nine accidents involved a member of staff. Two incidents were reported to the Health and Safety Executive under RIDDOR*.

*Dean Park	November 2019	Student	Hit by moving, flying or falling object
<p>Students were building a rustic fence. Two students were working on the same section of the fence. The student who was injured (the IP) was working directly below the other student who was inserting screws at the top of the fence. A piece of wood at the top of the fence split and fell towards the student at the lower level. A screw which was in the piece of wood punctured the IP's right hand.</p> <p>Corrective action taken: instruction ensuring only one person working on each section of a fence. The IP made a full recovery.</p>			
*Ayr Campus	January 2020	Staff	Slip, trip, fall from same level
<p>A member of staff slipped on mud while unloading furniture from a van. The injured person (IP) sustained an injury to his leg and arm. This was notifiable to the HSE due to the duration of absence from work.</p> <p>Corrective actions identified:</p> <ol style="list-style-type: none"> 1. Improve lighting in the skip area at the back of the Dam Park building, where the unloading was taking place. 2. Ensure the ground around the skips is regularly cleared of any wet leaves/mud/debris to minimise the risk of slips, trips & falls. 3. The vehicle that was used for the furniture removal included a tail gate, however, the tail lift was not used to unload the items. The use of the tail lift was not considered necessary. The safe system of work has been reviewed to ensure that appropriate methods are used when loading and unloading vehicles. The member of staff (IP) made a full recovery. 			

4.3 Claims

The College currently has two liability claims outstanding.

4.4 Fire Safety

Fire Evacuations (*included as near misses in incident stats*)

Date	Campus	Details
04/11/19	Ayr – Dam Park	Break glass call point accidentally activated by mop handle
05/11/19	Kilwinning	Fire alarm activated after smoke emitted from a vehicle engine entered the building
02/12/19	Ayr – Dam Park	Smoke/fumes from workshop activated nearby detector
09/12/19	Ayr - Riverside	Suspected water ingress (level 3)
09/12/19	Ayr – Riverside	Suspected water ingress (level 4)
10/12/19	Ayr – Dam Park	Hot water tap jammed in the on position causing steam
16/01/20	Ayr – Dam Park	Water ingress to detector in basement

NB: Four fire alarm activations occurred at the Irvine Campus, however, all activations were caused within the school area.

4.5 Internal Audits

In the reporting period the following health, safety and wellbeing audits were undertaken:

Audit Type	No. Completed	No. of Actions	Completed Actions	Actions in Progress
Department*	8	40	28 (70%)	12 (30%)

* *Department audits were undertaken in Hospitality (Ayr and Kilmarnock), Construction (Kilmarnock and Nethermains); HBCTM (Ayr and Kilmarnock) and Aerospace, Engineering and Science (Ayr and Kilmarnock).*

4.6 Risk Assessment and Surveys

Asbestos management survey undertaken of the areas not accessed during the previous Ayr Campus – Dam Park building survey.

4.7 Health and Wellbeing Themes

- Yoga classes delivered across all three main campuses on a weekly basis
- Corporate gym memberships available for staff at local gyms
- Extended number of daily mile routes
- Healthy Eating campaign – mailshot and road shows
- The College holds the Healthy Working Lives Bronze award. Verification for the Silver award took place on 18 February 2020, which resulted in the College receiving the Silver award.

4.8 Policy and Procedures

Policy:

- Health, Safety and Wellbeing Policy
- Fire Safety Policy

Procedures reviewed:

- Lifting Operations and Lifting Equipment
- Working at Height
- Provision and Use of Work Equipment

4.9 Legislative Update

No health, safety and wellbeing legislation changes within the reporting period.

Jane McKie
Vice Principal People
3 March 2020

(David Davidson, Director HR and Organisational Development)

Publication: This paper will be published on the College's website.

Business, Resources and Infrastructure Committee**10 March 2020****Subject:** 2019-20 Student Support Funds Position as at 12 February 2020**Purpose:** To update Members on the Student Support Funds position and projections as at 12 February 2020**Recommendation:** Members are asked to note the contents of this paper**1 Background**

The College is responsible for administering student support funds on behalf of the Scottish Funding Council (SFC), the Scottish Government and Student Awards Agency for Scotland (SAAS).

2 Current Situation

The College requested a re-profiling of student support funding to be paid to the College before the end of March 2020. Following engagement with the College SFC has agreed to provide a re-profiling payment of £1,500,000 on 1 April 2020.

For the avoidance of doubt, the College is not asking for any additional funding for the Academic Year 2019-20. The need for the re-profiling of funding has arisen due to SFC's drawdown restrictions and our expected payments to students in the period to 31 March 2020.

The following sections of this paper provide details of the position of each student support fund as at 12 February 2020. Members should note that while projected expenditure figures are included within this report there are a significant number of variables still to be factored including student retention rates, actual awards still outstanding and January 2020 start courses.

Financial projections will continue to be refined throughout the year for reporting to both the Strategic Leadership Team and the Business, Resources and Infrastructure Committee.

2.1 SFC Funds provided for Bursary Support

The original total 2019-20 SFC Student Support Funds were £10,040,480. However, the College applied for, and has been awarded, £178,000 of additional student support funding from SFC as part of the 2019-20 in-year redistribution, giving a revised total of £10,218,480.

Table 1 below details the bursary support funds provided by SFC for 2019-20 together with projected expenditure figures as at 12 February 2020.

Table 1

Student Support Fund	Original Budget	Additional Funding	Revised Budget	Projected Expenditure	Difference
SFC Bursary	£8,690,480	£178,000	£8,868,480	£9,051,691	£(183,211)
FE Childcare	£660,000	£0	£660,000	£617,028	£42,972
HE Childcare	£350,000	£0	£350,000	£271,747	£78,253
FE Discretionary	£340,000	£0	£340,000	£276,415	£63,585
Total	£10,040,480	£178,000	£10,218,480	£10,267,446	£1,600

The above figures are based on the most up to date information on student applicants based on all students continuing with the College. Student Funding will continue to review and revise the numbers to take account of student withdrawals, once these have been confirmed by the curriculum areas. The figures also include initial projections for January 2020 start courses. These courses have however traditionally attracted students who would be EMA eligible rather than eligible for Bursary due to their expected age.

The figures set out in Table 1 include circa £1,776,303 which relates to 274 care experienced students. This is a 32 per cent increase from 208 care experience students in 2018-19. The College continues to actively promote the additional support available to care experienced students. The level of support and the number of identified care experienced students may therefore increase during AY2019-20.

2.2 Educational Maintenance Allowance (EMA)

EMAs are provided by the Scottish Government to support eligible 16 to 18 year-old students. The College's allocation for AY 2019-20 is £800,000. The College is currently projecting EMA spent of £580,830 at this time. Members are asked to note that this figure includes January 2020 courses.

There is no financial risk in this area as actual amounts paid out are reimbursed in full to the College a month in arrears.

2.3 SAAS Funds Provided for Higher Education Discretionary Support

The College is also allocated funding from SAAS for eligible students completing HE programmes. This budget is administered in line with SAAS guidance.

Table 2 below details the HE Discretionary Fund Budget made available by SAAS for 2019-20 together with expenditure as at 14 January 2020.

Table 2

Student Support Fund	Budget	Projected Expenditure	Difference
HE Discretionary Additional	£252,862	£252,862	£0
Total	£252,862	£252,862	£0

At this stage the College cannot allocate more than the original budget of £252,862. The budget for AY 2019-20 of £252,862 is favourable when compared with the AY 2018-19 allocation of £134,613. As such, the funding will be used to support eligible students in line with SAAS guidance.

3 Proposals

No further proposals are noted in this paper.

4 Consultation

No formal consultation is required given the subject of this paper.

5 Resource Implications

No further resource issues require to be noted in this paper.

6 Risks

The disbursement of student support funds and financial monitoring arrangements are key areas of financial risk for the College. In addition, issues arising from the management of the student support funds can impact significantly on the reputation of the College.

7 Equality Impact Assessment

An impact assessment was completed in respect of the 2019-20 Student Funding Policy and Procedures.

8 Conclusion

Members are asked to note the contents of this paper.

Michael Breen
Vice Principal, Finance
28 February 2020

(James Thomson – Director of Finance, Student Funding and Estates)

Business, Resources and Infrastructure Committee

10 March 2020

- Subject:** Procurement and Commercial Improvement Programme (PCIP) Assessment Report – January 2020
- Purpose:** To provide Members with an update on the PCIP Lite Assessment recently undertaken of Ayrshire College’s procurement practices.
- Recommendation:** Members are asked to note the content of this paper and the PCIP assessment rating of 69% which is assessed within the Silver banding.
-

1 Background

The Procurement and Commercial Improvement Programme (PCIP) is a national initiative used to assess the effectiveness of an organisation’s procurement processes. PCIP assessments focus on the policies and procedures that underpin an organisation’s procurement performance. PCIP also assess the effectiveness of the procurement service.

The PCIP model has three different levels of assessment. The three levels are PCIP Full, PCIP Medium and PCIP Lite. A PCIP Full assessment is for organisations with annual non-pay procurement spend of greater than £40-60m. PCIP Medium assessments are for organisation with annual non-pay procurement spend of between £15m and £40-60m. PCIP Lite assessments are for organisations with an annual non-pay procurement spend up to £15m. The specific questions an organisation is assessed against are therefore reflective of the level of annual non-pay procurement spend.

PCIP assesses an organisations’ procurement performance by bandings. These range from Non-Conforming (a PCIP score of under 25%) to Gold (a PCIP score of over 75%).

Ayrshire College is subjected to a PCIP Lite assessment as its annual non-pay procurement spend is circa £8m.

In November 2016 Ayrshire College received a PCIP assessment banding of Bronze (56%). The 2016 assessment projected that the College could achieve a PCIP banding of Silver (68%) in 2019-20.

2 Current Situation

A PCIP Lite Assessment of Ayrshire College’s procurement practices was undertaken in October 2019. The assessment was carried out by assessors from the Advanced Procurement for Universities and Colleges (APUC). The findings of the PCIP assessment were formally reported to the College in November 2019 (Appendix 1).

The College achieved a PCIP assessment banding of Silver (69%). This was an increased of 13% from the previous scoring. In addition, the PCIP assessment has exceeded the score APUC projected would be achieved.

The PCIP procurement scores of all colleges are reported on an anonymised basis to the sector. In addition, anonymised PCIP assessments showing the banding scores for colleges are reported to the Scottish Government.

3 Proposals

No further proposals are contained in this report.

4 Consultation

No formal consultation is required to be completed given the subject matter of this report.

5 Resource Implications

There are no resource implications to be noted in this paper.

6 Risks

An effective and challenging Internal Audit service is a key element in the management of risk within the College.

7 Equality Impact Assessment

An impact assessment is not applicable to this paper given the subject matter.

8 Conclusion

Members are asked to note the content of this paper and the PCIP assessment rating of 69% which is assessed within the Silver banding.

Michael Breen
Vice Principal, Finance
28 February 2020

(James Thomson, Director of Finance, Student Funding and Estates)

(Kathleen Harper, Procurement Manager)

PCIP Assessment Summary

Institution	Date of Assessment	APUC Assessors	In Attendance	
			Name	Position
Ayrshire College	22/10/2019	Emma Fletcher Douglas Bell	James Thomson	Director of Finance, Student Funding and Estates
			Kathleen Harper	Head of Procurement

PCIP Assessment Type:	Lite	Performance Band
Overall Score (%)	69%	SILVER

Performance Band:

Performance Band	% Score
Non-Conformance	<25%
Blue	26-40%
Purple	41-50%
Bronze	51-60%
Silver	61-75%
Gold	>75%

Summary Statement

The PCIP Lite score achieved by the College is a very good one. The forecast score looks set to move from Silver to Gold by the time of the next PCIP assessment. Sound procurement processes are well embedded and understood. These are demonstrably linked to outcomes and benefits that support optimal use of College resources in meeting corporate strategic objectives, as well as broader collaborative opportunities that arise through the wider public sector procurement programme. A key factor in the success of the College procurement operation and its sustained improvements journey, is the ongoing support of College senior management. This has been an essential element in the facilitation of high quality performance.

Ayrshire College

The table below show the score acheived on the Assessment Day along with a projected score that would be feasible to achieve at the next assessment.

The Report tab provides a summary of the assessment with further commentary on the areas that could be improved to reach the projected scores.

Scores

Assessment Area	# of Questions	Maximum Score	Assessment Day Score		Projected Score for 2021-22	
			Score	% Score	Score - Projected	% Score - Projected
Leadership & Governance	6	18	13	72%	13.5	75%
Development & Tender	4	12	9	75%	10	83%
Contract	3	9	5	56%	6	67%
KEY PURCHASING PROCESSES	1	3	2	67%	3	100%
Grand Total	14	42	29	69%	32.5	77%

Question	Comments / Further Info	PCIP Score	Attained Level	Potential Projected Score	Feasible Aspiration Level
1.1 What is the procurement representation and influence over major and routine procurement activity across the organisation and what does it deliver?	Level 2 is scored and is seen as the optimal level of operation given the available resource and institutional priorities. The level of contract value at which procurement must be involved is set at £35k which is a high level by comparison with other institutions and this might be worth reviewing. The Level 3 standard is shown by way of illustration rather than expectation.	2	<p>Level 2 Overview: The value of procurement control has been recognised by the organisation. Policies and procedures have been embedded and there is strong procurement influence.</p> <p>The member of staff with responsibility for procurement manages procurement activity and processes within the organisation. This responsibility is clearly defined and evidenced.</p> <p>There is evidence that the whole organisation has embedded corporate sourcing procedures established by the member of staff with responsibility for procurement.</p> <p>Procurement can evidence that it has been involved in or influenced the sourcing research and specification development of high value procurement activities.</p>	2	<p>Level 3 Overview: The strategic value of procurement has been recognised by the organisation. Organisation is monitoring compliance with policies and procedures. Procurement influence most of the spend.</p> <p>The member of staff with responsibility for procurement can evidence awareness of wider sector strategic initiatives/forums.</p> <p>The member of staff with responsibility for procurement is considered part of a senior 'peer group' with other business functions.</p> <p>Procurement takes a highly flexible approach to sourcing and spend time understanding the procuring department's objectives.</p> <p>Procurement is involved in the "in house vs. outsourced" decision before the sourcing process is initiated.</p>
1.2 In what way is the Procurement Strategy linked to the organisation's corporate strategy and is it delivering the strategic objectives relevant to the sector. e.g. Local Economic Agenda, and/or National Outcomes etc.?	The procurement strategy is aligned to the institutional strategy. Any changes and revisions are reported to the Business Resources and Infrastructure Committee (BRIC). Level 3 is attained and should be maintained	3	<p>Level 3 Overview: Procurement strategic objectives are being achieved with measurable benefits linked to the organisation's strategic goals.</p> <p>Evidence that the majority of procurement strategic objectives are being achieved with measurable benefits linked to the organisation's strategic goals.</p> <p>Evidence that the management of the objectives is overseen at the appropriate organisational SMT level, with performance reporting against the objectives submitted to the organisation's Board (or equivalent).</p>	3	Level 3 to be maintained.
1.3 What resources and skills level requirements been identified to deliver the procurement strategy, associated strategic objectives and business needs?	Level 2.5 is attained with Level 2 being met along with some elements of Level 3. Forward resource planning is difficult to set out schematically with a single person resource. The planned and anticipated work flow is regularly monitored with available skills sets and capacity matched to probable need. Given available resource Level 2.5 is the optimal, perhaps slightly above optimal operating level. Level 3 is shown for illustrative purposes.	2.5	<p>Level 2 Overview: The organisation has adequate resource is in place to deliver the procurement strategic objectives for current and future requirements.</p> <p>The organisation has defined the roles, skills and knowledge (using the Competency Framework or similar) for delivering its procurement strategic objectives.</p> <p>Adequate resource is in place, or there is access to resource, to deliver the procurement strategic objectives in both the current and following years.</p> <p>Where exit interviews are undertaken the outputs are explored for potential trends.</p>	2.5	<p>Level 3 Overview: The organisation has a succession plan in place, is being delivered and reviewed to meet the organisational procurement objectives for the next 3 years.</p> <p>Capacity or service planning is in place to proactively manage current and future workload, taking into account >2 year plans and procurement strategic objectives (as appropriate). This may include shared services/collaboration, where relevant.</p> <p>There is evidence that plans (as appropriate) include the skills and capacity requirements.</p> <p>Plans are put in place to address any trends identified from exit interviews.</p>

<p>1.4 What does the organisation do to develop procurement individuals and future talent?</p>	<p>Level 2 is retained and with access to shared service resource this is seen as the optimal operating level for the College.</p>	<p>2</p>	<p>Level 2 Overview: Procurement understand capability of all Procurement staff including devolved. Some development opportunities exist.</p> <p>Some opportunities for development exist using tools such as mentoring, coaching, continuing professional development and secondments.</p> <p>The organisation has explored ways to retain core staff.</p>	<p>2</p>	<p>Level 3 Overview: Planning and delivery of future talent by organisation. Formal routes for professional development exist.</p> <p>Succession planning is in place to meet the organisational strategic objectives for the next 3 years.</p> <p>Internal and external training is aligned with the business strategy, individual skills assessments and training plans.</p> <p>Evidence that an integral part of the training and development of staff includes the use of tools such as mentoring, coaching, job shadowing, tailored training programmes, continuing professional development, in-house promotion and secondments.</p> <p>Evidence of benefits realised as a result of investment in training.</p> <p>Evidence that the organisation has considered future skills/talent requirements such as; modern apprenticeship, work placements, graduate trainee scheme (where such a scheme exists).</p>
<p>1.5 What does the organisation do to ensure that it continually improves its procurement activity, promotes commercial competence, and ensures that these are embedded within its organisation and culture.</p>	<p>Level 1.5 is attained. Being part of a shared service the resources of the wider APUC network are available to draw upon as required. The objective of continuous improvement is challenging for a single procurement resource to make rapid and comprehensive progress although there is good evidence of lessons learned from post project reviews having salutary results. Level 2 is an aspirational target which is likely to be achieved by the time of the next assessment.</p>	<p>1.5</p>	<p>Level 2 Overview: Action plan is in place with some measureable benefits being delivered.</p> <p>Good understanding of sector performance and drivers. Understanding of key issues facing wider public sector. Understanding of key strategies of sector and organisation. <u>Where there is a business improvement plan all staff are able to contribute to procurement continuous improvement activities.</u> Evidence of a continuous review of an organisation's service provisions where make/buy /outsource/stop of service is considered. The member of staff with responsibility for procurement are involved in such reviews and consider social responsibility, environmental and economic sustainability. New collaboration opportunities are considered. <u>The organisation has identified key performance indicators/measures and tracks Procurement activity against these, with evidence of performance improvement being documented.</u> Post project reviews are conducted and lessons learned documented and circulated for all high value, high risk procurement exercises. Best practice from within own organisation and from other organisations has been sought and utilised. Can evidence subsequent changes, <u>improvements or projects driven as a result of customer feedback.</u></p>	<p>2</p>	<p>Level 3 Overview: The organisation has achieved benefits and changes as a result of its implemented procurement action plan.</p> <p>Organisation can evidence activities that have resulted in outcomes benefiting stakeholders, for example evidence of cost efficiencies.</p> <p>Innovation ideas and actions driving improvements have been prioritised, resources allocated, with improvements realised and reported on.</p> <p>Benchmarking has presented performance improvement opportunities, these have been documented, an action plan put in place with improvements delivered and evidenced.</p> <p>The member of staff with responsibility for procurement regularly recommends opportunities for business improvement (not associated with the supply chain).</p>

<p>1.6 How are the organisations processes and procedures adequate and effective in relation to managing risk and countering fraud.</p>	<p>Risk management is well consolidated and regularly monitored. Level 2 capability is recognised and training is provided as necessary. The BUFDG fraud prevention tool was noted as worthy of consideration for internal DPA use. Given the size of the College and the routines in place Level 2 was seen as optimal.</p>	<p>2</p>	<p>Level 2 Overview: Efforts made to proactively identify and manage risk.</p> <p>The member of staff with responsibility for procurement drives compliance with the scheme of delegation. Compliance with the scheme is subject to regular audit and can be evidenced.</p> <p>All risks and issues have clear mitigating actions, appropriate owners and a review date.</p> <p>A mechanism exists to ensure that <u>risks and issues are collated centrally and highlighted to senior management.</u></p> <p>Evidence of regularly checking strategic and key supplier risks e.g. financial health, reputational risks with appropriate risks identified and flagged to the appropriate risk register.</p> <p><u>All members of staff with delegated purchasing authority (DPA) have undertaken Fraud Prevention Training.</u></p> <p>The organisation has a hospitality and gifts register (where gifts/hospitality are allowed).</p>	<p>2</p>	<p>Level 3 Overview: Risks are fully considered and managed.</p> <p>The separation of duties and authority levels are embedded into computer systems. Reports are available to demonstrate the separation between requisition and approval.</p> <p>Regular audits of Procurement have highlighted no significant (red or highest level) risks in the past 3 years.</p> <p>Risk Assessment of major procurement activity includes a process and mitigation plan to address:</p> <ul style="list-style-type: none"> • Fraud; • Serious Organised Crime; • Supply Base • Supplier Vulnerabilities; • Supply Chain; and • Damage to organisations reputation e.g. by unethical behaviours/sourcing. <p>The organisation promotes and operates a whistleblowing/fraud central point of enquiry/focal point.</p> <p>CFS (including anti-fraud, corruption & bribery) and Procurement principles are included in the organisations induction process and is part of all relevant staff's annual training plan.</p> <p>Where relevant the organisation vets potential suppliers to ensure that there are no links to organised crime.</p> <p>The organisation annually reviews its spend/activity profile to identify potential areas where fraudulent activities could occur and implements an action plan.</p>
<p>2.1 How does the organisation understand its spend in order to drive best value?</p>	<p>Spend analysis is executed effectively and opportunities for improvements and collaboration are pursued. Some collaborative work with North Lanarkshire and possible collaborative work with South Ayrshire was discussed. Level 3 is a feasible aspiration with more data provided on market involvement, perhaps around printer re-tender.</p>	<p>2.5</p>	<p>Level 2 Overview: The organisation understands and addresses spend in key categories and seeks collaborative opportunities.</p> <p>Evidence that the organisation is working towards some of the opportunities identified.</p> <p>The organisation has identified opportunities to collaborate with other public bodies and is actively working towards these.</p> <p>There are evidenced instances where expertise is applied to provide guidance and context to the development of strategies.</p> <p>Additional sources of intelligence are used.</p>	<p>3</p>	<p>Level 3 Overview: An organisation category/opportunity map has been identified.</p> <p>Evidence that the organisation is working towards some of the opportunities identified.</p> <p>The organisation has identified opportunities to collaborate with other public bodies and is actively working towards these.</p> <p>There are evidenced instances where expertise is applied to provide guidance and context to the development of strategies.</p> <p>Additional sources of intelligence are used.</p>

2.2 In what ways are specifications for procurement exercises (mini-competitions and Cat C procurement exercises) being developed to maximise value for the organisation and its customers?	An initiation document is used to capture forward projects and contracts renewals. This facilitates specification review and refresh. Level 2 is an acceptable level of operation and should be maintained. Level 3 is shown for illustration	2	<p>Level 2 Overview: Specifications incorporate requirements of wider organisation and beyond.</p> <p>Evidence of procurement's support to develop specification with stakeholder input, covering the majority of spend and high risk business areas.</p> <p>Evidence that specifications are being reviewed and refreshed where appropriate, when re-letting contracts and developed in line with market innovations and changes (based on market analysis gathered).</p>	2	<p>Level 3 Overview: Specifications are future proofed to fully meet business needs.</p> <p>Confidence that specifications are being developed to maximise value for the organisation and its customers and covers most of its spend.</p> <p>Evidence that specifications for recurring requirements are being reviewed continually and updated in line with market innovations/new developments and legal obligations.</p> <p>Evidence that specifications are reviewed periodically throughout the life of the contract to ensure the specification is still relevant to the business needs and to clarify with a view to termination of contract if required.</p>
2.3 What is the organisations approach to evaluation to maximise efficiency and effectiveness?	Level 2 is retained and given the procurement resource it is an adequate level of operation. Quality and cost evaluations are routine and sustainability criteria are factored in as appropriate. It was noted that gas and biomass usage were in running for College Development Network sustainability award reward recognition. Level 2 is optimal.	2	<p>Level 2 Overview: Organisation understands lifecycle costs and can demonstrate how this secures best value.</p> <p>Sustainable procurement criteria appropriate to the commodity/project strategy are considered and reflected in the tender evaluation.</p> <p>Organisation can demonstrate objective methodology utilised to apply split in weightings between quality and cost.</p>	2	<p>Level 3 Overview: Organisation can demonstrate that forecast benefits are being achieved.</p> <p>Whole-life costs and total acquisition costs are incorporated for all appropriate regulated tenders and evaluation criteria also reflect lessons learnt from previous exercises within the organisation.</p> <p>Lessons learned from the Contract & Supplier Management process feed into the selection and/or award criteria development, where relevant.</p>
2.4 What does the organisation deliver in relation to Environmental, Social and Economic sustainability in its procurement practices and processes?	Level 2.5 is attained with Level 2 being met as well as elements of Level 3. Noted that the Head of Estates has sustainability responsibility. The use of supported business needs some support evidence e.g. laundry, to secure and consolidate Level 3.	2.5	<p>Level 2 Overview: The organisation has secured some community, local economic and environmental benefits.</p> <p>The organisation can demonstrate that procurement exercises have successful social, economic and environmental outcomes that are aligned to sustainable procurement aims in the Procurement Strategy.</p> <p>There is at least one contract placed or support provided to a supported business where the organisation has a requirement which can be met through this channel.</p> <p>There are clear objectives from the Flexible Framework action plan to build environmental, social and economic sustainability as an outcome of the procurement process.</p> <p>Organisations can evidence progress against the action plan.</p> <p>Refinements to this question or level(s) may be required as a result of output from the Act(s).</p>	3	<p>Level 3 Overview: Sustainable procurement is embedded in the procurement process across all areas of influencable spend.</p> <p>Evidence shows that sustainable procurement strategy and policies are embedded at appropriate stages of the procurement process across all areas of influencable spend, covering supplies, services and works.</p> <p>The member of staff with responsibility for procurement can demonstrate the success of the above.</p> <p>The organisation has awarded two or more contracts to supported businesses over the last 12 months (where the organisation has requirements which can be met through this channel) and routinely considers whether a requirement can be met by a supported business as part of the Procurement Strategy.</p>

3.1 What does the organisation do to manage contracts and suppliers?	Level 1.5 is attained. And there is a progression towards Level 2 capability. This is limited by the present level of procurement resource spread thinly across College procurement operations. Level 2 is the target as the optimal level of operation. Level 3 is shown as a benchmark. More detailed recording of CSM activities would be a positive objective. It is not clear whether or not other department job descriptions include contract management responsibilities or what training is delivered. Needs more 'on file' to illustrate action on non-performance.	1.5	<p>Level 2 Overview: Contract and supplier management (CSM) process is consistently applied across all high value, high risk, and business critical contracts.</p> <p>The organisation has developed and documented a contract and supplier management process and is implementing it.</p> <p>The organisation has implemented some roles and responsibilities which are clearly defined for the contract management process. A training plan in place for all staff responsible for the management of contracts.</p> <p>The organisation can demonstrate that they contribute to sectorial and national balanced scorecards where requested and where appropriate.</p>	2	<p>Level 3 Overview: Benefits from CSM supplier management are being achieved and recognised by the organisation.</p> <p>Contract and supplier management (CSM) process is consistently applied across all high value, high risk, and business critical contracts.</p> <p>Regular contact takes place between the member of staff with responsibility for procurement and/or contract managers and high value, high risk, business critical suppliers.</p> <p>Procurement can demonstrate how savings from contract & supplier management are recognised by the organisation.</p>
3.2 What does the organisation do to work with key suppliers throughout the life of a contract to ensure contractual obligations are met and to identify and deliver additional benefits to both parties?	Level 1.5 is scored. There is a lack of embedded KPIs by which progress can be measured over time and who is responsible for managing these. The objective is to fully meet level 2 capability by the time of the next assessment. Level 3 is given as a reference point.	1.5	<p>Level 2 Overview: Contract performance is consistently measured and compared.</p> <p>High value/high risk contracts are subject to regular review meetings between Procurement, customers and suppliers, with a named individual responsible for managing any corrective actions required.</p> <p>Processes and measures to ensure that key suppliers meet the terms set out in the contract.</p> <p>Exit strategies are considered at both pre-tender and pre-award stage for all high value requirements and are embedded within the organisations procedures.</p> <p>For high value/high risk contracts the organisation can evidence:</p> <ul style="list-style-type: none"> ● The tracking and standardised reporting of performance is in place ● Embedded two way process for monitoring KPI's/SLA's, reporting, and improvements. 	2	<p>Level 3 Overview: Continuous improvement approach to contract performance is in place.</p> <p>For high value/high risk contracts, the organisation systematically utilises supplier feedback to:</p> <ul style="list-style-type: none"> ● Support continuous improvement of overall procurement processes ● Develop products or services ● Deliver additional savings and benefits during the life of the contract <p>Continuous improvement is expected and is a formal objective of supplier relationship.</p>

<p>3.3 What does the organisation increase contract coverage, ensure contract compliance and reduce maverick spend?</p>	<p>Level 2 is retained with contract coverage falling between 65% and 70% of influenceable spend. Progression towards to 80% target is being made but the speed of attainment is likely to be handicapped by resource limitations.</p>	<p>2</p>	<p>Level 2 Overview: Procurement has the majority of spend under contract and is tackling maverick spend.</p> <p>Contract coverage >65% of potential influenceable spend and can be evidenced by the contracts register and spend report or eProcurement system.</p> <p>Evidence provided that the organisation is working towards the contract coverage target.</p> <p>Activity to reduce maverick spend has been conducted and has been achieved.</p>	<p>2</p>	<p>Level 3 Overview: The organisation has the large majority of spend under contract and measures benefits.</p> <p>Contract coverage >80% of potential influenceable spend.</p> <p>Maverick spend accounts for <5%.</p> <p>Line item detail reporting is readily available and is utilised to reduce maverick spend.</p> <p>The organisation quantifies and reports the benefits delivered from moving off-contract on to contract.</p>
<p>4.1 What does the organisation do to receive goods/ services/minor works, and what is the process for authorising payment?</p>	<p>Level 2 is scored and is the optimal level of operation. Once eBIZ is fully operational then Level 3 looks readily attainable by the time of the next assessment.</p>	<p>2</p>	<p>Level 2 Overview: Some automation exists and opportunities to improve efficiency exploited.</p> <p>The organisation has some systems in place to manage raising orders, receipting goods and the payment of invoices.</p> <p>Appropriate staff in the organisation have access to the relevant systems and separation of duties exist.</p> <p>The payment process is partially automated within some systems performing a 3-way match as standard, prior to the invoice being approved and passed for payment.</p> <p>The organisation is reviewing its P2P processes to streamline workflow, lock-in efficiencies and deliver additional benefits.</p> <p>Processes are in place to identify and rectify over & under billing. The organisation has a process to identify suppliers who repeatedly issue duplicate invoices.</p>	<p>3</p>	<p>Level 3 Overview: Fully electronic processes in place.</p> <p>The organisation has electronic processes in place to manage the raising of orders, receipting of goods and the payment of invoices. Appropriate staff in the organisation have access to the relevant systems and separation of duties are embedded into the systematic workflow.</p> <p>The organisation has implemented other payment methods such as GPC, consolidated invoices, self-billing and eInvoicing where appropriate.</p> <p>The organisation has reviewed and implemented P2P processes delivering additional efficiencies and benefits.</p> <p>There is an automated process to manage invoice mis-matches.</p>