

<b>FOR DISCUSSION/INFORMATION</b>			
Meeting:	Finance Committee		
Presented by	Ann Baxter		
Author/Contact	Ann Baxter	Department / Unit	<b>SMT</b>
Date Created	5.11.19	Telephone	<b>2359</b>
Appendices Attached	<b>New College Lanarkshire – Lanarkshire Region Business Plan 2018-2013 – Project Stream Report</b>		
Disclosable under FOISA		<b>Yes</b>	

1. **PURPOSE**  
To update the Finance Committee on progress against targets within the Lanarkshire Region Business Plan.
2. **BACKGROUND**  
The Business Plan was established to ensure that NCL achieves a positive recurrent closing cash balance.
3. **DETAIL**  
The report shows summary of actions taken and meetings with SFC.
4. **BENEFITS AND OPPORTUNITIES**  
This report summaries information with regard to ongoing action and will assist with understanding.
5. **STRATEGIC IMPLICATIONS**  
The Board retains an overview of NCL activity in the interests of good governance.
6. **RISK**  
Business Plan on track at this moment in time.
7. **FINANCIAL IMPLICATIONS**  
Inability to achieve targets within the Business Plan or secure funding could result in NCL not achieving a recurrent positive closing cash balance.
8. **LEGAL IMPLICATIONS**  
There are no legal implications
9. **WORKFORCE IMPLICATIONS**  
There are no workforce implications, other than those identified within the Business Plan
10. **REPUTATIONAL IMPLICATIONS**  
There are no reputational implications

**11. EQUALITIES IMPLICATIONS**

There are no equalities implications

**CONCLUSIONS/RECOMMENDATIONS**

The Finance Committee is asked to note the information contained in this report and raise or discuss any issues which may prevent publication.

## Lanarkshire Region Business Plan 2018-2013 – Project Stream Report

### Resources and General Purposes

18 November 2019

Ann Baxter

#### Reporting Arrangements:

#### Project Stream Leads and Sponsors:

No	Title	Project Stream Lead	Project Stream Sponsor (BoM)
1	Productivity	Ann Baxter	CSAO - Dave Winning
2	Curriculum	Ann Baxter	CSAO - Dave Winning
3	Workforce deployment	Ann Baxter	RGP - Keith Fulton
4	Infrastructure	Iain Clark	RGP - Keith Fulton
5	Financial sustainability	Iain Clark	Finance - Kenny Anderson
6	Regional efficiency	Iain Clark	Finance - Kenny Anderson
	Framework Oversight	Ann Baxter /Iain Clark	ARC - YF

Please note that reporting of Business Plan risk management is within the Lanarkshire Region Strategic Risk Report and managed by the Regional Strategic Risk Management Group (RSRMG).

#### Project Leads and Project Stream Managers:

1.1	Recruitment and enrolment	JQ	AB
1.2	Class size optimisation	JQ	AB
2.1	Curriculum planning to reflect efficient delivery	SP	AB
2.2	Learner retention and outcomes	CL	AB
3.1	Support Staff severance	BG	AB
3.2	Teaching Staff severance	BG	AB
4.1	ICT optimisation for delivery of learning and teaching	JQ	IC
5.1	Financial analysis and planning	IC	IC
5.2	Non SFC income	RMcM	IC
6.1	Shared Services	IC	IC

**Summary of Project Monitoring / Review:**

**SMT 23 Aug 19**

<b>1.1</b>	<b>Recruitment and enrolment</b>	Over 5,500 HE and FE full-time pre-enrolments prior to start date of the course. Enrolments continue to be submitted for session 2019/20. A total of 7,468 offers have been made to applicants. Courses continue to recruit to maximise numbers and mitigate against applicants who do not convert the offer to an enrolment. Early withdrawal rates will be monitored as 2019/20 courses start.
<b>1.2</b>	<b>Class size optimisation</b>	Dashboard in development. Class size for year-end projected to be 14.1, which is above the 13.9 target in the Business Plan
<b>2.1</b>	<b>Curriculum planning to reflect efficient delivery</b>	To confirm dates and plan with Education Scotland.
<b>2.2</b>	<b>Learner retention and outcomes</b>	New Project Plan written for this year.
<b>3.1 and 3.2</b>	<b>Support Staff and Teaching Staff severance</b>	Proposal to be submitted to SFC for 2020/21.
<b>4.1</b>	<b>ICT optimisation for delivery of learning and teaching</b>	Financial Sustainability of ICT Services - review established – Phase 3, ‘where do we want to be?’. Still awaiting final amended report. No progress to date.
<b>5.1</b>	<b>Financial analysis and planning</b>	Brexit checklist to be updated for next SMT meeting. Access and Inclusion Funding - request for additional funds submitted to SFC on 23 July 2019.
<b>5.2</b>	<b>Non SFC Income</b>	Workshop held on Monday 19 August and presentations delivered on the outcomes and proposals for the next five years
<b>6.1</b>	<b>Shared Services</b>	Continued review of all regional and sector contracts and non-contracted expenditure

**SMT 6 Sept 19**

<b>1.1</b>	<b>Recruitment and enrolment</b>	Early withdrawal rates will be monitored as 2019/20 courses start. 5,200 online pre-enrolments confirmed as enrolled after start date of their course. Map of process has been undertaken via CSMT. 'One-Stop-Shop' theme emerging from review. Further discussion required to identify specific actions.
<b>1.2</b>	<b>Class size optimisation</b>	Dashboard in development.
<b>2.1</b>	<b>Curriculum planning to reflect efficient delivery</b>	Transition process to take place between A Baxter and S Pettigrew.
<b>2.2</b>	<b>Learner retention and outcomes</b>	ASPM Committee reviewing courses with 60% and under PIs. Spotlight on the Curriculum being undertaken earlier than previous years and with all Faculty Heads in attendance.
<b>3.1 and 3.2</b>	<b>Support Staff and Teaching Staff severance</b>	Proposal to be submitted to SFC for 2020/21.
<b>4.1</b>	<b>ICT optimisation for delivery of learning and teaching</b>	Still awaiting final amended report. No progress to date.
<b>5.1</b>	<b>Financial analysis and planning</b>	Ongoing
<b>5.2</b>	<b>Non SFC Income</b>	Ongoing
<b>6.1</b>	<b>Shared Services</b>	Ongoing

SMT 20 Sept 19

1.1	<b>Recruitment and enrolment</b>	Early withdrawal rates will be monitored as 2019/20 courses start.
1.2	<b>Class size optimisation</b>	Dashboard in development.
2.1	<b>Curriculum planning to reflect efficient delivery</b>	Action Plans from Education Scotland visits developed.
2.2	<b>Learner retention and outcomes</b>	Retention and Attainment Improvement Group meeting arranged.
3.1 and 3.2	<b>Support Staff and Teaching Staff severance</b>	Proposal to be submitted to SFC for 2020/21.
4.1	<b>ICT optimisation for delivery of learning and teaching</b>	Telephone conference call with consultants on 20 September to establish current status of project. On site meeting to be set for week commencing 23 September to agree final report.
5.1	<b>Financial analysis and planning</b>	Ongoing
5.2	<b>Non SFC Income</b>	Ongoing
6.1	<b>Shared Services</b>	Ongoing

SMT 4 Oct 19

<b>1.1</b>	<b>Recruitment and enrolment</b>	FE-FT: 0.9% early withdrawal rate for those attending Step into College courses; 2.3% early withdrawal rate for those who did not. 762 of 836 progressed to enrol in 2019/20. Admissions team to meet to review impact of online enrolment.
<b>1.2</b>	<b>Class size optimisation</b>	Action ongoing
<b>2.1</b>	<b>Curriculum planning to reflect efficient delivery</b>	Transition process took place between A Baxter and S Pettigrew. Actions for 2019/20 implemented and review curriculum with Education Scotland to take place w/c 21.10.19. Spotlight on Curriculum meetings progressing with faculties.
<b>2.2</b>	<b>Learner retention and outcomes</b>	Retention and Attainment Improvement Group to meet on 10.10.19, with Faculty sub-groups continue into 2019/20. Roll out of pilot for a mentoring project, focusing on low performing areas of curriculum.
<b>3.1 and 3.2</b>	<b>Support Staff and Teaching Staff severance</b>	Action ongoing
<b>4.1</b>	<b>ICT optimisation for delivery of learning and teaching</b>	Series of meetings with consultants to push project to completion. Final technical meeting took place on 26 September. Meeting with students due to take place on 10 October and the final report due soon after. Meeting with Procurement Manager to agree scope for three ICT tenders. The aim is to reduce overall costs or to increase value for money. Tenders are for Network Maintenance, Campus Network Links and Telephone Lines.
<b>5.1</b>	<b>Financial analysis and planning</b>	Budget to be reviewed for 2019/20
<b>5.2</b>	<b>Non SFC Income</b>	Information to be reviewed and Action Plans implemented for the next five years.
<b>6.1</b>	<b>Shared Services</b>	Continued review of all regional and sector contracts and non-contracted expenditure

**SMT 1 Nov 19**

<b>1.1</b>	<b>Recruitment and enrolment</b>	FE-FT: 3.3% early withdrawal rate for those attending Step into College courses; 5.3% early withdrawal rate for those who didn't. Admissions team met on 4th October to begin review. Main issue was with volume of work for the team. Applicant emails/letters have been amended to improve communications. Further review will now be conducted with MIS team. Marketing presenting concepts to SMT on 1st Nov. CSMT to meet on 4.11.19 to continue work initiated last year.
<b>2.1</b>	<b>Curriculum planning to reflect efficient delivery</b>	Education Scotland visits to 4 curriculum areas took place. Awaiting reports.
<b>2.2</b>	<b>Learner retention and outcomes</b>	Marketing materials available on the Clan. National Group meeting driven by CDN. Heads of Faculty/Assistant Heads/CQLs all informed of how to take forward. Posters out to promote on-line Module - January 2020.
<b>3.1 and 3.2</b>	<b>Support Staff and Teaching Staff severance</b>	SFC Letter relating to funding of the scheme not confirmed yet. Going forward with timescales in the meantime.
<b>4.1</b>	<b>ICT optimisation for delivery of learning and teaching</b>	Final report presented to NCL on 30th Oct. Report included stakeholder feedback, with recommendations for action to improve ICT service and user experience. Network Maintenance tender, estimated at £105K – options are being identified to renew “as-is”, or to renew through alternative procurement routes with the benefit also renewing hardware assets. Meeting scheduled with supplier on 4th Nov to begin appraising options. Cyber Essentials Certification has been renewed for NCL. Awaiting formal confirmation of Cyber Essentials Plus Certification – verbal feedback was positive.
<b>5.1</b>	<b>Financial analysis and planning</b>	NCL registered on BREXIT Claims website. FFR Submitted
<b>5.2</b>	<b>Non SFC Income</b>	Proposed outcomes and objectives have been reviewed and agreed in principle.
<b>6.1</b>	<b>Shared Services</b>	Agenda Item on Nursery Provision at next SMT meeting



## **Overview of Lanarkshire Business Plan Monitoring Meeting with SFC**

### **24 September 2019**

- Lanarkshire Business Plan 2028-23 Project Stream Update August 2019 report to Lanarkshire Board and Subcommittees.
- Actions Subject to Slippage – update requested by Audit and Risk committee
- New College Lanarkshire – Key Performance Indicator Update report to Lanarkshire Board and Subcommittee
- Financial Update

### **24 October 2019**

- Update on projected Early Withdrawal figures New College Lanarkshire
- Update on VS plans
- Financial Update: 2018/19 Management Accounts
  - 2018/19 Consolidated Financial Statements
  - FFR / Board Approval
  - Estates Funding / Coatbridge Loan

