

**WEST COLLEGE SCOTLAND
BOARD OF MANAGEMENT**

**WEDNESDAY 21 JUNE 2017 at 4.00 p.m. in
Room 4, Abercorn Centre, Paisley Campus**

AGENDA

General Business

1. Apologies
2. Declaration of Interests
3. Minutes

.1 Minutes of the meeting held on 15 March 2017	Enclosed	KM
Actions from the minutes	Enclosed	KM
.2 Minutes of the meeting held on 27 March 2017	Enclosed	KM
Actions from the minutes	Enclosed	KM
4. Matters Arising from the minutes
(and not otherwise on the agenda)

Main Items for Discussion and/or Approval

- | | | |
|--|-------------|----|
| 5. National Bargaining | Oral report | KM |
| 6. Budget 2017/18 and Financial Strategy | Paper 6 | DA |
| 7. Chief Executive's Report | Paper 7 | AC |
| 8. Chair's Report | Paper 8 | KM |
| 9. Students Association Report | Paper 9 | AH |
| 10. Student Partnership Agreement | Paper 10 | SG |
| 11. Board Membership | Paper 11 | KM |

Committee Reports

- | | | |
|---|------------|----|
| 12. Corporate Development Committee | | |
| .1 Minutes of the meeting held on 28 March 2017 | Paper 12.1 | MN |

- | | | |
|--|--------------------------|----------|
| .2 Minutes of the meeting held on 16 May 2017 | Paper 12.2 | MN |
| 13. Organisational Development and HR Committee
Minutes of the meeting held on 17 May 2017 | Paper 13 | LL |
| 14. Nominations Committee
Minutes of the meeting held on 23 May 2017 | Paper 14 | KM |
| 15. Learning, Teaching and Quality Committee
.1 Minutes of the meeting held on 30 March 2017
.2 Minutes of the meeting held on 24 May 2017 | Paper 15.1
Paper 15.2 | MH
MH |
| 16. Estates Committee
Minutes of the meeting held on 30 May 2017 | Paper 16 | AH |
| 17. Finance and General Purposes Committee
Minutes of the meeting held on 6 June 2017 | Paper 17
To follow | JW |
| 18. Audit Committee
Minutes of the meeting held on 8 June 2017 | Oral report | JM |

Risk

- | | | |
|-----------------------------|----------|----|
| 19. Strategic Risk Register | Paper 19 | DA |
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Items for Information

- | | | |
|---|----------|----|
| 20. Board of Management: Membership, Dates of meetings
2017/18 and proposed Schedule of Business 2017/18 | Paper 20 | GM |
| 21. Report on Delegated Action Taken since last meeting | Paper 21 | GM |
| 22. Any other business | | |
| 23. Next meeting: Monday 9 October 2017 at 4.00 p.m. at the Greenock
Campus | | |

There will be a development session on the Board's responsibilities in relation to PREVENT immediately prior to this meeting at 3.00 p.m.

Gwen McArthur
Secretary to the Board

BOARD OF MANAGEMENT

Minutes: 15 March 2017

Present: Keith McKellar (Chair)
Audrey Cumberford, Nick Allan, Jim Hannigan, Jacqueline Henry, Linda Johnston, Lyndsay Lauder, John Leburn, Paul McFarlane, John McMillan, Alison Mitchell, Mark Newlands,.

Attending: Stephanie Graham (Vice Principal Educational Leadership), Gwen McArthur (Secretary to the Board).

Attending by

Invitation: James Thomson, Scott-Moncrieff.

Apologies: Mike Haggerty, Andrew Hetherington, Jenifer Johnston, Joyce White Andrew Hunter, Moses Apiliga, David Alexander (Vice Principal Operations), Liz Connolly (Vice Principal Corporate Development).

BM348 WELCOME

The Chair welcomed James Thomson, Scott-Moncrieff, to the meeting.

BM349 DECLARATION OF INTERESTS

John McMillan and Audrey Cumberford declared an interest as Trustees of the West College Scotland Foundation. Audrey Cumberford also declared an interest as a member of the Council of the Scottish Funding Council (SFC).

BM350 REVIEW OF GOVERNANCE EFFECTIVENESS (BM308, 293)

Mr Thomson, Scott-Moncrieff, presented the Report on the Review of Board Effectiveness, March 2017. He informed the Board that this was a very positive report which confirmed that the College had good procedures in place. It also confirmed that the Board had good self-awareness and did not just comply with the Code of Good Governance but met the spirit of the Code. During the review he had found evidence to support this finding, not just from the various Board and Committees papers, policies and procedures, but from the general awareness and understanding of the Board members. He had found the Board members to be engaged and keen to continue to improve.

The Board welcomed this Report and discussed the findings and recommendations. In discussion the following points emerged:

- With regard to the recommendations relating to the key performance indicators (KPI's) the Board was aware of the significant amount of work that had already gone into this within the College, in order to ensure that the kpi's used were presented in an easy to digest format for the Board and ensured that all areas of strategic importance were being monitored

effectively and the strategic outcomes were being delivered. A dashboard style of presentation had been adopted and was currently being refined before being brought back to the Board for consideration at its next meeting in June.

- In relation to promoting the activities of the Board and widening diversity in the Board membership, this was a matter that was currently under consideration and these recommendations would be taken into account for further consideration.
- It was noted that this report would form the baseline for future reviews.

The Board welcomed the Report from Scott-Moncrieff on the Review of Board Effectiveness, March 2017 and **agreed** that some minor revisions be made to it and it be brought back to the next meeting for final consideration and approval. **[Action: JT; GMcA]**

In accepting the recommendations of the Report the Board also noted the proposed amendment to the terms of reference of the Audit Committee. In light of this the Board

RESOLVED that the terms of reference of the Audit Committee be amended by the addition of the following sentence:

'Committee members may sit privately without any non-members present for all or part of a meeting if appropriate.'

[Action: GMcA]

BM351 BOARD DEVELOPMENT ACTION PLAN (BM275)

The Board noted the Board Development Action Plan 2016/17, which had been agreed in June 2016, and also a revised Development Action Plan which had been updated to include the recommendations emerging from the Governance Effectiveness Review Report. The Board was pleased to note that some earlier actions were now complete. In considering the Board Development Action Plan the Board discussed the following matters:

.1 Committee Structure

The Board had matured since its inception and was continuing to mature over time. The committee structure supporting the Board had been in place for a while and it was queried whether this should be revisited. In discussion the view emerged that the current committee structure was working well and did provide the support and assurance that the Board needed. There was still a significant amount of work to be undertaken and the committees did take some of the load off the Board, as they dealt with more routine matters on behalf of the Board (as set out in their terms of reference) and flagged up the major issues for consideration by the Board. The priority assigned to different matters was tied into the risk register and the potential impact matters could have on the Board and the College. All matters identified as high risk were considered at the Board. It was also useful to have each of the Committee Chairs present the report from their respective committees and draw out the main issues the

Board needed to know about. It was **agreed** to make no changes to the Committee structure at present.

.2 Style of Reporting

Although the Board considered that the committee structure should remain the same at present it accepted that the paperwork produced could be reviewed and streamlined. It was important to ensure that the papers provided all the information the Board and/or committees needed to take an informed decision, but there was scope for reducing the amount of paper generated and changing the format of papers. The key matters, i.e. those identified as high risk, and the key performance indicators should drive the agendas for each meeting, with other matters being reported on as and when necessary and in an appropriate format. The level of detail currently being provided, particularly at committee level, should be reviewed with a view to reducing the amount of paperwork that needed to be produced for each meeting. This would reduce the load not only on the members, but also on the Senior Management Team and Executive who had to produce the papers for the meetings. Consideration of other presentation styles might prove helpful, e.g. RAG status reports, or a star system. It was **agreed** that the Executive and Senior Management Team should consider the style and format of the reports to the Board and Committees and bring back proposals. **[Action: Executive and SMT]**

.3 Board Diversity

The Board considered the recommendation regarding widening diversity in its membership. This matter was already under consideration, not only in this College but across the sector. It was considered that the Board needed time to consider this matter fully and to find a sustainable way forward. Using networks developed through Community Planning Partnerships was one way forward. Consideration should also be given to identifying short, medium and long term goals. The Board **agreed** that it should develop a programme using existing community and community engagement platforms to reduce any perceived barriers to Board membership from communities that were not currently represented and that a sub-group be established to develop initial proposals for consideration by the end of June 2017. **[Action: KM]**

The Board **agreed** that the Board Development Action Plan be revised to take account of the above comments and that it be presented in a different format for final consideration and approval at the next meeting on 27 March 2017.

[Action: AC; JL; GMcA]

The Chair thanked everyone for their input to the Review Report and the Board Development Action Plan.

Board of Management: Meeting of 15 March 2017

Actions from the Minutes

Date of meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
15 Mar 2017	BM350, 308, 293	Review of Governance Effectiveness i.Minor amendments to be made to Report from Scott-Moncrieff; ii.Audit Committee terms of reference to be amended	i. J Thomson ii. G McArthur	i.Report revised and issued to Board for 27 March meeting ii.Audit Committee terms of reference amended – Committee to note at its meeting on 8 June	Complete
	BM351.2 275	Board Development Action Plan - Style and format of reports to Board to be reviewed and proposals brought back for consideration;	Executive and SMT	Review taking place and proposals will be brought to Board	October 2017
	BM351.3 275	Board Development Action Plan – i.Sub-group to be established to develop proposals regarding widening Board diversity using existing community and community engagement platforms; ii.Board Development Action Plan to be revised to take account of above actions and to be presented in different format for consideration at next meeting	i. K McKellar ii. A Cumberland J Leburn G McArthur	i.Nominations Committee will consider this matter and report back to Board ii.Action Plan revised and presented in different format to Board meeting on 27 March	End June 2017 Complete

BOARD OF MANAGEMENT

Minutes: 27 March 2017

Present: Keith McKellar (Chair)
Audrey Cumberland, Moses Apiliga, Nick Allan, Mike Haggerty, Jim Hannigan, Jacqueline Henry, Andrew Hetherington, Andrew Hunter, Linda Johnston, Lyndsay Lauder, John Leburn, Paul McFarlane, John McMillan, Alison Mitchell, Mark Newlands, Joyce White.

Attending: Stephanie Graham (Vice Principal Educational Leadership), David Alexander (Vice Principal Operations), Liz Connolly (Vice Principal Corporate Development), Gwen McArthur (Secretary to the Board).

Apologies: Jenifer Johnston.

BM352 DECLARATION OF INTERESTS

John McMillan, Audrey Cumberland and David Alexander declared an interest as Trustees of the West College Scotland Foundation. Audrey Cumberland also declared an interest as a member of the Council of the Scottish Funding Council (SFC).

BM353 MINUTES

The minutes of the meeting held on 30 January 2017 were approved.

BM354 ACTIONS FROM THE MINUTES

The Board noted the actions taken since the last meeting and particularly the following:

- i. STEM (BM337(v))** – the responses from the College and from Colleges Scotland to the Scottish Government consultation on delivering a high quality STEM education and training offering across the education system had been circulated to all Board members following the last meeting.
- ii. Invitation to Professor Sir Peter Scott (BM340)** – the Board was pleased to note that Professor Sir Peter Scott, the Scottish Government's Commissioner for Fair Access, had accepted the Chair's invitation to visit the College on 26 April 2017 to meet with staff and students.

BM355 REVIEW OF GOVERNANCE EFFECTIVENESS (BM350)

.1 Report on the Review of Governance Effectiveness

At the last meeting the Board had considered the Report on the Review of Board Effectiveness, March 2017, produced by Scott-Moncrieff. The Board had welcomed the positive nature of this report and the recommendations proposed for further development and improvement. Some minor

amendments to the report had been agreed and the final edition of the Report was now before the Board. The Board confirmed that it was satisfied with the Report and

RESOLVED that the Report on the Review of Board Effectiveness, March 2017, by Scott-Moncrieff be approved, forwarded to SFC and published on the College website. **[Action: GMcA]**

.2 Board Development Action Plan

The Board had discussed the draft Board Development Action Plan at the last meeting and had asked for further revisions to be made and a different format to be considered. These changes had been made and the Board welcomed the different format which now set out the strategic drivers much more clearly. The Board was also pleased to note that a significant number of actions from the previous Action Plan had been completed and that the 'live' actions identified in this edition were more clearly aligned to the Corporate Action Plan and the strategic priorities. The Board was content with direction of travel and would be monitoring progress throughout the year. Some further minor amendments would be made to the Action Plan before it was finalised.

The Board

RESOLVED that, subject to some final editing, the Board Development Action Plan, March 2017, be approved, forwarded to SFC and published on the College website. **[Action: GMcA]**

BM356 CHIEF EXECUTIVE'S REPORT (BM337)

The Board noted the report from the Principal and Chief Executive, and in particular the following matters:

i. National Bargaining – it was noted that talks with the Unions were continuing. The EIS was in the process of undertaking a statutory ballot of its members for industrial action. If this was supported then it was likely that any industrial action would start in late April. The Board was disappointed with this action and was aware of the potential negative impact this could have on students who would be completing their courses at this time. The College was taking all necessary steps that it could to mitigate against this impact. It was acknowledged that communications around this matter and the actions being taken to ensure students were not disadvantaged during any period of industrial action would be essential to keep students informed and provide support to them. The Board would be kept informed of developments. **[Action: AC]**

ii. Chivas Brothers, Paisley – it was noted that Chivas Brothers, owned by Pernod Ricard, would be closing its Paisley site and relocating production to its Dumbarton site. A joint meeting of stakeholders had been held to consider the opportunities that might emerge once this land was vacated. The College had been represented at this meeting and would be working

closely with the Local Authority to consider future development opportunities for this site. Further information would be brought to the Board once available. **[Action: AC]**

iii. Collab Group – the Board was pleased to note that West College Scotland was one of only two colleges in Scotland to be represented on the Collab Group which represented 36 leading UK Colleges and College Groups. The Collab Group recognised the benefits and opportunities of strong collaboration and joint working across colleges.

iv. Enterprise and Skills Review (BM337) – it was noted that the second phase of the consultation regarding the Enterprise and Skills Review by the Scottish Government was now underway. It was anticipated that the outcomes of this second phase would be known by the summer.

v. CDN Marketing Awards – the Board was delighted to note that the College had been successful in the College Development Network Marketing Awards by achieving

Gold – in the Design category;

Silver – in the Customer Experience and in the Market research categories; and

Bronze – in the Promotional Literature category.

The Board congratulated all those involved in achieving this success.

BM357 VOLUNTARY SEVERANCE SCHEME (BM339; OM127)

At the last meeting the Board had approved the introduction of a Voluntary Severance Scheme which had been submitted to SFC for final approval. The Principal reported that she had received feedback from SFC who were content with the scheme as proposed but, to date, no financial support had been provided by SFC which would allow the College to operate this scheme.

The Board was disappointed that, despite approving the scheme, SFC had not provided any funding to support it, particularly as staff were now aware of the possibility of such a scheme being introduced and a certain level of expectation had been built up. This matter had been discussed at the recent meeting of the Organisational Development and HR Committee where the Committee was clear that the business case supporting this scheme was robust. Further consideration would be given to this matter and discussions with SFC were continuing. The Board would be kept informed of progress. **[Action: AC]**

BM358 REGIONAL OUTCOME AGREEMENT AND ACCESS AND INCLUSION STRATEGY (BM338)

The Board received the updated Regional Outcome Agreement for 2017/18 to 2019/20 and the Access and Inclusion Strategy. It was noted that most of the Committees had now had the opportunity to review and input to the draft Regional Outcome Agreement (ROA). Unfortunately the Learning, Teaching

and Quality Committee had not yet had the opportunity to review the ROA as its meeting had been re-scheduled and would take place later in the week. The Board was of the view that the Learning, Teaching and Quality Committee should have the opportunity to review the ROA before it was finalised and submitted to SFC.

The Board confirmed that it was content with the Regional Outcome Agreement for 2017/18 to 2019/20 and the Access and Inclusion Strategy and **RESOLVED** that, subject to any amendments required by the Learning, Teaching and Quality Committee at its meeting on 30 March 2017, these be approved and forwarded to the SFC. **[Action: SG]**

Secretary's Note: the Learning, Teaching and Quality Committee considered the Regional Outcome Agreement and the Access and Inclusion Strategy at its meeting on 30 March 2017 and agreed that these be approved without any further amendment and submitted to SFC.

BM359 CHAIR'S REPORT (BM340)

The Board noted the Chair's report and particularly the following:

- J White had agreed to remain a member of the Board until 30 June 2017.
- The Chair would be attending the Regional Chairs meeting and the Colleges Scotland Residential Board meeting on 30 & 31 March 2017.

BM360 STUDENTS ASSOCIATION REPORT (BM341)

The Board noted the report from the Student President on the activities of the Students Association. In particular, the Student President reported to the Board on the following activities:

- A new Student President had been elected who would take up office on 1 August 2017. Arrangements would be made so that the President Elect could shadow the current Student President before taking up post. Only 1 Vice President, at the Paisley Campus, had been elected so far but an election had been arranged for the Clydebank Campus. Unfortunately no students had come forward at the Greenock Campus yet. The Student President and his team would be talking to students at the Greenock Campus in the hope that an individual could be encouraged to stand for election.
- The action plan prepared in light of student feedback, entitled 'You said, we did', was being progressed. The results of the first student survey had been analysed and had fed into this action plan. The Board was pleased to note that the feedback had been mainly positive. The second student survey would shortly be underway and the feedback obtained would also be used to inform progress with the action plan.
- The Board was pleased to note that Andrew Hunter had recently attended the NUS Scotland annual meeting and had stood for President. While unsuccessful in his bid for election to President, it had been successful in

raising the profile of colleges and their representation within NUS Scotland. The Board thanked Mr Hunter for putting himself forward and for raising the profile of, and issues affecting, the college sector. It was considered essential that colleges should achieve parity of esteem with the universities within this body.

- It was noted that progress was being made with the development of the Student Partnership Agreement. It was the intention that this would be brought to the next meeting of the Board. **[Action: SG; AH]**

The Board welcomed this report and the work being undertaken by the Students' Association Officers. The Board would also support the Student President in his efforts to raise the profile of colleges within NUS Scotland.

BM361 ESTATES: INCHINNAN/OAKSHAW PROJECT (EM207; FPM128)

The Board considered a paper setting out the case for investment of up to £1.5M to support developments on the Paisley Campus, namely moving the majority of activity from the Inchinnan to the Oakshaw building in order to improve the facilities for teaching and learning. The Estates Committee had agreed that this project was a key part of the Estate Strategy for the College. The Inchinnan building was considered no longer fit for purpose and this move would improve the teaching and learning environment for both staff and students. The Finance and General Purposes Committee had also supported this project and the proposed business case to fund it. It was proposed that project would be funded from the additional £942k of estates maintenance funding received during 2016/17 from the SFC, with the remainder being allocated from funds released from the net depreciation resource available to the College in 2016/17.

There was a particular time pressure associated with this project, as it was the intention to carry out the majority of the works over the summer months so that the new facilities would be ready for the start of next session when the students returned. It would be phased over a number of contracts but some of these projects might run concurrently in order to achieve the completion date of August 2017. Due to the phasing of the contracts authority would need to be delegated to the Principal to sign these contracts, bearing in mind that some of the individual contracts might be greater than £250k each (which was the current delegated limit for the Principal) subject to reporting back to the Board and Committees on progress.

In light of the above information and, on the recommendation of both the Estates Committee and the Finance and General Purposes Committee, the Board

RESOLVED that

- i. The Inchinnan/Oakshaw Project proceed as planned with investment of up to £1.5M being allocated to support this and a target completion date of August 2017;
- ii. The Principal be delegated authority to sign the contracts required to progress this project, even if individual contracts exceed the current delegated limit of £250k, subject to the overall cost remaining within the

budget limit of £1.5M and to report back to the Board and Committees on progress with this project. **[Action: AC; DA; AR]**

BM362 HUMAN RESOURCES REPORT 2016

The Board received the Human Resources Report 2016 which included a number of statutory metrics that had to be reported to the Board annually, along with a progress report on implementation of the People Strategy. The Organisational Development and HR (ODHR) Committee had discussed this report at its meeting and was aware that a Behaviours Framework was under development within the College as part of the action emerging from the College Improvement Plan. The Chair of the ODHR Committee was keen to bring strategic matters relating to people to Board meetings in the future and was keen that these matters were reflected in the strategic risk register. It was the intention that the first of these themed discussions would be on equality and diversity, as there had been a significant amount of progress within the College on this matter.

In discussion the Board welcomed the Human Resources Report 2016 and **agreed** that, subject to some minor editing, this be approved. **[Action: DG]**

BM363 COMMITTEE REPORTS

The Board noted the following reports:

.1 Remuneration Committee

The Board noted the report from the Remuneration Committee and particularly the following:

- i. **Pay Award to Principal and Executive** - The Committee had returned to consider the pay award to be made to the Principal and Executive. When the Committee had first considered this matter the pay award for Support Staff for 2016/17 had not been settled and further matters were still under discussion. While the Committee had decided the level of award it had been decided to withhold implementation of this until there was a resolution on this pay award. Now that this matter had been resolved the Committee had revisited its earlier decision and reached a different decision. The Board **agreed** with the decision of the Remuneration Committee that
 - a. 
 - b. the salary for the Principal and Executive have a review date of April 2017, and annually thereafter.
- ii. **Remit** - The Board also noted that during the review of the effectiveness of governance a matter had been raised relating to the remit and membership of the Remuneration Committee. The Board had previously agreed that the Remuneration Committee be chaired by the Chair of the

Corporate Development Committee on an interim basis. However, this would require a minor revision to the wording of the remit of the Remuneration Committee. The Board

RESOLVED that the remit of the Remuneration Committee be amended to read as follows:

'The Vice Chair of the Board of Management, or the Chair of one of the standing Committees of the Board, will Chair the meetings.

If the chair is not available to chair the meeting then the members of the Remuneration Committee will appoint a chair from amongst those members present, but the Chair of the Board of Management may not chair meetings of the Remuneration Committee.'

[Action: GMcA]

.2 Nominations Committee

The Board noted the minutes of the meeting held on 27 February 2017 and particularly the following matters:

i. Remit (NM62) – the Board

RESOLVED that the membership of the Nominations Committee be amended to read as follows:

Membership

The membership shall be:

- The Chair of the Board of Management
- The Vice Chair of the Board of Management
- The Chairs of the standing Committees of the Board
- One staff member
- The Student President.

ii. Co-opted Membership (NM64) – on the recommendation of the Nominations Committee the Board

RESOLVED Wilma Bain's appointment as a co-opted member of the Learning, Teaching and Quality Committee be extended for the period 1 April 2017 to 31 March 2018.

[Action: GMcA]

iii. Membership of Board and Committees: Succession Planning (NM63) – it was noted that another recruitment round seeking potential new members would be initiated shortly.

iv. Senior Independent Member (NM65) – the Board noted information that had been provided by College Development Network on the role of the Senior Independent Member.

.3 Estates Committee

The Board noted the draft minutes of the meeting of the Estates Committee held on 27 February 2017. The Board noted the reports on progress with the following matters: the project plan for the Paisley Campus outline business case; the outline business case for the Greenock Campus; and the potential carbon reduction programme (District Heating System) at the Clydebank Campus. The Board welcomed this information.

.4 Finance and General Purposes Committee

The Board noted the minutes of the meeting of the Finance and General Purposes Committee held on 7 March 2017, and particularly the following matters:

- i. Review of Financial Regulations (FPM123)** – on the recommendation of the Finance and General Purposes Committee the Board **RESOLVED** that the amendments to the Financial Regulations be approved as proposed. **[Action: AR]**
- ii. IT Strategy (FPM120)** – the Board was pleased to note the progress made in implementing the IT Strategy.
- iii. Management Accounts (FPM121)** – it was proposed that consideration be given to providing 6 monthly financial updates to the Board. **[Action: DA]**
- iv. Banking Arrangements (FPM122)** – it was noted that the College would shortly transfer to the Scottish Government’s banking service operated by the Royal Bank of Scotland. This was a requirement following the reclassification of the Colleges in April 2014. The terms of the loan covenants currently in place with the Bank of Scotland and the Clydesdale Bank had been amended to reflect this change.
- v. Procurement and Commercial Improvement Plan (FPM124)** – the Board noted the outcome of the Procurement and Commercial Improvement Plan (PCIP) review that had taken place in December 2016. This was the first of such reviews and the College had performed well.

.5 Audit Committee

The Board noted the minutes of the meeting of the Audit Committee held on 9 March 2017, and particularly the following matters:

- i. External Audit Fee 2016/17 (AM246)** – the Board noted the external audit fee to be paid to Mazars, the new External Auditors, in 2016/17.
- ii. Annual Review of Effectiveness of External Audit Function (AM 248)** – the Board noted that a review of the effectiveness of the external auditors, Wylie & Bisset, had been conducted when they completed the term of their appointment. The review confirmed that Wylie & Bisset had worked constructively with the College and the Audit Committee had been satisfied with their performance.
- iii. Additional information** – the Chair of the Audit Committee informed the Board that the outcome of the judicial review into the removal of the Board at Clyde College had been published. The action raised by the member of staff on the Board had been refused.

.6 Organisational Development and HR Committee

The Board noted the draft minutes of the meeting of the Organisational Development & HR Committee held on 15 March 2017, and particularly the following matters:

- i. **Remit (OM126)** – the Board had approved the process for approving and implementing a Voluntary Severance Scheme at an earlier meeting. The Organisational Development & HR Committee had an important role to play in this process which needed to be reflected in its remit. The Board **RESOLVED** that the remit of the Organisational Development & HR Committee be amended by the addition of paragraph f as follows (all subsequent paragraphs will be adjusted to reflect this addition):
 - f) To consider the scope and terms of any voluntary severance scheme to be introduced and to make any recommendations to the Board accordingly; to receive regular monitoring reports from the group established by the Board to manage the voluntary severance scheme for College staff (apart from those falling under the responsibility of the Remuneration Committee): these reports to provide information on the numbers applying, the number of cases approved, the total costs involved and the potential savings to be achieved; to report on a regular basis to the Board on the implementation of the voluntary severance scheme.

The Committee will also report to the Board on any cases that are approved outwith the voluntary severance scheme. **[Action: GMcA]**

.7 Joint Meeting of Audit and Finance & General Purposes Committee

The Board noted the minutes of the joint meeting of the Audit and the Finance & General Purposes Committee held on 22 November 2016.

BM364 STRATEGIC RISK REGISTER (BM343)

The Board considered the Strategic Risk Register which had been updated in light of the points emerging in discussion at each of the Committee meetings. It was noted that the impact of SFC funding changes had now increased and was considered to be the top risk facing the College. In discussion it was **agreed** that further consideration would be given to industrial relations and the impact of the outcomes of National Bargaining in light of the potential threat of industrial action by the EIS. **[Action: DA]**

The Board **agreed** that the Strategic Risk Register be approved.

BM365 BOARD: MEMBERSHIP, DATES OF MEETINGS AND SCHEDULE OF BUSINESS (BM344)

The Board noted the current Board and committee membership, the schedule of business and the dates of Board and committee meetings for 2016/17.

The Board also **agreed** that it would meet on the following dates in 2017/18:
9 October 2017 at the Greenock Campus
4 December 2017 at the Paisley Campus
5 February 2018 at the Paisley Campus (plus development and/or strategic session)
26 March 2018 at the Clydebank Campus
18 June 2018 at the Paisley Campus.

BM366 REPORT ON DELEGATED ACTION TAKEN SINCE LAST MEETING

The Board noted that the Chair had approved the response to the Scottish Government Consultation on the Draft Gender Representation on Public Boards (Scotland) Bill, which had been submitted by the deadline of 17 March 2017.

BM367 NEXT MEETING

Monday 19 June 2017 at 4.00 p.m. at the Paisley Campus.

GMcA/12.04.17/Final

Board of Management: Meeting of 27 March 2017

Actions from the Minutes

Date of meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
27 Mar 2017	BM355 350, 275	Review of Governance Effectiveness i. Review Report – approved report to be forwarded to SFC and published on college website; ii. Board Development Action Plan – some minor revisions to be made, then to be forwarded to SFC and published on college website.	G McArthur	Revisions made to Board Development Action Plan. Both the Action Plan and the Report on the Review of Board Effectiveness have been forwarded to SFC and published on college website.	Complete
	BM356 337	Chief Executive's Report i. National Bargaining – Board to be kept informed of developments; ii. Chivas Brothers, Paisley – further information on future development of this site to be brought to Board once available.	A Cumberland	i. Board to receive update at next meeting; ii. Board will be kept informed of developments once further information is available.	i. June meeting ii. Future meeting
	BM357 339	Voluntary Severance Scheme – Board to be kept informed of progress with discussions with SFC	A Cumberland		Update at June meeting
	BM358 338	Regional Outcome Agreement and Access and Inclusion Strategy – i. LTQ Committee to consider at its meeting on 30 March; ii. once finalised to be forwarded to SFC	S Graham	LTQ approved both documents at its meeting on 30 March and these have been forwarded to SFC	Complete
	BM360	Students Association Report – Draft Student Partnership Agreement to be brought to next meeting	S Graham A Hunter		June meeting
	BM361	Estates: Inchinnan/Oakshaw Project – Board to receive progress reports on this project	A Cumberland D Alexander A Ritchie	Board will be updated at each meeting until project complete	June meeting
	BM362	Human Resources Report 2016 – Some minor editing agreed	D Gunn	Report revised as agreed	Complete
	BM363.1	Remuneration Committee – remit	G McArthur	Remit amended and	Complete

		to be amended		Committee noted at its meeting on 30 May	
	BM363.2	Nominations Committee – W Bain’s appointment as a co-opted member of LTQ Committee to be extended	G McArthur	Appointment extended and W Bain accepted	Complete
	BM363.4	Finance Committee – i. Revisions to Financial regulations approved ii. Management Accounts – 6 monthly financial updates to be brought to Board	i. A Ritchie ii. D Alexander	i. Financial Regulations updated ii. For future meeting	i. Complete ii. Future meeting
	BM363.6	ODHR Committee – revised remit approved	G McArthur	Remit revised and issued to ODHR Committee	Complete
	BM364 343	Strategic Risk Register – further consideration to be given to industrial relations and impact of outcomes of National Bargaining	D Alexander	Strategic Risk Register has been updated to reflect this	June meeting
		Action from previous minutes			
30 Jan 2017	BM337(v)	College and Colleges Scotland would be submitting responses to STEM Consultation – these will be circulated to Board when ready	A Cumberford	Issued to Board members after January meeting	Complete
	BM340	Chair’s Report i. Gender Balance on Boards consultation – small group to be established to produce response from Board. Board to be consulted on response. ii. Professor Sir Peter Scott to be invited to College to meet with staff and students	K McKellar	i. Small group established and response submitted by deadline ii. Professor Sir Peter Scott visited College in April	Complete
5 Dec 2016	BM309 vi 270	KPI Dashboard – more narrative to be added to the information presented and Corporate Development Committee to review report prior to circulation to the Board	L Connolly Corporate Development Committee	Committee Chairs have been invited to meet with L Connolly to discuss top priorities for each Committee which will be used to inform development of next KPI Dashboard	Future meeting
	BM311	Operational Planning – each Committee to consider this report in relation to the areas that fall	S Graham L Connolly D Alexander	Each Committee has considered this and reported back to the Board	Complete

		within their remit			
	BM312	Chair's report – ii. College Sector response to Education review to be circulated to Board members;	ii. G McArthur	To be circulated when available	When available
3 Oct 2016	BM297 iv	Options appraisal and outline business case for Paisley campus to be prepared for consideration by Estates Committee	D Alexander		Future meeting

GMcA/22.05.17

TITLE: BUDGET 2017/18 AND FINANCIAL STRATEGY

Background: The purpose of this paper is to present to the Board of Management the following:

- a) The 12 month budget for 2017/18;
- b) The forecast for the following 4 years to 2021/22;
- c) The 5 Year Financial Strategy for the College;
- d) A note of the budgetary assumptions used; and
- e) A sensitivity analysis of the key assumptions used.

Action: The Board of Management is asked to:

- a) Approve the 2017/18 budget; and
- b) Consider the 5 Year Financial Strategy document.

Lead: David Alexander, Vice Principal Operations
Alan Ritchie, Director of Finance and Estates

Status: Open

Budget 2016/17 and Financial Strategy

1. 5 Year Financial Strategy to 2021-2022

- 1.1 The College had undertaken to produce a 5 Year Financial Strategy for consideration by the Board of Management in line with the recommendation made in the August 2016 Audit Scotland report on the College sector.
- 1.2 The attached Financial Strategy has been drawn up based upon the current guidance within which the College operates drawing primarily from the requirements of the Financial Memorandum with the SFC and the Scottish Public Finance Manual regulations.
- 1.3 The Strategy document:
- States the financial objectives of the College;
 - Aligns and integrates these objectives with other College strategic documents;
 - Provides a commentary on the environment in which the College operates and the impact this environment has on the objectives set within the Strategy;
 - States the key assumptions used for financial planning purposes; and
 - Provides an outline of the financial position of the College.
- 1.4 Based on the stated assumptions, the Financial Strategy document presents the 2017/18 budget and a further 4 years forecasted income and expenditure account. The forecasted income and expenditure account details:
- The break even operating position of the College prior to accounting adjustments; and
 - The forecasted financial accounting deficit that the College will post over the 5 year period within the annual financial accounts due to:
 - The increased depreciation charges arising from interim valuation undertaken in 2016;
 - The final write off of historic £3.2m of estate maintenance funding in 2017/18; and
 - The expending of cash arising from net depreciation on estate maintenance and student support fund priorities.
- 1.5 The Financial Strategy contains a three year RAG analysis of the key assumptions made in compiling the 2017/18 budget and 5 year forecast along with a quantified scenario review. The RAG analysis was compiled for three years on the basis that the review can be done with some certainty.

2. Budget 2017/18

- 2.1 The 2017/18 budget, attached as appendix A to this report, has been produced on the basis outlined in the paragraphs below.
- 2.2 The Board of Management are being requested to approved the 2017/18 budget on the basis of the surplus / deficit after accounting adjustments line which is in accordance with SFC requirements and necessitates that any technical movements in relation to aspects such as depreciation and expending of maintenance grant are taken into account.
- 2.3 However it should be noted that in discussion with the SFC the College has had confirmation that generation of a positive operating surplus will be considered to be the key financial performance measure from year 2 of the Financial Strategy onwards. Within the detailed budget and forecast figures at appendix A this is the line *Operating Surplus before Adjustments (cash generation)*. This cash is then used to service the repayment of loan debt, maintain our student support funds and address estate priorities. Using *Operating Surplus before Adjustments (cash generation)* from year 2 as a basis of assessing financial performance would mean that West College Scotland is operating in accordance with SFC financial parameters for the 5 year period of the Strategy.

Requirement to Offset Technical Accounting Movements

- 2.4 For 2017/18, and as previously agreed with the SFC, the offset between the annual movements in depreciation and expending of the £3.2m of historic estates maintenance grant has been taken into account in presenting a balanced budget for 2017/18. However moving into years 2018/19 and beyond it should be noted that the historic grant has been fully expended and that the overall financial accounting deficit is forecast to materially increase.
- 2.6 Within the Strategy Section 4 Financial Health Self –Assessment provides further detail on how *Operating Surplus before Adjustments (cash generation)* is arrived at and also how the College would intend utilising the funds generated.

Interim Asset Valuation

- 2.7 The 2017/18 budget takes into account the increased level of depreciation arising from the initial 2016 interim valuation report. A full valuation of the College land and buildings will require to be undertaken at July 2018 which may have an impact on the level of depreciation charged in 2018/19 and beyond.

Student Support Funding

- 2.8 It should also be noted for 2017/18 that overall the College has been allocated £315,000 less by the SFC for student support when compared to the levels of funding approved for use during 2016/17. The College is also required to deliver additional Credit activity in 2017/18 which is anticipated to attract students with support needs. Given this the College will be utilising up to £500,000 of the resource funding arising from net depreciation that it has available to ensure that the level of student funding available is sufficient to meet the anticipated demand.

Student Association Budget

- 2.9 The Student Association budget for 2017/18 has been incorporated into the overall College budget and was approved by both the Finance and General Purposes Committee and Learning, Teaching and Quality Committee.

Other Assumptions

- 2.10 The Strategy at appendix A details the assumptions used in the creation of the 2017/18 budget. A number of the key high level assumptions are noted below for Board of Managements information.
- 2.11 The level of core SFC Credit activity for 2017/18 is budgeted at 169,685 an increase from the 166,111 Credits delivered in 2016/17, with this increase being attributable to childcare courses.
- 2.12 SFC income for 2017/18 has been budgeted in line with the final grant in aid settlement letter received on 5 May 2017 with the detail being as follows:

	2016/17	2017/18	Movement	
	£'000	£'000	£'000	
SFC Core Grant-in-Aid	37,860	38,721	861	
Estates Maintenance	2,425	1,976	(449)	
ESF Funding	2,475	2,475	0	
Student Support Funding	10,568	10,253	(315)	
Total	53,328	53,425	97	0.18%

No additional SFC strategic funding beyond the above amounts has been assumed.

- 2.13 Tuition fees and Higher Education (HE) income are budgeted for at a higher level than in 2016/17 due to the additional childcare activity being funded by the SFC. These courses are HE courses and will attract an HE fee.

2.14 Commercial and other grant income has remained static due to increased competition in this area.

2.15 Staff costs for 2017/18 include allowances for the following:

- [REDACTED]
- impact of the full year of the Apprenticeship Levy;
- [REDACTED]
- [REDACTED]
- [REDACTED]

It should be noted that the staff cost budget for 2017/18 does not include the costs or associated income relating to national bargaining as at this time negotiations are still on going. As these discussions move towards conclusion the budget model will be adapted to incorporate the financial implications of any agreement that is reached.

2.16 Non staff costs have been impacted by:

- a reduction in SFC estates maintenance funding due to a reduction in SFC income;
- [REDACTED]
- changes as to how operating lease costs are dealt with (a creditor is now recognised in the balance sheet and payments are made to reduce this creditor; previously these payments would have been recognised through the profit and loss account); and
- upward inflationary pressures on certain budget lines such as utility costs.

2.17 The 2017/18 budget generates sufficient cash to repay the College bank loans and will allow the College to ensure that the level of student support funding is maintained at 2016/17 levels. The remaining cash resource will be expended on estate related matters. In a change to previous year permission does not need to be given from SFC to allow expenditure under these headings as they are considered as pre-approved.

3. Financial Strategy Years 2 to 5

3.1 The strategy paper at appendix A also details the key assumptions used in projecting the financial position of the College in years 2 to 5 and these include the areas outlined in the following sections.

Income

3.2 SFC activity levels are assumed to be largely in line with 2017/18 across years 2 to 4 of the Strategy being at a level of 169,438 Credits. Year 5 assumes the cessation of sector ESF funding with a resultant decrease of 1,694 Credits (£410,000) for WCS.

3.3 SFC income is assumed to be in line with 2017/18 levels across the period of years 2 to 4 with a resultant decrease in income due to the ending of ESF activity and funding. Each of years 2 to 5 includes an uplift of 1% in order to fund pay increases in each year having been assumed.

3.4 Other income movements are as follows:

- SDS income is assumed to reduce by £60,000 with the cessation of an SDS pathfinder project;
- Tuition fees are assumed to increase by £285,000 with the additional fees received from childcare courses; and
- For years 2 and 3 other income will not remain at year 1 levels as no income from the arm's length West College Scotland Foundation is assumed. For years 4 and 5 levels of income reduce further as the DWY project concludes.

Staff Costs

3.5

[REDACTED]

3.6 It should be noted that the staff cost budget for years 2 to 5 of the Strategy does not include the costs or associated income relating to national bargaining as at this time negotiations are still on going. As indicated above, as these discussions move towards conclusion the budget model will be adapted to incorporate the financial implications of any agreement that is reached.

3.7

[REDACTED]

Non Staff Costs

3.8 Property costs are assumed to be largely consistent over the period based on the levels of SFC funding received. However it should be noted that the amounts received will be increasingly targeted towards reactive maintenance and do not reflect the actual level of funds required as outlined by the College Estate Strategy 2016-2026.

3.9 Supplies and services are largely forecasted to be consistent over the period of the Strategy with any inflationary contractual increases expected to be funded through operating efficiencies and value for money generated through procurement.

3.10 Other operating costs include areas such as exam fees, subscriptions and childcare expenses and these are budgeted at a consistent level throughout the period of the Strategy.

3.11 The College has a range of loans which require to be serviced and as the amounts owed are reducing over the period of the Strategy so this impacts the level of finance charges incurred.

4. Conclusion

4.1 [REDACTED]

4.2 The 2017/18 budget also provides an *operating surplus before adjustments (cash generation)* of £1,517,000 which – subject to no other priority expenditure areas emerging - will see cash arising from net depreciation be expended on:

- Bank loans and lease repayments £505,000
- Student support funds £500,000
- Estate priorities £512,000

4.3 [REDACTED]

4.4 The Board of Management are also requested to consider the key assumptions underpinning the 5 Year Financial Strategy and note that this model will be further adapted when considering the outcome from key areas such a national bargaining.

TITLE: CHIEF EXECUTIVE'S REPORT

Action: The Principal has provided a report on a range of matters. This report is for discussion and noting.

Lead: Audrey Cumberland, Principal and Chief Executive

Status: Open

Chief Executive's Report: Items for Report

This paper provides the Board with a report from the Chief Executive on matters of current interest and not covered by main agenda items.

National Bargaining is not included in this report as it will form a substantive item on the Board agenda.

Action: There are no items for action. Members are asked to note the paper for information.

1 Scottish Funding Council Strategic Dialogue (SDM) Meeting 3 May 2017

- 1.1 The SFC hold SDMs with all colleges and universities on a three-year cycle. These meetings are part of the outcome agreement process where Council members are updated on the progress of institutions as well as providing an opportunity for college regions and institutions to demonstrate their impact and highlight ambitions.
- 1.2 It is important that there is a shared appreciation of how the college contributes to the delivery of Government and SFC strategies and policies. SDMs also help build the relationships between senior staff and Board at the college and SFC colleagues and Council members. The meetings are Chaired by a SFC Council member.
- 1.3 Attendees at the meeting include the Chair and representatives from the College Board, the Principal and executive team and SFC executive colleagues, including our Outcome Agreement Manager. The tone of SDMs is very much based on open discussion. The SFC team also have the opportunity to meet with staff and students.
- 1.4 The SDMs are structured around three main topics for discussion, one of which is determined by the SFC and the remaining two topics led by the College. The West College Scotland SDM was held on 3 May. The SFC topic was **Governance & Financial Health** (consistent with every college). The College focused on our **engagement with employers** and development of employability skills of our students and we took the opportunity to update the SFC team on our **campus development ambitions** for Greenock and Paisley.

1.5



2 Improvement Pilot

- 2.1 At the Colleges Scotland Board residential meeting on 31 March, the Minister for Further Education, Higher Education and Science reiterated her commitment to working with colleges to deliver improvement in the context of the new college quality arrangements and she announced a focused project to improve retention and attainment for students on FE course over the next two academic years.

- 2.2 To support this project the Scottish Government intend to use an improvement methodology that has been used within the NHS.
- 2.3 The Minister asked for expressions of interest from colleges interested in taking part in this pilot with a view to identifying three colleges to take forward. Fourteen colleges expressed an interest with five being selected to take part – of which West College Scotland is one.
- 2.4 A copy of our expression of interest is attached for information as is the response we received from the Scottish Government.
- 2.5 As Board members are aware we set out our improvement agenda from August 2016 onwards along with our commitment to improving the retention and attainment of our students.
- 2.6 We believe that the request to participate in this project was timeous and consistent with our strategic priorities going forward. We are hopeful that the outcome of the pilot will not only inform our internal improvement priorities but will also contribute to sector wide improvements.

3 Ministerial visit

- 3.1 The Minister for Further Education, Higher Education and Science, Shirley-Anne Somerville, visited West College Scotland on Tuesday 13 June. The Minister had expressed an interest in meeting staff, students and employers to see examples of how we engage with businesses to enhance the experience of our students and to help support businesses in our region to grow and develop. The Minister was also interested to see examples of STEM related activity.
- 3.2 An outline of the itinerary and briefing on the employers who took part is attached for information.

4 The Herald Higher Education Awards for Scotland

- 4.1 I am delighted to say West College Scotland has been short-listed for the above awards in the following categories:
- **Outstanding Employer Engagement in Colleges – West College Scotland - The Designers of Tomorrow**
 - **Widening Access Award - West College Scotland - Access to Primary Education**
- 4.2 A reception dinner will be held on Thursday 6 July at the Radisson Blu Hotel where the winners will be announced.

Audrey Cumberland Principal & Chief Executive

June 2017

Renfrew Road, PAISLEY, PA3 4DR

AUDREY CUMBERFORD
Principal and Chief Executive

Direct Line: 0141 581 2200
Fax: 0141 581 2205
Email: Audrey.Cumberford@wcs.ac.uk
Website: www.westcollegescotland.ac.uk

Elizabeth Shevlin
College Policy Team
Scottish Government
Advance Learning and Science Directorate
Atlantic Quay
150 Broomielaw
Glasgow
G2 8LU

25 April 2017

Dear Elizabeth,

Thank you for your letter of 13 April regarding proposals for an improvement project focused on student outcomes.

I would be very supportive of West College Scotland playing a role in this project and there are a number of reasons influencing why I believe our contribution would have value.

WCS Improvement Agenda

West College Scotland has now been operational for almost four years. Very real progress has been made in creating a single unified institution. A fundamental strategic priority for the College over the last 4 years has been laying the foundations on which we can build on – in my view this is critical in ensuring sustainable and long term strong performance.

The next phase in our evolution is our improvement agenda and this was outlined to all 1,300 staff at our all-staff event in August. Our improvement plan (monitored by the Board) has been informed by a number of sources such as staff surveys, operational plans, business process improvement plans and so on.

We have also considered the three step Improvement Framework for Scotland's Public Services to help frame this activity as I was familiar with it due to my role as the lead SFC Board Member, working with Scottish Government colleagues on an improvement theme.

Student Outcomes

As the largest College in Scotland spread over a large geographical area with 4 main campuses, our scale is significant with almost 25,000 students and 1,300 staff. Uniquely our Region spans 5 Local Authority areas which bring a certain dimension to stakeholder engagement e.g. we work with over 40 schools, over 3000 school pupils. The West Region also serves some of the

Clydebank Campus
College Square, Queens' Quay
Clydebank, G81 1BF

Greenock Campus
Finnart Street
Greenock, PA16 8HF

Paisley Campus
Renfrew Road
Paisley, PA3 4DR

highest levels of deprivation in the country (Inverclyde, W Dunbartonshire, Ferguslie in Paisley) and faces particular demographic challenges which will undoubtedly shape our future student profile. 50% of our provision is delivered to students from the 20% most deprived areas. Within the context of student success I believe our scale adds a particular dimension.

Our student performance indicators at a granular level i.e. class/course, when scaled up to a college level can have a significant impact (either positively or negatively). The scale is significant enough to impact on the sector position as a whole.

Our student performance indicators, whilst improving at FE, do not reflect our ambitions. That ambition is to make a 'step' change in our student success but also to be clear about what factors associated with being a large scale Regional College can influence and impact on the success of our students.

I have no doubt of the complexities involved regarding student retention and attainment and am aware of the opportunities that exist to do a 'deep' analysis across the whole region but also consider the wider performance and inter dependencies between the College – West Region schools – Universities. The College is working with partners in the school sector on closing the attainment gap. Our local University serves a similar region and has amongst the lowest student retention and attainment indicators in the sector. The wider context therefore might be something you want to consider in selecting the pilot colleges.

I look forward to hearing from you.

Yours sincerely



Audrey Cumberland
Principal and Chief Executive

cc: Stephanie Graham, Vice Principal Educational leadership
Keith Mckellar, Regional Chair



F/T: 0300 244 4000
E: scottish.ministers@gov.scot

31 May 2017

Dear Audrey,

Thank you for your interest in being involved in the improvement work focused on retention and attainment for students on FE college courses. I am truly encouraged that so many colleges wish to participate. There is clearly a real enthusiasm and commitment to explore ways to tackle this persistent issue and it was very difficult to make a decision about which colleges should become pathfinder sites.

I am extremely pleased to let you know that your college has been selected as one of five pathfinder sites to take forward improvement in phase one of the project.

The project will have a number of phases, with phase one involving your college and four others:

- Dundee and Angus College
- Edinburgh College
- Inverness College – UHI
- New College Lanarkshire
- West College Scotland

In selecting the initial improvement sites a decision was taken to select those colleges which, based on their expressions of interest, had given consideration to the particular retention and attainment challenges they face as a college/region. Geographic spread, student demography and ensuring a mix of single and multi-college regions were also taken into account.

The first phase of this project will begin in June and will run for academic years 17/18 and 18/19. The method and learning will be shared in a planned way in order to spread improvements across the College network.

In the first phase your college will be supported to use an improvement approach to test and learn what works and why. My officials will be in touch with you to let you know next steps.

Please do not hesitate to contact Elizabeth Shevlin Elizabeth.Shevlin@gov.scot.uk if you would like any further information on this project and the processes involved.

Best wishes

Shirley-Anne Somerville



TITLE: STUDENTS ASSOCIATION REPORT

Action: The Board is invited to consider and note the report from the Students Association.

Lead: Andrew Hunter, Student President, Students Association

Status: Open



Board of Management
June 2017

The Students' Association {SA} continues to work for the benefit of all students.

At the time of writing, The SA consists of a President {myself}, and three Vice Presidents at Paisley {**Andrew Murtagh**}, at Clydebank {**Moses Apiliga**} and at Greenock {**Osama Nadeem**}

A new President has been elected, His name is **Matthew Marsden**, and for the next academic year the Vice President at Clydebank will be **James Morrison**, at Paisley **Marek Gorecki** and at Greenock **Nicole Percival**

Matthew takes over as **President Elect** on July 1st and **officially** on August 1st when current incumbent ends on July 31st, this will allow for a smooth handover. To this end I have compiled a Power-point Presentation handover for Matthew and a pen drive with detailed folders relating to all the work the SA does. I have also met or spoken to all the Vice Presidents and I will have 4 weeks to give one to one training/advise on the role of SA President to Matthew, and he has already been present at one Inter Dept. Meeting and will be attending an SA Planning day in June.

All four of the above are already all booked on for two days NUS Scotland training in West Lothian College in July, and we will be looking for all these Officers to actively engage in any and all NUS Scotland Events that will be of benefit to them and the wider Student Population.

At this point I'd like to thank all the Vice Presidents who have helped me over the last two years', in particular Moses Apiliga who has proved invaluable in supporting me as SA President.

The 'You said We did' format from which members of the Senior Management Team {SMT} and the SA have been assigned to take responsibility for certain issues raised has now been concluded and has been posted up on to WCS and WCS SA social media, and links to how to ascertain this information has been sent to all Students in the Last Big Email sent by myself as Student President. It is hoped that this will be a continuous yearly review, that should by next year be ready to be posted on to Social Media sites and relayed to Students by March. {it should also be in the paperwork submitted to the Board by the SA}

This is an example of productive partnership working between the College and the SA. Just as the Funding issue was.

It should be noted that anything that was not in the final You Said We Did report, was either brought up at relevant committees, or talks were held directly between Department heads and the SA.

The clear priority now is for an improved IT system, and it is with sadness that the SA note that a few of the Technology Committee meetings were either postponed or cancelled this academic year which denied the SA the opportunity to raise Students concerns {albeit this can be done directly} and to get feedback on said concerns.

The 2nd Student Survey has ended and the SA again has had an active role in promoting this, and encouraging Students to leave as many comments as possible. This survey will also be a chance for the SA to benchmark any movement from the agree and don't know replies from this survey last year, about the single SA question.

“Do you believe the Students' Association influences change for the better?”

At the time of writing the SA has not had any access to this information nor reports on this survey forwarded to them {June 7th 2017} It is hoped that these Survey results will be made available to the SA before the Board Meeting {scheduled for 19th June} and in sufficient time for the SA to scrutinise them as is their remit, however the timescale for releasing said Survey results to SA may need looking at.

The SA Vice Presidents and various Exec Officers continue to engage with students, and the overwhelming and only issue was that of the Strikes and the consequences it was having on Students. Although the strikes were fully supported by NUS Scotland - The position of this SA {and all SA's have autonomy on these matters} was/is that we are here to represent ALL Students, The SA @WCS is run by Students for the benefit of Students, it is not run for the benefit of NUS Scotland, Lecturers nor College Management, but to work with these stakeholders to get the answers to Students fears/questions and be re-assured that appropriate measures were being put in place to mitigate any disruption to Students.

At time of writing the strike has been suspended and not resolved. Any continuation of this strike will only add to the Reputational damage done to the whole College Sector, especially our own College as we serve the most deprived areas and Education in these areas will cease to have value, if it cannot deliver on attainment, especially as many Students are taking on debt to achieve positive destinations in their life.

Regarding working with the Senior Management Team at College, the SA received tremendous support in answering the main questions that students were asking and in getting these, relayed back to students on ALL social media sites. It should also be noted in meetings with Unions and Lecturers; they also expressed regret and disappointment that the Strike was having an effect on the Students learning experience and they also would be doing where possible all they could to mitigate this.

However as stated earlier the role of the SA was not to resolve disputes but to be advocates for Students Concerns, which were mainly;

1 what about exams?

2 what about graded units?

3 what about articulation?

These above three issues were the main concerns of Students, who overall supported the lecturers, but there were some that did not. It should also be noted that in the days leading up to the suspension of the Strike, the tone of Students emails was getting decidedly angrier, interspersed with elements of despair.

The SA attended SPARQS/NUS Scotland events in relation to 'How good is our College' where networking and best practise were exchanged. The Themes that ran through both these events revolved around what made a good SA and what resources were necessary to make it sustainable and accountable. To this end, two recurring arguments ran true, each SA must have a **Student Partnership Agreement** and one that sets out short and long term objectives, is reviewed periodically, and clearly states how it will evidence the responsibilities assigned and what support is required to do this. At time of writing a SPA has been brought to the LTQ committee and should be included with the SA paperwork submitted to the Board {although another meeting between the SA and Quality Dept may take place in between times}

The second theme of importance that was highlighted at the How good is our College gathering is the need for SA to have Staff members {fully autonomous and working for and reporting exclusively to} the SA. Every other similar College has several exclusive Staff members working for their SA, this is something that has been recommended on all Frameworks developed for SA's, it maintains institutional memory, allows the SA to function should the President be indisposed, or positions remain unelected. It also allows for the smooth running of the SA and frees up the President and others to engage with Students and run Campaigns. This should include as a matter of necessity in its Staff a **Developmental officer**, who will look after Compliance, NUS Scotland events, admin, running of the SA, Elections, SRC Meetings, and handover to other Officers/Presidents. This will allow the SA to be pro-active not re-active to the challenges faced by Students, to not just grow but continue to grow. Full training for any new Developmental Officer for the SA can be provided by NUS Scotland.

Therefore, the SA has at last LTQ meeting presented a business plan for approval of a Staff member for the SA, in the form of a Developmental Officer. {At time of writing this business plan is with SMT but a copy of the proposal should be included within the SA paperwork submitted to the Board}

The current SA Team would like to express its thanks to all Board Members, Staff and Senior Management for being so supportive to us all over the last two years, the Old guard is changing and quite rightly some new blood {not literally} is coming through. I wish them all success, and personally I am looking forward to going back to be an ordinary 'know – nothing' Student.

The SA thanks the Board for taking the time to read this and as always, any thoughts are welcome.

[AH]

The Student Association is here to represent the interests of all students at West College Scotland.

That means working with the College's senior management to make things better for you. Earlier this year, we gave you the chance to raise important issues which we then took to management.

Here's what you said and what we did about it.



A handwritten signature in black ink that reads 'Andrew Hunter'.

Andrew Hunter
President, WCS Students' Association

You Said

AAA (access):

"We can't log on to Access All Areas on our smart phones".

AAA (self-cert):

"For some students, especially those with children, 5 days self-cert per 12 week block is not enough. These can be used up quite quickly. Could t extra days be added for some students?"

ICT & Wifi

"Connections are slow and appliances are oversubscribed. There's also a lack of up-to-date software and computer rooms are in a poor state of repair."

We Did

There was an issue with security certification but this has been ironed out and you should now be able to access AAA on all smart phones.

The College will look sympathetically at any cases involving student parents or vulnerable students but feels it cannot give 5 days self-cert to some students but not others. Please let your CQL know as soon as possible if you have any issues which might affect your attendance and we will put a support plan in place straight away.

The Students' Association will promote the Retention Policy and Attendance and Progress Policy to help students keep up their classes and remain at West College Scotland.

Management acknowledges a general concern among students about these issues.

In terms of software and the condition of computer rooms, these are being addressed by:

- (i) short and long term actions arising from the College's Estates Strategy; and
- (ii) significant annual expenditure and programmed works, split across the three campuses.

In terms of WiFi connections, the College wants students to be as specific as possible about where and when problems arise. So, if you have problems, please report them, providing as much detail as possible, to your lecturer or the Students' Association and they will pass on to IT.



ICT / USB issues at Clydebank: "The system doesn't recognise USB sticks at Clydebank."

This has been resolved.

The College now provides Office365 accounts to all students. This allows 5GB cloud storage, and means students no longer need to use USBs.

FUNDING: "There's too much bureaucracy and not enough clarity over what documents we have to produce to get funding."

The College agrees that this is a very complicated process and, along with other colleges, is speaking to the funding council about ways to simplify it.

In the meantime, the quickest way to access your funding is to upload or bring in important documents – especially financial documents – as soon as you can.

The College says it will highlight this in the emails and letters it sends out to students or 2017-18

PRINTING COSTS: "Is there a limit on how much we can photo-copy? We're worried that we might not be able to print off important work."

Every student now has a £6 per month printing credit.

The College has to meet Government carbon targets and this is one way of getting students and staff to think about how much paper they are using.

If there are occasions when you need to print more, contact your CQL. Remember, nobody will be academically disadvantaged by this policy.

CATERING: "The TASTE refectories are too expensive. Can microwaves and hot water not be made available to students?"

The College heavily subsidises the catering facilities and prices compare well to other outlets near our campuses. The catering staff work hard to continuously improve the quality of the food on offer and are happy to receive feedback.

Due to concerns over cross contamination, it is not possible to provide microwave ovens or hot water in canteen areas, although packed lunches can be eaten in the dining areas.

TIMETABLING: "Why can't we have the same timetable for the whole academic year? It would be good to get consistency. Some of us have had to give up part-time jobs when class times change from block to block."

The College has given a commitment that it will do everything it can to ensure that timetables will not change across the Academic Year.

However, there will be exceptional circumstances: for example staff availability, might mean means timetables have to change.

When this happens, students will be given plenty of notice.

CASH MACHINES: "We were told we would be getting ATMs at the Greenock and Paisley campuses, after all Clydebank has one. Where are they?"

NURSERY: "Why is there no nursery in Clydebank, when Greenock and Paisley each have one?"

PARKING: "We're sick of students and staff parking in disabled bays in Clydebank and Paisley. This has caused a lot of distress and, on occasion, has meant students have been unable to attend classes."

"There aren't enough spaces at Clydebank and some of the parking on double-yellow lines and elsewhere is unacceptable."

Unfortunately, the College has had to put these plans to one side.

The bank would have charged as much as £2.50 for a withdrawal and the College felt it was wrong to ask students to pay this. It also took the view that it would be wrong for the College to pay the charges, as this, effectively, would be giving taxpayers' money to a financial institution.

This goes back to the period before the College merged in 2013. WCS inherited these facilities from the former colleges.

The College does not have the finances or the space to set up a nursery in Clydebank but it should be remembered that it continues to fund places for students' children in local nurseries in West Dunbartonshire.

The College agrees and continues to do all it can internally to stop this behaviour.

Police Scotland has told the College that officers will issue tickets to drivers in the Clydebank campus who chose to park in disabled bays without blue badges. Likewise, the police in Paisley have indicated that in the near future they will commence ticketing offenders at our Paisley campus.

The College agrees but says this is a council matter. It has suggested that students and staff might want to consider parking away from the College and making the short walk to the campus.

Also, Estates staff at Clydebank are investigating the use of bollards to prevent illegal parking which can obstruct emergency vehicles such as fire engines gaining access to the campus.



TITLE: STUDENT PARTNERSHIP AGREEMENT

Background: Student Partnership Agreements promote an understanding of the developing relationship between an educational establishment and its Students' Association.

The Student Partnership Agreement between West College Scotland and West College Scotland Students' Association seeks to formalise the commitment from both parties to developing a strong, robust, effective and autonomous Students' Association.

Our Student Partnership Agreement (2017 – 2020) has been developed in collaboration with students, staff, the Students' Association, external partners and the following external publications:

- Putting Learners at the Centre, 2011;
- Student Engagement Framework for Scotland, 2012;
- Framework for the Development of Strong and Effective Students' Associations, 2015
- Education Scotland Quality Arrangements, 2016

It identifies:

- the current ways in which the College and Students' Association work together;
- the shared strategic priorities between the College and Students' Association; and
- the methods through which the College and Students' Association will work together to achieve the agreed priorities over the term of the Student Partnership Agreement.

The Learning, Teaching and Quality Committee considered this at its meeting on 24 May 2017. It welcomed this report and endorsed the direction of travel.

Action: The Board is asked to consider the report, endorse the direction of travel and note that this is still developing.

Lead: Stephanie Graham, Vice Principal Educational Leadership

Status: Open



West College Scotland

Student Partnership Agreement

2017-2020

Published: NOT PUBLISHED [Draft 1.1]

Reviewed:

This agreement has been developed in partnership with students, staff, senior management, stakeholders and the Board of Management, in line with the guidance provided by Student Participation in Quality Scotland (sparqs)¹

The Student Partnership Agreement promotes an understanding of the developing relationship between West College Scotland and West College Scotland Students' Association.

It formalises the commitment from both parties to developing a strong, robust, effective and autonomous Students' Association, as set out in the Development of Effective Student Associations (SFC, 2015). In principle, the Student Partnership agreement identifies:

- the current ways in which the College and Students' Association work together;
- the shared strategic priorities between the College and Students' Association; and
- the methods through which the College and Students' Association will work together to achieve the agreed priorities over the term of the Student Partnership Agreement.

The College and Students' Association agree to work in partnership:

- to promote their common values, and
- to work openly and maintain effective communication, and
- to achieve their shared priorities for the period 2017 - 2020

Both parties are committed to ensuring the student voice is a key influencer in shaping:

- the student experience, ensuring equity of success in attainment
- the student journey from application to positive post course destinations
- the college environment, development and continuous improvement,
- the learning experience ,
- support services for learning,
- policies and procedures,
- the wider work and life of the college
- health and well being
- inclusion and widening access

The Student Partnership Agreement for the period 2017-20 has been aligned to the College's Corporate Plan.

In January 2017, new arrangements for assuring quality in Scotland's colleges were introduced and mapped against the Student Engagement framework (SEF). The publication 'How Good is our College'² illustrates the clear link between the new Quality Indicators and the SEF. The new quality arrangements will focus on whole college support for students through meaningful evaluation of all learning and teaching, and services that support learning.

¹ <http://www.sparqs.ac.uk/upfiles/Student%20Partnership%20Agreement%20Guidance%20-%20Colleges%20-%20final%20version.pdf>

² <https://education.gov.scot/improvement/Pages/frwk18-hgiocollege.aspx>

West College Scotland Students' Association represents all enrolled students at West College Scotland and is affiliated to the National Union of Students (NUS and NUS Scotland). The Students' Association is committed to enhancing the student experience by being the champion of the student voice.

The College is committed to developing a sustainable Students' Association and to work in accordance with the College Code of Good Governance:

Student Engagement

B.1 The board must have close regard to the voice of its students and the quality of the student experience should be central to all board decisions.

B.2 The board must lead by example in relation to openness, by ensuring that there is meaningful on-going engagement and dialogue with students, the students' association and as appropriate staff and trades unions in relation to the quality of the student experience. Consultation is essential where significant changes are being proposed.

Relevant and high quality learning

B.3 The board must seek to secure coherent provision for students, having regard to other provision in the college's locality. The board must be aware of external local, national and international bodies and their impact on the quality of the student experience, including community planning partners, employers, skills development and enterprise agencies and employer bodies. The board must seek to foster good relationships and ensure that the college works in partnership with external bodies to enhance the student experience, including employability and the relevance of learning to industry needs.

Quality Monitoring and Oversight

B.4 The board must ensure appropriate mechanisms are in place for the effective oversight of the quality and inclusivity of the learning experience and work with other bodies as appropriate to oversee and monitor this. The board must ensure that the college works in partnership with sector quality agencies and other appropriate bodies to support and promote quality enhancement and high quality services for students.

B.5 The board must expect to see student surveys and monitor action plans that could impact on the quality of the student experience.

The College is committed to working in partnership with the Students' Association to ensure that students are involved in the decision-making process and enhancing the student experience. This will be achieved in several ways and may differ depending on the type of student and their mode of learning: e.g.

- Trained Student Experience Representatives at course, departmental and faculty levels
- Student participation in decision making around course design and delivery at curriculum level
- Focus Groups
- Student Surveys and other feedback, for example, from compliments and formal Complaints
- Working in partnership across College departments – both teaching and support areas

West College Scotland Students' Association

Organisational Structure

Executive Committee – Annually Elected (Honorary)

- One full time Sabbatical Officer (Student President)
- Three part time Officers (Vice Presidents, funded term-time up to 60 hours per week)

Executive Committee (Volunteers, list not exhaustive)

- Care Experienced Officer
- Communications Officer
- Disability Officer
- International Officer
- LGBT+ Officer
- Mature Students Officer
- Student Parent Officer
- Young Carers Officer

College Support Structure:

Enabling the Partnership Agreement (first line contact and support)

- Director of Quality Learning and Teaching
- Head of Quality and Professional Standards
- Stakeholder Experience Co-ordinator and Student Experience Assistants
- Student Services and Communities Senior Administrator and Administration Assistant
- Marketing partner
- **Enhancing Support (working in partnership and directing staff, to achieve SA priorities)**
 - Assistant Principals
 - Director of Student Services and Communities
 - Directors of Support Services (Finance and Estates, IT, Innovation and Technology, Business Development, HR and Organisational Development, Communications, Policy and Planning)
 - Heads of Sector
 - Heads of Support Services
- **Executive Support**
 - Principal
 - Executive Team - Vice Principals

Priorities

PRIORITY	OWNER	DUE DATE	REVIEW DATE	STATUS
1. To ensure that the student voice is clear and influential in the work and life of the college	WCSSA and WCS	July 2018	June 2017	OPEN
ACTION(s)	OUTCOME(s)	MEASUREMENT(s)		
<p>Improve levels of active student engagement in the work and life of the college</p> <p>Promote the impact of the student voice on the work and life of the college</p>	<p>Student voice well represented</p> <p>Students active participants in the continuous enhancement of curriculum planning and review</p> <p>Students active participants the continuous enhancement of services to support learning</p> <p>The College is better informed in its planning of provision, services and resources</p> <p>Student views systematically captured and reported</p> <p>Effective partnership working between students, WCSSA and the College</p> <p>Senior Management Team will lead on actions pertaining to their area</p> <p>Students will have greater visibility of the actions arising from their feedback (closing the loop)</p> <p>College able to improve as a learning organisation</p>	<ul style="list-style-type: none"> • Significant level of student participation in formal curriculum planning and evaluation activities (>70%) • Student representation on all key college committees (LTQ, Estates, IT, EDI, Quality, Health and Safety) • Student feedback and actions for improvement evident in strategic and operational planning • Engagement in Student Surveys >50% of FT students (SFC target) Increased representation – 2017/18 will set benchmark targets for participation • Clear correlation between student views and actions for continuous improvement – fed back to the student body • Focus on the learning experience and positive post course destinations (ROA target > 80%) 		

PRIORITY		OWNER	DUE DATE	REVIEW DATE	STATUS
2. To establish a Student Partnership Agreement working group		WCSSA and WCS	October 2017	June 2017	OPEN
ACTION	OUTCOME	MEASUREMENT			
<p>Identify appropriate partners– students, WCSSA Officers, College Staff and relevant stakeholders</p> <p>Ensure that the Students’ Association has such resources as deemed appropriate to (a) execute the Student Partnership Agreement, (b) represent the Student Voice, (c) develop the activity of the Students’ Association in the best interests of the students it serves, (d) facilitate planning, development and review at a strategic and operation level</p> <p>Track, review and report on the deliverables of the Student Partnership Agreement at periods not greater than six months</p> <p>Review the priorities of the Student Partnership Agreement on an annual basis</p> <p>Incorporate self-evaluation activities at quarterly intervals</p>	<p>Agreed priorities remain the focus for action within the Student Partnership Agreement</p> <p>Student Partnership Agreement in place with roles and responsibilities of both the SA and the College clearly defined</p> <p>Tracking of activity and deliverables – incorporating SMART targets and monitoring and review of progress at quarterly intervals</p> <p>Student Partnership Agreement continually aligned to the agreed commons priorities of students and the College</p>	<ul style="list-style-type: none"> SA has clear priorities which are communicated to the wider student body SA has representation from across the College – incorporating all modes of learning, and mirroring the equality and diversity profile of the College student body Membership appropriate to ensure there is sufficient momentum to deliver and to be ambitious in our Student Partnership Agreement Setting of SMART targets, monitoring and evaluation of impact and outcomes 			

PRIORITY	OWNER	DUE DATE	REVIEW DATE	STATUS
3. To continually enhance to the student learning experience and services to support learning	WCSSA and WCS	July 2020	June 2017	OPEN
ACTION	OUTCOME	MEASUREMENT		
<p>Involve a wide cross-section of students and external partners in developing, delivering and reviewing learning and teaching experiences that are accessible, engaging and consistently perceived by students as ‘high-quality’</p> <p>Involve a wide cross-section of students and external partners in the planning and design of learning spaces</p> <p>Involve a wide cross-section of students in the planning and development of services to support learning</p> <p>Improve the life-chances of our most vulnerable groups and put in place measures to best assure equality in attainment within 3 years</p>	<p>Student engagement in positive, innovative and creative learning activities is promoted and shared across the College and in the wider sector</p> <p>Student representatives can influence improvement in performance indicators</p> <p>Estate that is fit for purpose and tailors to the diverse needs and expectations of our student body</p> <p>Services that are tailored to best meet the needs of a diverse student body, widen access, improve life-chances and opportunities to remain within a positive designation, and</p> <p>No difference in attainment for our most vulnerable students</p>	<ul style="list-style-type: none"> • Reduction in early withdrawal and further • Improvement in successful outcome • Evidence of student participation and influence in consultation and planning in Estates design and infrastructure (inc. IT) • Evidence of student participation in consultation and planning for services to support learning • Comparison of Performance Indicators of ‘protected group’ at college and course level and actions to address any inconsistencies • Effectiveness of actions to improve life-chances 		

PRIORITY		OWNER	DUE DATE	REVIEW DATE	STATUS
4. To ensure that our students are safe, healthy, achieving, nurtured, active, respected, responsible and included		WCSSA and WCS	July 2019	June 2017	OPEN
ACTION	OUTCOME	MEASUREMENT			
Develop, promote, review and enhance services to ensure students are safe	Students and staff will be knowledgeable about safeguarding and support services (including financial, support, student counselling, student advisors, guidance support, transitional support and the Students' Association)	<ul style="list-style-type: none"> • Level of student feedback, participation and qualitative data that leads to continuous enhancement • Engagement and participation • Performance Indicators • Satisfaction surveys – ROA target 2017/18 = 93% of students are satisfied with their college experience • The extent to which students are active participants in the work and life of the college, and its planning and review cycle • Auditable evidence of widening access, Personal Learning Plans and measures taken to maintain a positive destination 			
Develop, promote, review and enhance services to support health and wellbeing	Students able to readily access services and activities to support make informed choices and engage in appropriate activities and services				
Develop, promote, review and enhance services to ensure students are active, nurtured and achieving	Increases in attendance, confidence, results and positive destinations				
Develop, promote, review and enhance services to ensure students feel respected and included	Students are co-creators and active in the life and work of the college, and planning and review cycle.				
Widen access to ensure that a college place is accessible, sustainable and has clear progression	All applicants to the college will be offered an appropriate place; the college implement for every student a Personal Learning Plan, taking reasonable steps to assist students in sustaining their place, overcoming barriers and to continually map clear routes for progression / maintaining a positive destination				

PRIORITY		OWNER	DUE DATE	REVIEW DATE	STATUS
5. To ensure that the Board of Management can actively engage with the Students' Association and students to improve outcomes for students		WCSSA and WCS	April 2018	June 2017	OPEN
ACTION	OUTCOME	MEASUREMENT			
<p>Students' Association Officers will appraise fellow Board members of their activity and engagement with students, staff and stakeholders; and will detail the issues that matter most to students, and make recommendations to improve the student experience. Officers will provide a written report at least two weeks in advance of each Board meeting.</p> <p>Board members will make reasonable efforts to engage directly with students</p> <p>Resources to support the Students' Association activities in the improvement of outcomes for learners should be supported by the Board of Management</p> <p>Involve students in the strategic and operational planning and review to improve outcomes</p>	<p>The Student Voice and the activity of the Students' Association will be represented at each BoM meeting</p> <p>Board members active in improving outcomes for students, understanding barriers to success and where improvements can be made</p> <p>The Students' Association more able to focus its resources in making significant inroads to improving outcomes for students</p> <p>Students are co-creators of our Regional Outcome Agreement, Strategic Plan, Operational Plans and strategies for continuous improvement of outcomes</p>	<ul style="list-style-type: none"> • Awareness at Board level of the issues that matter most to our students and the steps taken to improve the student experience • Board of Management member 'adopt a sector and mentor student representatives • Board of Management engagement with students on each campus (e.g. focus groups, informal) • Activities of the Students' Association • Improved performance Indicators and sector benchmarking • Increased student participation and inputs to strategic and operational planning activity 			

PRIORITY		OWNER	DUE DATE	REVIEW DATE	STATUS
6. To ensure that the College is effective in its continuous planning for improvement		WCSSA and WCS	July 2020	June 2017	OPEN
ACTION	OUTCOME	MEASUREMENT			
<p>All sectors and service areas actively and regular seek student feedback, where that sector or service area has an impact in the student experience</p> <p>Student feedback is carefully considered at planning meetings and, where possible, actions prescribed in strategic and operational planning and evident in course/curriculum evaluation</p> <p>Improvements/actions/ information communicated back to students</p>	<p>Student feedback universally influences change</p> <p>Students have greater visibility of what difference their feedback has had on continuous improvement and on the College as a learning organisation</p> <p>Students are 'in the loop' (e.g. You said ..., We did ..., Impact ...)</p>	<ul style="list-style-type: none"> • Evidence of changes implemented because of student feedback • Students more aware of the power of their voice and the influence of their Students' Association – evidenced through annual SESS survey results • Tangible improvements in the student experience - evidenced through feedback abnd college wide evaluation activities 			

PRIORITY	OWNER	DUE DATE	REVIEW DATE	STATUS
<p>7. To ensure that ALL students have regular opportunities to plan, review and personalise their learning and that ALL students have a maintained Personal Learning Plan</p>	<p>WCSSA and WCS</p>	<p>September 2018</p>	<p>June 2017</p>	<p>OPEN</p>
ACTION	OUTCOME		MEASUREMENT	
<p>The College and Students' Association to work in partnership to ensure that ALL students have a fully maintained Personal Learning Plan, including:</p> <ul style="list-style-type: none"> • Regular progress reviews (milestones, risks and mitigation) • Pastoral support • Opportunities to tailor learning and support to best suit the needs of the student • Opportunities to measure how engaged the student is in their learning (inc. learning styles) • Opportunities to reflect and plan for success • Enable students to be ambitious and aspire • Preparing for transition and maintaining a positive destination 	<p>Students more aware of their own progress (e.g. actual milestones against target)</p> <p>Student are more aware of the risks to their achievement and that the college is more pro-active in ensuring students are aware of potential risks and mitigation (e.g. attendance, timekeeping, self-study, group study, static timetabling, appropriateness of subject scheduling, reducing the burden of assessment, finance and student support services)</p> <p>Students able to become co-creators of their learning journey, and more likely to be risk-aware and be pro-active in mitigating risks</p> <p>Student ready to take the next step and maintain a positive destination</p>		<ul style="list-style-type: none"> • Student more aware of their own progress and measures to best-ensure a positive outcome • Course teams better able to plan for improvement • Reduction in partial success • Reduction in early and further withdrawal • Improved progression and positive destinations 	

PRIORITY		OWNER	DUE DATE	REVIEW DATE	STATUS
8. To ensure that ALL students have opportunities to celebrate success		WCSSA and WCS	March 2018	June 2017	OPEN
ACTION	OUTCOME	MEASUREMENT			
<p>Ensure all students have opportunities to recognise and celebrate their achievements. For example, personal goals, overcoming barriers, attaining a unit or qualification, citizenship, contributing to the work and life of the college</p> <p>Ensure that the importance, contribution and activity of class representatives is recognised</p>	<p>Students able to set goal, be more aware of those goals and be supported in the achievement, and to recognise success and aspire to set more ambitious goals</p> <p>Formal training, involvement and recognition of class representatives</p>	<ul style="list-style-type: none"> • Range of activities across the college to celebrate success, linked to students Personal Learning Plan • Level of participation of class representatives in college adapted sparqs training • College certificate (e.g. gold, silver, bronze) to recognise the level of involvement of each class representative 			

Signed:

Andrew Hunter
Student President

Audrey Cumberford
College Principal

Keith McKellar
Chair of the Board

TITLE: BOARD MEMBERSHIP

Background: At its meeting on 27 March 2017 the Board was informed that another recruitment round would be underway shortly to fill the vacancy that would be created following the resignation of Joyce White with effect from 30 June 2017 (BM363.2).

A Selection Panel was established to progress with the recruitment. The remit and membership of the Selection Panel is attached for information.

Interviews were held on 7 June 2017 and 1 candidate is now being recommended for appointment to the Board. This is Angela Wilson, currently Strategic Director at West Dunbartonshire Council. It is proposed that Ms Wilson be offered appointment with effect from 1 September 2017, subject to this recommendation being approved by the Board and also by the Scottish Ministers.

Action: The Board is asked to approve the appointment of Angela Wilson to the Board with effect from 1 September 2017, subject to the approval of the Scottish Ministers.

Lead: Keith McKellar, Chair, Board of Management

Status: Restricted

WEST COLLEGE SCOTLAND
RECRUITMENT OF BOARD MEMBERS
SELECTION PANEL

The Nominations Committee agreed at its meeting on 23 May 2017 to establish a Selection Panel to consider the applications received to join the Board, to interview and identify a suitable candidate to join the Board.

Remit

The Selection Panel will act on behalf of the Nominations Committee to identify the candidate to be nominated to the Board for appointment to Board membership.

Note: the Nominations Committee noted that there is currently only 1 vacancy on the Board for a non-executive member. However, it also agreed that, should other suitable candidates be identified, then they might be considered for co-option to membership of a Board Committee.

Membership

Keith McKellar, Chair of the Board of Management & Chair of the Selection Panel
John McMillan, Senior Independent Member of the Board of Management
Gwen McArthur, Secretary to the Board of Management
Linda McTavish, Chair of the Board of Management at New College Lanarkshire & Independent Member of the Selection Panel.

**TITLE: CORPORATE DEVELOPMENT COMMITTEE
Minutes of the meeting held on 28 March 2017**

Action: There are no recommendations but there are a number of items for report.

CDM103 Dashboard/Performance Reporting – the Committee considered the development of the performance dashboard for the College and agreed that discussions be held with each of the Vice Principals and the Committee Chairs in order to identify the key data to be provided; consideration be given to the timing of the presentation of the data; and this information be used to develop the performance dashboard for the College.

CDM108 INTERNAL AUDIT REPORT ON ALTERNATIVE INCOME - the Committee considered the Internal Audit Report on Alternative Income and was pleased to note that the Internal Auditors were satisfied with the processes in place for identifying and pursuing alternative income. Some recommendations for improvement had been made and these were being taken forward.

[REDACTED]

[REDACTED]

Lead: Mark Newlands, Chair of the Corporate Development Committee

Status: Open, except for items CDM110 & 111 which are restricted as they are commercially sensitive.

CORPORATE DEVELOPMENT COMMITTEE

MINUTES: 28 March 2017

Present: Mark Newlands (in the Chair), Audrey Cumberland, Jim Hannigan, Keith McKellar.

Attending: Liz Connolly (Vice Principal Corporate Development), Sara Rae (Director of Business and Enterprise), George Johnson (Director of Technology and Innovation), Eoin Welsh (Policy Officer, Communications, Policy and Planning – for CDM110), Gwen McArthur (Secretary to the Committee).

Apologies: Jenifer Johnston, Diarmid O’Hara.

CDM98 WELCOME

The Chair welcomed Eoin Welsh (Policy Officer, Communications, Policy and Planning) to the meeting.

CDM99 DECLARATION OF INTERESTS

Audrey Cumberland declared an interest as a Trustee of the West College Scotland Foundation and a member of the Council of the Scottish Funding Council (SFC).

CDM100 MINUTES

The minutes of the meeting held on 13 December 2016 were approved.

CDM101 ACTIONS FROM THE MINUTES

The Committee noted the actions from the last meeting.

CDM102 SUMMARY OPERATING PLAN 2016/17 (BM311)

The Committee noted the Summary Operating Plan 2016/17. This had been discussed previously at the Board where it had been decided that each Committee should consider this plan in relation to the activities that fell within its remit. It was noted that this plan was consistent with the Corporate Plan and the strategic objectives of the College. The Committee welcomed this Operating Plan.

CDM103 DASHBOARD/PERFORMANCE REPORTING (BM309)

The Board had agreed that this Committee should consider the development of a dashboard style of reporting of key performance indicators (kpi’s). The Committee noted the performance dashboard and the kpi’s this contained for 2015/16 and for the first quarter of 2016/17. In considering this information the Vice Principal informed the Committee that it was the intention to move to ‘real time’ data in the future. However, the timing of the availability of the

information needed to be taken into account. Some data was available at regular points throughout the year, while other data was only available annually and at particular points of the year. Some additional text needed to be provided to the dashboard to help the reader understand the context surrounding the information provided.

In developing the dashboard some research into what other organisations provided in terms of kpi reporting had been conducted. This had been helpful not just in terms of the information to be reported, but also in terms of the style of reporting. The aim was to provide data that was easy to access and understand. However, in order to achieve this there needed to be greater understanding of the target audience that this was aimed at as this might influence the information to be provided (e.g. the Senior Management Team would need more detail than the Committees). It was essential to provide the right information, in the right format and at the right time. In order to develop the dashboard the Committee **agreed** that

- i. discussions be held with each of the Vice Principals and the Committee Chairs in order to identify the key data to be provided;
- ii. consideration be given to the timing of the presentation of the data;
- iii. further information be brought back to the next meeting for consideration.

[Action: LC]

CDM104 DIGEST OF POLICY INPUTS/ACTIVITIES

The Committee noted a report on the policy work that had been undertaken during 2016. This included providing briefings to key stakeholders on the College's activities, providing input and responses to consultations, and participating in relevant committees and groups, both internal and external to the College, in order to present the views of the College on a range of matters. The Committee commended the staff for being so proactive and for the range of activities that had been undertaken and for ensuring that the College had a high external profile.

CDM105 REGIONAL OUTCOME AGREEMENT 2017/18 – 2019/20

The Committee noted the Regional Outcome Agreement 2017/18 – 2019/20. This had been agreed at the Board the previous day and the Committee had nothing further that it wished to add.

CDM106 SCHEDULE OF BUSINESS

The Committee noted that a schedule of business had been produced which set out the main items of business that would come to the Committee at each meeting during 2017. This was a first draft and would be updated during the year. It would also be subject to change as various matters emerged throughout the year. The Committee welcomed this information.

CDM107 RISK (CDM94)

The Committee noted that the updated Strategic Risk Register had been considered and approved at the Board meeting the previous day. It was noted that the top risk had changed and was now the impact of SFC funding changes. The Committee was of the view that some reference to the reduction in funding from Skills Development Scotland should be included in the risk register.

[Action: AC]

The Committee had no further points to raise at this time.

CDM108 INTERNAL AUDIT REPORT ON ALTERNATIVE INCOME

The Committee noted the Internal Audit Report on Alternative Income. This confirmed that the Internal Auditors were satisfied with the processes in place for identifying and pursuing alternative income. Some recommendations for improvement had been made and these were being taken forward. The Committee would discuss the further potential for maximising alternative income at its next meeting.

[Action: LC; SR]

CDM109 NEXT MEETING

Tuesday 16 May 2017 at 4.00 p.m. on the Paisley Campus.

[REDACTED]

GMcA/14.04.17/Final

TITLE: **CORPORATE DEVELOPMENT COMMITTEE
Minutes of the meeting held on 16 May 2017**

Action: There are no recommendations but there are a number of items for report.

CDM117 Ethical Approach to Business: Corporate and Social Responsibility – the Committee acknowledged the many positive examples of corporate and social responsibility (CSR) behaviours across the College and agreed that a further report would be helpful. It also agreed that a short policy statement emphasising the College’s commitment and approach to its CSR responsibilities should be developed.

CDM118 Use of Technology in Teaching and Learning - the Committee was pleased to note the number of projects that were underway within the College to promote technology and innovation in supporting teaching and learning activities. In particular the significant development of the use of e-assessment, with c90% of distance learning students now using e-assessment.

[REDACTED]

Lead: Mark Newlands, Chair of the Corporate Development Committee

Status: Open, except for item CDM125 which is restricted as it is commercially sensitive.

CORPORATE DEVELOPMENT COMMITTEE

MINUTES: 16 May 2017

Present: Mark Newlands (in the Chair), Jim Hannigan, Jennifer Johnston and Keith McKellar.

Attending: Liz Connolly (Vice Principal Corporate Development), Sara Rae (Director of Business and Enterprise), George Johnson (Director of Technology and Innovation), Diarmid O’Hara (Director of Communication and Planning) and Douglas Wilson (for Secretary to the Committee).

Apology: Audrey Cumberland.

CDM112 WELCOME

The Chair welcomed Jennifer Johnston to her first meeting back after a period of maternity leave. The Chair also noted that this would be the last meeting to be attended by George Johnson prior to his retirement. The Committee wished George all the best for the future and thanked him for his input to the work of the committee.

CDM113 DECLARATION OF INTERESTS

None.

CDM114 MINUTES

The minutes of the meeting held on 28 March 2017 were approved.

CDM115 ACTIONS FROM THE MINUTES

The Committee noted the actions from the last meeting.

Keith McKellar referred to the Commercial Group Review of ONS and asked that, in order for him to raise the issue further with Colleges Scotland, he required some examples of the impact of ONS with respect to commercial income. It was agreed that he would be provided with a briefing note on this matter. **[Action: LC/SR]**

CDM116 MATTERS ARISING FROM THE MINUTES

Dashboard/Performance Reporting (CDM103)

The Board had agreed that this Committee should consider the development of a dashboard style of reporting of key performance indicators (kpi’s). Consideration had previously been given to the format, audience, timing and accessibility of the information. To progress the development of performance reporting the Vice Principal Corporate Development advised that discussions were being held with each of the Vice Principals and the

Committee Chairs in order to identify the key data to be provided with further information to be brought back to the next meeting for consideration.

[Action:

LC]

CDM117 ETHICAL APPROACH TO BUSINESS: CORPORATE AND SOCIAL RESPONSIBILITY POLICY

The Committee had previously discussed the college's ethical approach to business and, in particular, the college's corporate and social responsibilities (CSR). A discussion paper had been prepared to enable the committee's further consideration. The paper provided the context to the college's responsibilities including those drawn from the Code of Good Governance for Scotland's Colleges which stated that 'the Board must demonstrate high levels of CSR by ensuring the college behaves ethically and contributes to economic development while seeking to improve the quality of life of its workforce as well as of the local community and society at large'. The paper also referred to examples and different approaches across the Higher and Further Education sector.

The Committee recognised and acknowledged the many positive examples of CSR behaviours across the college and agreed that a report be prepared for a future meeting of the committee proposing a proportionate policy approach to CSR. This most likely would take the form of a short policy statement emphasising the college's commitment and approach to its CSR responsibilities. It was further agreed that this would also include a commitment that any issues with respect to ensuring an ethical approach to business would be brought to this committee for consideration.

[Action: LC/DO'H]

CDM118 USE OF TECHNOLOGY IN TEACHING AND LEARNING

The Committee noted a tabled paper providing an update on the use of technology in learning and teaching as supported by the Technology and Innovation Directorate. The funding available had been used to encourage several specific learning and teaching projects in technology and innovation. In particular, the Committee acknowledged the significant development of the use of e assessment with around 90% of 4500 distance learning students using e assessment compared to zero 2 years ago. The Committee recognised that, subject to the viability and benefit to learners, there was scope for further development of e assessment.

CDM119 INTERNAL AUDIT REPORT: REVIEW OF OPERATIONAL PLANNING - UPDATE

The Committee considered a report providing an update on progress made in implementing the recommendations arising from the Internal Audit report on

operational planning. The Committee noted the progress that had been made against those recommendations.

CDM120 RISK (CDM94)

The Committee noted the current Strategic Risk Register including the risk identified against this committee with regard to alternative income. The Committee had no further points to raise at this time.

CDM121 PROPOSED DATES OF MEETINGS 2017/18

A draft timetable of meetings for 2017/18 had been circulated. The dates for the year were approved with the exception of the first meeting scheduled for 10 October 2017. The committee asked that this be reviewed with a view to having the committee meeting prior to the first Board meeting scheduled for 9 October 2017. **[Action: LC/GMcA]**

CDM122 SCHEDULE OF BUSINESS

The Committee noted the schedule of business which set out the main items of business that would come to the Committee at each meeting during 2017. This would be updated during the year.

CDM123 NEXT MEETING

Date to be agreed.

[Redacted]

[Redacted text block]

TITLE: ORGANISATIONAL DEVELOPMENT AND HR COMMITTEE
Minutes from the meeting held on 17 May 2017

Action: There are no recommendations coming forward but there are a number of matters for report.

OM141 Voluntary Severance Scheme – the Committee was disappointed that the SFC had not provided funding to support this scheme even although it had approved the scheme. The College needed to reduce its cost base for 2017/18 and might have to consider if it could find a way of supporting such change costs in the future of the SFC was unable to do so.

OM142 Update from Director, Organisational Development and HR - the Committee noted progress on the following matters:

- i. **The College Improvement Plan:** progress with the development of the Behaviours Framework had been delayed due to the impact of National Bargaining and the EIS dispute.
- ii. **National Bargaining:** the Committee was provided with an update on progress.
- iii. **Workforce Planning:** the Internal Auditors were of the view that the College was well placed to meet the needs of workforce planning and work was continuing to complete the self-assessment. The Committee was of the view that the actions arising out of this should be included in the People Strategy action plan so that all relevant information was in one place and progress could be tracked more easily.
- iv. **Developing the College KPI Dashboard:** the Committee had been asked to identify its key priorities that could be included in the performance monitoring dashboard being developed for the College. The Committee was of the view that its key priorities related to: culture; equality strategy; and leadership and management. This information would be fed back to the Vice Principal Corporate Development who was leading the development of the dashboard.

OM143 Equality Report 2017 – the Committee welcomed this report and noted that this would form the main theme for discussion at the Board meeting in October.

OM145 Health and Safety Policy Statement – the Committee authorised the Chair of the Board of Management and the Principal to sign the revised Health and Safety Policy Statement.

Lead: Lyndsay Lauder, Chair of the Organisational Development and HR Committee

Status: Open

ORGANISATIONAL DEVELOPMENT & HR COMMITTEE

MINUTES: 17 May 2017

Present: Lyndsay Lauder (in the Chair)
Jim Hannigan, Linda Johnston, Keith McKellar.

Attending: David Gunn (Director Organisational Development & HR), Gwen McArthur (Secretary to the Committee).

Apologies: Audrey Cumberford.

OM137 DECLARATION OF INTERESTS

David Gunn declared an interest as a member of the Management side for local staff bargaining committees.

OM138 MINUTES

The minutes of the meeting held on 15 March 2017 were approved.

OM139 ACTIONS FROM THE MINUTES

The Committee noted the actions taken since the last meeting.

OM140 REMIT AND MEMBERSHIP (OM126; BM363.6)

The Committee noted that, at its meeting on 27 March 2017, the Board had approved the amendments to the Committee's remit. It was noted that, in relation to voluntary severance, settlement agreements could not be used and so the proposed changes to the wording of the remit had been adjusted to reflect this. The Committee noted this information.

OM141 VOLUNTARY SEVERANCE SCHEME (BM127)

The Committee was aware that the SFC had approved the Voluntary Severance (VS) Scheme proposed by the College but had not provided any funding to support this. The Principal had written to the SFC again recently seeking further information. However, no response had been received to date. The Committee was disappointed that the SFC had not, so far, provided funding for a VS scheme. The College needed to reduce its cost base for 2017/18 if it was to achieve a balanced budget. It was considered that, given the level and rate of change taking place across the sector, the SFC would have established a change fund to help institutions meet costs to refresh or change its course offerings in order to keep up to date, which would also have implications for staffing requirements to support the courses on offer. [REDACTED]

[REDACTED] In the meantime it was hoped that

the SFC would respond to the Principal so that an update could be provided to the next Board meeting.

[Action: AC]

OM142 UPDATE FROM DIRECTOR, ORGANISATIONAL DEVELOPMENT & HR (OM129)

The Director, Organisational Development and HR reported on the following matters:

.1 College Improvement Plan (OM128)

It was noted that the Vice Principal Corporate Development was continuing to develop and progress the College Improvement Plan. Unfortunately progress had slowed due to the impact of National Bargaining and the EIS dispute. The Senior Management Team (SMT) had agreed the draft Behaviours Framework but a workshop with the trade unions had not taken place because of time committed to National Bargaining by West College Scotland management and trade union representatives. However, it was hoped that once the dispute was settled progress could be made. The Committee would return to this matter at a future meeting.

[Action: DG]

.2 National Bargaining Update (OM129.2)

The Director, Organisational Development and HR, tabled information relating to National Bargaining and the current dispute with EIS. This included: a statement released by the Deputy First Minister (16 May 2017); a paper setting out the terms and conditions being sought by the Employers and by the EIS; a news release from EIS (16 May 2017). It was noted that there was still some significant differences between the Employers and the EIS positions. Negotiations were continuing and it was hoped that an agreement could be reached soon, particularly as the EIS would be stepping up its action by holding strike action on 3 days the following week. In the meantime the College was working hard to mitigate the impact on the students. The Committee would be kept informed of developments.

[Action: AC]

.3 Workforce Planning Update (OM129.3)

It was noted that the Internal Auditors had visited the College and had now produced a draft report and recommendations for the College to consider regarding how best to progress this matter. The Committee was pleased to note that the Internal Auditors were of the view that the College was already well placed to meet the needs of workforce planning. Work was currently underway on completing the self-assessment which would then be used to inform the development of an action plan. However, the Committee was of the view that the

workforce plan should be included in the People Strategy, so that all the relevant information was in one place and progress could be easily tracked. This would also ensure that it remained a 'live' document.

[Action: DG]

It was noted that there was a further meeting with the Internal Auditors scheduled on 26 May, following which the Audit Report and Management Response would be finalised before being forwarded to the Audit Committee. The Audit Report and Management Response would be brought to the next meeting of this Committee for information.

[Action: DG]

.4 Developing the College KPI Dashboard

It was noted that the Vice Principal Corporate Development had written to each Committee Chair to seek information from them on the key priorities for that Committee which would then be used to further develop the KPI dashboard for the College. In considering this matter the Committee was of the view that the KPI's should be related to the themes and metrics contained in the HR Report but presented in a more strategic manner, more suitable for governance reporting. This Committee already monitored these metrics and could use these to identify the information to be provided for inclusion in the KPI dashboard. This would emphasise the headline information and progress being made and could also flag up any areas of concern where progress was not being achieved (e.g. by using a RAG status report). The broad approach could be to include KPI's that covered:

- Culture (which is inclusive, transparent, where staff contributions are valued, respected and encouraged);
- Equality strategy (which would be the main theme for the discussion at the Board in October);
- Leadership and management (to include induction, training and development, health and safety, etc).

It was **agreed** that the Chair and the Director, Organisational Development and HR, meet with the Vice Principal Corporate Development to discuss this matter further.

[Action: LL, DG]

OM143 EQUALITY REPORT 2017

The Committee noted the Equality Report 2017 which had been produced by the Equality, Diversity and Inclusion Manager. This report had been submitted to SFC and published on the College website. The Committee welcomed this report which captured a lot of activity currently underway in the College. It also provided information on the actions the College was taking to make improvements and the

timescales involved in achieving these. The Mainstreaming section in particular, contained a lot of information and it was queried if some of this could be set out differently to make it easier for the reader to grasp the whole range of activity taking place. However, the Committee considered this to be an excellent report and noted that it would be presented to the Board at its meeting in October, when equality and diversity would be the main theme for discussion at the meeting.

OM144 PEOPLE STRATEGY: PROGRESS REPORT (OM131)

The Committee noted the progress report on implementing the People Strategy. This report provided an update on progress as measured against the Regional Outcome Agreement, the Corporate Plan and the Education Scotland Quality Framework. The Committee welcomed the progress that had been made to date and was pleased to note that a significant number of actions had been implemented. It also welcomed the RAG style reporting format which made these easy to identify. In considering this report the Committee noted that, in terms of succession planning, there was a leadership development programme being put in place and appropriate staff would be encouraged to participate in this. The College encouraged all staff to participate in the continuing professional development programme. Managers held regular one-to-one meetings with their staff and used these meetings to encourage their staff to continue to develop.

In discussion it was queried if SMART targets could be used with timescales for achievement set. This would provide a comprehensive and useful report for the Committee to monitor. The Committee would return to this at a future meeting.

[Action: DG]

OM145 HEALTH AND SAFETY POLICY STATEMENT

The Committee noted that the Health and Safety Policy Statement for the College had been updated following the review of the Health and Safety Policy. The Committee was pleased to note that the College was fully compliant with health and safety legislation and good practice. The revised Health and Safety Policy would be discussed at the Health and Safety Committee where it was anticipated that it would be approved. It would then be considered and approved by the Senior Management Team. The revised policy would be circulated to the members of this Committee also for information and comment. **[Action: DG]**

The Committee **agreed** that the Chair of the Board and the Principal be authorised to sign the revised Health and Safety Policy Statement which would be uploaded to the staff intranet. **[Action: DG]**

OM146 RISK (OM133)

The Committee considered the Strategic Risk Register. While the Committee agreed with the risks identified it remained of the view that some of these could be phrased in a different way to make the risks less technically focussed and more people-oriented so that it would be clear that matters relating to staff and students were included in the risk register. It was accepted that the risks identified relating to financial and estates matters did impact on staff and students, but perhaps some re-wording might change the emphasis. It was agreed that the Committee members give some further thought to this for the next meeting.

[Action: All]

OM147 DATES OF MEETINGS IN 2017/18

The Committee noted the proposed dates of its meetings in 2017/18. The Chair indicated that she needed to check the dates before confirming. Once further information was available members would be notified accordingly.

[Action: LL;

GMcA]

OM148 REPORTS FROM SUB-COMMITTEES (OM135)

The Committee noted the reports from the following Sub-Committees:

- i. Joint Consultative and Negotiating Committee for Lecturing Staff meeting of 25 January 2017;
- ii. Joint Consultative and Negotiating Committee for Support Staff meeting of 25 January 2017;
- iii. Health and Safety Committee meeting of 15 February 2017;
- iv. Equality, Diversity and Inclusion Committee meeting of 23 February 2017.

The Committee welcomed these reports.

OM149 NEXT MEETING

Wednesday 13 September 2017 at 4.00 p.m. at the Paisley Campus (subject to confirmation).

TITLE: **NOMINATIONS COMMITTEE**
Minutes of the meeting held on 23 May 2017

Action: The minutes of the meeting held on 23 May 2017 are attached. There is one recommendation for consideration and some matters for information.

1. Recommendation

NM74 Leave of Absence Policy for Board Members - the Board is asked to consider and approve the Leave of Absence Policy for Board members as detailed in the Annex to the minutes.

2. Items for Information

NM71 Equality and Diversity - the Committee noted a briefing that had been issued by the Equality Challenge Unit, "Scottish college board members' role in equality and diversity", April 2017. The Committee had invited the College's Equality, Diversity and Inclusion Manager, Clare Fraser, to assist the Committee with this matter. It was agreed that Ms Fraser would undertake a review of the current advertising, recruitment and selection process for Board members; all Board members would be asked to complete the College equality monitoring form; and a report on her findings would be presented to the Board at its meeting in October.

NM72 Membership of Board and Committees: Succession Planning

This matter will have been discussed at agenda item 11.

NM73 Co-opted Membership: Succession Planning – it was noted that the College had been invited to take part in a pilot programme being organised by the Scottish Government and Standard Life. The Scottish Government Public Appointments Team would match individuals from Standard Life with appropriate public bodies so that the individuals would be invited to join a Board Committee. West College Scotland has been matched with an individual who will join the Audit Committee for a period of one year in the first instance.

Lead: Keith McKellar, Chair, Board of Management

Status: Open

WEST COLLEGE SCOTLAND

NOMINATIONS COMMITTEE

MINUTE: 23 May 2017

Present: Keith McKellar (in the Chair)
Mike Haggerty, Jacqueline Henry, Andrew Hunter, John McMillan, Alison Mitchell.

Attending: Gwen McArthur, Secretary to the Committee; Clare Fraser, Equality, Diversity and Inclusion Manager (via telephone – for NM71).

Apologies: Nick Allan, Lyndsay Lauder, Mark Newlands, Joyce White.

NM67 DECLARATION OF INTERESTS

None.

NM68 MINUTES

The minutes of the meeting held on 27 February 2017 were approved.

NM69 ACTIONS FROM THE MINUTES

The Committee noted the actions taken since the last meeting.

NM70 COMMITTEE REMIT AND MEMBERSHIP (NM62)

The Committee noted that, at its meeting on 27 March 2017, the Board had approved the revised remit and membership of the Committee.

NM71 EQUALITY AND DIVERSITY

The Committee noted the briefing issued by the Equality Challenge Unit, "Scottish college board members' role in equality and diversity", April 2017. This briefing considered two key aspects of the board's equality responsibility: assuring the college complies with the law; and planning to improve board diversity. Clare Fraser, Equality, Diversity and Inclusion Manager at the College participated in the discussion of this matter and what steps the Board could consider to increase diversity. It was noted that Clare Fraser would be attending the Board meeting in October where one of the main discussion themes would be equality and diversity.

In discussion the following points were raised:

- Whatever steps the Board takes to increase diversity had to comply with the law. The recruitment and selection processes had to be fair and objective with clear criteria setting out the skills and attributes of the individuals being sought. The Committee was clear that the Board needed

- a mix of skills and experience, regardless of gender, to help it work effectively and all appointments should be made on the basis of merit.
- Boards were expected to reflect their communities. While this was an aim the experience showed that it was difficult to attract individuals from some of the community groups in the Region, with many believing that they did not have the experience required or were unable to commit to such a role. It was acknowledged that further work needed to be done in this area to encourage more individuals to consider this role and to provide the support and development that might help them.
 - It was noted that the current pressure was to achieve a gender balance on boards, with the Scottish Government's aim of 50:50 by 2020. While the College previously had a 50:50 balance in terms of gender, the current balance was 58% male to 42% female (external non-executive members only, excluding the Chair). It also had to be noted that the Board did not have control over all the appointments as the Chair was appointed by the Scottish Government, and the staff and students were elected by their respective groupings.
 - There was a concern that there were other protected characteristics apart from gender that the board needed to take into account. It would not be helpful if quotas were to be set for all of these.
 - In the latest recruitment round the post had been advertised through various routes (but not in the press) and direct approaches had been made to Community partners and to specific individuals and organisations in the hope that a more direct approach might have a positive impact and attract more individuals to consider applying. Board members had been asked to consider approaching individuals in their networks and encourage them to apply or to draw it to the attention of suitable individuals. However, only 3 applications had been received.
 - It was queried what role Colleges Scotland could play in relation to this matter to help individual colleges.

In light of the above discussion it was **agreed** that Clare Fraser would

- i. undertake a review of the current advertising, recruitment and selection process;
- ii. ask all Board members to complete the College equality monitoring form so that up-to-date data could be obtained;
- iii. provide a report on her findings and suggestions for widening diversity to the Board at its meeting in October.

[Action:

CF]

NM72 MEMBERSHIP OF BOARD AND COMMITTEES: SUCCESSION PLANNING (NM63)

The Committee noted that Joyce White had resigned from the Board and would demit office on 30 June 2017. A recruitment process had already started and interviews would be held shortly with a recommendation to

appoint being made to the Board at its meeting in June. In discussion it was considered that, if more than one candidate was identified as being suitable for appointment, then consideration should be given to them being co-opted to membership of one of the Board committees. This might help in the longer term recruitment, retention and development of Board members.

It was also noted that the membership of three non-executive members (J Hannigan, J Henry and L Lauder) would be due for review as their current appointment would end on 31 January 2018. It was not yet known if these members would continue their membership of the Board and the Committee would consider this at its next meeting. **[Action: KM; GMcA]**

The Committee **agreed** that, should suitable candidates be identified, the Selection Panel should have the authority to recommend to the Board not only an individual to be invited to join the Board, but another individual(s) to be co-opted to a Board committee. **[Action: KM; GMcA]**

NM73 CO-OPTED MEMBERSHIP: SUCCESSION PLANNING (NM64)

.1 Learning, Teaching and Quality Committee

It was noted that, at its meeting on 27 March 2017, the Board had agreed that the period of membership of W Bain, the co-opted member on the Learning Teaching and Quality (LTQ) Committee, be extended for a further year to 31 March 2018. Ms Bain had accepted this appointment.

In discussion the Committee considered the possibility of co-opting another member to the LTQ Committee. The Committee **agreed** that this option should be pursued and that J Henry make an initial approach to the individual identified. **[Action: JH]**

If he was willing to be considered then the Chair of LTQ Committee, M Haggerty, and a member of the Committee (possibly P McFarlane) would meet with this individual for interview before bringing any recommendation back to the Committee for consideration. **[Action: MH; GMcA]**

.2 Audit Committee

It was noted that the period of membership of one of the co-opted members on the Audit Committee, R Downie, was due for review in September 2017. It was **agreed** that action be taken to ascertain if he would be willing to continue as a member of this Committee. **[Action: GMcA; JM]**

.3 Scottish Government/Standard Life Pilot Project

The Committee noted information on the Scottish Government/Standard Life pilot programme that was currently underway. The College had been asked if

it would be willing to participate in a pilot programme whereby the Scottish Government Public Appointments Team would match suitable individuals from Standard Life to join a sub-committee of a public body for a one year period. At the end of the year both the host body and the individual will review the experience. It is hoped that this programme will help to remove potential barriers and encourage more younger people to consider joining Boards, as well as helping to produce a pipeline of future members to join the Boards of public bodies. The Chair of the Board and the Senior Independent Member (SIM) both agreed that the College should take part in this programme and the College has been matched to an individual who will be co-opted to the Audit Committee for a period of one year. The Chair and SIM would be meeting with this individual shortly, before he joined the Audit Committee. The Committee would be kept informed of progress.

[Action: KM; JM]

NM74 LEAVE OF ABSENCE POLICY FOR BOARD MEMBERS (NM61.1, 52.1)

The Committee noted draft leave of absence policy for Board members which had been produced following earlier discussions at the Committee. The Committee was satisfied that this provided a clear process to be followed. While the Chair had discretion when considering these cases he could also consult the Committee members as and when appropriate. In discussion it was **agreed** that an amendment be made to the policy to make clear that a time limit of up to 6 months in the first instance would apply to any request received.

The Committee

RECOMMENDS to the Board that the Leave of Absence Policy for Board members be approved as detailed in the Annex to the minutes.

[Action: GMcA]

NM75 ATTENDANCE AT BOARD AND COMMITTEE MEETINGS 2016/17

The Committee noted the attendance data for the Board and Committee members in 2016/17. The Committee was pleased to note the high level of attendance.

LEAVE OF ABSENCE POLICY FOR BOARD MEMBERS

1. Background

Members of the Board of Management may wish to seek a period of leave of absence due to particular circumstances that might arise. The reasons for this leave of absence and the length of time required will vary from individual to individual and will be dependent on the circumstances concerned. The Nominations Committee has discussed this and developed the following policy for Board members.

The Post 16 Education (Scotland) Act 2013 (Schedule 2B 9(4)) provides that members can be removed from the Board if they have been absent for a period of 6 months or more without permission from the Board, or are unable or unfit to continue in the role. Other than that it is left to the discretion of the Board to decide if a Board member can be absent and how long they can be absent for.

2. Process for dealing with Requests for Leave of Absence

i. Application

If a Board member is seeking a leave of absence then they must contact the Chair of the Board in the first instance setting out

- The reason for the leave of absence
- The length of time sought for the leave of absence
- Any other pertinent information.

i. Reasons – a Board member might seek a leave of absence for any number of reasons including: work commitments; illness; maternity leave; family or personal reasons (this list is for illustrative purposes only).

ii. Length of time – the length of time will vary depending on the circumstances. This may be from a few days and up to 6 months in the first instance.

iii. If this is the first time a member has requested leave of absence.

ii. Consideration

The Chair will consider each case on its merits, and will take into account the need to maintain continuity of the business of the Board. The Chair may decide to consult the Nominations Committee first before reaching a decision.

The Chair will confirm the decision taken with the member concerned and will notify the Board thereafter.

iii. Change in circumstances and/or extensions

If the circumstances change part way through the leave of absence, then the individual should contact the Chair of the Board to notify him/her of this and how this might affect the leave of absence.

If the need arises to extend the length of time of the leave of absence then the Chair will consider the information presented and will either: take a decision based on the information provided; or consult the Nominations Committee before taking a decision.

In either case the decision reached will be confirmed to the individual and the Board will be notified accordingly.

TITLE: LEARNING, TEACHING AND QUALITY COMMITTEE
Minutes of the meeting held on 30 March 2017

Action: There are no recommendations for consideration but there are a number of matters for report.

LM196 PREVENT Training and Corporate Parenting – the Committee was pleased to note that the Board would have a development session at its meeting in October 2017 to cover these matters.

LM198 Students Association Report – the Students Association had held a Student Representative Council meeting and the feedback obtained from this had been used to update the 'You said, we did' action plan. The feedback from student surveys would also be incorporated in to this action plan. The main priorities were improving IT facilities and resources for students.

LM199 Regional Outcome Agreement – the Committee approved the Regional Outcome Agreement 2017/18 – 2019/20 which was then submitted to the SFC.

LM200 Access and Inclusion Strategy – the Committee approved the Access and Inclusion Strategy which was also submitted to the SFC.

LM203 Internal Audit Report: Student Experience – Students' Association – the Committee received this report from Internal Audit and noted the actions that were being taken in light of this.

LM205 SFC/Education Scotland New Quality Arrangements – the Committee was informed of the new quality arrangements that had been developed. This had a greater focus on the integration of performance monitoring of Outcome Agreements with the quality of provision and services, taking account of the colleges' regional context. Under the new arrangements there would be annual evaluative reports and enhancement plans for the sector.

Lead: Mike Haggerty, Chair of the Learning, Teaching and Quality Committee

Status: Open

LEARNING, TEACHING AND QUALITY COMMITTEE

MINUTES: 30 March 2017

Present: Jacqueline Henry (in the Chair),
Moses Apiliga, Alison Mitchell.

Attending: Stephanie Graham (Vice Principal Educational Leadership), Rose Brown (Director of Student Services and Communities), Cathy MacNab (Director of Quality, Learning and Teaching), Gwen McArthur (Secretary to the Committee).

Apologies: Audrey Cumberford, Wilma Bain, Mike Haggerty, Andrew Hunter, Paul McFarlane, Keith McKellar.

LM194 DECLARATION OF INTERESTS

None

LM195 MINUTES

The minutes of the meeting held on 7 December 2016 were approved.

LM196 ACTIONS FROM THE MINUTES

The Committee noted the actions from the minutes and particularly the following:

- .1 **PREVENT Training and Corporate Parenting (LM171, 167.2)** - it was noted that it was the intention to provide development training in relation to PREVENT and Corporate Parenting to the Board at its meeting in October 2017.

[Action: GMcA]

- .2 **Equality Challenge Unit (LM159)** – it was noted that the project being run by the Equality Challenge Unit was due to complete in 2018. Cathy MacNab would provide an update on progress to the next meeting. [Action: CM]

LM197 UPDATE FROM VICE PRINCIPAL EDUCATIONAL LEADERSHIP (LM184)

.1 Activity Update

Stephanie Graham, Vice Principal Educational Leadership, provided a report to the Committee on a range of activities, including the following:

- The latest information on the number of applications received from prospective students for entry in 2017/18 was tabled. This showed that the total number of applications received to date was higher than at the

same point in the previous year. There were some variations in relation to the number of applications to study at each Campus and for particular courses. However, steps were being taken to address these matters. The Committee welcomed this information.

- The College had received feedback from the Scottish Funding Council (SFC) regarding one plus activity (LM183.3). SFC had confirmed their position, namely that HE students should study 15 credits each year and FE students 18 credits and SFC would not fund any additional activity above a percentage of college overall activity (yet to be determined but likely to be 2 or 2.5%). The Committee was disappointed at this and noted that this might affect some of the apprenticeship agreements currently in place as well as some of the opportunities to complete courses over a shorter timescale. The College had already taken steps to reduce the one plus activity and would continue to review this matter. The Committee would be kept informed of developments.

[Action: SG]

- It was noted that a number of Faculty Days had been held recently.
- A new Head of Creative Industries had been appointed.
- A STEM event had been held in Edinburgh recently, which had been attended by staff and students from the College. The Minister for Further Education, Higher Education and Science in the Scottish Parliament had launched this event and had been impressed by the standard of the workshops staged by the students, including those staged by West College Scotland students. The Committee congratulated the students involved for making such a positive contribution.

.2 Student Services and Communities

Rose Brown, Director of Student Services and Communities, provided a report on the following:

- The deadline for schools to submit requests to the College for the provision of educational activity for school pupils was the following day. The College would then know the level of activity to be provided and could update the Committee at its next meeting.

[Action: RB]

- A taster programme for school pupils would be running again this summer, but would run for 3 weeks this time and offer a more variety in the activities the pupils could take part in.
- The College had participated in the Poverty Commission Joint Employability Project and had received excellent feedback. It had now received funding to allow it to participate again next year (2017/18).
- A new Foundation Apprenticeship Project Manager had been appointed. It was hoped that the College could offer 180 places next session.
- In relation to Communities activities the College was currently reviewing the youth programmes offered, the main one was currently the Prince's Trust. Faculties recognised the benefits participation in such activities

could bring and were investigating ways of including these within the course programmes.

- In relation to Safeguarding and Wellbeing mental health issues were the main areas of focus at present. Training had been provided to the Safeguarding Team through HR which had been well received. The staff were currently developing the whole safeguarding area which included mental health, child protection, PREVENT, etc. Policies and procedures supporting these areas were under review at present to ensure that they were as up to date as possible. Additionally an event simulating issues that could arise through the PREVENT area of activity would be held shortly and would involve other agencies, including Police Scotland. This would provide a good learning opportunity for all concerned.
- It was noted that the College currently had 3 professional Counsellors who had provided support for more than 300 students last year. It was anticipated that the figure for this year would be similar.
- A recent training event on Corporate Parenting run by Who Cares? Scotland, had been held in the College. This had been very well received by the staff and students who had attended. It was noted that the Corporate Parenting Plan for the College was under development and would be brought to the Committee for consideration at a future meeting.

[Action: RB]

.3 Quality, Learning and Teaching

Cathy MacNab, Director of Quality, Learning and Teaching, provided a report on the following:

- It was noted that Education Scotland had been commissioned by SFC to undertake a review of all Colleges in relation to their partnership with Scottish Credit and Qualifications Framework (SCQF) and the credit ratings for courses. The College had recently had their meeting which had been positive. A formal report on the outcome of this meeting would be available later in the year and would be brought to the Committee for information.

[Action: CM]

- Development sessions had been held for relevant College staff to ensure that existing processes aligned with the new Quality Arrangements coming into place. Work was being undertaken in relation to linking the new quality arrangements with the Performance indicators and the Regional Outcome Agreement. An enhancement plan was being developed and would be brought to the Committee for consideration prior to being submitted to the SFC in October.

[Action: CM]

- It was noted that external verifiers had recently visited the College to investigate an incident relating to a City and Guilds examination. This exam had involved 3 students and the verifiers had checked the College processes. The matter had been dealt with and a report from the verifiers was expected shortly.

- Staff were currently preparing for the examination diet which would run from the end of April to the first week in June. Contingency arrangements were being prepared should there be strike action by teaching staff during this period.
- It was noted that a new member of staff had joined the Student Experience Team and would be responsible for managing student surveys and providing support for student engagement activities.

LM198 STUDENTS ASSOCIATION UPDATE (LM185)

The Vice President of the Students Association provided the Committee with a brief report from the Students Association.

.1 Activity Report

The Committee noted the following:

- The Students Association had held the first Student Representative Council meeting of the year in December. The feedback obtained at this meeting would be used to input to the 'You said, we did' action plan. The feedback from the student surveys was also being incorporated in to this action plan so that the main priority actions could be identified. The main priorities at present were improving IT Facilities and resources for students.
- The Students Association were working closely with the Student Experience Team and found this very helpful, particularly in raising the profile of the Students Association.
- A new President had been elected for next session and a Vice President had been elected at the Paisley Campus. Elections were underway at the Clydebank Campus for a Vice President. However, no students had come forward for the Vice President post at the Greenock campus. The Students Association were working hard to encourage students to come forward for this post.

The Committee welcomed this information.

.2 Financial Report

The Committee noted a report on the spending activity of the Students Association for the period 1 August 2016 to 17 January 2017. It was noted that some funding had been used to support students to attend various events in Edinburgh and London, as well as attending the NUS Scotland conference the previous week. In discussion it was noted that the Students Association did not have its own staff but was supported by the staff in the Student Experience Team. The Committee welcomed this report.

LM199 REGIONAL OUTCOME AGREEMENT (BM358; LM188)

The Committee considered the Regional Outcome Agreement for 2017/18 – 2019/20. This had been discussed at the Board meeting earlier in the week

where it had been approved subject to final consideration by this Committee. The Committee

RESOLVED that the Regional Outcome Agreement for 2017/18 – 2019/20 be approved and be submitted to the SFC. **[Action: SG]**

LM200 ACCESS AND INCLUSION STRATEGY (BM358)

The Committee considered the Access and Inclusion Strategy which had to be submitted to SFC along with the Regional Outcome Agreement. This Strategy had also been considered by the Board earlier in the week where it had been approved subject to final consideration by this Committee. The Committee

RESOLVED that the Access and Inclusion Strategy be approved and be submitted to SFC. **[Action: SG]**

LM201 COLLEGE LEAVER DESTINATIONS REPORT 2014/15 (LM183.4)

The Committee noted the College Leaver Destination Report for students who studied in 2014/15. This data was now included in the Regional Outcome Agreement (ROA). While this information was welcome there was some concern regarding the timing of the publication of this data. The data was collected by the colleges in January 2016 and provided to the SFC who produced the summary and issued it to colleges in December 2016. Discussions had been held with the SFC regarding the possibility of this summary report being produced earlier in the year as it would then be more useful to the colleges. For students who had completed in session 2015/16 the survey had opened in January 2017, the data had been collected and sent to SFC. It was hoped that the summary report might be ready by October.

The data provided in the 2014/15 report would form the benchmark for future years. Once the data for 2015/16 was available this would be brought to the Committee and could be compared to the data for 2014/15. The Committee welcomed this approach.

[Action: CM]

LM202 STUDENT SATISFACTION SURVEY OUTCOMES (LM187)

The Committee noted the feedback obtained from the College Student Survey conducted in November/December 2016. The curriculum teams monitored the outcomes of these surveys to identify areas where improvements could be made. The Committee welcomed this report on student feedback, which was positive but did highlight a few areas where further improvements could be made, particularly in relation to IT facilities and infrastructure. The feedback also confirmed that while students had no complaints about the College process and support in applying for funding they still found the whole process quite daunting.

The second student survey of the session was now underway and feedback would be brought to the Committee when available. **[Action: CM]**

LM203 INTERNAL ADUIT REPORT: STUDENT EXPERIENCE – STUDENTS' ASSOCIATION

The Committee noted the Internal Audit Report, Student Experience – Students' Association, December 2016. The primary focus of this audit report was on the Student Partnership Agreement and the Internal Auditors had made a few recommendations on how to take this matter forward. These recommendations had been taken on board and were being progressed in partnership between the staff and the Students' Association. An Action Plan had been produced in order to monitor progress and ensure actions were achieved. The Committee welcomed this report and would receive the draft Student Partnership Agreement at the next meeting. **[Action: RB]**

LM204 STUDENT RETENTION 2016/17

The Committee noted a report on student retention in 2016/17. This paper provided information on the reason why students had withdrawn from their course. However, it was considered that the information provided could be further improved to ensure that the correct reasons were recorded regarding student withdrawals. Further work was underway within the College to make these improvements.

LM205 SFC/EDUCATION SCOTLAND NEW QUALITY ARRANGEMENTS (LM190)

It was noted that the SFC had now published the final arrangements documents for Scotland's Colleges new quality arrangements. This had a greater focus on the integration of performance monitoring of Outcome Agreements with the quality of provision and services, taking account of the colleges' regional context. Under the new arrangements there would be annual evaluative reports and enhancement plans for the entire college sector, based on a new framework, "How good is our College". This would be evidenced by the College, endorsed by the stakeholders and validated by Education Scotland and the SFC. The enhancement plan had to be submitted to the SFC in October 2017 and the Committee would see this before it was submitted.

LM206 INTERNAL AUDIT REPORT: LEAN REVIEW OF STUDENT RECRUITMENT

The Committee considered the Internal Audit Report: Lean Review of Student Recruitment. A number of areas had been identified by the Internal Auditors for improvement. Staff within the College had already identified some of these areas and improvements were already underway. The Committee was pleased to note that the actions raised in the report were being addressed.

LM207 SUMMARY OPERATING PLAN 2016/17

The Committee noted that the Board of Management had asked each Committee to consider this report in relation to the areas that fell within its remit. The Committee welcomed this information and noted that operational plans for the coming session were already under development.

LM208 RISK (LM192)

The Committee noted the strategic risk register and **agreed** it had no further comment to add.

LM209 COLLEGES SCOTLAND THINK PIECE

The Committee noted the document issued by Colleges Scotland, 'Think Piece, the Learning and Skills Journey'.

LM210 MS BROWN

It was noted that this was Rose Brown's last meeting as she would be leaving the College in the summer. On behalf of the Committee the Chair thanked Rose for all her hard work and dedication to the College and the students. She had driven so much of the work covered by this Committee and had demonstrated great sensitivity and commitment. The Committee wished her well in the future.

LM211 NEXT MEETING

Wednesday 24 May 2017 at 4.00 p.m. at the Greenock Campus.

TITLE: LEARNING, TEACHING AND QUALITY COMMITTEE
Minutes of the meeting held on 24 May 2017

Action: There is one recommendation for consideration and a number of matters for report.

1. Recommendation

LM218 Students Association Budget 2017/18 - the Committee noted that it was proposed that the budget for the Students Association be increased from £82,000 to £83,000 in 2017/18. The Committee supported this increase and

RECOMMENDS to the Board that the budget for the Students Association in 2017/18 be set at £83,000.

2. Items for Report

LM216 Update from Vice Principal Educational Leadership – a number of matters were reported which the Committee considered should be drawn to the attention of the Board. These include:

- The strike action taken by the EIS had been suspended and the College had taken action to mitigate the impact this had on the students. Communications with the students had been good so that they were kept informed of what was happening. Some catch-up action was currently underway to ensure that the students covered all the relevant material. It was noted that while the students had supported the staff at the start of the strike action, this support had diminished over time. The Committee wished to draw to the attention of the Board the need for Colleges Scotland to continue discussions so that a resolution to this matter could be achieved.
- The SFC had confirmed that only 2.5% of the total College activity could be achieved through One Plus activity for 2017/18. Discussions with SFC were continuing, as it was considered that certain courses should be excluded from this. However, there was a concern that SFC might apply this ratio to the current year, i.e. 2016/17, despite having agreed what the College could deliver in 2016/17 at an earlier stage in the session.
- The number of full-time applications received this year was down on the number received at the same date last year. Action was being taken to address this and an update would be provided to the Board.
- The College had received a sharp increase in the number of student complaints received as a result of the strike action taken by members of the EIS. A sector wide group has been established to look at the complaints received by all the colleges so that these could be categorised.
- Under the new quality arrangements Education Scotland required an Evaluative Report and Enhancement Plan to be submitted by the College by the 31 October 2017.

LM217 Students Association Report – the Students Association had developed a business case for the appointment of a Development Officer who would work exclusively for the Association. While the Committee was supportive of this request it was also aware of the overall financial position of the College and the number of competing factors that would need to be taken into account. This proposal would be discussed at the next Board meeting as part of the consideration of the overall budget setting process.

LM219 Student Partnership Agreement – this will have been discussed at agenda item 10.

LM220 Corporate Parenting Plan – the Committee noted that the legislation placed certain responsibilities on the College, and on the Board, in relation to Corporate Parenting. The Committee considered the draft Corporate Parenting Plan. It was agreed that the next edition of the Corporate Parenting Plan be provided to the Board at its meeting in October along with a presentation on the Board’s responsibilities in relation to this matter.

LM222 Expansion of Free Early Learning and Childcare – the Committee was pleased to note that the College had received additional funding to deliver additional credits of Childhood Practice training.

Lead: Mike Haggerty, Chair of the Learning, Teaching and Quality Committee

Status: Open

LEARNING, TEACHING AND QUALITY COMMITTEE

MINUTES: 24 May 2017

Present: Mike Haggerty (in the Chair), Jacqueline Henry, Andrew Hunter, Alison Mitchell.

Attending: Stephanie Graham (Vice Principal Educational Leadership), Cathy MacNab (Director of Quality, Learning and Teaching), Peter Pringle (Assistant Principal, Business and Technologies), Scott Campbell (Head of Student Services), Gwen McArthur (Secretary to the Committee).

Apologies: Audrey Cumberland, Wilma Bain, Rose Brown, Paul McFarlane, Keith McKellar.

LM212 WELCOME

The Chair welcomed Peter Pringle (Assistant Principal, Business and Technologies) and Scott Campbell (Head of Student Services) to the meeting.

LM213 DECLARATION OF INTERESTS

None

LM214 MINUTES

The minutes of the meeting held on 30 March 2017 were approved.

LM215 ACTIONS FROM THE MINUTES

The Committee noted the actions from the minutes.

LM216 UPDATE FROM VICE PRINCIPAL EDUCATIONAL LEADERSHIP (LM197)

.1 Activity Update

Stephanie Graham, Vice Principal Educational Leadership, provided a report to the Committee on a range of activities, including the following:

- The strike action that had been taken by members of the EIS (Educational Institute of Scotland) was currently suspended while talks continued through the National Bargaining process. The Committee noted that action had been taken to mitigate the impact of the strike on students and communication with the students had been good so that they were kept informed of what was happening. Some catch-up action was currently underway to ensure that students covered any material that they might have missed during the strike days. It was noted that the impact had not been the same for all students, as not all students had been due to attend classes on strike days. It was also noted that, while the students had

supported the staff in the early days of their action, this support had diminished over time and it was considered that there was a bit of work to be carried out to repair any reputational damage the College might suffer. Also all students had continued to receive their funding uninterrupted. The Committee was pleased to note that everything that could be done to mitigate the impact of the strike action on the students was done. However, the strike action was only suspended and the Committee would draw to the attention of the Board the need for Colleges Scotland to continue discussions so that a resolution to this matter could be achieved.

[Action: MH]

- It was noted that the Regional Outcome Agreement needed a slight adjustment as the College had received additional funding for Childhood Practice training and would increase its credit target.
- The information on the total credits delivered this session (2016/17) was currently being finalised and the College was optimistic that it would achieve the credit target, although this remained challenging. The full impact of the strike action had still to be determined, but staff were working hard to ensure that the target was achieved.
- The SFC (Scottish Funding Council) had confirmed that only 2.5% of the total College activity could be achieved through One Plus activity for 2017/18. Discussions with SFC regarding this matter were continuing and an application had been submitted to SFC on this matter as there were specific courses that could be excluded from this, e.g. some of the apprenticeship programmes currently in place. It was also noted that the SFC might apply this ratio retrospectively so that it would apply for the current session, 2016/17, also. This was despite SFC not communicating the finalised One Plus guidance until recently and College planning for the 2016/17 provision having been undertaken over a year ago and based on what was approved for One Plus in the previous session. The Committee was disappointed that this ratio could be applied retrospectively, particularly as the College was working to reduce One Plus overall. The Committee wished to draw this to the attention of the Board as a matter of some concern.

[Action:

MH]

- The Committee noted a tabled paper that showed the number of full-time applications received to date. This showed that the total number of applications received this year was down on the number received on the same date last year. Within the data provided this showed that there were variations between Campuses and between different subject areas, with the Greenock Campus and the care and life sciences areas showing a fall in numbers. The Curriculum Quality Leaders (CQL's) were taking action to address this. It was the intention that an update on the number of applications would be provided to the Board at its next meeting in June.

[Action: SG]

- It was noted that: planning meetings for next session were underway; a gender action plan was being developed and would be submitted to the SFC by 3 July 2017 (this was to address particular areas where there was currently a gender imbalance); information on the programme for the Paisley Creative Festival was noted; the College had recently hosted a meeting to discuss the Scottish Government's 15-24 learner journey; Shirley Anne Somerville, the Minister for Further Education, Higher Education and Science, would visit the College on 13 June 2017.
- The Committee was pleased to note that Iain Forster-Smith, would take up post as the Director of Student Services and Communities on 1 August 2017.

.2 Student Services and Communities

Scott Campbell, Head of Student Services and Communities, provided a report on the following:

- The Corporate Planning process for next year was well underway. Reports from each of the areas had been received and were being considered;
- The Student Advisory Services accommodation at the Paisley Campus had undergone a major refurbishment and was now much more accessible and comfortable for students.
- The Paisley campus Library would shortly be moving from the Abercorn Centre to the atria in the Renfrew North building. It was the intention that this would be ready early next session (i.e. August/September).
- Responsibility for the Students Association would move from Student Services and Communities to the Quality, Learning and Teaching team by the 1 August 2017. The transition was now well underway.
- The 'keep it warm' campaign would be updated and run again this summer as it had proved to be very successful last year. The Committee welcomed this information.

.3 Quality, Learning and Teaching

Cathy MacNab, Director of Quality, Learning and Teaching, provided a report on the following:

- It was noted that, as part of the Equality Challenge Unit's (ECU) project, two areas within the College, Electrical Engineering and Computer Gaming, were participating to identify action that could be taken to close the gender gap in these areas (LM196.2). Teaching staff had attended a cross-institutional forum in March to learn from and share experiences with other project participants. Further events would be held and an action plan would be developed. The Committee would be kept informed of developments.

[Action: CM]

- The College had experienced a sharp increase in the number of student complaints received as a result of the strike action taken by EIS. While staff had worked with the Students Association to mitigate the impact of

this on students, there had nonetheless been an adverse effect. A sector wide group had been established to look at the complaints received and to categorise them. The external verification schedule had been revised so that relevant staff would be present. The SQA examinations had proceeded as planned, as these were externally invigilated, and some 500 students had undertaken these at the College.

- In relation to the new quality arrangements Education Scotland required an Evaluative Report and Enhancement Plan to be submitted by the College by 31 October 2017. Some guidance on the format of the report had been provided by SFC and a visit to West Dunbartonshire Education Department had been arranged to help the College team build up their own capacity for this new self-evaluative reporting process. There was on-going engagement with the College Inspector, Peter Connolly, and HMIE Associate Assessors would visit the college in September. The Committee noted that this new process was a move towards more self-evaluation and provision of hard data.
- It was noted that a refresh of the Teaching Enhancement Moodle site was underway, so that all resources would be directed into a single point of contact. The Teaching Enhancement Lecturers would focus on supporting new staff induction from 2017/18.
- The Committee was aware that Education Scotland had been commissioned by SFC to undertake a review of all Colleges in relation to their partnership with Scottish Credit and Qualifications Framework (SCQF) and the credit ratings for courses. This process was on-going and it was anticipated that the outcome would be known in the autumn.

LM217 STUDENTS ASSOCIATION UPDATE (LM198)

The President of the Students Association provided the Committee with a report from the Students Association.

.1 Activity Report

The Committee noted the following:

- The President tabled a paper which provided an update on progress with the 'You said, we did' process. The Committee welcomed this report and noted the actions taken.
- A new President had been elected for next session and Vice Presidents had been elected at the Paisley and Clydebank Campuses. However, no students had come forward for the Vice President post at the Greenock campus. The Students Association were working hard to encourage students to come forward for this post.
- Members of the Students Association had attended a SPARQS/NUS Scotland event in relation to 'How good is our College'. Two main themes had emerged: the need for a Student Partnership Agreement; and the need for the Students Association to have staff members who worked exclusively for the Students Association. In relation to the development of

a Student Partnership Agreement this would be discussed later in the meeting – see LM219 below.

- The President tabled a paper setting out a business case for the appointment of a Development Officer who would work exclusively for the Students Association. At present the Students Association (SA) worked closely with staff in the Student Services, but these staff were not dedicated to the SA and had other duties as well. The SA were of the view that they had now reached the point where they needed a dedicated member of staff to help run the SA, to make it more pro-active rather than reactive, and to provide continuity given that the SA Officers only held post for a relatively short period of time.

In considering this request the Committee was supportive of the SA but was also aware of the overall financial position of the College. There were many competing factors to be taken into account. It was **agreed** that the Vice Principal Educational Leadership would take this paper to the next meeting of the Executive Management Team for consideration. The budget for next session would be discussed at the next Board meeting in June and this business case would be considered as part of the overall budget setting process.

[Action: SG]

.2 Financial Report

The Committee noted a report on the income and expenditure of the Students Association for the period 1 August 2016 to 2 May 2017, which showed that there was a small sum of money remaining which would be retained as a contingency to meet any further outstanding expenditure.

LM218 STUDENTS ASSOCIATION BUDGET 2017/18

The Committee noted that it was proposed that the budget for the Students Association be increased from £82,000 to £83,000 in 2017/18. The Committee supported this increase and

RECOMMENDS to the Board that the budget for the Students Association in 2017/18 be set at £83,000. **[Action: GMcA]**

LM219 STUDENT PARTNERSHIP AGREEMENT (LM203)

The Committee noted the draft Student Partnership Agreement 2017-2020 which had been developed in collaboration with students, staff, the Students Association and external partners. The aim of this Agreement was to formalise the commitment between the College and the Students Association to develop a strong, robust, effective and autonomous Students Association. The Committee welcomed this report and endorsed the direction of travel. The Agreement was still developing and the next edition would be brought to the Board at its meeting in June. **[Action:**

SC]

LM220 CORPORATE PARENTING PLAN (LM196)

The Committee noted that the legislation, the Children and Young People (Scotland) Act 2014, placed certain duties on Colleges as Corporate Parents to care experienced young people until their 26th birthday. This legislation made it clear that the corporate parent was the whole organisation and it was required to prepare, keep under review and publish a Corporate Parenting Plan. The Corporate Parenting Plan had been developed and the Committee considered the information it contained. It was known that traditionally this group of students had a high non-completion rate in the College and so certain actions had been identified to try and address this. The Student Advisory Team were the first point of contact for students and had already agreed the action they needed to take in relation to this matter.

In discussion it was queried what impact the Named Person scheme proposed by the Scottish Government might have on this. If this scheme did proceed then this person would be someone from a local authority and would be in addition to the individual identified by the College as the Named Person.

The Committee welcomed this report and noted that the Board would receive a presentation on Corporate Parenting at its meeting in October so that it was clear what its responsibilities were in relation to this matter. The next edition of the Corporate Parenting Plan would be provided to the Board at its October meeting.

[Action: SC]

LM221 STUDENT SURVEY RESPONSE RATES (LM202)

The Committee was pleased to note that the response rate for the second student survey of the session had increased from the previous year. It was noted that some of the questions were set by the SFC so that comparisons could be made across the sector. The remainder of the questions were specific to the College and would be used to identify local issues that needed attention. The Quality, Learning and Teaching team were currently reviewing the responses received and an analysis of the feedback obtained would be brought to a future meeting. The Committee welcomed the increase in the response rate.

LM222 EXPANSION OF FREE EARLY LEARNING AND CHILDCARE

The Committee noted that the Scottish Government had made a commitment to increase free early learning and childcare hours for all three and four year olds. The College was currently the largest provider of early learning and childcare education in Scotland and would receive additional funding to help increase the provision of education in this field. The College team was well connected with various local authorities who were able to provide student placements and potential employment opportunities once the students were qualified. The College would continue to work in partnership with the local authorities and would increase the number of student places on the early learning and childcare courses, as well as increasing the range of courses

offered in this subject area. There was a move to increase part-time provision for students wishing to undertake these courses. The Committee welcomed this information.

LM223 RISK

The Committee noted the strategic risk register and **agreed** it had no further comment to add.

LM224 DATES OF MEETINGS IN 2017/18

The Committee noted the proposed dates of its meetings in session 2017/18, these being:

20 September 2017 at the Clydebank Campus

15 November 2017 at the Greenock Campus

28 February 2018 at the Paisley Campus

23 May 2018 at the Clydebank Campus

All Wednesdays starting at 4.00 p.m.

The Chair indicated that he had a difficulty with the September date and this would be investigated further. The Committee would be notified of the confirmed dates once final agreement was reached. **[Action: GMcA]**

Secretary's Note: subsequent to the meeting it was agreed that the Committee would meet on 20 September 2017 and the Vice Chair, Jacqueline Henry, would chair the meeting.

DRAFT

ESTATES COMMITTEE

MINUTES: 30 May 2017

Present: Nick Allan (in the Chair), Audrey Cumberford, Keith McKellar and John McMillan.

Apology: Andrew Hetherington

Attending: David Alexander (Vice Principal Operations), Stephanie Graham (Vice Principal Educational Leadership), Alan Ritchie (Director of Finance and Estates), Peter Thorne (Head of Estates) and Douglas Wilson (for the Secretary to the Committee).

EM216 DECLARATION OF INTERESTS

Audrey Cumberford, John McMillan and David Alexander declared an interest as Trustees of the West College Scotland Foundation.

EM217 MINUTES

The minutes of the meeting held on 28 February 2017 were approved as a correct record. It was noted that para EM204.1 Paisley would be redacted from the public minute due to the content being restricted under the Freedom of Information Act as being commercially sensitive. **[Action: GMcA]**

EM218 ACTIONS FROM THE MINUTES

The Committee noted the actions taken since the last meeting. In addition, it was noted that the Chair was unable to attend the next meeting of the Sustainability Group but would be invited to its next meeting. **[Action: AR]**

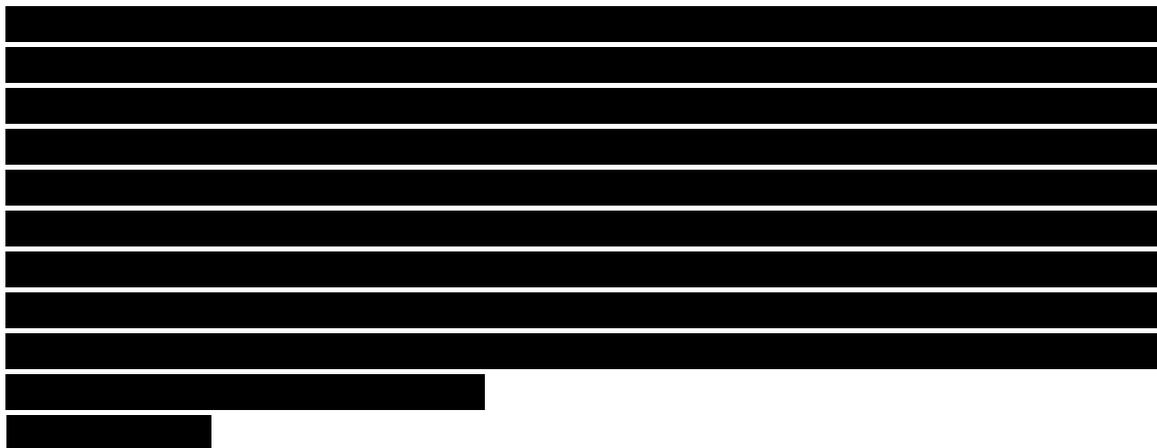
EM219 MATTERS ARISING

.1 Inchinnan /Oakshaw Project - update (EM207) - The Head of Estates provide a verbal update on the progress of the project which comprised an agreed budget of c£1.5m and would be progressed as a number of separate phases with only one phase likely to be over the £250k procurement threshold. The first phase of the project was due to start on 5 June and it was anticipated that a significant amount of the project work would be done over the summer period with a completion date scheduled for October 2017. It is intended that there will be limited interruption to curricular activity. The Committee noted the update and that a further update would be provided to the next meeting.

[Action: PT]

.2 Dumbarton Hub – Lease Update (EM209) - The Director of Finance and Estates provided a verbal update on ongoing negotiations with respect to

serving the required 6 months' notice with respect to the termination of the lease of The Hub, High St, Dumbarton. The Committee noted the update and that further updates would be provided as required. **[Action: AR]**



EM220 EMERGING OPPORTUNITIES (EM204)

The Vice Principal Operations provided the Committee with a verbal update on a range of estates matters across the College's main campuses. The College had undertaken, and continued to undertake, a significant programme of engagement with partners in seeking to progress emerging estates opportunities and models. Specific updates were provided in relation to:

- the leisure centre development at Queens' Quay, Clydebank and the future operating model for The Hub in Dumbarton
- continued engagement with Renfrewshire Council in terms of Paisley 2021 UK city of culture bid and ongoing discussions with the local community trust with respect to community arts and leisure proposals; and
- collaborative opportunities within Greenock, with a particular focus on the sporting and educational facilities being considered as part of the emerging development being proposed for Cappielow Stadium and the surrounding area

The Committee noted the update and would continue to be provided with reports on emerging opportunities.

EM221 GREENOCK OUTLINE BUSINESS CASE (EM213)

The Vice Principal Operations provided the Committee with a verbal update on the outline business case for Greenock campus which had been submitted to the Scottish Funding Council (SFC). It was confirmed that all information requests of the College had been provided to the SFC and they had advised that a meeting was to be scheduled to consider next steps. An update would be provided to the next meeting of the Committee. **[Action: DA]**

EM222 ROOM UTILISATION SURVEY (EM207)

The Head of Estates provided the Committee with a summary of the principle findings of the room utilisation survey undertaken in March 2017. The surveys continued to be undertaken in accordance with the methodology recommended by the Scottish Funding Council and the information was required as part of any future estate planning.

It was acknowledged that the College now had space utilisation trend data for the last 4 years which showed a largely consistent trend across each campus. It was recognised that the College required to further consider how it could improve the utilisation of its facilities. Further discussions would be held with staff regarding how that may be progressed for 2017/18 academic year recognising that the current Inchinnan/Oakshaw project would have a positive impact on utilisation rates. The Committee noted the information and that it would continue to receive further updates.

EM223 ESTATES MAINTENANCE PLANS 2016-2021 (EM208)

The Director of Finance and Estates provided an update on a range of estates management matters including the following:

- Scottish Funding Council (SFC) estate maintenance final funding settlement – the SFC had confirmed the final estates funding allocation for 2017/18 of £1.976m, a slight increase from the indicative 2016/17 funding allocation of £1.973M previously announced by the SFC – however this represents a significant reduction of £449,000 (18.5%) when compared to the final total allocation of £2.425m received during 2016/17.
 - The estate maintenance funding continues to be allocated on an activity basis rather than on an as needs basis pending completion of a sector wide building conditions survey now scheduled to be completed by the SFC at end July 2017. The SFC has advised that it is their intention to use the results of this survey to inform estates maintenance funding from 2018/19.
 - 5 year maintenance planning – the Committee were provided with details of the expenditure for 2016/17 and forecast expenditure for the 5 years until 2021/22. The forecast had been developed on the basis of no increase in SFC funding from 2017/18 levels and a reduction in the amount of cash resource (arising from net depreciation) that may be available to the College. The College would continue to engage with the SFC on all funding matters and continue to refine the maintenance plan based on estates needs against the limited available funding
 - Carbon Management/Sustainability – an update was provided on current activities including the process for the preparation of the 2016/17 carbon management outcome report
- [Action: AR]**

EM224 ESTATES PERFORMANCE INDICATORS (EM208)

The Director of Finance and Estates provided an update on progress in developing estates performance indicators together with an update on progress made as part of a college benchmarking group.

In terms of performance information 4 key indicators had been developed – age of college estate, estates PIs, energy performance and carbon dioxide emissions and costs of running the college estate. In terms of the preparation of the college's corporate performance dashboard the Committee agreed that the first 3 of those indicators should be incorporated into the dashboard for further consideration by the Board of Management.

[Action: AR]

The Committee previously noted that the College had been invited to attend a benchmarking club which comprised 3 other colleges – Edinburgh, Forth Valley and Dundee and Angus colleges. The College continued to work with those colleges to develop standard and comparable performance indicators. Some initial data was provided in the report and work would continue to refine and develop this benchmarking information.

EM225 MONITORING OF THE REGIONAL OUTCOME AGREEMENT OBJECTIVES (BM338)

The Board of Management had agreed that each Committee should monitor progress on areas of the 2016/17 Regional Outcome Agreement (ROA) for which they had responsibility and provide a report on progress to the Board.

The Vice Principal Operations provided a report on the ROA process and asked the Committee to consider the progress that had been made in relation to those ROA areas for which this Committee had responsibility. Those related to:

- Development and approval of a Carbon Management Plan
- Approval of an Estates Strategy 2016-26
- Completion of an options appraisal and outline business case for Greenock campus
- Seeking significant investment for the Paisley estate and to progress an options appraisal and outline business case

The Committee agreed that effective progress had been made against each of the key ROA areas and this evaluation should be incorporated in the report to the Board of Management.

[Action: DA]

EM226 STRATEGIC RISK (EM210)

The Committee noted the updated strategic risk register and endorsed the register for consideration by the Audit Committee and subsequently the

Board.

[Action: AR]

EM227 PROPOSED COMMITTEE MEETINGS DATES 2017/18

The Committee considered the proposed Committee dates for 2017/18 and approved those dates subject to the May 2018 meeting date being Tuesday 29 May 2018.

[Action: GMcA]

EM228 SCHEDULE OF BUSINESS 2016/17 (EM211)

The Committee noted its Schedule of Business for 2016/17 including likely business to be dealt with at its first meeting of the 2017/18 academic year.

EM229 NEXT MEETING

Tuesday 12 September 2017 at 4.00 p.m. at the Greenock Campus.

[Redacted]

[Redacted]

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TITLE: FINANCE AND GENERAL PURPOSES COMMITTEE
Draft Minutes of the meeting held on 6 June 2017

Action: There are 2 recommendations and a number of matters for report.

.1 Recommendations

- i. FPM132 Revised Committee Remit** – in light of the move to the Scottish Government’s banking service operated by the Royal Bank of Scotland the Committee revised its remit and now **RECOMMENDS** to the Board that its remit be amended as proposed in Annex 1.

- ii. FPM140 Budget 2017/18 and Financial Strategy** – the Committee **RECOMMENDS** to the Board that the Budget for 2017/18 be approved as presented.
[This matter will have been discussed earlier in the meeting at agenda item 6.]

.2 Matters for Report

FPM131.1 New Banking Arrangements – the Committee noted that the College had now moved to the Scottish Government’s banking service and there would be no change in the liabilities for Board members as a result of this move.

FPM133 Vice Principal Update – the Vice Principal Operations updated the Committee on a range of matters including progress with National Bargaining and the funding settlement from SFC for 2017/18. These matters will be discussed earlier at the Board meeting as further updates on progress will be provided.

FPM134 IT Strategy Update – the Committee welcomed a report from the Director of IT which confirmed that no College devices had been affected by the recent cyber attack.

FPM138 Overview of College Pension Schemes – the Committee noted the annual report on the pension schemes currently operated within the College. The total cost to the College of operating the pension schemes was £4.7M in 2016/17, which represented 12.2% of the total salary spend.

Lead: Joyce White, Chair, Finance and General Purposes Committee

Status: Open

DRAFT

FINANCE AND GENERAL PURPOSES COMMITTEE

MINUTES: 6 June 2017

Present: Joyce White (in the Chair), Audrey Cumberford, John Leburn, Keith McKellar.

Attending: David Alexander (Vice Principal Operations), Alan Ritchie (Director of Finance and Estates), David Black (Director of IT), Vivienne Mulholland (Head of Finance and Student Funding), Gwen McArthur (Secretary to the Committee).

FPM129 DECLARATION OF INTERESTS

Audrey Cumberford and David Alexander declared an interest as Trustees of West College Scotland Foundation.

FPM130 MINUTES

The minutes of the meeting held on 7 March 2017 were approved.

FPM131 ACTIONS

The Committee noted a report on actions taken since the last meeting, including an update on the following matters:

.1 New Banking Arrangements (FPM122)

The Director of Finance and Estates informed the Committee that the College now had a current account with the Scottish Government's bankers, the Royal Bank of Scotland. There were no plans at present to move to a pooled arrangement for all colleges. It was noted that there would be no change in the liabilities for Board members as a result of this move. The Committee welcomed this information.

.2 Oakshaw/Inchinnan Project (BM361; FPM128)

The Committee was pleased to note that the Board had approved the planned investment in the Oakshaw/Inchinnan Project at its meeting on 27 March 2017. The project was now underway and was likely to be completed during October 2017.

FPM132 REVISED COMMITTEE REMIT (FPM116)

The Committee considered proposed revisions to its remit which were necessary in the light of the move to the Scottish Government's banking service operated by the Royal Bank of Scotland. The Committee endorsed these changes and

RECOMMENDS to the Board that its remit be amended as proposed in Annex 1.

[Action:

GMcA]

FPM133 VICE PRINCIPAL UPDATE (FPM119)

The Vice Principal Operations provided the Committee with an update on a range of matters relating to the financial position of the College including the following matters:

- Discussions had been held with SFC and it looked likely that the College would be allowed to use the net depreciation funds as planned in support of strategic priorities as previously agreed.
- The College team had also continued to discuss with the SFC the matter of the College being able to secure commercial contracts through open tendering process despite generating deficit annual accounts due to the use of net depreciation funds and other technical accounting adjustments. This would require the SFC to provide written confirmation of the College's ability to meet the conditions of the contract in order to secure it. This matter was still under consideration by the SFC.
- The SFC had made a further and final announcement on 5 May 2017 regarding the funding the College would receive in 2017/18. The College would receive an increase in overall core income to reflect the fact that the College had been asked to deliver an additional 1,269 credits in relation to the provision of childcare places; estates maintenance income had increased by £2,404; there was no change to European Social Fund income; student support funding had increased by £40,702, mainly to reflect the increased demand arising from the additional 1,269 of credit activity that the College had been asked to deliver. It was noted that 2017/18 funding for the College was only 0.18% more than in 2016/17, which was insufficient to address the key issues the College was facing.
- The Vice Principal Operations and the Director of Finance and Estates had held a number of meetings with SFC staff to continue to impress upon them the need for sufficient funding to address the key issues the College was facing. One of these was the need to invest in the College estate.
- It was also noted that the SFC had not agreed to fund the Voluntary Severance (VS) Scheme that the College had submitted. SFC had approved the VS scheme in principle but had not allocated any funding towards this. SFC had asked for further information regarding the need to introduce such a scheme. This had been provided and the Principal had asked for a further meeting with SFC to clarify the position and to determine if any funding support might be forthcoming.
- The Committee noted an update on progress in relation to National Bargaining and the 2017/18 annual pay claim. The Vice Principal provided a summary of the areas where agreement in principle had been reached so far, but it was noted that there were some areas where agreement had not been reached yet. The strike action taken by EIS had been suspended and

discussions were continuing. However, there were concerns that some colleges could not afford to meet the cost involved of the National Bargaining. The Employers Association had met with the Deputy First Minister the previous week where the issue of funding for any final agreement in relation to National Bargaining had been discussed. At this stage it seemed unlikely that the Scottish Government would provide further funding during 2017/18 to support a National Bargaining agreement, although it had been indicated that consideration would be given to the longer term funding position. Further clarity in relation to the Scottish Government position was awaited. Should there be no further Scottish Government funding made available in order to support a national agreement then any cost arising from this would require to be borne by the College.

The Chair thanked the Vice Principal Operations for his report.

FPM134 IT STRATEGY UPDATE (FPM120)

The Director of IT provided an update in light of the recent cyber attack on IT systems, which particularly affected the NHS. The Committee was pleased to note that no College devices were affected by this recent attack.

The Committee also noted a progress report on the implementation of Skype for Business within the College. A draft project plan had been prepared and a budget agreed [REDACTED]

[REDACTED] Skype for Business would be used for teaching purposes as well as to meet business needs, so it would be a change and improvement project for the College. The Director of IT informed the Committee that he would address the Scottish College Information Leads at a meeting to be held at College Development Network in the near future regarding the benefits of using Skype for Business. The Committee noted the progress made to date.

FPM135 SFC RESOURCE RETURN APRIL 2016 TO MARCH 2017

The Committee noted the resource return for the period April 2016 to March 2017 which had been submitted to the SFC. This was one of the key reports submitted to SFC and provided a summary of College expenditure during this period. It was noted that SFC compiled the information from all the college returns and submitted this to the Scottish Government. The Committee welcomed this information.

FPM136 MANAGEMENT ACCOUNTS TO 30 APRIL 2017 (FPM121)

The Committee received the Management Accounts for the nine months to 30 April 2017. It was noted that the Management Accounts were forecasting a small operating surplus of £43k (after accounting adjustments) but also a financial deficit of £1,129k for the year to 31 July 2017. However, this did

not take into account the pension valuation at the end of the year which could increase this deficit.

The Committee noted that the College continued to maintain an operating position in line with the approved budget for 2016/17 and **approved** the Management Accounts for the period to 30 April 2017.

FPM137 COLLEGE PERFORMANCE DASHBOARD REPORTING

The College was in the process of developing a corporate performance dashboard and each Board Committee had been asked to consider the key performance data that it would wish to have included in this dashboard. In order to aid discussion three possible areas for inclusion in the dashboard were proposed: the overall financial performance of the College; cash and working capital management; and cost control. These indicators were monitored monthly and were included in the Management Accounts reports. In discussion it was noted that these performance measures were mainly related to historical data and it would be useful to include some forecast data. Also some information on staff salaries should be included. The Committee **agreed** that the performance measures proposed, plus the others identified above, should be further developed for inclusion in the corporate performance dashboard.

[Action: AR]

FPM138 OVERVIEW OF COLLEGE PENSION SCHEMES

The Committee received the annual report which provided an overview of the pension schemes currently in operation within the College. It was noted that the number of staff in the pension schemes had increased. The total cost to the College of operating the pension schemes was £4.7M in 2016/17, which represented 12.2% of the total salary spend. The pension costs had been built into the budget. The Committee noted this information.

FPM139 STUDENTS ASSOCIATION BUDGET 2017/18

The Committee was informed that the Learning, Teaching and Quality Committee had considered the budget for the Students Association at its meeting in May. It had supported the proposal that the budget for the Students Association for 2017/18 should be set at £83,000, which represented a small increase on the budget for 2016/17. This would be brought to the next meeting of the Board for approval.

FPM140 BUDGET 2017/18 AND FINANCIAL STRATEGY

The Committee considered the proposed Budget for 2017/18 and the 5 year Financial Strategy (2017/18 – 2021/22) for the College. The overall Budget position for 2017/18 showed an operating budget of £1,517,000. A small operating surplus of £39k (after accounting adjustments) was forecast, which was effectively a break even operating position, but this was offset by

a forecast financial deficit of £1,490k for the year to 31 July 2018. The Committee was reminded that the top spending priorities for the College remained as: loan repayments; student support; and estates maintenance.

In discussion the following points were raised:

- The budget had assumed that the College would receive additional funding to meet the increase in staff salaries agreed through National Bargaining. However, if the College did not receive any additional funding then it would have to meet these costs itself and the budget would have to be revised in order to take this into account.
- The Estates Strategy highlighted the need for funding of £34M over the next 10 years just to maintain the current estate holding. This did not include any funding for making significant improvements or refurbishing.
- The Financial Strategy also included information on the investment in IT over the next 5 years. This funding would be to maintain the current level of investment and did not include any funding to make significant improvements.

[REDACTED]

- It was likely that income through the European Social Fund would cease at some point in the near future. SFC were aware of this and were currently considering how best to address this.
- The College team were continuing to work with the SFC to address the financial issues arising from the budget and the future financial projections for the College.

[REDACTED]

The Committee **agreed** that it was satisfied with the Budget for 2017/18 but it would ask the Senior Management Team to look again at the 5 year Financial Strategy bearing in mind the points raised above and bring this back for further consideration to a future meeting.

[Action: DA; AR]

The Committee

RECOMMENDS to the Board that the Budget for 2017/18 be approved as presented. **[Action: DA; AR]**

The Committee thanked the Vice Principal Operations, The Director of Finance and Estates and their team for all their hard work in providing this information.

FPM141 GOVERNANCE COMPLIANCE AND REGIONAL OUTCOME AGREEMENT

The Committee noted a report on how the College had complied with the various governance and reporting requirements placed on it, including:

- The Financial Memorandum with SFC
- The Scottish Public Finance Manual (SPFM)
- The Code of Good Governance.

The Report also demonstrated how the Committee had met its requirements in relation to the relevant areas of the Regional Outcome Agreement. The Committee welcomed this report and thanked the team involved for all their hard work in ensuring compliance with all the relevant requirements.

FPM142 STRATEGIC RISK REGISTER (FPM125)

The Committee considered the Strategic Risk Register. In discussion the Committee noted that the mitigating actions and controls had been reviewed and updated throughout the year to reflect the actions taken. It was also noted that the Operational Plan was currently being updated and the risk register would be updated again in light of this. The Committee had no further comment and noted the Strategic Risk Register.

FPM143 DATES OF MEETINGS IN 2017/18

The Committee **agreed** it would meet on the following dates in 2017/18:

19 September 2017

21 November 2017 **at 2.00 p.m.**

6 March 2018

5 June 2018

All Tuesdays starting at 4.00 p.m. **except** the November meeting, which will start at 2.00 p.m. and will be followed by the Joint meeting with the Audit Committee at 4.00 p.m.

FPM144 AUDIT STRATEGY MEMORANDUM 2016/17

The Committee noted the Audit Strategy Memorandum from the new external auditors, Mazars, for the review of the Financial Statements 2016/17. This would also be presented to the Audit Committee at its meeting later in the week.

FPM145 SCHEDULE OF BUSINESS 2016/17

The Committee noted its schedule of business for 2016/17.

FPM146 JOYCE WHITE

This was the last meeting for the Chair of the Committee, Joyce White. On behalf of the Committee the Chair of the Board paid tribute to the significant role that Ms White had undertaken as Chair of this Committee and thanked her for her contributions and advice to the Committee.

FPM147 NEXT MEETING

Tuesday 19 September 2017 at 4.00 p.m.

GMcA/13.06.17/Draft v2

Annex 1

West College Scotland

Board of Management

Finance and General Purposes Committee

Statement of Purpose

The Board provides the principal governance mechanism through which activities are managed in accordance with legislation and regulations, as well as ensuring that systems are in place to provide efficiency, effectiveness and economy. However, the Board has delegated some of its responsibilities to certain committees.

The main purpose of the Finance and General Purposes Committee will be to approve all key decisions taken in relation to finance, procurement, information technology and matters of a general nature that do not fall to other standing Committees. The Committee will further ensure that all areas of the College's financial performance, procurement and information technology are subject to best practice controls and review, ensuring solvency, sustainability, efficiency and innovation.

1. Remit

Finance

- To advise the Board of Management on key issues of the College's financial and resource management including:
 - solvency of the College
 - ~~the College cashflow cash situation in relation to agreed banking arrangements~~
 - effectiveness and appropriateness of the utilisation of College resources
 - Financial Strategy
- To review and approve the Financial Regulations on an annual basis, or more frequently if required.
- To consider and advise the Board on:
 - financial forecasts and budgets in relation to the West Region Outcome Agreement.
 - any relevant taxation issues
- To consider the College's annual financial statements (at a joint meeting of the Audit and Finance and General Purposes committees).
- To monitor:
 - the College's financial performance against agreed budgets and make recommendations on major variations
 - all income
 - all material financial issues
 - monthly management accounts.

- To advise the Board on investments and borrowing and to seek appropriate external advice.
- To ensure adherence to statutory requirements related to the College's financial affairs and compliance with the Financial Memorandum, Scottish Public Finance Manual (SPFM), and related guidance.
- To receive a regular report on bad debt write offs
- To consider, review and recommend to the Board, pension arrangements for College staff, in consultation with the Organisational Development and HR Committee.
- To receive an annual update on banking arrangements, including Scottish Government banking arrangements and to annually approve the bank signatories. - ~~approve banking arrangements / signatories annually~~

Information Technology

- To agree and approve IT strategy and policies, ensuring these support the priorities and outcomes of the College;
- To advise the Board of Management on key issues relating to the College's information technology.
- To consider and promote the effective and efficient use of IT services.
- To consider information technology initiatives and innovations for use within the College, the resources required to implement these and to identify risks and opportunities associated with proposals.

Procurement

- To agree and approve financial regulations which ensure compliance with legal obligations in respect of tendering and contract procedures
- To agree and approve procurement strategy and policies that reflect best practice, ensuring these support the priorities and outcomes of the College and the achievement of efficiencies.
- Approve the awarding of contracts above £250,000
- To support development of:
 - supplier management and contract monitoring
 - electronic procurement systems
 - procurement performance management systems
 - collaborative opportunities

Risk

- To consider risk relating to the matters that fall within the Committee's remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.

General Purposes

- Any other factors as required by the Board of Management

2. Membership

Membership of the Committee will comprise:

Three members of the Board of Management, one of whom will Chair, and the Principal.

Attending:

Vice Principal Operations

The Director of Finance and Estates

The Director of Information Technology

The Committee is empowered to invite other members of the Senior Management/Executive team to attend meetings of the Committee.

The Committee is empowered to co-opt additional members, subject to approval by the Nominations Committee.

Chairs of other Committees can attend the meetings, with the approval of the Chair of the **Finance and General Purposes Committee**.

Committee members will be appointed to serve a four- year term, or for the period of their term of office.

The Chair of the Board of Management will be an ex- officio member of the Committee

3. Frequency of Meetings

Normally will meet four times per year, but at least three times per year. Additional meetings will be convened as necessary.

4. Quorum

A quorum will be two members of the Board of Management.

5. Secretariat

Secretary to the Board of Management.

Papers for meetings will be sent out 7 days in advance of meeting.

The Committee will report to the Board of Management and the minutes of its meetings will be circulated to the Board for information.

6. Review

The Remit will be subject to review annually

Approved by the Board of Management - 5.12.16

[Revised 6.06.17](#)

TITLE: STRATEGIC RISK REGISTER

Background: Under the Corporate Governance Code the Board of Management is tasked with ensuring that an appropriate framework of risk management and control is in place.

This paper is designed to assist in fulfilling the above remit by:

- Presenting to the Board of Management the considerations of Board sub-Committees and the College Senior Management Team regarding the current Strategic Risk Register; and
- Providing a summary of other assurances regarding the adequacy of the management of risk within the College.

Action: The Board of Management is requested to review and approve the strategic risk register and consider:

- Whether they are content with the risks included in the register;
- The risk rating both pre and post mitigation;
- Whether any of the risks should be considered for removal; and
- Whether any new risks should be considered for inclusion.

Lead: David Alexander, Vice Principal Operations

Status: Open

1. Risk Management Strategy

- 1.1 The West College Scotland Risk Management Strategy was approved by Board of Management on 5 October 2015. The Strategy covers the period 2014-17 and was reviewed by the College Executive in December 2016 with no material amendments being made.
- 1.2 The Risk Management Strategy is owned and led by the Board of Management and requires that the College Strategic Risk Register is reviewed and updated through consideration by all Board sub-committees, with the Senior Management Team having responsibility for the implementation and co-ordination of risk management and the ongoing review of risks and mitigations.

2. Considerations of Board Sub-Committees and Senior Management Team

- 2.1 In reviewing the strategic risk register the Senior Management Team have taken into account feedback from recent cycle of Board sub-Committee meetings (up to April 2017)
- 2.2 The considerations at Board sub-Committee meetings included:
- Nominations Committee – 27 February 2017
The Committee considered the main risk to be the failure to attract suitable candidates to apply to join the Board and how this might impact on the gender balance of the Board. The Committee was clear that it needed to consider its recruitment process in order to attract good candidates. The Committee was also clear that it needed to appoint the best candidate for the post, rather than be driven by other factors. In terms of mitigating actions, the Committee was currently developing its recruitment and retention plan, and would seek advice from other professional organisations on how to achieve the best outcome for the Board and its Committees.

This risk was considered by the Audit Committee at its June 2016 meeting. However, the risk also needed to consider how the Board performed, i.e. is it effective, rather than just its ability to attract good quality candidates. This will then be scored appropriately and will be considered further by the Board of Management as to whether risk should be added to the register.

- ODHR Committee – 15 March 2017
The Committee considered the Strategic Risk Register. While the Committee agreed with the risks identified it was of the view that perhaps some of these could be phrased in a different way to make the risks less technically focussed and more people-oriented so that it would be clear that matters relating to staff and students were included in the risk register. It was accepted that the risks identified relating to financial and estates matters did impact on staff and students, but perhaps some re-wording might change the emphasis. It was agreed that the Committee members give some further thought to this for the next meeting.

The College Senior Management Team will await the future deliberations of the OD&HR Committee before making any changes to the current Risk Register.

- Estates Committee - 28 February 2017
The Committee noted the updated strategic risk register and endorsed the register for consideration by the Audit Committee and subsequently the Board.
- Finance and General Purposes Committee – 7 March 2017
The Committee considered the Strategic Risk Register. In discussion the Committee was of the view that Risk 3, the impact of SFC funding changes, should be rated a higher risk and probably the top risk that the College faced. There was also some concern regarding the potential impact of National Bargaining and the ability of the College to meet the increased costs. It was agreed that the risk register be reviewed in light of these comments.
- Audit Committee – 8 June 2017
The Committee consider the Strategic Risk Register and the feedback received from other Committees. The Committee considered the implications of the recent cyber-attack on a number of public bodies and whether the current risk register had sufficient emphasis on such a material risk to the College. The College management team were requested to review either the current risk description (11) or to consider inclusion of new risk regarding cyber security.

The Audit Committee also considered the output from a number of reports including:

- External Audit Strategy Memorandum 2016/17;
- Governance Compliance and ROA Outcomes; and
- Internal Audit Reports - Workforce Management / Curriculum Planning / Estates and Asset Management.

It was agreed that no matters arising from this report required inclusion within the Strategic Risk Register at this time.

- 2.3 The top three risk have the same pre mitigation (20) and post mitigation score (16) but in light of the review by the Finance and General Purposes Committee in March, risk 3 was moved to risk 1 in the current version of the Strategic Risk Register.
- 2.4 The above Committee consideration and review by the College Senior Management Team have resulted in:
- The risk of the impact of changes in the SFC funding moving to the highest risk faced by the College; and
 - A number of the mitigating factors being updated based upon recent internal audit reports for example Workforce Planning, Curriculum Planning and Estate and Asset Management.

2.5 National Pay Bargaining is still considered to be in a highly fluid situation and no movement in the current pre or post mitigation risk score is proposed at this time. This of course will be reviewed as the outcome of current negotiations become clearer.

2.6 Based on previous discussions the following risks have not been included in the Strategic Risk Register but have been recorded below for future consideration:

- Consideration of the potential impacts of Brexit upon the College

3. West College Scotland Risk Management - Further Assurance

3.1 In line with the College Risk Management Strategy, risk management training has been arranged for the next level of management within the College. The training will build on the Board and Senior Management Training undertaken during 2016. The training will be based around the requirement that Departments consider risk as part of their operational planning and review process. The training will be externally facilitated and will enable participants to gain an understanding of how operational risks are identified, quantified and mitigated.

3.2 The Audit Committee requested further training is arranged for the early part of session 2017/18 to update Board members on the Risk Management Strategy and overall risk appetite of members.

4. Conclusion

4.1 The Board of Management is requested to review and approve the strategic risk register and consider:

- Whether they are content with the risks included in the register;
- The risk rating both pre and post mitigation;
- Whether any of the risks should be considered for removal; and
- Whether any new risks should be considered for inclusion.

WEST COLLEGE SCOTLAND STRATEGIC RISK REGISTER 2016/17

Risk No.	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
			Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
1	1,2,3,11	Impact of SFC funding changes including credit, European, ELS, student support and estates maintenance funding.	5	4	20	1) Financial scenario planning undertaken along with development of 5 year financial plan 2) Robust budgetary / forecasting including production of monthly management accounts 3) Board and Committee oversight and review of remits 4) Estates Strategy including objective to improve / rationalise the College estate 5) Alternative income group reporting to Commercial Development Committee 6) Robust monitoring of current and future curriculum delivery plans (CMAP) including staffing needs 7) Significant work undertaken to embed Workforce Planning into College operations / planning. Positive internal audit report highlighting solid base position. 7) On going discussions and modelling with SFC 8) Active involvement in external review groups - Credit review, Access and Inclusion, Student Funding	4	4	16	VP Operations / VP Educational Leadership
2	1,2,3,11	Failure to secure estates capital funding for future investment or refurbishment	5	4	20	1) Approved Estate Strategy which has been subject to positive review by internal audit. 2) Continued full engagement with SFC which has resulted in an additional £0.9m of estate funding being secured for 2016/17 3) Participation in SFC/sector Capital Working Group 4) Submission of Outline Business Case for Greenock campus to SFC; awaiting review. 5) Development of draft Outline Business Case for the future development of the Paisley campus.	4	4	16	VP Operations
3	1,2,3,11	Business case for development of estate are delayed, impacting upon ability of College to recruit students / retain staff.	5	4	20	1) The College continues to actively engage with SFC, SFT and other key stakeholders. 2) Approved Estate Strategy (ES) highlights required estate investment for consideration by SFC and Scottish Government. ES submitted to SFC for consideration. 3) Option Appraisal and Outline Business Case considering future options for College estate in Greenock submitted to the SFC. 4) SFC agreement that Outline Business Case can now be undertaken for College estate in Paisley. 5) Ongoing prioritisation of College estates funding in a way which links to priority projects, with update reports being provided to each meeting of the Board of Management Estates Committee. 6) Ongoing involvement in sector/SFC capital working group enables WCS input to ongoing discussions re SFC estates maintenance allocation methodology and capital allocations.	4	4	16	VP Operations

Risk No.	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
			Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
4	3, 11	Impact and outcomes of National Pay Bargaining for both teaching and support staff	6	3	18	<ul style="list-style-type: none"> 1) WCS representation and involvement in national college Employers Association; sector Workforce for the Future working group, which is considering the future teaching and support staff roles required by colleges; and national joint negotiating committee (NJNC). 2) Financial impact assessment / planning scenarios. 3) Planning for impact of industrial action, with business continuity plans in place. 4) Local trade union negotiating committees for support and teaching staff continuing to meet on an ongoing basis in order to maintain positive College industrial relations. 5) Robust college sector and WCS communication plan. 6) Local workforce planning arrangements subject to positive internal audit review (May 2017) 	6	2	12	Principal
5	1, 3, 5, 6	Unable to meet student targets leading to a failure to deliver stated Regional Outcome Agreement objectives	5	3	15	<ul style="list-style-type: none"> 1) Robust internal monitoring, tracking and reporting procedures in place, including through College operational planning process and ongoing monitoring through the Board of Management and sub-committees. 2) Ongoing monitoring against agreed outcomes. 3) Detailed Curriculum Development Planning and review process. 4) Continued positive engagement with SFC to resolve issues identified. 5) Involvement with SFC advisory group on 'One Plus' 6) Blended approach to delivery of teaching and learning including distance and online learning 7) Curriculum offering is reviewed to ensure employer and student needs are met and appropriate courses delivered 	4	3	12	VP Educational Leadership
6	2, 11	Inadequate business continuity / contingency planning	3	4	12	<ul style="list-style-type: none"> 1) Business Continuity Plans in place 2) Scenario planning for specific threats including bomb threats 3) On going communications to staff of procedures to be followed in the event of an incident 4) Effective security procedures 5) Adequate insurance cover. 6) Embedding of risk assessments 7) Planned preventative measures in place, including alarms. 	3	3	9	VP Operations

Risk No.	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
			Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
7	2, 9, 11	Unable to develop and commence the implementation of an Estates Strategy that achieves the agreed criteria for size, quality, flexibility and carbon emissions	3	4	12	<ul style="list-style-type: none"> 1) Estate Strategy 2016-2026 presented to Board of Management for approval and submission to SFC on 3 October 2016. 2) Plans to improve infrastructure and equipment are in place. 3) Minimise possibility of unplanned closures through regular maintenance of physical assets. 4) On going discussions with funders and other stakeholders to identify potential funding / development opportunities. 5) Conditions survey work undertaken to assist with identification of areas of investment . 6) Internal audit review (May 2017) of Asset Management included positive review of work undertaken to developed the College Estate Strategy 2016-26. 	3	3	9	VP Operations
8	3, 4, 11	Inability to maintain good staff relations	4	3	12	<ul style="list-style-type: none"> 1) Effective HR / System procedures to minimise exposure. Internal audit report on Workforce Planning indicated sound building blocks. 2) Clear communications on progress with action points reviewed. 3) Developed procedures for staff engagement / negotiations 4) Staff feedback sessions "Ask Audrey" / surveys 5) Local trade union negotiation committees in place for teaching and support staff and meet on an ongoing basis 	3	3	9	Principal
9	3, 4,	Failure to implement a systematic approach to workforce planning resulting in lack of appropriate resources and skills to achieve strategic priorities	4	3	12	<ul style="list-style-type: none"> 1) Detailed teaching resource planning through use of curriculum mapping tool (CMAP) 2) Resourcing of support staff structures reviewed on an ongoing basis by Executive Management Team to ensure alignment with operational and strategic priorities 3) Itrent HR and Payroll software developed to provide staff data and reports 4) Professional Development Policies are aligned to strategic priorities 5) Roll out of CPD review process now underway and supports succession planning, leadership development and assists in mitigating the impact of the loss of key staff 6) Internal audit to review workforce planning as part of 2016/17 audit plan 	3	3	9	VP Educational Leadership VP Operations
10	1,2,3,11	Failure to invest sufficient resource (financial / staff) into delivery of Carbon Management Plan resulting in negative publicity for College.	3	3	9	<ul style="list-style-type: none"> 1) Approval of CMP and Board endorsement 2) Specific resource - staff and funding - allocated to allow CMP to be implemented 3) Launch of CMP across the College along with events to publicise CMP commitments 4) Creation of Sustainability Group involving staff and students representatives 5) CMP Plan and targets will be kept under review and revised should further funding become available 6) Funding allocated to allow CMP to be embedded and implemented 	2	3	6	VP Operations

Risk No.	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
			Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
11	2, 3	Failure to maintain or acquire and use IT systems and infrastructure to support strategic improvement in business and learning processes	4	3	12	<ul style="list-style-type: none"> 1) IT Strategy, Policies / Procedures in place and operational 2) Staff and student feedback and evaluation procedures in place and operable. 3) Staff and Student systems access management processes in place and operable. 4) IT Contingency Plan in place with regular review. 5) Embedded IT incident review process. 	3	2	6	VP Operations
12	5, 6, 8, 11	Inability to specify, deliver and implement effectively an approach to generation of alternative income	3	3	9	<ul style="list-style-type: none"> 1) Development of strong partnerships with local employers and stakeholders 2) Development of operation plans 3) Adaption of course portfolio to meet student / employer needs 4) Financial strategy and financial planning 5) Review of resources required within Curriculum Development Planning procedure 6) Annual financial target is agreed and closely monitored by the Corporate Development Committee 	3	2	6	VP Corporate Development
13	1, 3, 5, 6	Normal business activities are unduly affected due to the complexity of sequencing estates investment works	4	2	8	<ul style="list-style-type: none"> 1) Detailed resource planning involving all relevant parties at an early stage 2) Level of investment at a stage where no material impact on activities 3) Knowledge base within current staff to be able to identify issues 	3	2	6	VP Operations
14	1, 3, 5, 8	Investment plans do not reflect future requirements. Sector and/or market expectations do not materialise or are markedly different resulting in changes to future delivery plans.	3	3	9	<ul style="list-style-type: none"> 1) Developed environmental scanning process in place 2) Operational planning process in place linked to resource requests 3) Detailed resource allocation process and ability to address ad hoc requests 	2	3	6	VP Educational Leadership VP Operations
15	9, 10, 11	Failure to analyse and respond effectively to changes such as ONS implications, net depreciation / resource impact, year end and insurance	3	2	6	<ul style="list-style-type: none"> 1) Participation in a number of sector working groups 2) Established team and knowledge base to allow impact of changes to be assessed 3) Developed budget / forecasting models 4) Further areas of review expected - including use of bank accounts, commercial insurance, financial year end, allocation of cash arising from net depreciation - WCS represented on sector Financial Directors group in order to provide input to these key areas of consideration. 	1	2	2	VP Operations

STRATEGIC PRIORITIES

1. We will provide education and training in inspirational and innovative ways to engage and meet the diverse needs of our students.
2. Education and training will be delivered to students in high quality College facilities, in their place of work or through the development and use of digital technologies.
3. We will provide the highest quality of teaching and tailored support to maximise our students' opportunities to achieve success and progress to employment and further study.
4. We will support the development of our staff and teams to achieve successful outcomes for themselves, our students and the College.
5. We will develop our curriculum and services to ensure they align with and support Scotland's key economic sectors. We will ensure that our students are equipped with the relevant training, qualifications and essential skills they need for employment and life.
6. We will develop meaningful partnerships; connections and alliances with business and industry to ensure employers are directly involved and invest in educational and skills development across the west.
7. We will become a strategic resource and valued partner with our stakeholders, building relationships, leveraging resources and capabilities to design, develop and deliver our products and services.
8. We will proactively look for new partners and new areas of activity, which will allow us to grow and develop our income to reinvest in our core business for the benefits of our students, our staff and our communities.
9. We will grow our reputation both nationally and internationally. Our reputation will be based on the quality of our teaching, outcomes for our students and our willingness to strive for and set the highest standards across all areas of our work.
10. We are committed to taking a leadership role in the West Region and together with our partners and stakeholders, tackle the significant social and economic deprivation, which still characterise many of our communities.
11. We will deliver a sustainable, effective and efficient service to our communities, through the implementation of sound governance, leadership, planning and management.

Probability	Score	Impact	Score
Almost Certain	6	Catastrophic	4
Very Likely	5	Critical	3
Likely	4	Marginal	2
Possible	3	Negligible	1
Very Unlikely	2		
Remote Chance	1		

Risks - Probability x Impact Score Grid

Almost Certain 6	6	12	18	24
Very Likely 5	5	10	15	20
Likely 4	4	8	12	16
Possible 3	3	6	9	12
Very Unlikely 2	2	4	6	8
Remote Chance 1	1	2	3	4
	Negligible 1	Marginal 2	Critical 3	Catastrophic 4

TITLE: MEMBERSHIP, SCHEDULE OF BUSINESS AND DATES OF MEETINGS IN 2017/18

Background: I have attached the following information which the Board is asked to note:

1. A list showing the current membership of the Board – see Annex 1.
2. The proposed Schedule of Business for 2017/18 – see Annex 2.
3. Dates of meetings in 2017/18 – see Annex 3.

Action: The Board is asked to note this information.

Lead: Gwen McArthur, Secretary to the Board

Status: Open

WEST COLLEGE SCOTLAND

BOARD OF MANAGEMENT

Under the terms of the Further and Higher Education (Scotland) Act 1992, as amended by the Post-16 Education (Scotland) Act 2013, the membership of the Board of Management 'shall consist of no fewer than 15 nor more than 18 members'. The current membership is:

Chair

Keith McKellar

Vice Chair

Jacqueline Henry

Principal

Audrey Cumberford (*ex officio*)

Teaching staff – 1 elected

Paul McFarlane

Non-Teaching staff – 1 elected

Alison Mitchell

Students Association (2)

Andrew Hunter

Moses Apiliga

Non-Executive Members

Nick Allan

Mike Haggerty

Jim Hannigan

Andrew Hetherington

Jenifer Johnston

Linda Johnston

Lyndsay Lauder

John Leburn

John McMillan

Mark Newlands

Joyce White

In Attendance

Stephanie Graham, Vice-Principal Educational Leadership

David Alexander, Vice-Principal Operations

Liz Connolly, Vice-Principal Corporate Development
Gwen McArthur, Secretary to the Board

GMcA/revised 1.01.17

SCHEDULE OF BUSINESS 2017/18

BOARD OF MANAGEMENT

Date of meeting	Agenda items	Deadline for Papers
9 October 2017 Greenock Campus	<p>Main items of business Equality and Diversity Key Performance Indicators Board Development Action Plan Estates development plans for Paisley Campus</p> <p>Committee reports Audit; Corporate Development; Estates; Finance & General Purposes; Organisational Development & HR; Learning, Teaching & Quality; Remuneration</p> <p>Development session: Corporate Parenting and PREVENT</p>	27 September
4 December 2017 Paisley Campus	<p>Main items of business Review of Regional Outcome Agreement Review of Operational Plan Review of Risk Management Strategy and Strategic Risk Register</p> <p>Financial Statements for the year ending 31 July 2017 Report from External Auditor Annual Report from Audit Committee Annual Report from Internal Audit</p> <p>Committee reports Estates; Finance & General Purposes; Learning, Teaching & Quality; Organisational Development & HR.</p>	21 November
5 February 2018 Paisley Campus	<p>Main items of business Draft Regional Outcome Agreement</p> <p>Committee Reports Audit; Corporate Development</p> <p>Development session: review of governance and Board effectiveness Board Development Action Plan</p>	24 January
26 March 2018 Clydebank Campus	<p>Main items of business Final Regional Outcome Agreement HR Annual Report Dates of meetings 2018/19</p>	14 March

	<p>Committee Reports Audit; Corporate Development; Estates; Finance & General Purposes; Learning, Teaching & Quality; Organisational Development & HR</p>	
<p>18 June 2018 Paisley Campus</p>	<p>Main items of business Annual Review of Corporate Plan 2015-2020 Budget 2017/18 and Financial Strategy (including Budget for Students Association) Committee Reports on Progress against Regional Outcome Agreement</p> <p>Schedule of Business 2018/19</p> <p>Committee reports Audit; Corporate Development; Estates; Finance & General Purposes; Learning, Teaching & Quality; Organisational Development & HR</p>	<p>6 June</p>

GMcA/12.06.17/v2

Dates of Meetings in 2017/18

Annex 3

Committee	Aug	September	October	November	December	January	February	March	April	May	June
BOARD Mondays at 4.00 p.m.			9 G		4 P		5 P	26 C			18 P
Audit Thursdays at 4.00 p.m.		7 G			14 P			8 P		24 P	
Joint Audit & Finance				21 4.00 p.m.							
Finance and GP Tuesdays at 4.00 p.m.		19		21 2.00 p.m.				6			5
Corporate Development Tuesdays at 4.00 p.m.		5			12		20			22	
Estates Tuesdays at 4.00 p.m.		12 G		14 C				13 P		29 C	
OD&HR Wednesdays at 4.00 p.m.		13		8			14			16	
LTQ Wednesdays at 4.00 p.m.		20 C		15 G			28 P			23 C	

NOTE: the venue for the Board and some Committee meetings will alternate between different Campuses as indicated above.

C = Clydebank; G = Greenock; P = Paisley.

TITLE: REPORT ON DELEGATED ACTION TAKEN BY THE CHAIR

Action: The Board is asked to homologate the following action that has been taken by the Chair:

Loan Covenants

It was reported at the Board meeting on 27 March 2017 that the loan covenants currently in place with the Bank of Scotland and the Clydesdale Bank had been amended to reflect the requirement for the College to transfer to the Scottish Government's banking service operated by the Royal Bank of Scotland. The Chair has now signed these revised covenants on behalf of the Board.

Lead: Gwen McArthur, Secretary to the Board

Status: Open