

**WEST COLLEGE SCOTLAND**

**BOARD OF MANAGEMENT**

**MONDAY 8 DECEMBER 2014 at 4.00 p.m. in**

**The Cunard Suite, Clydebank Campus**

**AGENDA**

**General Business**

1. Apologies
2. Declaration of Interests
3. Minutes of the meeting held on 27 October 2014 Enclosed KM

.1 Actions from the minutes Enclosed KM

1. Matters Arising from the minutes

(and not otherwise on the agenda)

**Main Items for Discussion and/or Approval**

1. Chief Executive’s Report Paper 1 AC
2. Chair’s Report Paper 2 KM
3. West Region Outcome Agreement Oral update AC
4. Budget 2014/15 Update Paper 3 AR
5. Review of Board Committees Paper 4 KM
6. Appointment of Board Members: Update Paper 5 KM

**Committee Reports**

1. Finance and Business Enterprise Committee Paper 6 GK

Minutes of the meeting of 18 November 2014

1. Learning, Teaching and Quality Committee Paper 7 MH

Minutes of the meeting of 19 November 2014

1. Estates Committee Paper 8 JM

Minutes of the meeting of 25 November 2014

**Items for Information**

1. Board Business: Membership, Dates of meetings and

Schedule of Business 2014/15 Paper 9 GM

1. Report on Delegated Action Taken since last meeting

None

1. Any other business
2. Next meeting: Monday 2 February 2015 at 4.00 p.m. at the Paisley Campus

Gwen McArthur

Secretary to the Board

**Confidential**

**BOARD OF MANAGEMENT**

**Minutes:** 8 December 2014

**Present:** Keith McKellar (Chair), Audrey Cumberford, Lee Campbell, Mike Haggerty, Jacqueline Henry, Andrew Hetherington, Gerard Kelly, Lyndsay Lauder, Michael McAuley, David McDonald, John McMillan, Alison Mitchell, Joyce White.

**Attending:** Stephanie Graham (Vice Principal Educational Leadership), David Alexander (Vice Principal Operations), Liz Connolly (Vice Principal Corporate Development), David Gunn (Director, Organisational Development and HR), Alan Ritchie (Director, Finance and Estates), Gwen McArthur (Secretary to the Board).

**Apologies:** Jim Hannigan, Johnpaul Johnston, Maggie McManus.

**BM144 DECLARATION OF INTERESTS**

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

**BM145 MINUTES**

The minutes of the meeting held on 27 October 2014 were approved.

**BM146 ACTIONS FROM THE MINUTES**

The Board noted the actions taken since the last meeting.

**BM147 CHIEF EXECUTIVE’S REPORT (BM135)**

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

* **Corporate Planning (BM142) –** the Principal presented the main outcomes from the Corporate Planning session that had been held on 29 October 2014. This had been a very useful session and had recognised the need to consolidate what had been achieved and to build on the successes achieved to date, and to prioritise the strategic aims and ambitions of the College in order to focus energies and resources in the right areas. It was the intention that the strategic priorities would be underpinned by specific strategies, e.g. estates, learning and teaching, organisational development, etc. A draft Corporate Plan would be developed and presented to the Board for consideration at its next meeting.  **[Action: AC]**
* **Funding for 2015/16 –** the Principal informed the Board that it had been confirmed that the College would lose 1% of its funding next year (2015/16) due to the impact of the new funding methodology introduced by the Scottish Funding Council (SFC). While the decrease in funding for 2015/16 had been capped at 1%, there was no commitment that this cap would be retained for future years and the impact of the new funding methodology could lead to further reductions in the future. The Vice Principal Educational Leadership and Vice Principal Operations were currently working their way through the information provided by SFC in relation to this matter and were conducting scenario planning in order to prepare for future years. While the College had put forward a strong case based on need in relation to the high levels of deprivation that characterise the region, it was reiterated that demographic trends were a key feature in determining the funding. Those regions deemed to be growing would receive increases in funding. It was noted that these aspects would be reviewed on a regular basis by SFC, but there was unlikely to be any significant change in the short term.

* **Pay Award –** the Board noted that an offer of a pay award, of an increase of 1% consolidated, had been made to the Unions for Teaching staff and for Support staff. This offer had been based on the level of funding the College could afford to pay now that it had clarification of its funding level from SFC. Meetings with the Unions were scheduled to be held shortly to discuss the response to the pay award offer. The Board would be informed of the outcomes of these discussions. **[Action: AC]**
* **Estates Business Case –** as noted at the last meeting SFC had confirmed that it would provide £70k towards the development of a business case for estates opportunities at Greenock. The College had also approached the Further Education Development Group (FED) of the SFC in order to explore the potential of securing external support which would help inform the business case to be developed.
* **Graduations –** the Board was pleased to note that the first set of Graduations for West College Scotland had been held recently and had been a great success. The College had secured a range of sponsors for these events and had achieved excellent press coverage.

**BM148 CHAIR’S REPORT**

The Board noted a report from the Chair which provided a brief update on a range of matters affecting the College as well as feedback from the various meetings the Chair had attended. The Board noted the following:

* **New Cabinet Secretary** – a new Cabinet Secretary for Education and Lifelong Learning had been appointed, Angela Constance. It was noted that she had agreed to speak to the Board of Colleges Scotland in early 2015. Roseanna Cunningham had been appointed as Cabinet Secretary for Fair Work, Skills and Training and would be responsible for taking forward the recommendations in the report ‘Education For All! Developing Scotland’s Young Workforce’.

* **Colleges Scotland –** it was noted that Colleges Scotland was aiming to be the voice of the sector and would aim to raise the profile of the sector and highlight the importance and value of the colleges to the economy. This was particularly important in these times of financial constraint.

**BM149 REGIONAL OUTCOME AGREEMENT**

The Principal tabled the draft Regional Outcome Agreement for 2014-17. While this was a 3 year agreement, which the Board had previously approved, the College had an opportunity to revise and update annually. It had to follow the reporting template and be submitted to SFC by the end of December.

While the opportunity had been taken to refresh this agreement there had been no major changes made to it. Data from the recently issued Regional Skills Assessments for West and Clyde Valley had informed the context statement and relevant targets. The outcomes of the Commission on Developing Scotland’s Young Workforce also informed revisions to content. The overall aims remained the same for the College. Each of the Vice Principals had been responsible for updating the section that related to their area of responsibility and they highlighted the changes made to these sections.

In discussion it was queried what role the Board Committees had in relation to developing and monitoring progress against this agreement. Currently the Learning, Teaching and Quality Committee took a very methodical approach to reviewing progress against the relevant sections of this agreement at each of its meetings. The agreement did cut across all areas of activity and so it was important that each of the Committees had an opportunity to review the data it contained. It was also considered that the agreement was very educationally oriented but the College had a bigger impact on its communities than just the educational provision, e.g. through its involvement with the Community Partnership Programmes. Some of the other matters, such as the Community Partnership Programmes would be captured in the Corporate Plan which would sit alongside the Regional Outcome Agreement.

The Board welcomed the Regional Outcome Agreement and **agreed** that members should submit any substantive comments on this Agreement to the Principal by 12 December 2014; thereafter the Principal would finalise the Agreement and submit it to SFC before the deadline of end December.

**[Action: AC]**

**BM150 BUDGET 2014/15 – UPDATE (BM78; FM131)**

The College had been notified that the financial year end had been moved from 31 March to 31 July with effect from 2015. This meant that the College was now operating to a 16 month financial period rather than the previously agreed 12 month period to 31 March 2015. The Board had previously approved a budget for the period 1 April 2014 to 31 March 2015. However, this had been revised and extended to cover the period 1 April 2014 to 31 July 2015. This showed that the College aimed to achieve an operating surplus of £86k. The Finance and Business Enterprise Committee had considered this matter at its meeting in November and had been satisfied with the information presented.

On the recommendation of the Finance and Business Enterprise Committee, the Board

**RESOLVED** that the revised Budget for the period 1 April 2014 to 31 July 2015 be approved as presented.

**BM151 REVIEW OF COMMITTEES (BM127.2; FM126)**

Following the evaluation of the Board and its Committees earlier in the year it had been agreed that some further consideration be given to the scope and remit of the Finance and Business Enterprise Committee with a view to separating out the different elements of this committee. The Finance and Business Enterprise Committee had discussed the possibility of establishing two separate committees and had agreed that the College Executive should consider the scope and remit of the new committees to be established and produce proposals for consideration at this meeting of the Board. The Board now had proposals before it to establish two new committees: a Finance and General Purposes Committee, which would broadly cover the areas of finance, IT and procurement; and a Corporate Development Committee, which would cover the areas of corporate and sustainable development, reputation management and stakeholder engagement. If agreed then the committee structure would align with the College structure.

The Chair of the Finance and Business Enterprise Committee confirmed that that committee had been supportive of these proposals and had also suggested that a more flexible approach be taken to the manner of operation of the Corporate Development Committee. It was suggested that this latter committee should have a small core membership and draw in other Board members and other interested parties from industry or other sectors as appropriate in order to utilise their experience and expertise depending on the nature of the subject under discussion.

The Board welcomed these proposals and

**RESOLVED** that the Finance and Business Enterprise Committee be wound up and be replaced by two committees, the Finance and General Purposes Committee and the Corporate Development Committee, with the remits and memberships as detailed in the paper provided.  **[Action: GMcA]**

**BM152 APPOINTMENT OF BOARD MEMBERS (BM139)**

The Board noted progress made to date with the appointment of Board members.

**.1 Teaching Staff Member**

The Board noted that only one nomination was received for appointment as the Teaching Staff member on the Board and so no election was required.

In light of this, the Board

**RESOLVED** that, under the terms of paragraph 1.5.2 of the College Constitution, David McDonald be appointed the Teaching Staff member on the Board for a period of four years with effect from 19 November 2014.

**.2 Non-Executive Members of the Board**

The Chair updated the Board on progress with the recruitment of Non-Executive members which had followed the process contained in the guidance issued by the Scottish Government. As part of this process an Independent Person had been recruited to the Selection Panel. The Board noted the Independent Person’s report on the recruitment process that had been forwarded to the Scottish Ministers as part of the paperwork to be submitted. The Board noted that approval from the Scottish Ministers had now been received and the 12 individuals nominated could be appointed to the Board as Non-Executive members with effect from 1 February 2015. All individuals involved in the recruitment process would be contacted shortly to inform them of the outcomes.  **[Action: GMcA]**

**BM153 COMMITTEE REPORTS**

The Board noted the following reports:

**.1 Finance and Business Enterprise Committee**

The minutes of the meeting held on 18 November 2014 were noted. There were two recommendations emerging, one of which had been considered earlier in the meeting – see BM150 Budget Update.

**FM129 College Financial Regulations -** in relation to the second recommendation Gerard Kelly, Chair of the Committee, informed the Board that the College Financial Regulations had to be updated in order to comply with the revised Financial Memorandum with SFC. On the recommendation of the Finance and Business Enterprise Committee, the Board

**RESOLVED** that the College Financial Regulations be amended as detailed in the paper provided and be issued for use within the College. **[Action: AR]**

**FM120 Business and Enterprise Update: Income Review (BM127.2; FM101) –** at the September meeting of the Board the Committee had reported on the success of the commercial income the College had achieved and the view of the Committee that the target set for the coming year should be raised. However, following further discussion the Committee had reviewed this matter. It was known that there had been some significant, exceptional income achieved (e.g. as a result of the Commonwealth Games) which would not be repeated. While the Committee was clear that the Team were focussed on maximising every opportunity it was accepted that the target should remain the same for 2014/15, but this should be revisited once more information was available. The Board noted this information.

**.2 Learning, Teaching and Quality Committee**

The minutes of the meeting held on 19 November 2014 were noted. In presenting these minutes Mike Haggerty, Chair of the Committee, drew the Board’s attention to the information obtained from Student feedback on the enrolment and matriculation process (LM62) and on the improvements achieved in the student completion and attainment rates as confirmed in the latest statistics produced on key performance indicators for 2013/14(LM64). This showed that the College was moving in the right direction and improving the overall learning experience of its students. It was noted that further improvements could be made and particular actions were already underway to achieve these. The Board welcomed this information and congratulated all the staff involved in achieving such a positive outcome.

**.3 Estates Committee**

The minutes of the meeting held on 25 November 2014 were noted. Mr McMillan, Chair of the Estates Committee, drew the Board’s attention to the significant amount of work that was currently underway within the College regarding the development of an estates strategy for the College and the discussions with partner organisations that were taking place to progress some of the emerging opportunities. In particular the Board was informed of some of the developments that were emerging at the Clydebank Campus that could potentially benefit both the College and the Local Authority.

**BM154 BOARD BUSINESS: MEMBERSHIP, DATES OF MEETINGS AND DRAFT SCHEDULE OF BUSINESS 2014/15**

The Board noted its current membership, dates of meetings and draft Schedule of Business for 2014/15. This would be updated throughout the coming session.

**BM155 DEPARTING MEMBERS**

The Chair informed the Board that this was the last meeting for Gerard Kelly and Michael McAuley as they would be standing down from membership of the Board at the end of January. On behalf of the Board the Chair thanked them both for all their hard work as members of the Boards of the legacy Colleges, during the merger and transition period and for the time since the merger. Their knowledge and understanding had proved invaluable to the Board and the wider College and the Chair wished them well in the future.

**BM156 NEXT MEETING**

Monday 2 February 2015 at 4.00 p.m. at the Paisley Campus.

GMcA/16.12.14/Final