

**WEST COLLEGE SCOTLAND**

**BOARD OF MANAGEMENT**

**MONDAY 22 JUNE 2015 at 4.00 p.m. in**

**The Cunard Suite, Clydebank Campus**

**AGENDA**

1. Education Scotland Review Report Paper 1 AB

Andrew Brawley, Education Scotland, will present the

Education Scotland Review Report to the Board

**General Business**

1. Apologies
2. Declaration of Interests
3. Minutes of the meeting held on 23 March 2015 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 6 AC
2. Draft Corporate Plan Paper 7 AC
3. Developing Scotland’s Young Workforce Presentation AC
4. Chair’s Report Paper 9 KM
5. National Bargaining: Recognition and Procedure Paper 10 KM

Agreement (RPA)

1. Budget 2015/16 Paper 11 DA
2. Students Association Constitution Paper 12 MH

**Committee Reports**

1. Nominations Committee Paper 13 KM

Report from meeting of 29 April 2015

1. Organisational Development and HR Committee Paper 14 MM

Minutes of meeting of 13 May 2015

1. Corporate Development Committee

.1 Minutes of meeting of 18 March 2015 Paper 15.1 MN

.2 Minutes of meeting of 20 May 2015 Paper 15.2 MN

1. Estates Committee Paper 16 JM  
   Minutes of meeting of 26 May 2015
2. Learning, Teaching and Quality Committee Paper 17 MH

Minutes of meeting of 27 May 2015

1. Audit Committee Paper 18 JM

Minutes of the meeting of 4 June 2015

1. Finance & General Purposes Committee

.1 Minutes of meeting of 17 March 2015 Paper 19.1 JW

.2 Minutes of meeting of 11 June 2015 Paper 19.2 JW

**Items for Information**

1. Board of Management: Proposed Dates of Meetings and Paper 20 GM

Schedule of Business 2015/16

1. Report on Delegated Action Taken since last meeting

None

1. Any other business
2. Next meeting: Monday 5 October 2015 at 4.00 p.m. at the Paisley Campus

Gwen McArthur

Secretary to the Board

**Confidential**

**BOARD OF MANAGEMENT**

**Minutes:** 22 June 2015

**Present:** Keith McKellar (Chair), Audrey Cumberford, Nick Allan, Mike Haggerty, Jim Hannigan, Andrew Hetherington, Jenifer Johnston, Lyndsay Lauder, John McMillan, Alison Mitchell, Mark Newlands, Karen Walker, 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 & HR), Alan Ritchie (Director of Finance and Estates), Gwen McArthur (Secretary to the Board).

**Attending by invitation:**

Andrew Brawley, Education Scotland (for item BM187 only).

**Apologies:** Jacqueline Henry, David McDonald, Maggie McManus.

**BM184 DECLARATION OF INTERESTS**

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

**BM185 MINUTES**

The minutes of the meeting held on 23 March 2015 were approved.

**BM186 ACTIONS FROM THE MINUTES**

The Board noted the actions taken since the last meeting.

**.1 Financial Planning (BM161)**

The Board had previously agreed that it would be helpful if further information on financial planning in light of the new funding methodology to be applied across the sector could be provided. Some of the information was before the Board, and further information would be included in the development plan for the Board for next session, 2015/16. Other matters had been raised at the recent Board Evaluation Workshop held on 9 June 2015 which would also feed into the development plan.  **[Action: GMcA]**

**.2 Internal Audit Reports (BM165)**

It had been agreed previously that suggestions for improvements contained in Internal Audit Reports should be referred to the relevant committee for consideration and action as appropriate. It was noted that there was only one matter to be referred to the Organisational Development and HR Committee for consideration, all other matters having been addressed. **[Action: GMcA]**

**BM187 EDUCATION SCOTLAND REVIEW REPORT (BM174)**

The Chair welcomed to the meeting Andrew Brawley, who had been the Lead Managing Inspector for the Education Scotland Review of the College which had taken place in March 2015. In presenting the main findings of the report Mr Brawley drew the Board’s attention to the outcome of the review, which was ‘effective’, the highest rating available. He also informed the Board that the staff in the College had confirmed that the merger and restructure process had been well handled and the staff trusted the Principal and Senior Managers. This was the only time such a statement had been included in reviews within the sector since regionalisation.

The Board welcomed the report which highlighted the various areas of positive practice and identified areas for development which would be useful to the Board and staff in taking this forward. The report acknowledged that West College Scotland (WCS) was a large college with a different profile from others in the sector recognising that each Region was defined by its own uniqueness. Benchmarking across the sector should be considered in this context. It worked with a range of external strategic partnerships, including Community Planning Partnerships, local businesses and industry, and a wide range of third-sector and other key agency partners. It worked in 7 different Local Authorities and across areas of significant deprivation. In setting its priorities, WCS had concentrated on ensuring the quality of its main educational provision and, following merger and restructuring, could now look at areas for improvement. An improvement plan would be prepared to respond to the areas of development identified in the Review.

While the report confirmed that WCS was well led, it had not specifically made mention of the role the Board played in this. In considering the review process itself, Mr Brawley confirmed that other review approaches were currently being considered, with some being piloted. The current process had been designed for the previous sector structure and was no longer necessarily fit for purpose for the sector following regionalisation. Further information would be forthcoming in the future once the pilot reviews were complete.

On behalf of the Board the Chair thanked Mr Brawley for attending the meeting and discussing the main outcomes of the report with the Board.

**BM188 CHIEF EXECUTIVE’S REPORT (BM174)**

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

* **Education Scotland Review of Modern Apprenticeships in Engineering**

The College was one of 10 providers involved in a national review of Modern Apprenticeships in Engineering. The review team met with staff, students, employers and a Board member (J Hannigan). The review graded 6 high level areas and the College was awarded 3 ‘excellent’ (the definition being outstanding and sector leading), and 3 ‘very good’ grades. The Board welcomed this information and congratulated the team involved.

* **Job Evaluation –** the Principal informed the Board that the final phase of Job Evaluation for Support Staff was now complete and letters would be issued to all staff involved by the end of the week. Ms Mitchell confirmed that the Principal’s presentation to the Support Staff on the outcomes of the scheme had been both informative and well received. The Board noted and welcomed this information and acknowledged the staff anxieties.
* **Auditor General for Scotland Report ‘Scotland’s Colleges 2015’ –** both the Chair and the Principal had been invited to give evidence to the Scottish Government Public Audit Committee on 10 June 2015 regarding the findings of the above report.
* **External Recognition –** the Principal informed the Board that the College had received external recognition for a range of its activities, including: the College Policy Officer had provided a briefing to the Chair of the Government Education Committee on equity and excellence in education; BBC Scotland had reported on the College’s response to Developing Scotland’s Young Workforce; the College had been shortlisted for 4 categories in the Herald Higher Education Awards. The Board was delighted to note this information.
* **West Region Invest in Young People –** the Principal was pleased to report that the West Region Invest in Young People Steering Group (whose membership included a Board member, Lyndsay Lauder) had presented a proposal to the National Group for funding seeking c £750k over 3 years to support the delivery of the Invest in Young People action plan for the West Region. Informal feedback had been positive and it was hoped that the outcome would be known soon.
* **College Development Network: Board appointment –** the Board was pleased to note that Stephanie Graham, Vice Principal Educational Leadership, had been appointed to the Board of the College Development Network.

**BM189 CORPORATE PLAN (BM164)**

The Principal presented the latest edition of the Corporate Plan, ‘Collective Ambition, Pride and Passion’, 2015-2020. This had been updated in light of further discussions within the College and set out the strategic priorities which were closely aligned to the strategic priorities of the Scottish Funding Council and Scottish Government. Further development of key performance indicators was underway with the intention of developing a dashboard, which would clearly set out the objectives and the performance so that the Board could monitor progress and achievements. An external company, which had been recommended by College Development Network, was currently working with the College to explore the potential for customised dashboard reporting. It was noted that many Community Planning Partners already used dashboard reporting and they could provide advice and assistance as well if required.

The Board welcomed the Corporate Plan which it considered to be an excellent document which would help it, and others, including the staff of the College, to monitor performance. The Board **agreed** that the Corporate Plan be approved, subject to further refinement of the key performance indicators and the development of a dashboard reporting system. The Corporate Plan would be launched to the staff after the summer break.  **[Action: AC]**

**BM190 DEVELOPING SCOTLAND’S YOUNG WORKFORCE (BM162)**

The Principal presented information on the range of activities that the College was undertaking as part of its role in the national programme Developing Scotland’s Young Workforce. This included working with schools, Local Authorities, businesses and potential employers. The College had undertaken a lot of work with schools to change perceptions and provide opportunities. The College currently worked with 42 schools with over 3,000 senior phase pupils studying vocational opportunities with the College, providing a number of routes for young people to develop their education and skills. Previously all 42 schools would potentially contact employers separately to seek work placement opportunities for their pupils making the educational landscape appear ‘cluttered’ to employers. However, as a new Regional College a key opportunity was to be a single point of contact for schools and employers across the whole West Region. Also, the College now provided senior school pupils the opportunity to study HNC/D level qualifications which provided them with a broader range of skills and experience, as well as advanced standing for entry to year two College courses or year two degree programmes at University if that was their chosen route. This had proved to be very well received and had changed perceptions of colleges and what opportunities they could provide. Not only the pupils, but the teachers and parents, as well as potential employers, were now recognising the benefits that this could bring. Already a wider range of school pupils were coming into the College to further their educational experience, with some 3,000 school pupils attending the College each week. Also some College staff were delivering certain classes in schools.

The Board welcomed this information and was pleased to note the positive response this had received. However, the College received no additional funding to meet the costs in providing this activity and there was a concern that it might not be able to meet expectations and growing demand in the future. A change in culture might be required in order to achieve a better balance of funding and understanding of the range of opportunities that Colleges could bring to young people. The Board would be kept informed of developments.

**BM191 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.

**BM192 NATIONAL BARGAINING: RECOGNITION AND PROCEDURE AGREEMENT (BM175)**

The Chair informed the Board of developments in discussions regarding the implementation of a National Recognition and Procedure Agreement (NRPA) for National Bargaining for the College sector. Agreement had now been reached by the relevant Committees at Colleges Scotland. Colleges Scotland had written to all Chairs and Principals to request them to seek endorsement of their Boards to formally adopt the NRPA. It was noted that in signing up to this the NRPA would provide a mechanism and a mandate for negotiations to move from local to national; the college would not be entering into agreement on any aspects covered by the NRPA as these would be subject to negotiation; and the effective date of the NRPA implementation would be 1 August 2015. Additionally, the Chair informed the Board that, as Chair of the National Joint Negotiating Committee, he had met recently with the Cabinet Secretary who had emphasised that the re-introduction of National Bargaining was in line with Scottish Government policy.

In considering the NRPA the Board noted that this set out the procedure to be followed when entering into negotiations regarding matters such as pay and terms and conditions of employment. It also provided NJNC scope to consider other matters, including certain policies and a vision for the future. The policies identified were already covered in legislation but had potential scope for some local variation with regard to local implementation. It was noted that there was no additional funding available at present to meet staff pay awards or to support the introduction of a national pay scale, any additional costs would have to be met by the Colleges themselves. The Board emphasised the importance of negotiating pay along with terms and conditions of service and welcomed that future negotiations would include developments for a modern workforce. The Board also welcomed assurances for the process of the sector determining the ‘red lines’ for negotiation.

It was noted that NRPA would cover those staff currently within each of the current local/Colleges RPA. However, there were certain posts where staff were not covered by the NRPA. In defining which staff would be covered and which were not, the Board emphasised and **agreed** that the NRPA could not cover any member of senior level management staff on an individual contract. For clarity this included the Executive, Directors/Assistant Principal level and other senior regional management level posts such as the Head level posts.

In light of the above discussion the Board

**RESOLVED** that it should formally adopt the National Recognition and Procedure Agreement as proposed - which would cover most staff of the College as determined by the College Board (but not those identified above) and would come into effect from 1 August 2015. **[Action: KM; AC]**

**BM193 BUDGET 2015/16 (BM176, 177; FPM31)**

The Board received the proposed Budget for 2015/16 and a 2 year forecast to 2017/18. In light of the concerns raised at the last meeting of the Board in relation to the current funding position, the Vice Principal Operations had provided a written report to the Finance and General Purposes Committee that updated the Committee on the various actions that had been taken and the information forthcoming from discussions with the Scottish Funding Council (SFC) and Colleges Scotland. This information was now before the Board. The Board was also aware that, in light of the current financial position, the decision had been taken not to transfer funds to the West College Scotland Foundation, the Board having been previously notified of this by correspondence.

In considering the Budget 2015/16 the following points were discussed:

* The Finance and General Purposes (FGP) Committee had considered the proposed Budget and 2 year forecasts in some detail. It had found the forecasts and sensitivity analysis particularly helpful in understanding the current and future financial position of the College;
* In considering future spend, the FGP Committee wished to see best value achieved, with options appraisals being conducted where deemed appropriate;
* The Budget as presented showed a financial deficit for the College (£847k), but an operational surplus (£25k). This deficit was due to the use of depreciation funds and agreement had been reached with SFC that this was an acceptable position for the College to be in;
* The level of funding the College would receive from the European Social Fund (ESF) in 2015/16 had still to be confirmed;
* SFC retained the right to vary funding in-year, which remained a governance issue for the College.

The Board recognised that the Budget for 2015/16 as proposed represented the best position for the College at present, but it was not without its challenges. The College had endured a significant reduction in funding and would need to manage its budget carefully while continuing to seek other sources of revenue.

In light of the above discussion and having been assured that SFC were satisfied with these proposals, the Board, on the recommendation of the Finance and General Purposes Committee

**RESOLVED** that the Budget for 2015/16 be approved as presented.

**BM194 STUDENTS ASSOCIATION CONSTITUTION (BM182; LM81)**

At its last meeting the Board had been informed that the Students Association Constitution needed to be updated. The changes were mainly minor but, at that time, it was considered they needed to be approved quickly in order to allow the elections for sabbatical officers to proceed. The revised Constitution was now before the Board for consideration. It was noted that only the election for the Student President had been held, the elections for all other sabbatical officer posts would be held early in the new session.

In considering the revised Constitution the Board noted that the changes were mainly minor and in line with national best practice. These changes had the support of the student body and the Senior Management Team, as well as the Learning Teaching and Quality Committee.

On the recommendation of the Learning, Teaching and Quality Committee, the Board

**RESOLVED** that the Students Association Constitution 2015/16 be approved as presented.

**BM195 COMMITTEE REPORTS**

The Board noted the following reports:

**.1 Nominations Committee**

The minutes of the meeting held on 29 April 2015 were noted. On the recommendation of the Nominations Committee the Board

**RESOLVED** that

1. the revised remit of the Committee be approved;
2. the Chair of the Audit Committee be appointed the Senior Independent Person with immediate effect;
3. a modest budget be established for Board member development and training;
4. the staff members of the Board join the membership of the Committee for a period of 2 years each, to run consecutively. In order to achieve an equitable split in period of membership initially, the Teaching staff member should join the Committee for the period 1 July 2015 to 28 February 2017, and the Support staff member for the period 1 March 2017 to 7 October 2018;
5. Jenifer Johnston move from membership of the Organisational Development and HR Committee to membership of the Corporate Development Committee with immediate effect;
6. Jim Hannigan join the membership of the Organisational Development and HR Committee with immediate effect;
7. the period of membership of the co-opted members on the Audit Committee be confirmed as follows: Robin Downie for the period to 15 September 2017; and Stephen Vere for the period to 28 February 2018. Both being eligible for re-appointment for up to a further 4 years subject to satisfactory performance.

**.2 Organisational Development and HR Committee**

The minutes of the meeting held on 13 May 2015 were noted and in particular the following:

1. **Development of Strategy (OM44) –** the Committee was currently in the process of producing a framework for the development of the Organisational Development and HR strategy for the College that would tie in with the Corporate Plan. It was the intention that this framework would be discussed with appropriate staff in the College early next session. Thereafter the draft strategy and framework would be brought to the Board at its meeting in October for consideration.

**[Action: OD&HR Committee]**

1. **Zurich Health and Safety Review (OM48) –** in light of the final report from Zurich on the outcomes of the Health and Safety Review of the College an action plan was being prepared. This review had also highlighted the need for some Board member training. It was noted that information on Health, Safety and Wellbeing Development would be brought to the Board at its December meeting.

**[Action: OD&HR Committee]**

1. **Communications (OM47;** **CDM15)** – it was noted that both the Organisational Development and HR Committee and the Corporate Development Committee (CDC) had an interest in staff communications. While responsibility for oversight of this area lay within the remit of the Corporate Development Committee, the Chair of CDC had indicated that he would attend the next meeting of the Organisational Development and HR Committee to discuss how best to approach this matter, so that a joined up approach could be taken.

**.3 Corporate Development Committee**

The minutes of the meetings held on 18 March and 20 May 2015 were noted, (the Chair of the Committee had provided an oral report from the meeting held on 18 March to the last meeting of the Board) and in particular the following:

1. **International Activity –** the Committee was very supportive of the activities in this area and would continue to encourage the College to build on this. It was the intention to hold an externally facilitated international strategy workshop early next session and a Board member, J Hannigan, would be involved in this to demonstrate the support from the Board.
2. **Technology and Innovation (CDM16)** – it was noted that the College would be holding a conference highlighting the use of technology and innovation to support teaching and learning for its staff in August, to which all Board members would also be invited. **[Action: LC]**
3. **Briefing Information (CDM20)** – it was the intention of the Committee to develop briefing information that Board members could use in their ambassadorial role for the College.

**.4 Estates Committee**

The minutes of the meeting held on 26 May 2015 were noted, and in particular the following:

1. **Statement of Strategic Intent: Emerging Opportunities (EM98) –** it was noted that the Scottish Funding Council (SFC) expected information to be submitted by September 2015 on how the College intended to spend the £70k allocated to develop a business case for the future development of the College estate at Greenock.
2. **Building Condition Survey (EM100) –** in light of the outcomes of the building condition survey the College now had full information on each building, together with a planned maintenance report and projected costs. The Vice Principal Operations and his team now had a significant amount of information on the whole College estate which would be used to inform the development of an estates strategy. Discussions with various partners were also underway regarding identifying possible opportunities.
3. **Chair of Estates Committee –** the Board thanked John McMillan for chairing this Committee. Nick Allan would now take over the Chair of the Estates Committee.

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

The minutes of the meeting held on 27 May 2015 were noted. The Chair of the Committee drew the Board’s attention to the significant amount of work being undertaken in this area and the good practice that was emerging. He also paid tribute to the Vice Principal Educational Leadership and her team for all their hard work and efforts in ensuring such a good outcome for the College in the Education Scotland Review.

**.6 Audit Committee**

The minutes of the meeting held on 4 June 2015 were noted, and in particular the following:

1. **External Audit Planning Memorandum for the Financial Year ending 31 July 2015 (AM119) –** the Board noted the arrangements in place for the conduct of the external audit for the period 1 April 2014 to 31 July 2015. It was also noted that Deloitte LLP had completed their appointment as Internal Auditors at 31 March 2015 and had provide their Annual Report for this period. The new Internal Auditors would provide a report for the period 1 April to 31 July 2015 so that there would be no gap in audit coverage.
2. **Risk Register and Strategic Risk Planning (AM121) –** it was noted that the Audit Committee had decided that further work was required to be undertaken in the development of the Strategic Risk Register before it was brought to the Board at its next meeting in October 2015.

**[Action: DA; AR]**

**.7 Finance and General Purposes Committee**

The minutes of the meetings held on 17 March and 11 June 2015 were noted (the Chair of the Committee had provided an oral report from the meeting held on 17 March to the last meeting of the Board), and in particular the following:

1. **Students Association Budget 2015/16 (FPM30) -** it was noted that the Committee had agreed that the Students Association would receive a budget of £85,250 in 2015/16.
2. **Financial Regulations and Delegated Authority (FPM32)** – it was noted that the new Internal Auditors were currently reviewing this information. Once this review was complete then these documents would be brought to the Board for formal approval. **[Action: DA; AR]**
3. **Audit Planning (FPM36, 37) –** the Committee had received the External Audit Planning Memorandum for the financial reporting period ending 31 July 2015 and the draft Internal Audit Plan 2015-18.

**BM196 DATES OF MEETINGS AND SCHEDULE OF BUSINESS 2015/16**

The Board **agreed** its dates of meetings for 2015/16 and noted its Schedule of Business for 2015/16 which would be updated over time. It was also noted that a plan for development sessions and activities for Board members would be prepared and brought to the next meeting. **[Action: GMcA]**

**BM197 NEXT MEETING**

Monday 5 October 2015 at 4.00 p.m. at the Paisley Campus.

GMcA/30.06.15/Final