

**WEST COLLEGE SCOTLAND**

**BOARD OF MANAGEMENT**

**MONDAY 5 OCTOBER 2015 at 4.00 p.m. in**

**Room 1, Abercorn Centre, Paisley Campus**

**AGENDA**

**General Business**

1. Apologies
2. Declaration of Interests
3. Minutes of the meeting held on 22 June 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 5 AC

.1 Corporate Plan 2015-2020: Final Edition Enclosed AC

.2 Annual Review 2015 Enclosed AC

1. Self-Evaluation Report for SFC Paper 6 AC
2. Chair’s Report Paper 7 KM

To Follow

1. Board Development Action Plan Paper 8 KM
2. Strategic Risk Management Paper 9 DA

To Follow

1. Constitution and Articles of Governance Paper 10 GM
2. Financial Regulations and Delegated Authority Paper 11 DA

To Follow

**Committee Reports**

1. Remuneration Committee Paper 12 KM

Report from meeting of 10 September 2015 To follow

1. Learning, Teaching and Quality Committee Paper 13 MH

Minutes of meeting of 9 September 2015

1. Corporate Development Committee Paper 14 JH

Minutes of meeting of 15 September 2015

1. Estates Committee Paper 15 NA  
   Minutes of meeting of 15 September 2015
2. Organisational Development and HR Committee Paper 16 MM

Minutes of meeting of 16 September2015

1. Audit Committee Oral Report JM

Report from meeting held on 24 September 2015

1. Finance & General Purposes Committee Oral Report JW

Report from meeting of 2 October 2015

**Items for Information**

1. Board of Management: Proposed Dates of Meetings and Paper 19 GM

Schedule of Business 2015/16

1. Report on Delegated Action Taken since last meeting Paper 20 KM
2. Any other business
3. Next meeting: Monday 7 December 2015 at 4.00 p.m. at the Greenock Campus

Gwen McArthur

Secretary to the Board

**BOARD OF MANAGEMENT**

**Minutes:** 5 October 2015

**Present:** Keith McKellar (Chair), Audrey Cumberford, Nick Allan, Mike Haggerty, Jim Hannigan, Jacqueline Henry, Andrew Hetherington, Andrew Hunter, David McDonald, Maggie McManus, John McMillan, Joyce White.

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

**Apologies:** Jenifer Johnston, Lyndsay Lauder, Alison Mitchell, Mark Newlands, Karen Walker.

**BM198 WELCOME**

The Chair welcomed Andrew Hunter, the Student President, to his first meeting of the Board.

**BM199 NOTIFICATIONS**

The Chair drew attention to the following forthcoming events:

**.1 Graduation Ceremonies –** the Chair reminded members of the dates of the Graduation and Awards ceremonies that would be held in November and encouraged as many as possible to attend.

**.2 Health and Safety Training –** the Chair informed Board members that health and safety training had been arranged for the morning of 4 November 2015 and encouraged as many as possible to attend.

**BM200 DECLARATION OF INTERESTS**

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

**BM201 MINUTES**

The minutes of the meeting held on 22 June 2015 were approved.

**BM202 ACTIONS FROM THE MINUTES**

The Board noted the actions taken since the last meeting.

**.1 Internationalisation (BM135)**

The Principal informed the Board that the Colleges Scotland International Advisory Group was likely to be disbanded in its current form due to the recent changes made by the UK Government to student visas and entry requirements. These changes had introduced more restrictive requirements which made it very difficult for colleges to recruit international mainstream students to study in the UK. However, the Scottish Government had established a Cross Party Steering Group, chaired by Humza Yousaf, Minister for Europe and International Development, which was looking at collecting evidence and preparing a briefing paper to be submitted to the UK Government on the possibility of exploring options for a post study work route in Scotland.

**.2 South East Asia Briefing -**  the Board noted that a local MSP, Hugh Henry, would shortly be visiting South East Asia and had indicated that he would be keen to promote the College during his trip. A briefing document had been prepared for him, which showed the College’s current links in this region and the range of services and educational provision it could offer. The College was keen to promote and expand its international activity and so welcomed his interest to act on its behalf. The Board received a copy of the briefing document and welcomed this development.

**BM203 CHIEF EXECUTIVE’S REPORT (BM188)**

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

* **Regional Outcome Agreement (BM174) –** it was noted thatthe Scottish Funding Council (SFC) had issued guidance and the timetable for the negotiation process for 2016/17 for the Regional Outcome Agreement (ROA). The Board had previously asked each of the committees to review the part of the ROA that fell within their remit and to report back to the Board in June 2016. The major part of the ROA covered areas that fell within the remit of the Learning, Teaching and Quality (LTQ) Committee, but there were other matters that fell within the remit of the other committees. The LTQ Committee reviewed progress with the targets set in the ROA at each meeting and so was well informed of progress. The other committees would review the areas relevant to them and would report back accordingly. However, some clarification about what was expected from the Audit Committee might be helpful. Further consideration would be given to this.

**[Action: KM]**

The information to be captured in the ROA was quite prescriptive but it was known that the SFC would expect the ROA to demonstrate how the College was meeting the Government priorities. One of these related to access, and the figures for 2014/15 showed that West College Scotland had achieved the second highest level of all colleges in Scotland in meeting the needs of students from the most deprived areas. The Board welcomed this information.

It was also suggested that the ROA could be provided to each of the Community Planning Partners to demonstrate to the partners what the College had achieved, what its priorities were and how this linked into each of the regions.

It was noted that the review of the 2014/15 ROA had to be submitted to SFC by the end of October, and so it was **agreed** that this document would be circulated to the Board at the same time as it was issued to SFC.

**[Action: AC]**

The Board would receive the draft ROA for 2016/17 for consideration at its next meeting in December.

* **Letter of Ministerial Guidance to SFC 2016/17 –** the Board noted the letter from the Cabinet Secretary for Education and Lifelong Learning which had been issued to SFC for 2016/17. In particular, it was noted that this letter contained no funding figures or volume targets for the coming year. This was due to the delay in the review of public spending which was being conducted by the UK Government. Once further information was available it would be brought to the Board.  **[Action: AC]**
* **Spending Review –** as mentioned above the UK Government was conducting the spending review at present and would report the outcomes of this in November. Early indications showed that the funding position for the Education sector was unlikely to improve and that further reductions or efficiency savings were likely. Colleges Scotland was co-ordinating a response on behalf of the Colleges to be presented to the Scottish Government to present the case for the funding of Scottish Colleges. The Board was clear that the Colleges Scotland response should state that the Colleges had met the Government’s expectations and were continuing to do so as far as possible. However, if there was no increase in funding levels, or even a decrease, then the Government needed to be clear about what it expected Colleges to deliver, as the Colleges could not continue to deliver the range of educational provision and services that they currently provided if there were further reductions in funding levels. It was considered that it would be useful for Colleges to identify what they could deliver for the funding available once this information was known. Further information would be brought to the Board when available.
* **SFC Draft Guidance on Severance Schemes and Settlement Agreements –** it was noted that SFC had recently issued draft guidance to Colleges in relation to severance schemes and settlement agreements. This matter would be considered at the next meeting of the Organisational Development and HR Committee.
* **Developing Scotland’s Young Workforce –** the Board noted that the College had recently hosted a meeting with representatives of the five local authorities to discuss how best they could work together, across local authority boundaries, to deliver on the priorities of the Developing the Young Workforce. The Principal was pleased to report that this had been a very positive meeting and good progress was being made in planning for what the College could offer next year (2016/17).

It was noted that Annabelle Ewing, Minister for Youth and Women’s Employment, had launched the West Region Developing the Young Workforce group at an event hosted by the College last week. A number of executive posts were currently being recruited to support this activity. It was **agreed** that copies of these recruitment advertisements would be circulated to the Board for information.  **[Action: LC]**

* **Microsoft Ambassador –** the Board was delighted to note that David Renton, Curriculum Quality Leader in Computing, had been awarded a ‘Most Valuable Professional’ by Microsoft for his work on developing technology and how this could be used to enhance teaching and education in relation to technology. He was one of only 4,000 people across the world to receive such an award. The Board congratulated David on his significant achievement.

**BM204 CORPORATE PLAN (BM189)**

The Principal presented the final edition of the Corporate Plan, ‘Collective Ambition, Pride and Passion’, 2015-2020. The Principal also provided information on the planning cycle for the review and development of the Corporate Plan and the strategic framework which set out how the College priorities aligned with the priorities of the SFC and the Scottish Government.

The Corporate Plan would be issued to key stakeholders and placed on the College website so that it was widely available. The College operational planning process was currently underway. This would ensure a consistent approach across the College and would be aligned with the Corporate Plan and the Regional Outcome Agreement. It would help every member of staff to see how they contributed to each of these. The Committee welcomed this information and commended the College on the production of the Corporate Plan which would be a very useful document for providing information about the College and could be used for a range of purposes.

**BM205 ANNUAL REVIEW 2015**

The Board noted the Annual Review 2015. It welcomed this report which it found extremely useful for providing facts and figures about the College and the successes it had achieved in 2014/15. Both this report and the Corporate Plan (see above) had been produced in-house and the Board commended the College on the professional approach taken, the clarity of the documents produced and quality of the information provided. This report would also be issued to stakeholders and made more widely available. Consideration was being given to the distribution of this information. The Board members indicated that they found this information invaluable and would use this to help promote the College further through their networks/contacts.

**BM206 SELF-EVALUATION REPORT FOR SCOTTISH FUNDING COUNCIL**

The Principal informed the Board that the 2 year post-merger review by SFC would be taking place shortly. A Self-Evaluation report had been produced by the College to provide information on the progress made since merger. The Board welcomed this report. It was noted that the team from SFC would meet with members of the Board on 3 November 2015. SFC would then produce its report on the outcomes of the review which would be made available to the SFC Council and also to the Scottish Government. The Board would be informed of the outcomes of this review once available.

**[Action: KM; AC]**

**BM207 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. In particular attention was drawn to the following:

* An independent report had been produced which showed the value of the College sector to the Scottish economy, this was calculated to be £14.9 billion.
* There were still a few colleges who had not signed up to the National Bargaining Recognition Procedure Agreement.
* Negotiations on the pay award for 2015/16 were continuing as no agreement had yet been reached.

In discussion of this report and the information on the spending review, it was queried how Colleges Scotland had arrived at a figure of £40M per annum to deal with backlog asset maintenance. The Chair indicated that he would seek further information on this figure and report back.  **[Action: KM]**

**BM208 BOARD DEVELOPMENT ACTION PLAN**

The Board received the draft Development Action Plan which had been prepared in light of the outcomes from the Board Evaluation Workshop held on 9 June 2015 and other matters that had emerged in discussion at committees. In discussion of this information the view emerged that some of the matters identified had already been addressed and so, as a first step, it would be useful for a small group to consider the framework to confirm what stage each element was at, to identify priorities and to consider how best to take this forward. It would be useful to have a staff and a student member on this Working Group as a number of the matters raised involved both staff and students.

In light of this discussion the Board

**RESOLVED** that

1. a Working Group be established to consider the Board Development Action Plan, to identify priorities and how best to take this forward;
2. the membership of this Working Group to be Joyce White, Jim Hannigan, John McMillan, David McDonald (Staff representative) and Andrew Hunter (Student President);
3. this Group to bring forward proposals on the implementation and delivery of the Action Plan to the Board. **[Action: GMcA]**

**BM209 STRATEGIC RISK MANAGEMENT (BM195; AM136)**

The Board was aware that the risk management strategy had been under review and that external consultants, Mott MacDonald, had been assisting the College undertake this work. The Board now received the Risk Maturity Report from Mott MacDonald, the revised Risk Management Strategy and the updated Strategic Risk Register. It was noted that the Audit Committee had been kept informed of progress and had overseen the development of the Risk Management Strategy. It was acknowledged that there was a significant amount of information that had been gathered to inform the development of both the strategy and the risk register. Indeed, the Chair of the Audit Committee confirmed that there had been a very useful discussion at the last meeting of the committee where a number of these matters had been discussed in some detail.

The Board welcomed this information which was well presented and clearly identified the various risks and the actions being taken to manage them. On the recommendation of the Audit Committee the Board

**RESOLVED** that

1. the Risk Management Strategy and Strategic Risk Register be approved;
2. consideration of risk be a standing item on the agenda for all meetings of the Board and each of its Committees;
3. appropriate training be provided to all Board members in order to support the new Risk Management Strategy and revised approach to risk management.  **[Action: GMcA]**

**BM210 CONSTITUTION AND ARTICLES OF GOVERNANCE (BM173, 159)**

The Board noted that advice from the civil servants at the Scottish Government and legal advisers had confirmed that the legislation, the Further and Higher Education (Scotland) Act 1992 and as amended by the Further and Higher Education (Scotland) Act 2005 and the Post-16 Education (Scotland) Act 2013, provided the constitution for all the Colleges and Colleges should not have a separate document called ‘The Constitution’. The Constitution which had been prepared for the Board at an earlier stage would, therefore, require to be withdrawn. Discussions were taking place at sector level regarding the possible production of a guide to the legislative framework which would encapsulate the information that Board members required to confirm their role, powers and responsibilities. It was noted that some other documents that had already been produced provided some of this information, e.g. the Guide for Board members in the College Sector. The Board members would be kept informed of progress on this development.

In light of this, and also in light of the changes made to other regulatory provisions, e.g. the Financial Memorandum and the Delegated Financial limits, the Articles of Governance had been updated. The Board considered these revised Articles and also noted that one minor change required to be made to the Standing Orders (at paragraph 9.1 to remove a reference to ‘the constitution’ and replace this with ‘the legislation’). The Board

**RESOLVED** that

1. the Constitution that was approved in February 2015 be withdrawn;
2. the updated Articles of Governance be approved as presented;
3. one amendment be made to the Standing Orders (as identified above).

**[Action: GMcA]**

**BM211 FINANCIAL REGULATIONS AND DELEGATED AUTHORITY (BM195; AM132; FPM32)**

The Board was aware that the Financial Regulations and delegated financial limits had been revised and had been considered by the Finance and General Purposes Committee, the Audit Committee and the Estates Committee. Additionally the Internal Auditors had been asked to review the Financial Regulations to ensure that they complied with the SFC Financial Memorandum and the SPFM (Scottish Public Finance Manual). The updated Financial Regulations were now before the Board for consideration and approval. It was noted that there might be a need to revisit these Regulations once the outcome of the Procurement Reform legislation was known and the final sector guidance in relation to severance schemes and settlement agreements was confirmed. The Chairs of the Audit Committee and of the Finance and General Purposes Committee confirmed that these committees were satisfied with the revised Regulations and wished to record their appreciation of the considerable amount of work this represented by the Vice Principal Operations and the Director of Finance and Estates in ensuring that this was undertaken. The Board

**RESOLVED** that the revised Financial Regulations be approved.

**BM212 COMMITTEE REPORTS**

The Board noted the following reports:

**.1 Remuneration Committee**

The report from the meeting held on 10 September 2015 was noted. The Board concurred with the view of the Remuneration Committee that the Principal and Vice Principals had performed extremely well during the past year and supported the decision that they should receive a pay award of 1% (consolidated) with effect from 1 August 2015, which was consistent with the pay award made to the rest of the College staff in 2014/15. The Secretary to the Board would receive the same award. It was noted that the Principal would also apply this award to the senior level management posts which included the Assistant Principals, Directors and Heads.

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

The minutes of the meeting held on 9 September 2015 were noted. The Vice Principal Educational Leadership provided an update on enrolment figures for 2015/16. She was pleased to report that c7,000 full-time students had enrolled to date. The data showed that there was an increase in demand for HNC and HND courses, rather than NCs, and that the College was on target to achieve its credit target. In relation to the SUMs (Student Unit of Measurement) Audit for 2014/15, it was noted that the College might be c650 below its target of 222,001, but this represented a credit total higher than the credit target figure (the Colleges were now moving to a credit based system rather than SUMs based). The actual credits achieved for 2014/15 was higher than the overall credit target for 2015/16. The Board welcomed this information.

**.3 Corporate Development Committee**

The minutes of the meeting held on 15 September 2015 were noted, and in particular the following:

1. **WITS Conference (CDM29) –** the conference had been well attended and had gone extremely well. The Committee supported the College’s aim to hold an international event next year and would encourage the use of an external events management team to assist with the organisation of this event.
2. **UK Government Changes to Student Visa Requirements (CDM35)** – the Committee had discussed the impact these changes would have on the ability of the College to recruit international students to study at the College. The Board shared the Committee’s concerns but recognised that the College was doing all that it could to find alternative ways of providing opportunities to international markets.
3. **Coat of Arms (CDM32)** – the Board was pleased to note that the College would be granted a Coat of Arms which would be used mainly on award certificates.
4. **Year-End Outturn 2014/15 and Income Targets for 2015/16 (CDM36)** – the Board was pleased to note that the College had exceeded its income target for 2014/15.

**.4 Estates Committee**

The minutes of the meeting held on 15 September 2015 were noted. In presenting these minutes to the Board the Chair of the Committee drew attention to the range of information provided and the impact that estates had on all activities of the College. The Committee was keen to ensure that the College could meet the curriculum requirements and that its estate was safe and well maintained. It was the intention that the Estates Strategy would be developed by May 2016 following which it would then be brought to the Board for consideration. The Committee was currently gathering as much data as it could but it was aware of the significant amount of funding required not just to maintain the estate but to develop it. The Government’s Spending Review was not complete yet so there was no clarity on the level of funding that might be available to support estates maintenance or development in the future. Talks with potential partners regarding future estates developments, or opportunities to share facilities, were continuing and would inform the estates strategy. The Board welcomed this report.

**.5 Organisational Development and HR Committee**

The minutes of the meeting held on 16 September 2015 were noted and in particular the following:

1. **Development of People Strategy (OM60) –** thefirst draft of this strategy had been discussed at the meeting of the Committee. While the Committee welcomed this and thought it represented a good start, nonetheless, it was of the view that further development was needed before this could be brought to the Board for consideration. This strategy would be brought to the Board at its next meeting in December.
2. **Job Evaluation Scheme for Support Staff (OM59.2) and Transfer of Catering and Cleaning Services Staff (OM59.4) –** theBoard joined the Committee in congratulating the Director of Organisational Development, his team and all other staff involved in both the implementation and outcomes of the Job Evaluation Scheme for Support Staff and the transfer of the Catering and Cleaning Service staff over the summer. Both these exercises had involved a significant amount of work and both had passed smoothly.

**.6 Audit Committee**

The Chair provided an oral report from the meeting held on 24 September 2015 as the minutes were not yet available. The Chair was pleased to report that Scott Moncrieff were now in post as the Internal Auditors and were working well. The External Auditors were currently finalising their audit work in relation to the Financial Statements which would be ready for consideration by the Committee next month. Some of the main points emerging from this work had been discussed at the Committee meeting.

**.7 Finance and General Purposes Committee**

The Board noted that the meeting scheduled for this Committee had had to be cancelled. Some of the business had already been covered by the Board at this meeting and the remaining items would be covered by the Committee at its next meeting in November.

**BM213 BOARD: MEMBERSHIP OF COMMITTEES, DATES OF MEETINGS AND SCHEDULE OF BUSINESS 2015/16**

The Board noted information on the membership of its committees,dates of meetings and Schedule of Business for 2015/16.

**BM214 REPORT ON DELEGATED ACTION**

The Board noted that the Chair had taken action on its behalf and approved the following:

1. **Insurance Renewal –** the Chair had authorised the Vice principal Operations to sign the renewal letter for the provision of insurance services for the College from Zurich for the 3 year period commencing on 1 August 2015.
2. **Membership of Estates Committee** – the Chair had agreed that John McMillan remain a member of the Estates Committee.

**BM215 STUDENTS ASSOCIATION ACTIVITIES**

The Student President updated the Board on a range of activities that he had undertaken.

* he was currently trying to get out to meet as many students as possible across all the Campuses so that he could be informed of the matters that affected them and they were concerned about;
* the Students Association and staff in the Student Support Services were working together to offer support to students. Currently they were in the process of offering training for student class representatives;
* the Principal had agreed to attend one of the Student Council meetings so that she could speak to and meet with a range of students;
* the 3 Vice President posts had been advertised and, it was hoped, would be filled before the end of the month;
* he was currently promoting various activities and supporting a range of different groups linked to the Students Association.

The Board welcomed this report and **agreed** that a report from the Students Association would be a standing item on the Board agenda in the future.

**[Action: GMcA]**

**BM216 NEXT MEETING**

Monday 7 December 2015 at 4.00 p.m. at the Greenock Campus.

GMcA/9.10.15/Final