

**WEST COLLEGE SCOTLAND
BOARD OF MANAGEMENT**

**MONDAY 21 MARCH 2016 at 4.00 p.m. in
Room 1, Abercorn Centre, Paisley Campus**

AGENDA

Development Session: Sharepoint

There will be a brief demonstration and discussion of the sharepoint system **at 3.00 p.m.** in Room 1, Abercorn Centre, Paisley Campus.

General Business

1. Apologies
2. Declaration of Interests
3. Minutes of the meeting held on 25 February 2016

	Enclosed	KM
.1 Actions from the minutes	Enclosed	KM
4. Minutes of the Special Meeting held on 9 March 2016

	To follow	KM
--	-----------	----
5. Matters Arising from the minutes
(and not otherwise on the agenda)

.1 BM240 Revised Remit of Remuneration Committee and SFC Guidance on severance schemes	Paper 5	GM

Main Items for Discussion and/or Approval

- | | | |
|--------------------------------|-------------|----|
| 6. Chief Executive's Report | Oral report | AC |
| 7. Chair's Report | Oral report | KM |
| 8. Students Association Report | Paper 8 | AH |
| 9. Distance Learning Contract | Paper 9 | LC |
| 10. IT Strategy | Paper 10 | DB |

Committee Reports

- | | | |
|--|-----------------------|----|
| 11. Nominations Committee: Recommendation | Paper 11 | KM |
| 12. Audit Committee
Minutes of the meeting held on 28 January 2016 | Paper 12 | JM |
| 13. Organisational Development and HR Committee
Minutes of the meeting held on 17 February 2016 | Paper 13 | MM |
| 14. Learning, Teaching and Quality Committee
Minutes of the meeting held on 24 February 2016 | Paper 14 | JH |
| 15. Estates Committee
Minutes of the meeting held on 1 March 2016 | Paper 15 | NA |
| 16. Corporate Development Committee
Minutes of the meeting held on 3 March 2016 | Paper 16 | MN |
| 17. Finance and General Purposes Committee
Minutes of the meeting held on 8 March 2016 | Paper 17
to follow | JW |

Items for Information

- | | | |
|--|-------------|----|
| 18. Board of Management: Dates of Meetings and
Schedule of Business 2015/16 | Paper 18 | GM |
| 19. Report on Delegated Action Taken since last meeting
None | | |
| 20. Risk | Oral report | KM |
| 21. Any other business | | |
| 22. Next meeting: Monday 20 June 2016 at 4.00 p.m. at the Greenock Campus | | |

Gwen McArthur
Secretary to the Board

BOARD OF MANAGEMENT

Minutes: 21 March 2016

Present: Keith McKellar (Chair)
Audrey Cumberland, Nick Allan, Jim Hannigan, Jacqueline Henry, Andrew Hetherington, Andrew Hunter, Jenifer Johnston, John McMillan, Alison Mitchell, Mark Newlands, Joyce White.

Attending: Stephanie Graham (Vice Principal Educational Leadership), Liz Connolly (Vice Principal Corporate Development), Alan Ritchie (Director of Finance and Estates), David Black (Director of IT, for item BM259), Gwen McArthur (Secretary to the Board).

Apologies: Mike Haggerty, Lyndsay Lauder, Maggie McManus, Stacey MacWhirter, Karen Walker, David Alexander.

BM249 WELCOME

The Chair welcomed Alan Ritchie, Director of Finance and Estates, to the meeting.

BM250 TEACHING STAFF MEMBERSHIP: RESIGNATION

- .1 The Chair informed the Board that David McDonald, the Teaching staff member, had resigned from membership of the Board. This meant that a nomination and election process would need to be initiated to appoint a member of Teaching staff to the Board. The Board was aware that it would shortly be the spring break and that Teaching staff might not be available for a two week period. It was considered that the election process should be delayed until after this break so that Teaching staff would have time to consult and seek nominees. However, the provisions of paragraph 2.6.4 (b) of the Articles of Governance meant that the whole election process needed to be completed within 6 weeks, which would not be achievable if there was a 2 week delay in the process.

In light of this information the Board

RESOLVED that

- i. the provisions of paragraph 2.6.4 (b) of the Articles of Governance be set aside to allow for the two week spring break, and
 - ii. the election process for appointing Teaching staff to membership of the Board commence immediately after the spring break with a view to being completed by mid May. **[Action: GMcA]**
- .2 The Board had agreed at its meeting in June 2015 that the staff members of the Board should join the membership of the Nominations Committee for a period of two years each, to run consecutively (BM195). The Teaching staff

member had been appointed first. However, now that he had resigned the Board

RESOLVED that Alison Mitchell, the Support staff member, join the membership of the Nominations Committee with immediate effect and for a period of two years, i.e. to 31 March 2018. **[Action: GMcA]**

BM251 DECLARATION OF INTERESTS

John McMillan and Audrey Cumberford declared an interest as Trustees of the West College Scotland Foundation. Keith McKellar and Audrey Cumberford declared an interest as members of the National Joint Negotiating Committee. Jenifer Johnston informed the Board that, for the next 14 weeks, she would be providing strategic advice to the 'Stronger in Europe' campaign.

BM252 MINUTES

The minutes of the meeting held on 25 February 2016 and of the Special meeting held on 9 March 2016 were approved.

BM253 ACTIONS FROM THE MINUTES

The Board noted the actions taken since the last meeting and, in particular, the following:

.1 Risk Training (BM233)

The Risk training would be re-scheduled and a new date was currently being sought. It was the aim to hold this training session in late April/early May. Further information would follow. **[Action: GMcA]**

.2 Induction Training for Board Members (BM236.1)

A date for this training was still to be identified. It was the aim to hold this in late May/early June in a central Glasgow location. Board members would be notified as soon as a date was identified. **[Action: GMcA]**

.3 Financial Statements: Unspent Maintenance Funding (BM236.2; FPM64)

Discussions with the Scottish Funding Council (SFC), regarding the unspent £3.2M estates maintenance funding which was still retained on the College balance sheet, were continuing. The College External Auditors had also been consulted and their views sought in order to agree a way forward.

Joyce White, Chair of the Finance and General Purposes Committee, informed the Board that the Committee had discussed this matter at its last meeting, on 8 March 2016, where it had expressed disappointment at the continuing stance of the SFC not to allow the College to expend this funding. The Committee was concerned that the College had taken time to develop its estates strategy and identify a sustainable way forward for the College and it was now being told that, due to a change in the operating environment, it could no longer expend these funds.

.4 Ministerial Letter of Guidance to SFC (BM237)

It was noted that the College had still not received confirmation of its funding for session 2016/17. While SFC knew the level of funding it would be receiving overall there had been no indication of the allocations to individual colleges or any indication as to funding of priority areas. This meant the College was in a very challenging position, particularly in terms of the curriculum it could offer next session. In light of this the College teams were continuing with business as usual, i.e. on the basis of a flat cash settlement, until the funding allocations were announced. Recruitment for full-time courses had already commenced and the curriculum teams were holding regular scenario planning meetings so that they could move quickly once they knew the funding available and what courses they could offer.

The financial sustainability of the sector was a matter of particular concern as a growing number of colleges were facing financial challenges which needed to be addressed. The Chairs and Principals had raised their concerns, through Colleges Scotland, with the SFC and the Scottish Government in the hope that these issues could be addressed. The Board noted this information and would be kept informed of developments.

BM254 REMUNERATION COMMITTEE AND SFC GUIDANCE ON SEVERANCE (BM240)

At the last meeting the Board considered the remit of the Remuneration Committee in light of the findings of the Scottish Government's Public Audit Committee in relation to the governance of severance arrangements at the former Coatbridge College. The revised remit was now before the Board for consideration. The Board was satisfied with the changes made. However, in discussion of the remit it was considered that provision should be made in the event that the Chair of the Committee was not available to chair the meeting. It was **agreed** that if the Chair of the Committee was not available then the members should seek a nomination from amongst those present to chair the meeting, but it could not be the Chair of the Board of Management. The remit of the Committee would be revised to capture this.

[Action: GMcA]

The Board also noted the SFC Guidance on seeking approval for severance schemes and settlement agreements which had been issued since the last meeting.

BM255 STUDENTS ASSOCIATION REPORT (BM241)

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:

- The Student President thanked the Vice Principal Educational Leadership and her team for all the support and assistance they had provided to students during the recent strike by lecturing staff. Various matters had

been raised and the staff had worked through these with the students concerned and had provided information to ensure that all students knew what was happening and the alternative arrangements that had been put in place. This was appreciated by the students.

- The second Student Representative Council (SRC) meetings of the session had taken place recently. The numbers attending these meetings were slightly higher than the previous meetings, but the Student President and his team were keen to encourage greater attendance and engagement with the student body. It was the intention to hold 3 SRC meetings each year in the future.
- It was noted that the student elections were now underway for the Officer posts of the Students Association. The closing date was 25 March 2016 and so the candidates standing would be known shortly.
- It was noted that students from both colleges and universities would be holding a demonstration on 23 March outside the Scottish Parliament building to raise awareness about the need for adequate levels of funding to support education in the future. The Students Association at the College had joined forces with the Students Association at the University of the West of Scotland to share transport to this demonstration.

BM256 CHIEF EXECUTIVE'S REPORT (BM248, 239, 237)

The Principal and Chief Executive provided an oral report to the Board. The Principal and the Chair provided the Board with a brief overview of progress made through the National Bargaining process, and particularly with the negotiations with EIS. A number of meetings had been held the previous week which had led to a revised offer being made to the EIS. The EIS had agreed to call off strike action at present, while the members of EIS were consulted on the revised offer. This revised offer comprised a two year deal which, if accepted, meant that implementation of the pay award for 2015/16 had not been imposed, but was part of a wider two year agreement. It also confirmed that action would be taken to achieve harmonisation of terms and conditions, as well as pay, across the sector for lecturing staff. This included the development of a national pay scale. Further, agreement had been reached that an Employers Association be established. This would help to address particular concerns of assigned college Boards. As a result the Glasgow Colleges had now signed up to the National Bargaining process. The EIS was now recommending to their members that this revised offer be accepted.

The Board was pleased to note that the current strike action had been called off and that both the Management and the EIS were back round the negotiation table. However, there remained concerns about the financial implications of this revised offer. The College still did not know its funding allocation for next session, 2016/17. The decision had been taken at the last meeting to award a 1% pay uplift for 2015/16, but, at present, there was no additional funding available to help meet any future costs. The detailed terms

of the revised offer were not known to the Board and so the financial implications of the next part of the offer had yet to be taken into account. Also the position of the Support staff needed to be explored as they had agreed to accept the pay award for 2015/16 on the basis that, if the EIS secured an improved offer, this would be taken into account. It was noted that discussions with the Support staff unions had already been initiated in light of this development. The Board would be kept informed of developments. **[Action: KM; AC]**

BM257 CHAIR'S REPORT (BM238)

The Chair drew attention to the following matters:

- **The College Good Governance Task Group** – the Task Group had just issued its report which was tabled at the meeting. The main points emerging from this report included: there would be more central control and regulation of the sector on a range of matters; there would be more external reviews and assessments of the individual Colleges on their performance and compliance with these various regulations, which might include direct observation of Board meetings; Boards needed to provide more evidence in relation to effectiveness reviews, member reviews, and development planning; and consideration was being given to extending the powers of the Scottish Ministers over the sector. The Board's Audit Committee would also consider the outcomes of this report at its meeting later in the week so that a report could be produced on what actions the Board needed to take in light of this report.
- **Board Effectiveness Review** – it was noted that the review of the Code of Good Governance was still underway but the externally assessed review of individual Boards' compliance with this Code would now be delayed until later in the year. The review of the Code had to wait until the outcomes of the Task Group were known and the sector had still to be consulted on the revised Code. In light of this the Board **agreed** that a review of its effectiveness should be conducted before the next meeting in June, and this review should consider the outcomes of the Task Group report (as mentioned above) and the implications this had for the College, as well as progress with the Board Development Action Plan. A date for this session would be arranged. **[Action: KM; GMcA]**

BM258 DISTANCE LEARNING CONTRACT (CDM59; FPM71)

It was noted that the College delivered a proportion of its distance learning provision through external providers. The College had recently conducted a re-tendering exercise for this provision, the outcomes of which had been discussed in some detail at both the Corporate Development and the Finance and General Purposes Committees at their recent meetings. The Board was pleased to note that a robust procurement process had been followed which had led to the proposal that the College enter into a contractual agreement with two companies to recruit 4,500 participating students. The College had previously taken the decision not to contract for more than 3,000 students

with any one provider in order to spread the risk. The two companies would deliver separately. There was an option to extend these contracts for a further two years subject to satisfactory performance. The level of contract might vary slightly from year to year in order to ensure that recruitment targets were met. Based on the proposed contract levels the annual investment would be approximately £315,000, which represented a material annual saving on current activities.

On the recommendation of the Corporate Development Committee and the Finance and General Purposes Committee, the Board

RESOLVED that

- i. the College enter into an initial contract with Learning Curve for 3,000 students and with The Skills Network for 1,500 students each year, at an annual cost of approximately £315,000, with effect from 1 April 2016;
- ii. these contracts be offered for an initial period of three years but, subject to satisfactory performance, could be extended for a further two years thereafter.

[Action: LC]

BM259 IT STRATEGY (FPM62)

The Chair welcomed David Black, Director of IT, to the meeting.

The Director of IT presented the Information Technology Strategy 2016-2020 to the Board. This had been developed in line with the Regional Outcome Agreement, Corporate Plan and strategic objectives of the College and had been discussed at the Finance and General Purposes Committee. It would support the development of the infrastructure necessary to maintain both the teaching and learning activities as well as the business operations of the College. It aimed to be both ambitious and realistic and would provide his team with both focus and direction for the future. Links with other partner organisations had been established and the Board was pleased to note that the College was represented on the University and Colleges Shared Services Committee (UCSS).

The Board was aware that implementing the merger and bringing together the systems and staff of the previous colleges had been a significant achievement. The IT Strategy represented the next stage of development. A couple of aspects had been raised in discussion at Committee level, mainly around IT security, continuity and risk which the Director was able to provide further information on and these would be taken into account in the action plan developed to take this strategy forward. In discussion the Board was also aware of the need for the IT staff themselves to keep up to date with the technology as it advanced and developed over time. Similarly there was a need to keep up with the operational plans and ambitions of the learning communities and to help in their development. At this stage the precise level of investment in this area for next session (and future years) could not be set, as the College did not yet know its funding allocation. However, key spending priorities had been identified for the coming session which the

Director of IT would hope to achieve. It was the aim that the students would also see more direct benefit from this investment which would help them, whether they used their own devices or the devices provided by the College.

On the recommendation of the Finance and General Purposes Committee, the Board

RESOLVED that the Information Technology Strategy 2016 – 2020 be approved.

BM260 COMMITTEE REPORTS

The Board noted the following reports:

.1 Nominations Committee

The Board noted that the Nominations Committee had followed the nominations and appointment process approved at the Board meeting in December (BM228.5) to identify a co-opted member to join the membership of the Learning, Teaching and Quality Committee. On the recommendation of the Nominations Committee the Board

RESOLVED that Wilma Bain, Corporate Director of Education, Communities and Organisational Development at Inverclyde Council, be co-opted to membership of the Learning, Teaching and Quality Committee with effect from 1 April 2016 to 31 March 2017 in the first instance. **[Action: GMcA]**

.2 Audit Committee

The minutes of the meeting held on 28 January 2016 were noted and, in particular, the following:

i. Revised Remit (AM151) – the Committee had proposed some revisions to its remit in light of a recent review by Internal Audit. On the recommendation of the Audit Committee the Board

RESOLVED that the revised remit of the Audit Committee be approved as presented.

ii. SFC Estates Maintenance Funding (AM152) – it was noted that the Audit Committee was also monitoring developments in the discussions with SFC regarding the £3.2M unspent estates maintenance funding (see also BM253.3 above).

iii. Internal Audit Reports (AM153) – the Board was delighted to note that the Internal Auditors had produced two reports recently, on Budget Setting and Monitoring and Financial Systems Health Check, both of which confirmed there were robust systems in place and made no recommendations for improvement. The Board wished to congratulate the Finance Teams concerned for achieving such a good outcome.

iv. Strategic Risk Register (AM156) – the Audit Committee had approved the updated Strategic Risk Register which was now being discussed at each of the Committee meetings as part of the process to embed risk in all aspects of the College work.

- v. **Register of Interests (AM159)** – the Board noted the current register of interests for Board and Committee members. The Chair reminded members that they needed to notify the Secretary of any changes to this.

.3 Organisational Development and HR Committee

The minutes of the meeting held on 17 February 2016 were noted and in particular the following:

- i. **Health and Safety (OM82)** – the Committee had met with the Health and Safety Managers to discuss their roles and work. The Committee was particularly interested to hear of the developments that were underway following the recent external review of health and safety management within the College conducted by Zurich. The outcomes of this review had led to the development of the Health and Safety Action Plan that had been approved by the Board at its meeting in December (BM228.3). The Health and Safety Managers were working hard to instil a culture of health and safety across the College and a number of matters were being progressed, with staff development and training being a main focus. It was acknowledged that this would take time, but many staff were already aware of these matters and the actions required to address them and to manage the risk involved. The Committee was confident that the College was moving in the right direction. The Committee would receive regular updates on progress in relation to these matters and would keep the Board informed accordingly. This monitoring would not just be retrospective but would also take a proactive approach and raise awareness as appropriate. The Board welcomed this information.
- ii. **Job Evaluation Scheme: Appeals (OM86.1)** – the Board noted that the Job Evaluation Scheme appeals process was now complete and staff had been informed of the outcomes.

.4 Learning, Teaching and Quality Committee

The minutes of the meeting held on 24 February 2016 were noted, and in particular the following were discussed:

- i. **Resource Planning: Support for Engineering Facilities at the Greenock Campus (LM132)** – it was noted that the Committee supported a case for investment in engineering facilities at the Greenock Campus. This was in light of the demand for such training in the Inverclyde region in particular, and was consistent with the business case being developed for estates development at Greenock. It would also help develop the College reputation as a centre for engineering education and training.
- ii. **School College Provision (LM136)** – the College was proposing to widen the provision of courses and classes for schools in session 2016/17. The Board welcomed this information and noted the positive feedback that the College had received from schools, pupils and their parents in response to this.

- iii. **College Leaver Destinations (LM140)** – the Board was pleased to note that the College had performed above the sector average for positive destinations for its students, as evidenced in the SFC published leaver destinations for session 2013/14. The College had also performed above the sector average for obtaining returns from its students after they had left.
- iv. **Educational Leadership Team (LM 131, 134, 135, 137)** – the Board noted the range of activity that the Vice Principal Educational Leadership and her teams had undertaken, including: working with the NEF Innovation Institute to develop a STEM strategy for the College and the wider region; a full review of the curriculum which identified strengths and areas for improvement; working with the Internal Auditors to review and improve procedures; working with local authorities to take a regional approach to meeting the corporate parenting agenda; and working with Renfrewshire Council on the Tackling Poverty: Joint Employability Programme.

.5 Estates Committee

The minutes of the meeting held on 1 March 2016 were noted and particularly the following:

- i. **Statement of Strategic Intent (EM145)** – the Board noted progress with various projects that the College was involved in. It was also noted that the College was in discussions with other potential partners regarding the development of a district heating system at Clydebank. The aim was for this project to be cost neutral for the College whilst at the same time significantly reducing the College's carbon footprint if it was to proceed.
- ii. **Estates Strategy (EM146)** – information was being gathered to inform the estates strategy. Part of this included the development of a business case for the Greenock Campus, where discussions with a range of other organisations had been held in order to identify the options open to the College. It was the intention that the estates strategy and the business case for the Greenock Campus would be presented to the Board at its next meeting for consideration and approval.
Also, as part of the development of the estates strategy, it was the intention to hold a workshop session on carbon management to which all Board members would be invited. **[Action: DA; AR]**
- iii. **Community Empowerment (EM150)** – the full impact of the recent legislation on the college sector had not yet been worked through and more information and advice was being sought in order to assist the College to deal with such matters in the future.
- iv. **Committee Vice Chair (EM153)** – it was noted that Andrew Hetherington had been appointed Vice Chair of the Estates Committee.

.6 Corporate Development Committee

The minutes of the meeting held on 3 March 2016 were noted, and in particular the following:

- i. Commercial Income Update (CDM60)** – it was noted that the Committee had revised the commercial income targets for 2016/17. It was acknowledged that the original targets had represented a stretch and, while the College was achieving a good level of income through this route, it might not achieve the stretch targets. Staff across the College were putting in a considerable effort to meet the targets which the Committee wished to recognise.
- ii. Sector Leading Areas (CDM50, 51, 52)** – the Board was pleased to note that there were a number of areas where the College was leading the sector, these included: the Technology and Innovation Conference for school staff, the WITS Symposium held last year and the WITS seminars planned for later this year; the College was the only Microsoft Showcase School in Scotland; the College was aiming to establish an Alumni Association; and the work undertaken by the Communications, Policy and Planning Team had raised the College profile as they had provided briefings on a range of matters to interested external parties.
- iii. College Development Network Marketing Awards (CDM57)** – the Board was delighted to note that the College had won Gold in each of the 4 categories it had been shortlisted for, and had also won the Grand Prix Award for the WITS Symposium. The Board wished to congratulate all those involved in achieving such a success.

.7 Finance and General Purposes Committee

The minutes of the meeting held on 8 March 2016 were noted and in particular the following:

Management Accounts to 31 January 2016 (FPM65) – the College had received an in-year allocation of £437,000 for student support funding. This meant that the year-end deficit for 2015/16 had been reduced significantly and was now forecast to be £362,000.

BM261 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.

BM262 RISK

It was noted that risk would be a standing item on the agenda for all future meetings. As mentioned earlier in the meeting (see BM253.1 above) the training would be provided shortly. The Board also noted that the Internal Auditors were currently reviewing the risk processes within the College. Their report would be provided to the Audit Committee at its next meeting, which in turn would report to the Board on the findings of this report.

BM263 NEXT MEETING

Monday 20 June 2016 at 4.00 p.m. at the Greenock Campus.

GMcA/29.03.16/Final