

**WEST COLLEGE SCOTLAND
BOARD OF MANAGEMENT**

**MONDAY 20 JUNE 2016 at 4.00 p.m. in
Ardgowan 1 & 2, Finnart Street, Greenock Campus**

AGENDA

General Business

1. Apologies
2. Declaration of Interests
3. Minutes of the meeting held on 21 March 2016

	Enclosed	KM
.1 Actions from the minutes	Enclosed	KM
4. Matters Arising from the minutes
(and not otherwise on the agenda)

Main Items for Discussion and/or Approval

5. Chief Executive's Report

	Paper 5	AC
.1 Outcome from Education Scotland Annual Review	Paper 5.1	SG
.2 Update on Key Performance Indicators	Paper 5.2	AC
6. Chair's Report

	Paper 6	KM
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7. Students Association Report

	Paper 7	AH
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8. Budget 2016/17 and Financial Strategy

	Paper 8	DA
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9. HR Annual Report 2015

	Paper 9	AC
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10. Governance

	Paper 10.1	KM
.1 Board Development Action Plan: Updated		
.2 Consultation on Code of Good Governance: Proposed Response	Paper 10.2	KM
11. Contract Approvals

	Paper 11.1	DA
.1 Print Services		
.2 Finance System	Paper 11.2	AR

12. Regional Outcome Agreement 2016/17 AC
This is a substantial document and will be tabled at the meeting

13. Strategic Risk Register Paper 13 AR

Committee Reports

14. Organisational Development and HR Committee Paper 14 MM
Minutes of the meeting held on 11 May 2016

15. Corporate Development Committee Paper 15 MN
Minutes of the meeting held on 17 May 2016

16. Nominations Committee Paper 16 KM
Minutes of the meeting held on 19 May 2016

17. Learning, Teaching and Quality Committee Paper 17 JH
Minutes of the meeting held on 25 May 2016

18. Audit Committee Paper 18 JM
Minutes of the meeting held on 26 May 2016

19. Estates Committee Paper 19 NA
Minutes of the meeting held on 31 May 2016

20. Finance and General Purposes Committee Paper 20 JW
Minutes of the meeting held on 7 June 2016

Items for Information

21. Board of Management: Membership, Proposed Dates of Paper 21 GM
Meetings 2016/17 and Schedule of Business 2015/16

22. Report on Delegated Action Taken since last meeting Paper 22 KM

23. Any other business

24. Next meeting: Monday 3 October 2016 at 4.00 p.m. at the Clydebank
Campus (depending on the decisions taken at this meeting the start time
might be brought forward to 3.00 p.m.)

Gwen McArthur
Secretary to the Board

BOARD OF MANAGEMENT

Minutes: 20 June 2016

Present: Keith McKellar (Chair)
Audrey Cumberford, Nick Allan, Mike Haggerty, Jim Hannigan, Jacqueline Henry, Andrew Hetherington, Andrew Hunter, Jenifer Johnston, Lyndsay Lauder, Paul McFarlane, Maggie McManus, John McMillan, Alison Mitchell, Mark Newlands, Joyce White.

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

Apologies: Stacey MacWhirter.

BM264 WELCOME

The Chair welcomed Paul McFarlane, the newly elected member of Teaching Staff, to his first Board meeting.

BM265 MEMBERSHIP: RESIGNATION

The Chair informed the Board that Karen Walker had resigned from membership of the Board.

BM266 DECLARATION OF INTERESTS

John McMillan, Audrey Cumberford and David Alexander declared an interest as Trustees of the West College Scotland Foundation. David Alexander also declared an interest as he had been nominated the College's representative on the Employers' Association.

BM267 MINUTES

The minutes of the meeting held on 21 March 2016 were approved.

BM268 CHIEF EXECUTIVE'S REPORT (BM256)

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

- i. **Scottish Government Priorities** – following the recent elections it was known that the Scottish Government was currently considering its future actions. Key priorities had been set for education (access, attainment, learner journey) but it was known that a lot of work was currently underway and a range of discussions were taking place in order to decide precisely how these might be achieved. In terms of the sector's spending review submission for the period beyond 2016/17, the College would provide input to this and this would be brought to the Board in due

course. The Board would be kept informed of developments once further information was available. **[Action: AC]**

- ii. Funded Student Places** – it was noted that the College funded places would be maintained at 116,000 FTEs in 2016/17. However, this was against a backdrop of a reduction in funding levels and consideration would need to be given to the future financial sustainability not just of this College but of the whole sector. This was a major risk for the sector and had already been raised with the appropriate bodies. It was also known that Audit Scotland was reviewing the college sector and might highlight these, and other concerns raised, within their report which would be available in the late summer.
- iii. Productivity and Innovation** – this was another key priority of the Scottish Government in order to improve the economy. In terms of innovation the Colleges needed to raise their profile and ensure their contributions were fully recognised. The Chair indicated that he would circulate a paper produced by St Andrews University on the role Colleges play in innovation. **[Action: KM]**
- iv. Review of Enterprise, Development and Skills agencies** – was currently underway and would have an impact on colleges. The terms of reference of this review were tabled for information. The outcomes of the review should be known by late summer.
- v. Staff Survey** – a survey of all staff in the College had just been undertaken and the feedback obtained was being analysed. This survey focussed on the collective ambition programme and focus groups had been established to look at the feedback and to identify any themes that had emerged. The Principal intended to inform staff, at the all staff event on 15 August 2016, of the main headline outputs from this survey and the actions that would be put in place in support of an improvement agenda. The Board welcomed this information.

BM269 EDUCATION SCOTLAND ANNUAL ENGAGEMENT VISIT

The Board noted the report from the recent Education Scotland Annual Engagement Visit to the College on 24 & 25 May 2016. During this time the Education Scotland team had visited all campuses and met with staff and students. It was considered that this was a good report and provided a fair assessment of the current position of the College and the progress made since the last visit by Education Scotland in March 2015. There were still some matters that had not been fully resolved but steps were being taken to address these, which had been acknowledged in the report. One of the main issues raised related to access to reliable ICT systems. While improvements had been made to the IT infrastructure and equipment in the College and further improvements were planned, the full scope of these improvements depended on the availability of funding which was being reviewed again in light of the funding allocation from SFC and the significant reduction in the estates maintenance grant. Another main issue raised was attainment and the need to ensure that strategies for improvement were communicated and

implemented effectively. A significant effort had been put into this area of activity but, due to the timing of the visit, the latest information on student attainment in 2015/16 was not available. It was the expectation that the attainment figures would show improvement.

The Board thanked the Vice Principal Educational Leadership and her team for their hard work and for achieving such a good outcome.

BM270 KEY PERFORMANCE INDICATORS (BM223)

The Board was pleased to receive the proposed performance dashboard that had been developed for the College. It welcomed the format and noted that some indicators were only available at set times of the year. The commentary to be provided on performance would, most likely, be by exception as most of the information was self-explanatory. In discussion it was queried if some of the strategic pillars could be subsumed within others; and how the Colleges' performance could be benchmarked against the rest of the sector. It was noted that this document was still under development and further consideration would be given to the strategic pillars to be included. Further consideration would also be given to how to use this information to provide sector comparisons on key performance indicators. The Board welcomed this performance dashboard and **agreed** that further development be undertaken and the dashboard be brought back for consideration.

[Action: LC]

BM271 CHAIR'S REPORT (BM257)

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 the Chair drew attention to the following:

- i. Employers Association** – it was noted that Colleges Scotland had approved a new Board and committee structure which included an Employers Association. Although the Employers Association would be part of this new structure it could not be over-ruled by Colleges Scotland. All colleges in Scotland were represented in the Employers Association, with the Vice Principal Operations being the College's nominee on this body. In discussion, while the Board welcomed the establishment of the Employers Association, concerns were expressed regarding Colleges Scotland and its ability to represent the interests of the sector to the Scottish Government. The Board of Colleges Scotland comprised the Chairs of each of the regional College Boards, who were all appointed by the Scottish Government. It was considered that this posed a conflict of interest.
- ii. Spending Review** – it was noted that Colleges Scotland was currently in the process of preparing the College sector submission to the Scottish Government Spending Review. This was being produced taking account of discussions at Colleges Scotland meetings with the main point of

concern being the future financial sustainability of the sector. Further information would be provided to the Board once it was available.

BM272 STUDENTS ASSOCIATION REPORT (BM255)

On behalf of the Board the Chair congratulated Andrew Hunter on being re-elected Student President for a second term.

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:

- It was noted that two Vice Presidents had been elected, one for the Clydebank Campus and one for the Paisley Campus, but that no-one had come forward for the Greenock Campus. Another election would be held in October for the Greenock Campus Vice President post.
- The Student President and his team were working hard to further develop the structures and processes of the Students Association to ensure that they were robust. It was also the aim to raise awareness amongst students about the purpose and function of the Students Association and how students could engage with it.
- A timetable of events had been developed which set out key dates for the appointment and training of class reps, as well as Student Council meetings.
- It was the aim to put in place a partnership agreement between the Students Association and the College which would set out the role, responsibilities and expectations of each partner.

The Board welcomed this information and was pleased to note that training activities had been taken into account from the outset. It was pleased to note that it was the aim to have a partnership agreement between the Students Association and the College and would encourage consideration also be given to the development of appropriate performance measures, so that the Board could measure the outcomes of the Students Association. This would highlight areas where improvements could be made and also areas which were working well and/or successful outcomes had been achieved.

[Action: AH]

BM273 BUDGET 2016/17 AND FINANCIAL STRATEGY (BM253; FPM80, 81)

.1 Background

It was noted that the College had only received notification of its funding allocation for 2016/17 on 9 May 2016. A significant amount of work had been undertaken since then in order to produce a proposed Budget for 2016/17 which was now before the Board for consideration. Financial projections for 2017/18 and 2018/19, and the assumptions underlying them, were also presented to the Board. As part of the background to the Budget paper the Board noted the following:

- The Finance and General Purposes Committee had discussed the proposed Budget and financial projections and had been satisfied with the information provided but had acknowledged the challenging position this represented for the College.
- West College Scotland would receive an increase in its core teaching grant-in-aid of 1%. However, the estates maintenance grant had been reduced by 23%. Which meant that over a 2 year period the estates maintenance grant had been reduced by 42%. When taken together the level of funding provided by SFC (i.e. the core teaching grant-in-aid and the estates maintenance grant) represented a reduction of £71,695 from 2015/16 to 2016/17.
- The Budget for 2016/17 as proposed would show an operational surplus of £26k, which was effectively a break-even position. However, £563k of cash generated by the College would be needed to meet the shortfall in student support funding allocated by SFC, which would mean approving an overall Budget deficit of £537k. It was noted that the use of cash for such purposes was in line with SFC requirements as this was a College priority.
- The SFC had confirmed that the College could not spend the £3.2M unspent allocation of estate maintenance funding that had been retained on the College's balance sheet following regionalisation. This would require a technical adjustment to the College Financial Statements for this, and future, years until the total had been expended against items permitted under the SFC Financial Memorandum and the SPFM.
- The College had recently received an interim asset valuation report which had initially indicated that there could be an increase in the annual depreciation charge of £1.5M per annum. However, this was subject to final review and was a technical matter.
- It was proposed that the Students Association budget for 2016/17 be increased to £88k.
- Each of the Board committees had been informed of the financial position and the significant cut in estates maintenance grant. They had all expressed concern as this would impact on all College activities.

.2 Discussion

The Board expressed concern at the financial position it now found itself in. While the College would generate cash through its operations, this would be required to meet current loan repayments and, if the Board (and SFC) approved, to meet the shortfall in the funding provided by SFC for student support. In trying to achieve a balanced budget account had been taken of the need to continue to invest in strategic priorities and also in current activities including, staff development and ICT infrastructure and equipment. At the same time it had to be able to meet the increase in pension costs and any pay settlements agreed nationally, neither of which the Board had any ultimate control over.

The Board was aware of the Scottish Government priorities for the college sector and the range of initiatives that the College would be expected to contribute to and participate in. In terms of expenditure and using any cash generated (termed as net depreciation funds by the SFC), the Board had to seek approval from SFC before it could commit to any of these. The Board members expressed concern at the fact that there were many responsibilities placed on them and they would be held to account for the decisions taken, but the control behind many of the decisions now requiring to be taken lay elsewhere, mainly with SFC. Last year the Board had received assurances from SFC that the use of net depreciation funding to bridge the gap in student support funding was a one-off instance and would not arise again. However, the College now found itself in the same position again this year. Under these circumstances it was queried if the Board should approve the Budget without seeking further assurances from SFC.

The Board was aware that the Executive had taken all reasonable steps to produce a balanced Budget for 2016/17 and had taken the various factors into account, and so there was little room for manoeuvre. The College had to continue to function and so it needed to have its Budget in place before the start of next session. It was also noted that a meeting with SFC was scheduled to be held the following week which might help address some of these concerns. There had been communication and correspondence in advance with the SFC in relation to the 2016/17 College budget and the assumptions underlying it, and thus SFC had full knowledge and understanding of the basis on which the Board was being asked to approve the 2016/17 budget and the requirement to use cash generated in order to meet student support fund needs.

.3 Outcomes

In light of the above discussion and the concerns expressed it was **agreed** that these matters had to be raised with SFC as a matter of some urgency and Colleges Scotland should be made aware and should raise these issues with SFC and the Scottish Government on behalf of the sector as this was an issue affecting all colleges in Scotland. **[Action: KM; AC; DA]**

Following discussion, and on the recommendation of the Finance and General Purposes Committee, the Board

RESOLVED that

- i. The Students Association Budget for 2016/17 be set at £88k;
- ii. The Budget for 2016/17 be approved as presented;
- iii. £563k of net depreciation funding be used to meet the shortfall in student support funding provided by SFC, subject to reaching agreement with SFC on this matter.

Note: Ms Hendry abstained from the decision.

On behalf of the Board the Chair thanked the Vice Principal Operations, the Director of Finance and Estates, and their team in light of the significant amount of work undertaken to produce the Budget and supporting information.

BM274 HR ANNUAL REPORT 2015 (OM100)

The Board noted the HR Annual Report 2015 which provided information on: key HR data; equality, diversity and inclusion; health, safety and wellbeing; employee relations, HR Merger Integration Projects, data protection and freedom of information requests. The Board welcomed this report but queried if more information could be provided in relation to ethnic profile and gender and how this related to the posts held. It was noted that the Organisational Development & HR Committee had considered this report in some detail and had been pleased with the final version which would form the baseline for measuring future performance. In relation to future themes the Committee would bring to the Board it was suggested that the outcomes of the staff survey would be used to identify which themes should be addressed first.

[Action: AC; DG]

The Board **RESOLVED** that the HR Annual Report 2015 be approved.

BM275 BOARD DEVELOPMENT ACTION PLAN (BM257)

The Board considered its Development Action Plan which had been revised in light of the feedback obtained from the Board Evaluation and Development Session held on 24 May 2016. The Board **agreed** that the Board Development Action Plan 2016/17 be approved and that it be monitored more regularly, with an annual and mid-year review.

[Action: GMcA]

BM276 CONSULTATION ON REVISED CODE OF GOOD GOVERNANCE (BM257)

The Code of Good Governance for Scotland's Colleges was currently under review and the latest edition had been issued for consultation. In considering its draft response the Board was clear that this Code should set out high level principles of governance and avoid being too detailed or including information that was set out elsewhere. There was also a concern that some of the language used in the revised Code could be off-putting to some Board members, both existing and potential. The Board **agreed** that the draft response to the consultation on the Code of Good Governance be approved and be sent to the Good Governance Steering Group.

[Action: GMcA]

BM277 PRINT SERVICES (FPM91)

It was noted that a tender exercise had been conducted to replace the existing print services and resources. The aim was to align the equipment, operating practices and service standards around a single supplier for Print Room services; and to provide equality of services, rationalise the device types, provide economic and efficient print output and to provide management information on print activity across the College. The Finance

and General Purposes Committee had considered the outcome of this tender exercise and was satisfied with the proposal coming forward which would provide a good quality service and deliver significant savings over the five year period the contract would cover. An in-house staff provision would also be retained.

In light of the information provided, and on the recommendation of the Finance and General Purposes Committee, the Board

RESOLVED that a lease contract for Print Services be awarded to Ricoh for a 5 year period commencing on 1 November 2016.

BM278 FINANCE SYSTEM (FPM92)

It was noted that the College had tendered for the provision of a new finance system, in collaboration with Glasgow Clyde College, and was assisted during the scoping exercise by APUC (Advanced Procurement in Universities and Colleges). Following the reclassification of Colleges the requirement for more flexible reporting had increased significantly, but the current system was considered no longer suitable to meet these new reporting requirements. The Finance and General Purposes Committee had considered the outcome of this tender exercise and was satisfied that the proposed system would be able to meet future reporting requirements as well as offering good value in relation to cost, security, training and support.

In light of the information provided, and on the recommendation of the Finance and General Purposes Committee, the Board

RESOLVED that a contract with TechnologyOne to provide the finance system for the College for the next 5 years commencing from 1 December 2016, with an option to extend for a further 2 years thereafter, be approved.

BM279 REGIONAL OUTCOME AGREEMENT 2016/17 (BM236.3, 221; EM162)

The Board received the updated Regional Outcome Agreement for 2016/17. It was noted that the only change made to this document since the Board last reviewed it was the target for carbon management. This was in light of the discussion that had taken place at the last meeting of the Estates Committee where the reduction in estates maintenance funding available to support various projects/initiatives had meant that priorities had had to be revisited and adjusted accordingly. The Board was also pleased to note that each of the Committees had been monitoring the Regional Outcome Agreement throughout the year and had reported back on progress in their minutes to the Board.

The Board welcomed this revised document and suggested that it should be made available to the Community Planning Partnership meetings as it provided useful information on the range of activities and priorities of the College. The Board

RESOLVED that the revised Regional Outcome Agreement 2016/17 be approved.

BM280 STRATEGIC RISK REGISTER (BM260.2, 262; AM184, 192)

A training session for Board and Committee members had been held on 4 May 2016 which had led to the development of an Action Plan to further embed consideration of risk within College processes. It was also noted that the Internal Auditors had undertaken a review of risk management within the College and had confirmed that the College had in place a robust framework for the management and control of risk which was in line with best practice. The Board welcomed this information and **agreed** that the Action Plan to further embed management of risk in College processes be approved.

The Board received the Strategic Risk Register which had been updated in light of the feedback from each of the Board Committees and the recent funding announcements from SFC. The Board **agreed** that the Strategic Risk Register be approved.

BM281 COMMITTEE REPORTS

The Board noted the following reports:

.1 Organisational Development and HR Committee

The minutes of the meeting held on 11 May 2016 were noted. The Committee had reported to the Board on risk and on the Regional Outcome Agreement. The Board also noted the following:

- i. People Strategy: Action Plan (OM99)** – an Action Plan for the implementation of the People Strategy had been developed and the Committee would receive regular monitoring reports on progress with this.
- ii. Review Process for Principal and College Executive (OM102)** – a review process had been developed and would now be considered by the Remuneration Committee.
- iii. Severance Scheme (OM103)** – in light of the publication of the SFC guidance on severance schemes earlier in the year, a draft process had been developed for the College which was compliant with the SFC scheme and set out the College responsibilities and process to be followed. This would be considered by the Remuneration Committee before coming to the Board for consideration.

.2 Corporate Development Committee

The minutes of the meeting held on 17 May 2016 were noted. The Committee had reported to the Board on risk and on the Regional Outcome Agreement. The Board also noted the following:

- i. Ethical Issues (CDM66)** – consideration was being given to the matter of ethical sponsorship, funding and connections with external bodies. This

tied in with the College's corporate social responsibilities and further information would be brought forward for consideration in the future.

- ii. **Stakeholder Engagement (CDM70)** – the Committee was considering the purposes and principles of stakeholder engagement as well as the development of a framework and implementation plan which would further develop this important area of work.

.3 Nominations Committee

The minutes of the meeting of the Nominations Committee held on 19 May 2016 were noted.

- i. **Membership of Board and Committees (NM36)** – in light of Karen Walker's resignation, and on the recommendation of the Nominations Committee, the Board

RESOLVED that a recruitment process for a new Board member be initiated, with the aim of placing advertisements in August and interviewing in September. **[Action: GMcA]**

.4 Learning, Teaching and Quality Committee

The minutes of the meeting held on 25 May 2016 were noted. The Committee had reported to the Board on risk and on the Regional Outcome Agreement. The Board also noted the following:

- i. **STEM Strategy Development (LM154)** – an agreement had been reached with NEF Innovation Institute, STEM Foundation to develop a Regional STEM Strategy. It was the intention to seek STEM Assured status in August.
- ii. **Work Readiness Report (LM155)** – the Board welcomed the report on progress with embedding the Certificate of Work readiness within existing College provision. It was also noted that Education Scotland had recognised this as an area of good practice.
- iii. **Equality Challenge Unit: Attracting Diversity (LM159)** – the College was taking part in a project with the Equality Challenge Unit to investigate ways of enhancing diversity of the student population.
- iv. **PREVENT Strategy (LM152.2)** – the College was working with representatives from various local communities and groups on PREVENT activities and a set of PREVENT guidelines was being developed for the College. The aim of this was to prevent individuals from being drawn into extremist or terrorist activities. Training and awareness raising activities would be undertaken within the College and further information would be brought to the Board as appropriate.

.5 Audit Committee

The minutes of the meeting held on 26 May 2016 were noted and, in particular, the following:

- i. **Accounting Policy Amendments (AM183)** – in order to implement the accounting standard FRS102, and on the recommendation of the Audit Committee, the Board

RESOLVED that the College apply the accruals model in revenue recognition for both revenue and capital grants and for government grants received and the Accounting Policy be amended as proposed by the Committee to reflect this.

- ii. **External Audit Planning Memorandum 2015/16 (AM187)** – the Audit Committee had approved the Audit Planning Memorandum for the year ending 31 July 2016 and the fee to be paid to the External Auditors, Wylie & Bisset, to undertake this work.
- iii. **Governance and Compliance (AM188 & 189)** – the Committee had been satisfied with the information presented to it on how the College complied with the Code of Good Governance, the Financial Memorandum with SFC, and the SPFM (Scottish Public Finance Manual). It had also considered how it was meeting its requirements in relation to the aspects of the Regional Outcome Agreement that fell within its remit.
- iv. **Annual Effectiveness Review of Audit Committee (AM190)** – the Committee had conducted its own effectiveness review and had been satisfied with the feedback received, but it had not specifically sought feedback from the Board. The Board was clear that the Audit Committee did provide assurance to the Board and that further assurance was provided via the annual joint meeting with the Finance and General Purposes Committee.
- v. **Governor's Liability Insurance (AM191)** – the Board was pleased to note that there was appropriate insurance cover in place for Board members.

.6 Estates Committee

The minutes of the meeting held on 31 May 2016 were noted. The Committee had reported to the Board on risk and on the Regional Outcome Agreement. The Board also noted the following:

- i. **Estate Strategy (EM163)** – the Committee had considered in some detail the need for significant investment in the current College estate. It was estimated that funding of £33M was required just to meet the cost involved in bringing the buildings up to a suitable condition over the next 10 years. However, this figure did not include the cost of improving the functional suitability of buildings, furnishings or equipment. The level of funding allocation from SFC for 2016/17 together with the significant reduction in the estate maintenance grant (see BM273 above) meant that urgent talks with SFC would now be held to discuss these matters. In order to progress this matter and to ensure that the Board was fully informed the draft Estate Strategy was tabled at the meeting so that Board members would have time to consider it over the next few weeks. It was also **agreed** that
 - Board members be invited attend the first part of the meeting of the Estates Committee on Tuesday 13 September 2016 at 3.00 p.m.; and
 - the Board meeting on 3 October 2016 start at 3.00 p.m. so that there would be sufficient time to consider the Estate Strategy, the Carbon

Management Plan and the development of a Business Case for the Greenock Campus. **[Action: GMcA]**

.7 Finance and General Purposes Committee

The minutes of the meeting held on 7 June 2016 were noted. The Committee had reported to the Board on risk and on the Regional Outcome Agreement. The Board also noted the following:

- i. **Financial Regulations (FPM85)** – on the recommendation of the Finance and General Purposes Committee the Board **RESOLVED** that some minor amendments be made to the Financial Regulations with immediate effect.
- ii. **Management Accounts to 30 April 2016 (FPM79)** – the Committee had approved the Management Accounts for the period to 30 April 2016.

BM282 BOARD: MEMBERSHIP, DATES OF MEETINGS AND SCHEDULE OF BUSINESS 2015/16

The Board noted its current membership and Schedule of Business for 2015/16 and **agreed** the dates of its meetings for 2016/17.

BM283 DELEGATED ACTION

The Board homologated the action the Chair had taken on its behalf as follows:

.1 Election of Teaching Member of Staff to the Board

John McMillan, the Senior Independent Person and Chair of the Audit Committee, had been appointed as the independent verifier for the election process of a member of Teaching Staff to join the membership of the Board.

.2 Nominations to the Employers Association - following consultation with the Board the following individuals were nominated and have now joined the Employers' Association:

For the role of College Representative on the Employers' Association:
David Alexander, Vice Principal Operations;

For the role of Depute College Representative on the Employers' Association: Audrey Cumberland, Principal;

To be a member of the Workforce for the Future – Working Group:
Stephanie Graham, Vice Principal Educational Leadership.

.3 Leave of absence - Jenifer Johnston has been granted leave of absence for the period September 2016 to March 2017.

BM284 THANKS

The Chair thanked all the Board members, the Executive and the other Attending Officers for all their hard work and significant contributions made to the working of the Board throughout the year.

BM285 NEXT MEETING

Monday 3 October 2016 at **3.00 p.m.** at the Clydebank Campus.

GMcA/29.06.16/Final