Board of Management: Meeting of 3 October 2016

Actions from the Minutes

Date of meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
3 October 2016	BM290 i	National Bargaining – updates to Board	A Cumberford	Ongoing	
	BM290 iii	Programme for Scottish Government – letter of guidance to SFC for 2017/18	A Cumberford	Letter of guidance issued to all members	Complete
	BM293 i 281.3	Appointments and re-appointments to the Board – notification to Scottish Ministers	G McArthur	Nominations sent to Scottish Ministers. Approval received 16 November 2016	December 2016
	BM293 ii	Engage Scott Moncrieff to undertake external review of the Board	K McKellar / G McArthur	Scott Moncrieff now engaged and review initiated	March 2017
	BM294 274	Outcomes from Staff Survey i.HR/OD Committee to consider improvement plan arising from staff survey ii. Further progress reports to the Board on actions arising from staff survey	A Cumberford G McArthur	To be considered at HR/OD Committee on 16 November 2016	November 2016
	BM297 i 281.6	West College Scotland Estates Strategy 2016-26 to be submitted to the Scottish Funding Council (SFC)	D Alexander		Complete
	BM297 ii	West College Scotland Carbon Management Plan 2016-21 to be submitted to SFC	D Alexander		Complete
	BM297 iii	Funding appraisal and business case for development of Greenock campus to be submitted to SFC	D Alexander		Complete

	BM297 iv	Options appraisal and outline business case for Paisley campus to be prepared for consideration by Estates Committee	D Alexander		
	BM298 i	Revised terms and conditions for Board Members to be circulated to all members	G McArthur	Circulated by e mail 1/11/2016	Complete
	BM298 ii	Minutes and outcomes from Remuneration Committees held on 5 and 22 September 2016 to be considered at next Board meeting	G McArthur / M McManus		December 2016
	BM299	Board's Strategic Risk Register to be considered by each committee, reviewed by Audit Committee and reported to the Board	D Alexander / G McArthur		December 2016
		Actions from previous minutes			
20 June 2016	BM268 i	Scottish Government priorities – Board to be kept informed of developments	A Cumberford	Ongoing	
	BM268 iii	Productivity and Innovation – paper produced by St Andrews University to be circulated to Board	K McKellar	Paper circulated to Board members by e mail following Board meeting held on 3 October 2016	Complete
	BM270, 223	Key Performance Indicators – further development to be undertaken and next edition brought to Board	L Connolly	Development underway – further information to come to December 2016 meeting	December 2016
	BM272	Students Association – possible development of partnership agreement with College	A Hunter / S Graham	To be discussed at Learning, Teaching and Quality Committee on 7 December 2016	January 2017

	BM273, 253	Budget 2016/17 and Financial Strategy – concerns to be raised with SFC and Colleges Scotland	K McKellar A Cumberford D Alexander	Concerns have been raised with SFC and Colleges Scotland Feedback will be provided to the next meeting.	Ongoing
	BM275 257	Board Development Action Plan – to be monitored annually with mid-year review	G McArthur	Mid-year review to be brought to January 2017 meeting – to tie in with External Review of Governance Effectiveness	January 2017
	BM281.1 240	Draft severance policy to be developed through OD&HR Committee	M McManus G McArthur	Draft policy considered by OD&HR Committee and progress reported to Board in June. Policy referred to Remuneration Committee and to be brought to Board for approval at October meeting	October meeting – now December meeting

GMcA/1.11.16/Final

TITLE: **GOVERNANCE EFFECTIVENESS REVIEW**

Background: At its last meeting the Board noted the guidance issued by Colleges Scotland on conducting externally facilitated governance effectiveness reviews and agreed that Scott Moncrieff be appointed to undertake this review. The deadline for completing this review is **31 March 2017.**

The Chair and the Board Secretary met with Chris Brown, Engagement Partner, and James Thomson, Senior Consultant – Business Transformation, of Scott Moncrieff to discuss the governance review and the approach to be taken. A summary of the methodology to be used and the key deadlines involved is attached for information.

It should be noted that it is the intention that the Review Team will issue a survey immediately after the December meeting of the Board. This will be followed by a workshop session immediately prior to the meeting of the Board **on 30 January 2017 starting at 1.30 p.m. on the Paisley Campus.**

A Special meeting of the Board will be held in late February/early March 2017 to consider the review findings and to discuss the Board Development Action Plan – a date for this special meeting has yet to be confirmed.

The Review Report and Board Development Action Plan will be finalised and approved at the Board meeting on 27 March 2017. Following this these documents will be submitted to SFC and published on the College website.

Action: The Board is asked to consider and approve the approach and methodology to be used for the externally facilitated governance effectiveness review.

Lead: Keith McKellar, Chair, Board of Management

Status: Open

GOVERNANCE EFFECTIVENESS REVIEW

1.   **Approach and Methodology**
      An initial planning meeting was held on 8 November 2016 where the Chair and Secretary of the Board of Management met with Chris Brown and James Thomson, Scott Moncrieff to discuss the methodology to be used and the key deadlines. It is proposed that:

- Background information will be provided to the review team to aid their understanding of the governance processes in place in the College. This includes a comparison of how the College measures up to the Code of Good Governance using the headings set out in the guidance framework issued by Colleges Scotland. **A copy of this comparison paper is attached for information.**
- The Review Team will be given access to the Board and Committee papers on the College sharepoint site. This will allow them to review the Board and Committee activity and how this aligns with the corporate objectives, including: the supporting strategies that have been developed; the approach to risk and the risk register that has been developed; the Board development activities and plans; the induction and appraisal processes used for the Board members; review of feedback from recent surveys (whether staff, students or other stakeholders) and any actions taken in the light of these; and a review of sample audit reports. Should the need for any other activity to be undertaken arise, then this will be discussed with the Chair and Secretary of the Board of Management, and agreement reached accordingly.
- The Review Team will attend at least 1 Board meeting as part of this process.
- A survey will be developed by the Review Team and issued to Board members.
- A workshop will be arranged for the Review Team to meet with the Board members to discuss the feedback obtained from the survey and explore in more detail various aspects of governance. The outcomes from this will inform the final report of the review and also the Board Development Action Plan.
- A Special meeting of the Board will be held in late February/early March to discuss the findings of the governance review and to update the Board Development Action Plan.
- The review report and Board Development Action Plan will be finalised and approved by the Board prior to the submission to SFC by 31 March 2017.

2.   **Key Deadlines**
      The table overleaf sets out the key activities and deadlines that will apply to the governance review.

Governance Review: Activities and Key Deadlines

Activity	Personnel	Deadline
i. Preparation of background information for Review Team ii. arranging access to sharepoint	G McArthur	i. Complete ii. By end November 2016
Review Team attendance at Board meeting	C Brown J Thomson	5 December 2016
Survey for Board members i. To be issued ii. To be returned	C Brown J Thomson G McArthur	 i. 7 December 2016 ii. 14 December 2016
Workshop for Review Team to meet with Board members – this will be held immediately prior to the January Board meeting **Venue – Room 1, Abercorn Centre, Paisley Campus**	C Brown J Thomson G McArthur	Workshop to be held on **Monday 30 January 2017 from 1.30 p.m.**
Special meeting of the Board to discuss the review findings and the impact on the Board Development Action Plan	G McArthur	Late February/early March 2017 – date to be agreed
Review Report and Board Development Action Plan to be finalised at Board meeting before submission to SFC and published on College website	C Brown J Thomson G McArthur	**27 March 2017**

GMcA/25.11.16

TITLE: **CHIEF EXECUTIVE'S REPORT**

Action: The Principal has provided a report on a range of matters. This report is for discussion and noting.

Lead: Audrey Cumberford, Principal and Chief Executive

Status: Open

Chief Executive's Report: Items for Report

This paper provides the Board with a report from the Chief Executive on matters of current interest and not covered by main agenda items.

Action: There are no items for action. Members are asked to note the paper for information.

1   National Bargaining update

1.1   The UNISON Consultative Ballot on the support staff 2016/17 pay offer closed on Monday 21 November 2016. Colleges were notified on Tuesday 22 November 2016 that the offer was rejected. A copy of the response from John Gallacher, the full time UNISON official is attached for information (Annex 1).

1.2   An Employers Association meeting has been convened for today, Monday 5th December for further discussion and decisions regarding the support staff pay offer 2016/17.

1.3   Clearly we would hope that negotiations continue via mediation with ACAS. Should further strike action take place it would be our intention to open the College as normal. During the previous strike action secondary action was minimal and appropriate operational arrangements were put in place regarding first aid and fire warden cover during the ongoing industrial action beyond strike days. Similar arrangements will be put in place if required.

2   Annual Review 2016

2.1   The WCS first Annual Review was published in 2015. This is a key publication which captures some of the key achievements of the College over the last year and contributes to building our reputation with a wide range of key stakeholders.

2.2   A copy of the Annual Review 2016 is provided for information.

3   WCS STEM manifesto

3.1   Having achieved STEM Assured Status, as reported at the previous Board meeting, we have launched the WCS STEM Manifesto which confirms our commitment to STEM and sets out our commitment to our students, our employer partners and to our Region.

3.2   Around 8% of STEM provision across Scotland is provided by WCS and STEM disciplines account for a fifth of our total activity.

3.3   A copy of the STEM Manifesto is provided for information.

4   Regional Outcome Agreement Process 2017-2020

4.1   Regional Outcome Agreement 2017-18 to 2019-20
This will be a new 3 year ROA following revised outcome agreement guidance.

Activity	Deadline	Note
Guidance updated and published	Oct 2016	See SFC website for detail
Data sets for FE and HE released to institutions by SFC	Sept/Oct 2016	2015-16 data provided on pro-forma for target setting
Self-evaluation progress report on 15-16 Outcome Agreement submitted	31 Oct 2016	Submitted. Awaiting feedback
Draft Outcome Agreement submitted to SFC	16 Dec 2016	Draft to be circulated to Board for comment.
SFC Feedback on draft	Jan 2017	Draft ROA submitted to Board at the January meeting. Consultation period
Final Outcome Agreement submitted to SFC	31 March 2017	ROA approved by the Board at March meeting
Publication by SFC of Sector Outcome Agreements	April 2017	Publication on WCS web site

4.2   Guidance for the development of College Outcome Agreements 2017/18 – 2019/20 was published by the SFC on 5 October.

4.3   The purpose of the Outcome Agreement process remains the same in that it is intended to complement and support our region's our strategic ambitions. Achieving these ambitions is the responsibility of the Board and the outcome agreement demonstrates how WCS is responsive to the skills and education needs of our region.

4.4   There is an expectation that the regional outcomes agreements will be refreshed to reflect new priorities. These include:

- Growing the provision for school pupils in the senior phase, increasing the gender share in the most imbalanced curriculum, increase the number of school leavers attaining vocational qualifications – including the delivery of Foundation Apprenticeships in collaboration with SDS.
- The development of vocational pathways for all young people including disabled people, care-experienced students and people from black and ethnic minorities.
- STEM subject areas should be a particular focus.

- Progress on the development of effective partnerships with employers will be monitored as will the Colleges role in supporting the role of the west region DYW employer led group.
- There is an expectation that work placement and work experience activity will be scaled up.
- Delivery of modern apprenticeships will continue to be monitored with an emphasis on high quality an flexibility.
- Widening access remains a key aspiration of Government and a range of measures will be monitored via the outcome agreement.
- In line with changes to funding for students with additional needs the College will be expected to include an Access & inclusion Strategy as part of the outcome agreement.
- The Scottish Governments planned expansion of early years learning and childcare will have an impact on the numbers of qualified childcare practitioners in the coming years. WCS will be expected to work with our LA partners and SFC to plan our response to this growth.

4.5   **West Region Priority Impacts 2013/14 – 2016/17** are listed below. It is the Executives intention to review the overarching priority impact statements to ensure relevance for 2017 – 2020. The proposed priorities for 2017-2020 will form part of the Draft Regional Outcome Agreement presented to the Board for approval.

1. West College Scotland ensures available resources are used effectively and efficiently to deliver a cohesive provision and enhanced services consistently, and to excellent standards across the region.

2. Students and our local communities are placed at the forefront of everything West College Scotland does. Students will be equipped with the skills, knowledge, motivation and creativity to help them contribute to the delivery of local and national economic and social goals. Relevant work experience and essential employability skills will be embedded in curriculum design and delivery. West College Scotland will enable more students to attain improved and relevant qualifications, fulfilling their potential and realising their ambitions.

3. Regional curriculum planning and development will ensure the vocational training opportunities provided for students relate to and contribute to key government priorities including Developing the Young Workforce – Scotland's Youth Employment Strategy and delivering a provision that is responsive to the needs of local, regional and national employers.

4. West College Scotland will play an increasingly significant strategic and leadership role in the educational, social and economic fabric of the West region and will continue to deliver first-class local provision, building on the combined strengths and

best practice of our main campuses. Effective partnerships will ensure learning opportunities are agreed through partnership working with Community Planning Partners and employers.

Annex 1

1. UNISON members have voted by 89% to 11% to REJECT the 2016 pay offer tabled by the Employers Association at ACAS talks ended on 2 November 2016. To conduct this consultative ballot and seek its members views across Scotland, UNISON suspended its industrial action programme of action short of strike action (withdrawal First Aid and Fire Warden cover) and the two days of consecutive action planned for 8 and 9 November 2016. Our members have spoken loud and clear and we have a resounding mandate to pursue our campaign, on behalf of Support Staff, to receive equal treatment in the 2016 pay round to Lecturing (EIS) colleagues. This despite a forceful information campaign by Employers strongly recommending acceptance of the offer. UNISON urges each and all of the 20 College Employers to now listen to their own staffs' views. We offered this hiatus in the dispute to also allow the Employers Association to reflect on its disjointed and divisive negotiating pay strategy in 2016.

2. UNISON calls on the Employers Association to :

   (a) Convene an urgent meeting of the NJNC Support Staff Table and put forward an offer on the same basis as the settlement reached with EIS
   at Easter within the same national negotiating mechanism - £450 plus £100 for all Support Staff irrespective of earnings.

   Or,

   (b) Now agree to the second phase of third party mediation proposed by Shirley Anne Somerville earlier this month(and rejected by Employers) to resolve Support Staff pay for 2106 on the same basis as the EIS settlement.

3. We also require an early settlement on the Annual Leave issue. As a basis of 'interim' settlement pending further talks in the NJNC on National grading structures and terms and conditions for ALL staff in Further Education, UNISON would propose for Support Staff, an interim entitlement for all Support Staff (irrespective of length of service) of 49 days (12 designated Public Holiday fixed locally and 37 days personal annual leave, implemented in three phases:

   1 April 2016 - 29 annual leave plus 12 PHs
   1 April 2017 - 32 annual leave plus 12 PHs
   1 April 2018-   37 annual leave plus 12 PHs

   (With no detriment to those currently with higher entitlement, preserved on a personal basis)

4. For 2016 one further non-consolidated day off is granted , given the treatment by the Employers of the 2016 EIS strike, to all Support Staff for the strike day of 6 September 2016 in compensation for loss of earnings. That no salary deduction is made by Employers from Support Staff wages in respect of the strike day of 27 September 2016.

5. This is a seminal juncture for the National Joint Negotiating Committee, the Scottish Government, the Employers Association and the Sector as a whole. We need to write off the 2016 pay round negotiations as lessons learned , and move the NJNC for FE forward on the basis of:

   - All FE staff being in scope of the new arrangements (up to and including Principals)

and that sector structures and collective agreements through the NJNC determine how grades, pay and conditions are dealt with for all (rather than multiple divisive and distinctly created packages)

- The fundamental base principle of equity of treatment and equal pay for all

- New momentum around the creation of the 'Workforce for the Future'

6. Scottish Government and the Employers Association have a fundamental choice here on whether to do the right thing, or provoke, by their actions, a renewal of hostilities and further alienation of and demoralisation of half the staff in Scotland's colleges. UNISON urges the correct course of action for the Sector.

7. UNISON would seek your response by **Monday 28 November 2016** or we will be compelled to re-issue notices of further damaging industrial action up to and after Christmas 2016, remembering that Lecturers (and managers) pay was settled at Easter 2016 on a basis that was deemed to be affordable and sustainable by the Sector.
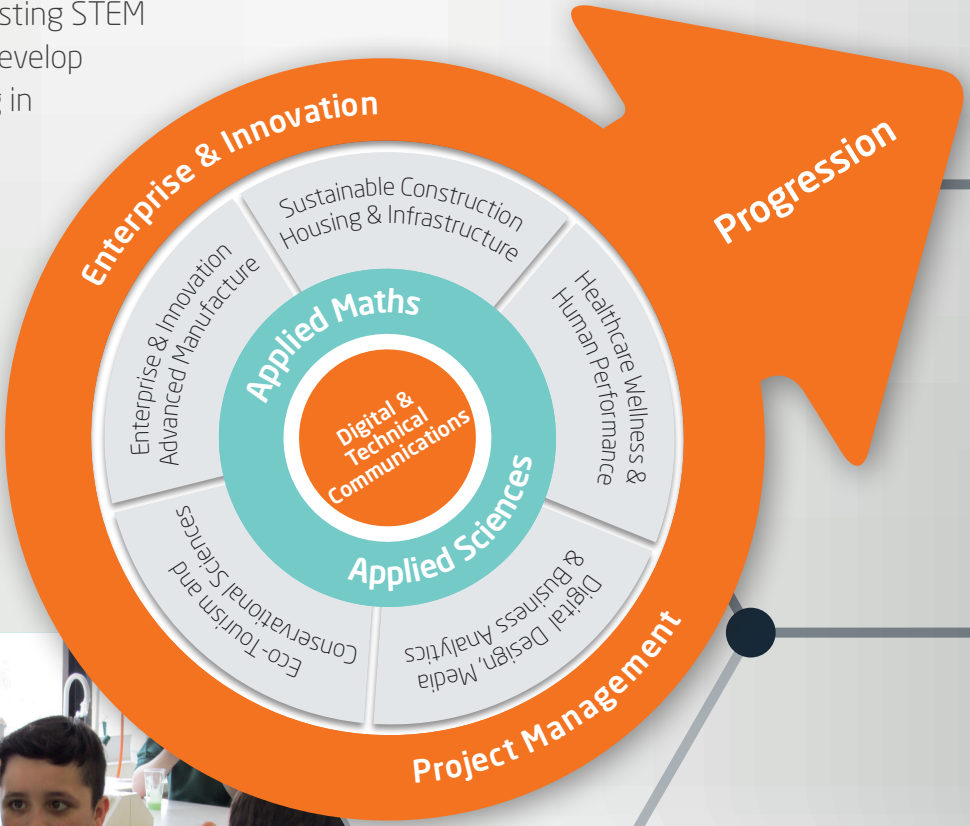
We look forward to hearing from you.

John Gallacher
Scottish Organiser
(Further Education Lead)
UNISON House
14 West Campbell St
Glasgow
G2 6RX
Tel: 0141 342 2824
BB: 07904 342 426

Audrey Cumberford Principal & Chief Executive

December 2016

FIVE KEY CLUSTERS

Working with the STEM Foundation, we have identified five key curriculum "clusters". These provide us with a clear framework to signpost, strengthen and progress West College Scotland's existing STEM provision. They will also help us to develop the capability to deliver new training in emerging technologies to meet the needs of local industry. Cluster areas will be supported by a commitment to building skills in Project Management as well as in Enterprise and Innovation.

Progression

Enterprise & Innovation

Sustainable Construction Housing & Infrastructure

Enterprise & Innovation Advanced Manufacture

Applied Maths

Healthcare Wellness & Human Performance

Digital & Technical Communications

Eco-Tourism and Conservational Sciences

Digital Design, Media & Business Analytics

Applied Sciences

Project Management

WEST COLLEGE SCOTLAND

STEM MANIFESTO

STEM ASSURED®

INTRODUCTION

In an era of constant and rapid technological change, West College Scotland believes it has never been more important for every student to leave college equipped with core STEM skills.

Nor has it been more important for employers to have a source of well-trained, properly-qualified people with a firm grasp of STEM subjects.

And it has never been more important than it is today for colleges, schools and employers to work together to shape teaching and learning in ways that ensure STEM is at the heart of ALL training and education.

West College Scotland is a large organisation operating in the West Region of Scotland. Our scale means we have influence over the educational and training landscape in a region which, although it has suffered many years of economic decline, now offers huge opportunities for modern businesses in the digital age.

This manifesto has been developed by College staff working with key stakeholders from schools, universities, local authorities and industry. They share our ambitions to use STEM to make a real difference to our students, our employer partners and our Region.

As Scotland's largest college, West College Scotland commits to using STEM-based learning to develop a modern workforce which can assist local economic growth and contribute to social cohesion.

OUR COMMITMENT TO STEM

Our aim: to ensure all College programmes fully integrate STEM activity and that it has a real impact on student learning and employability.

Our vision: to ensure STEM permeates across all curriculum areas, allowing for fresh, inter-disciplinary learning experiences for our students which will further enhance their learning and employability

West College Scotland will:

- **Ensure students are work-ready for current and future STEM industries**
- **Enhance the STEM skills of all students, whatever their preferred employment destination**
- **Develop a new, innovative curriculum and commercial opportunities to support local industry and help upskill the existing workforce**
- **Embed partnership working with schools to raise the profile of STEM, as well as the aspirations of young people**
- **Develop our staff, their teaching approaches and our resources to reflect the centrality of STEM to our curriculum**
- **Be a vehicle for further strategic engagement with local industry**

Our current STEM provision has been quality-assured by The STEM Foundation. The accreditation report says the College has demonstrated a clear capacity to stimulate and deliver innovative STEM provision to enable student development, increase employability and support business growth.

West College Scotland is a forward-thinking institution that has embraced the ethos of STEM innovation in all of its activities

The STEM Foundation

OUR STEM PLEDGES

PLEDGE TO OUR STUDENTS:

Any course you study at West College Scotland will include STEM learning. In addition, we will:

- **Tell you how STEM learning is relevant to your course and your future career**
- **Provide you with valuable and enjoyable learning experiences**
- **Enhance your knowledge and skills of digital devices**
- **Improve your skills in numeracy and maths**
- **Improve your opportunities for progression and employment**

PLEDGE TO OUR EMPLOYER PARTNERS:

You will be involved in developing and delivering West College Scotland's STEM provision. In addition, we will:

- **Ensure our students have the STEM knowledge and training, as well as the personal skills, to become an asset to your business**
- **Provide STEM training to help your workforce update their skills set and learn new skills to help you meet future business opportunities**

PLEDGE TO OUR REGION:

Everything West College Scotland does will be informed by the strategic, economic and employment needs of the West Region. In addition we will:

- **Ensure resources across the Region are used efficiently and effectively to benefit students**
- **Raise awareness of STEM-linked opportunities for all our young people**
- **Offer STEM-linked learning to our local communities**

TITLE: **STUDENTS ASSOCIATION REPORT**

Background: The attached report from the Student President provides the Board with an update on the activities of the Students Association.

Action: The attached report is for information and noting.

Lead: Andrew Hunter, Students Association President

Status: Open

The Students' Association {SA} continues to work for the benefit of **all** students. At the time of writing, The SA consists of a President {myself}, and three Vice Presidents at Paisley {Andrew Murtagh}, at Clydebank {Moses Apiliga} and at Greenock {Osama Nadeem}. Executive officers for the following posts have been filled, **LGBT** *student@Greenock*, **International** *student@Clydebank*, **Student Parent** *student@Greenock,* **Mature** *student@Greenock.*

These officers have been put in contact with NUS Scotland, so they can attend any relevant events, or training. They will also be holding periodically lunchtime drop in sessions for any student to visit them, the first of which will be in November. The LGBT officer will be attending a LGBT transgender event, and encouragement and support will be given to all Officers to fulfil these voluntary roles. It is hoped to have an Executive committee meeting at the earliest opportunity {but logistics and available days prohibit this slightly} However, contact is regular via other methods, such as email, which helped identify that Mental Health issues affecting should be addressed. To this end two Mental Health awareness programmes have been planned by the SA for the two Greenock Campuses {in co-operation with local Health Practitioners}. It has not been possible to replicate this at other two main campuses due to restrictions within each local authority.

The SA would like more officers and Students to be involved in Clubs/Sports and Societies. For a variety of reasons students have not been as engaged in this as the SA would like. This is down to in part lack of engagement/ apathy, preference to concentrate on studies, availability of an already established club/sport and/or society, although regarding Sport, the SA hopes that the WCS post of a Sports Officer,{or SPORTS HEALTH AND WELL-BEING OFFICER} will be in position soon.

 Although support for students who will be representing the College at a national level in certain sports {shinty / football} have been financially supported by the SA. To address lack of engagement, the SA are planning in late January {subject to change} a pop up banner week whereby myself and Vice Presidents will go around all campuses advertising what SA does, what roles are available, what NUS Scotland does, and to do this in an informal friendly way, with prizes and photo opportunities. This it is hoped will also inspire/motivate students to stand for the upcoming elections {held March/April 2017} as without Students taking up these roles, the SA will not be sustainable. By then all Officers will have identifiable SA polo shirts/sweatshirts, this was ordered in August and has taken until almost December to be delivered.

Class Rep training has been delivered to **200 +** students, during October and mop up sessions planned for late November 2016, for those who missed October's Training. This will

be followed by curriculum meetings shortly before the first Student Rep Council meetings in December 2016 at each Campus. The SA still identifies several areas where Class Reps are non-existent or extremely low, the SA raised this at a subsequent LTQ Committee, and myself as Student President and Stephanie Graham {Vice Principal} have been tasked with addressing this issue. To this end the Student Experience Team {who now have a Co-ordinater to replace the Co-ordinater who resigned} have been of tremendous support in not only providing Class Rep Training, but in helping set up a database that identifies where class reps are present or not present by campus / sector and department. It is encouraging that more class rep names have been returned, meanwhile in partnership with the Student Experience Team {always an invaluable support} we will be looking at ways of simplifying this process, and perhaps restructuring the roles of class reps.

The SA in turn have committed Officers to support the Survey sent out by the Student Experience Team in November {the more responses, the better WCS can judge what is working well and what need room for improvement and target resources, where they are needed.} This, among others, was part of the message in the latest big email from the SA which signposts recent and future activities.

The SA are still looking at ways to develop plans for the following; Evening Class Students, where it is hoped periodically The President and Vice Presidents will be available to these students via a 5-6pm slot, and for ways to engage with distance leaners, with talks with relevant staff on-going. The SA will be contacting SPARQS regarding supporting the SA, students and Senior Management {SMT} in producing a Student Partnership Agreement. The SA executive will have input into draft proposals, but anything proposed/developed should have strong involvement from students. It also should address and pay heed to, the Framework agreement, Regional outcome agreements and the way that the Government via recent Education Scotland Meetings address the way the College engages with students and reports back on progress/good practise in this area.

The SA as always welcomes any thoughts, questions from Board members

[AH]

TITLE: APPOINTMENTS TO THE BOARD

Background: At its last meeting the Board agreed that a number of nominations for appointment and re-appointment to the Board should be made to the Scottish Ministers. This was done and the Scottish Government has now confirmed that it has approved the appointments and re-appointments proposed.

In relation to the new appointments, it was decided to offer a start date of 1 January 2017 to both Linda Johnston and John Leburn. An Induction session will be held for the new members in January 2017 – date still to be confirmed.

The Nominations Committee will meet on 13 December 2016 to discuss succession planning and the membership of each of the Committees. With the departure of Maggie McManus this leaves vacancies in the following:
- the Vice Chair of the Board;
- Chair of the Remuneration Committee;
- Chair of the Organisational Development and HR Committee;
- membership of the Finance and General Purposes Committee.

Proposals emerging from the Nominations Committee will be circulated to the Board for approval as soon after the meeting as possible with the aim of having these in place prior to the January meeting of the Board.

Action: The Board is asked to note the above information.

Lead: Keith McKellar, Chair, Board of Management

Status: Open

TITLE: **INTERNAL AUDITORS ANNUAL REPORT**

Background: The Scottish Public Finance Manual requires that:

"Internal audit should provide an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It should provide an appraisal of an organisation's internal control system and take the action needed to provide the Accountable Officer with a continuing assurance that the organisation's risk management, control and governance arrangements are adequate and effective."

"An annual audit assurance is provided to the Accountable Officer through the professional opinion of the Head of Internal Audit (or equivalent) on the adequacy and effectiveness of the internal control system and the extent to which it can be relied upon. That opinion is contained in an annual report from the Head of Internal Audit to the organisation's Audit Committee, and forms part of the assurance required by the Accountable Officer to enable them to sign a Governance Statement to be provided alongside the accounts for which they are directly responsible."

To meet the above requirements, the Internal Auditors Annual Report summarises the conclusions and key findings from the internal audit work undertaken at the College during the year ended 31 July 2016, including the internal auditors overall opinion on the College's internal control system.

Scope
The report documents the scope and responsibilities of both the Management and the Internal Auditors on page 2.

Overall internal audit opinion
Basis of opinion
The Internal Auditors of West College Scotland are required to provide the Audit Committee with assurance on the whole system of internal control. In giving their opinion it should be noted that assurance can never be absolute. The most that the internal audit service can provide is reasonable assurance that there are no major weaknesses in the whole system of internal control, based on the work performed.

In assessing the level of assurance to be given, they have taken into account:

- All reviews undertaken in the year ended 31 July 2016;

- Matters arising from previous reviews and the extent of follow-up action taken;

- The effect of any significant changes in West College Scotland's objectives or systems;

- The proportion of West College Scotland's review needs covered to date.

<u>Internal Audit Opinion</u>

Based on the work completed to date, West College Scotland has a framework of controls in place that provides reasonable assurance regarding the effective and efficient achievement of the College's objectives and the management of key risks.

Proper arrangements are in place, in the areas they have reviewed, to promote value for money, deliver best value and secure regularity and propriety in the administration and operation of the College

The Draft Internal Auditors Annual Report was presented to October Audit Committee for consideration and the meeting recommend that this be approved by the Board of Management.

The Joint Audit / Finance and General Purposes Committee also noted the content of the report. The report was presented to the Joint Committee to provide further assurance in regard to the approval of the Financial Statements.

Action: The Board of Management is requested to approve the Internal Auditors Annual Report.

Lead: David Alexander, Vice Principal Operations
Alan Ritchie, Director of Finance and Estates

Status: Open

West College Scotland

Internal Audit Annual Report 2015/16

November 2016

Scott-Moncrieff
business advisers and accountants

West College Scotland

Internal Audit Annual Report 2015/16

Introduction

The Scottish Public Finance Manual requires that:

"Internal audit should provide an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It should provide an appraisal of an organisation's internal control system and take the action needed to provide the Accountable Officer with a continuing assurance that the organisation's risk management, control and governance arrangements are adequate and effective."

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To meet the above requirements, this Annual Report summarises our conclusions and key findings from the internal audit work undertaken at West College Scotland during the year ended 31 July 2016, including our overall opinion on the College's internal control system.

Acknowledgement

We would like to take this opportunity to thank all members of management and staff for the help, courtesy and co-operation extended to us during the period.

Internal audit work performed

Scope and responsibilities

Management

It is management's responsibility to establish a sound internal control system. The internal control system comprises the whole network of systems established to provide reasonable assurance that organisational objectives will be achieved, with particular reference to:

- risk management;

- the effectiveness of operations;

- the economical and efficient use of resources;

- compliance with applicable policies, procedures, laws and regulations;

- safeguards against losses, including those arising from fraud, irregularity or corruption; and

- the integrity and reliability of information and data.

Internal audit

Internal audit assists management by examining, evaluating and reporting on the controls in order to provide an independent assessment of the adequacy of the internal control system. To achieve this, internal audit should:

- analyse the internal control system and establish a review programme;

- identify and evaluate the controls which are established to achieve objectives in the most economic and efficient manner;

- report findings and conclusions and, where appropriate, make recommendations for improvement;

- provide an opinion on the reliability of the controls in the system under review; and

- provide an assurance based on the evaluation of the internal control system within the organisation as a whole.

Planning process

In order that we can provide an annual assurance statement supporting the Governance Statement, we include all of West College Scotland's activities and systems within the scope of our internal audit reviews.

Our strategic and annual internal audit plans are designed to provide the Audit Committee with assurance that the internal control system is effective in managing the College's key risks and best value is being achieved. The plans are therefore linked to the College strategic risk register.

The strategic internal audit plan was agreed in consultation with senior management and presented to the Audit Committee in June 2015. The annual internal audit plan is subject to revision throughout the year to reflect changes in the College's risk profile.

We have planned our work so that we have a reasonable expectation of detecting significant control weaknesses. However, internal audit can never guarantee to detect all fraud or other irregularities and cannot be held responsible for internal control failures.

Cover achieved

Our 3 year strategic internal audit plan comprises 60 days per annum. We have delivered 60 days and a comparison of actual coverage against the 2015/16 plan is attached at Appendix 1.

We confirm that to date there have been no resource limitations that impinged on our ability to meet the audit needs of West College Scotland and no restrictions were placed on our work by management.

Reports

We have completed a report for each of the internal audit reviews completed and presented these reports to the Audit Committee. The reports were fully discussed and agreed with management prior to submission to the Audit Committee.

We have undertaken two consultancy reviews; the first of which examined the College's operational planning framework and made no significant recommendations that were not accepted by management. The second consultancy review was a lean review of the Student Recruitment processes, which again did not highlight significant control weaknesses or un-mitigated risks. We also prepared a follow-up report summarising the status of all outstanding actions from previous internal audit reports.

Summary of high risk findings

There were no grade 5 actions raised during the period, therefore we did not identify any major control weaknesses.

Overall internal audit opinion

Basis of opinion

As Internal Auditors of West College Scotland, we are required to provide the Audit Committee with assurance on the whole system of internal control. In giving our opinion it should be noted that assurance can never be absolute. The most that the internal audit service can provide is reasonable assurance that there are no major weaknesses in the whole system of internal control, based on the work performed.

In assessing the level of assurance to be given, we have taken into account:

- All reviews undertaken in the year ended 31 July 2016;

- Matters arising from previous reviews and the extent of follow-up action taken;

- The effect of any significant changes in West College Scotland's objectives or systems;

- The proportion of West College Scotland's review needs covered to date.

Internal Audit Opinion

In our opinion, based on the work completed to date, West College Scotland has a framework of controls in place that provides reasonable assurance regarding the effective and efficient achievement of the College's objectives and the management of key risks.

Proper arrangements are in place, in the areas we have reviewed, to promote value for money, deliver best value and secure regularity and propriety in the administration and operation of the College.

Scott-Moncrieff

November 2016

Appendix 1 – Planned v actual days 2015/16

Ref and Name of report	Planned Days	Actual Days
A1. Financial Systems Health-check	5	5
A2. Budget setting and monitoring	5	5
A6. Financial Regulations (ONS Reclassification)	5	5
B2. Risk management	5	5
B5. Student experience	8	8
B6. Student recruitment	8	8
C2. Operational Planning	7	7
D4. IT strategy	7	7
E1. Follow-up of prior recommendations	3	3
E2. Audit management, audit committees, external audit liaison, annual planning, annual audit report	6	6
E3. Management support / contingency days	1	1
Total	**60**	**60**

Appendix 2 – Summary of audit conclusions 2015/16

We have set out below the audit conclusions from each report issued during the year. Although these were accurate at the time of the report, they do not take account of developments since the date of the report and therefore some of the weaknesses noted have since been addressed. The progress made is reflected within the Follow-Up report.

Financial systems   October 2015

We identified no significant issues that need to be addressed by the College. We did identify a minor income and expense matter where distance learning students used PayPal to pay fees to the College. PayPal charges the College a fee for using this service and we noted that that the College's student records system (Unit-e), that is used to produce student invoices, reflects the full fee amount for all distance learning courses but the amount recorded within the financial system is lower, as it represents the distance learning fee minus the PayPal account fee that has been charged. Consequently, the College is offsetting the PayPal fee against its income, understating both income and expenditure within the financial records.

The College advised a new Student Payment Portal is being developed that will facilitate the direct online payment of distance learning fees to the College therefore removing the need to rely on PayPal for this service. Due to the imminent introduction of the Student Payment Portal and the low value of the amount in question (£35.61 YTD), no recommendation was raised within our report.

Budget setting and monitoring   October 2015

We identified no significant issues that need to be addressed by the College. The College has implemented effective processes and procedures in relation to budget setting and monitoring. These provide a robust system of internal control within the budget system, which supports the economic, efficient and effective use of public funds.

Review of financial regulations and Audit Committee remit   June 2015

We identified no significant areas of non-compliance and no significant issues that need to be addressed by the College. We did however identify a small number of areas where the College could align the Financial Regulations more closely with the Financial Memorandum and the Scottish Public Finance Manual to achieve greater consistency. In addition, we noted some amendments that should be made to the Audit Committee Remit to encompass all of the requirements of the Scottish Government Audit Committee Handbook. With the exception of these points we have gained assurance that these documents are both fit for purpose.

Risk management   November 2015

We identified no significant issue that need to be addressed by the College. A robust framework for the management and control of strategic risks has been developed, which is in line with best practice. We did note that in order to support the embedding of the strategy across the College, arrangements should be made to issue the Risk Management Strategy to all College staff involved in the operational planning process. Also, in order to raise awareness of risk roles and responsibilities, we recommended that the College should arrange risk training sessions for the Board of Management, Audit Committee and College staff.

Student experience   November 2015

We identified one significant issue that requires addressing by the College. We recommended the College implement a consistent electronic complaint filing system and that Management should be responsible for ensuring complaint files contain all relevant information and supporting documentation. In addition, we noted that the College needs to document the feedback processes that have been implemented within the College to formally documented key roles and responsibilities. We encouraged the creation and delivery of a formal complaint training programme to all staff involved in complaints handling process and we recommended the College revise existing feedback reporting to the Board of Governors to incorporate a full picture of the feedback received and resultant corrective actions taken.

Student Recruitment   October 2016

Our review identified key theme areas for improvement which cut across the key control objectives agreed with the College for this review. We have therefore reported our findings collectively under each of the themes identified rather than against the control objectives:

- Existing IT systems are not being used effectively to plan and monitor student recruitment
- Course plans need to be demonstrably linked to delivering the College's Corporate Plan
- Opportunities exist to further develop the College's strong equality and diversity arrangements

Our review has identified high level areas where the College can make improvements to its student recruitment arrangements. It is important that the staff involved in student recruitment are now involved in identifying how these improvements should be implemented.

We recommend that, as part of this lean review, we facilitate a Rapid Improvement Event (RIE) with key student recruitment staff within WCS. RIEs are used to enable an open discussion over the issues identified during our work involving staff who would be directly affected by any proposed changes.

This approach ensures that the staff who will be responsible for delivering the changes and improvements required in student recruitment arrangements are engaged in identifying and agreeing the changes and improvements. This approach enables staff to influence the changes to their working arrangements and encourages these staff to take personal ownership of the changes

Operational planning   March 2016

As the College was currently in the process of refining and embedding its new operational planning framework, it was agreed that we would approach this work by reporting on the progress made to date and noting areas which should be considered for future improvement. Within our report we noted several opportunities for improvement which the College should consider before the new process is finalised.

As the aim of this report was to inform the ongoing development of operational planning arrangements within the College, we did not raise formal recommendations. However, included in the report are updates from College management explaining the current position and progress made to date. We would recommended that the Executive Team provide the Audit Committee with a future update once the Operational Planning process is fully embedded and all improvement actions have been considered.

IT strategy August 2016

WCS has recognised the importance of developing a robust IT Strategy with the current strategy being the first one for the merged organisation.

During the course of our review we identified good practice in the development of the IT Strategy. This was evident through the alignment to specific objectives within both the WCS corporate strategy, 'Collective Ambition, Pride and Passion 2015-2020', and Regional Outcome Agreement. Furthermore, the IT operations plan was also aligned to the both of these key strategic documents. This should help ensure that the IT Strategy has a business rather than a technology focus.

Our audit has also identified several areas where controls in relation to IT strategic planning could be improved. Whilst recognising that the IT Strategy is aligned to corporate and regional objectives, there is no overarching plan which sets out the planned programme of deliverables/activity over the period of the strategy as well as the financial strategy which underpins this. We also noted that the IT Strategy does not contain SMART success indicators. Without clearly defined outcomes, it will be difficult for management and Board members to establish the extent of progress in implementing the strategy.

As the operational planning process matures, management should explore the feasibility of developing a detailed workplan in support of the IT operational plan. This would set out the key projects and deliverables for the year along with a resource forecast. This would provide assurance that the IT operations plan is both resourced and achievable.

Follow up September 2016

West College Scotland has made good progress in implementing the agreed actions from previous internal audit reviews, with only 16 actions outstanding, of which one is classed high risk. We classed 16 recommendations (50%) as "complete" or "no longer applicable", 10 as "partially complete" (31%) and 6 recommendations are "not yet due" (19%). No recommendations have been classed as "incomplete".

TITLE: **ANNUAL REPORT FROM THE AUDIT COMMITTEE TO THE BOARD OF MANAGEMENT**

Background: The Annual Report from the Audit Committee to the Board of Management details the work carried out by the Committee during 2015/16 and how this relates to its core remit responsibilities of:

- General
- Internal Audit
- External audit
- Risk
- Other Reporting

The Annual Report is a requirement of both the SFC Financial Memorandum and the Scottish Public Finance Manual. This report complies with the requirements of both of these documents.

The report has been reviewed and approved by the Audit Committee in October as a fair representation of the work under taken by the Committee during the 2015/16 year. The report was also presented to the Joint Audit / Finance and General Purposes Committee meeting for consideration as part of the year end reporting pack and this final version was agreed.

Action: The Board of Management is requested to approve the Annual Report from the Audit Committee for the year ended 31 July 2016.

Lead: John McMillan, Chair of the Audit Committee

Status: Open

Annual Report from the Audit Committee to the Board of Management

This report covers the activities of the Audit Committee of West College Scotland over the year to 31 July 2016. The report has been supplemented with additional information in regard to the activities of the Audit Committee of West College Scotland which the members of the Committee feel are relevant.

Membership and Attendance

The Audit Committee membership and attendance was as follows:

Name	Status	Appointed	Attendance	
			Possible	Actual
J McMillan	Chair Audit Committee Non-Executive Member	1 February 2015	5	5
R Downie	Co-opted Member of Audit Committee	26 September 2013	5	5
S Vere	Co-opted member of Audit Committee	1 March 2014	5	4
A Hetherington	Non-Executive Member	1 February 2015	5	5

The following were in regular attendance at meetings:

• Audrey Cumberford (Principal and Chief Executive)
• David Alexander (Vice Principal Operations)
• Alan Ritchie (Director of Finance and Estates)
• Gwen McArthur (Secretary to the Committee)

The internal auditors Scott Moncrieff LLP (Chris Brown and / or Elizabeth Young) attended all meetings. The external auditors Wylie & Bisset LLP (Ross McLaughlin and / or Scott Gillon) attended by invitation as business required.

Meetings

These were held on the following dates:

• 24 September 2015
• 28 January 2016
• 24 March 2016
• 26 May 2016

Additionally a joint meeting of the Audit and Finance & General Purposes Committee was held on 24 November 2015 to consider and approve for the Board of Managements consideration the Financial Statements for the 16 month period to July 2015.

Terms of reference

A copy of the Terms of Reference applicable during the period covered by this report are attached for information purposes at Appendix B. The remit of the Committee is reviewed annually normally at the first meeting of the year with any changes being endorsed by the Board of Management.

In June 2015 the Internal Auditors carried out work under the banner of "Review of Financial Regulations and Audit Committee Remit". This work resulted in a number of recommendations being made in regard to the remit of the Audit Committee to ensure it complied with the Audit Committee Handbook. These amendments were ratified by the Committee during its January 2016 meeting and subsequently approved by the Board of Management at its March 2016 meeting.

GENERAL EFFECTIVENESS REPORT

Assessment of the effectiveness of the College's financial and other internal control systems

Members have received assurance on the College's control systems through internal and external auditors. The following reports have been considered by the Committee in the current year:

- Internal Audit Reports have been reviewed by the Committee and these are outlined in Appendix A.
- The Annual Internal Audit Report 2015-16 confirmed that the auditors were satisfied with the controls in place.
- EMA Audit (Education Maintenance Allowance) 2016: the audit confirmed that College systems of control were satisfactory.
- Student Funding Audit 2016: the audit confirmed that College systems of control were satisfactory.
- Student Credit Audit 2016: the audit confirmed that College systems of control were satisfactory.
- Members of the Committee had the opportunity to meet with both sets of appointed auditors during 2015-16, enabling the auditors to raise any matters with members without the College management present if felt necessary.
- The Financial Statements Management Letter for 2015-16 was unqualified, with no material weaknesses in controls identified.
- No significant issues arose during the review of the 2015-16 Report and Financial Statements.

Whistle blowing process

At its October 2016 meeting the Committee received a report on the number and type of items reported under the College Public Interest Disclosure (Whistle Blowing) Policy. The report did not highlight any reportable instances.

Compliance with corporate governance requirements

As part of the work undertaken by the external auditors at the year-end, they carried out a review of the College's Corporate Governance systems relating to standards of conduct, openness and integrity. Based on their review work there were no issues to report in regard to the College governance system.

Review of Committee effectiveness

At the March 2016 Audit Committee meeting it agreed, in conjunction with the internal auditors, on the approach to be taken in regard to the assessment of the effectiveness of the Committee. The Committee consider the key aspects of what makes an effective Committee at its May 2016 meeting. As a result of consideration by the Committee it concluded that subject to receiving feedback from the Board on how the Board viewed the effectiveness of the Committee, it had operated effectively during the report period.

The Board of Management meeting in June 2016 considered 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.

INTERNAL AUDIT SERVICE

Provider

The service was provided by Scott Moncrieff LLP who has been contracted by the College to provide an internal audit service until at least July 2018.

Report 2015-16

Appendix A contains a table of the internal audit reports submitted by Scott Moncrieff during the year to 31 July 2016.

The Committee has reviewed the key findings of the internal audit reports and considered the recommendations and findings contained therein.

The Internal Auditors' Annual Report for 2015-16 was considered at the Committees October 2016 meeting.

The Committee noted that the programme of internal audit activity for 2015-16 was delivered against the plan. There were was no unplanned audit assignment during the year.

Monitoring

The Committee, through the Rolling Audit Action Plan, regularly reviews the progress made by the College in addressing the recommendations made by both internal and external auditors. This systematic approach, which is monitored at each Committee meeting, requires continued support from within the College, as timely closure of recommendations is crucial in maintaining internal audit control of identified risks. The Committee also reviews and monitors the College management of risk throughout the year and sees this as an essential requirement in providing assurance on audit activity to the Board of Management.

A follow up audit on any outstanding recommendations is carried out at the start of each year. This process allows the internal auditors to satisfy themselves, and the Committee that the previous recommendations made are being implemented.

Effectiveness Review

Following a review in May 2016 the Committee was satisfied as to the effectiveness of the work carried out by Scott Moncrieff and also with their general performance during the period.

Closed Meeting

The Committee met in closed session with Scott Moncrieff at the May 2016 Committee meeting. This is considered to be good practice. There were no issues to be reported to the Board following this meeting.

Internal Audit Plan

Scott Moncrieff presented an overall Internal Audit Plan for the period to 2015-18 along with a detailed plan for the period to 31 July 2016. The plan was based upon a process and risk analysis exercise carried out by Scott Moncrieff. The aim of the plan is to provide the Board of Management with the assurance on the effective management of the College's key risks. This means that the plan covers the full range of systems within the College, not just the financial systems.

The Internal Audit Plan for 2015-16 was approved by the Audit Committee during the September 2015 meeting subject to the continuous updating of the process map and risk analysis.

A draft 2016-17 internal audit plan was presented to the Committee for consideration at its May 2016 meeting. This plan was discussed and amended based on the feedback received from the Committee and a final plan for 2016-17 was approved at the October 2016 Committee meeting.

EXTERNAL AUDITORS

Wylie & Bisset LLP were appointed by Audit Scotland as the external auditors of West College Scotland with effect from 1 August 2013 until 31 July 2016.

The Committee received and accepted the External Audit Planning Memorandum for the year ending 31 July 2016 at the May 2016 meeting.

The External Auditors presented their Annual Report to the Board of Management and the Auditor General for Scotland on the External Audit for the year ending 31 July 2016 to the joint Audit / Finance and General Purposes Committee meeting held on 22 November 2016. Their external audit annual report had an unqualified opinion in regard to the financial statements for the period to 31 July 2016.

Cost

The cost of providing the external audit service to the Board of Management for the year to 31 July 2016 was £30,000 (2014/15: £30,000).The agreed external audit fee is within the parameters stipulated by Audit Scotland.

Effectiveness Review

Following a review in May 2016 the Committee was satisfied as to the effectiveness of the work carried out by Wylie & Bisset and also with their general performance during the period.

Closed Meeting

The Committee met in closed session with Wylie & Bisset at the November 2015 Joint Committee meeting. This is considered to be good practice. There were no issues to be reported to the Board following this meeting.

Other Audit Coverage

Additional audit work is undertaken by the College auditors to validate a number of mandatory returns required each year by the College. The College is required to submit audit certificates relating to:

1. **HE Student Support Funds Returns 2015-16: Wylie & Bisset**

   Audit certificated submitted to SAAS in line with required deadline

2. **SFC Bursary and Student Support Returns 2015-16: Wylie & Bisset**

   Audit certificated submitted to SFC in line with required deadline

3. **SFC Credit Return 2015-16: Wylie & Bisset**

   Audit certificated submitted to SFC in line with required deadline

4. **EMA Return 2015-16: Wylie & Bisset**

   Audit certificated submitted to SFC in line with required deadline

RISK MANAGEMENT

The College Risk Management Strategy was approved by the Board of Management at its October 2015 meeting. Subsequent to that approval a number of steps have been taken to embed the process of risk management within the College:

o   Board of Management training has been undertaken
o   The consideration of risk is now a standing item within the Senior Management Team meetings;
o   The Strategic Risk Register is considered at all Committee meetings; and
o   The College operational planning process includes consideration of risk and mitigations.

As part of the internal audit plan 2015-16 the internal auditors have carried out a review of Risk Management which concluded that "West College Scotland has developed a robust framework for the management and control of strategic risks, which is in line with best practice."

OTHER REPORTING

At its October meeting the Committee received an annual report on:

• Freedom of Information and Data Protection Acts requests;
• Register of Interests; and
• Hospitality/Gifts Registers

The Committee was satisfied with the content of the reports and had no issues to report to the Board of Management.

COMMITTEE OPINION

The role of the Audit Committee is to support the Board in its responsibilities of risk, control and governance by reviewing the comprehensiveness of assurances in meeting the assurance needs of the Board, and by reviewing the reliability and integrity of these assurances through a process of constructive challenge.

Based on the assessments and reports provided by the internal / external auditors and the College management the Audit Committee is satisfied that its responsibilities to the Board of Management have been satisfactorily discharged.

Signed:

Chair of Audit Committee

Date:

Appendix A - Internal Audit Reports issued during 2015-16

Report	Audit Sponsor	Status	Planned Audit C'ttee	Actual Audit C'ttee
Financial Systems Healthcheck	Dir of Fin & Estates	Completed	Jan16	Jan 16
Budget setting and monitoring	Dir of Fin & Estates	Completed	Jan 16	Jan 16
Financial Regulations (ONS Reclassification)	Dir of Fin & Estates	Completed	Sept 15	Sept 15
Risk Management	Dir of Fin & Estates	Completed	May 16	May 16
Student Experience	Dir of Student Svs & Communication	Completed	Mar 16	Mar 16
Lean Review	Dir of Quality, Learn & Teaching	Draft Report	Oct 16	Dec 16
Performance Management	Dir of Quality, Learn & Teaching	Completed	May 16	Oct 16
IT Strategy	Dir of IT	Completed	Oct 16	Oct 16

Appendix B – Audit Committee Terms of Reference

Statement of Purpose

The Board provides the principal governance mechanism through which activities are managed in accordance with legislation and regulations, as well as ensuring that systems are in place to provide efficiency, effectiveness and economy. However, the Board has delegated some of its responsibilities to certain committees.

The role of the Audit Committee is to support the Board in its responsibilities of risk, control and governance by reviewing the comprehensiveness of assurances in meeting the assurance needs of the Board, and by reviewing the reliability and integrity of these assurances through a process of constructive challenge.

1. Remit

.1 General

- To provide advice to the Board on the strategic processes for risk, control and governance;
- To review and advise the Board of the Internal Auditor's and External Auditor's assessment of the effectiveness of the College's financial and other internal control systems, including controls specifically designed to prevent or detect fraud or other irregularities as well as those for securing economy, efficiency and effectiveness;
- To advise the Board on the adequacy of the whistle blowing process and to receive an annual report on any matters raised through this process;
- To consider and advise the Board accordingly on any arrangements for special investigations and the outcomes of such investigations;
- To advise the Board on its compliance with corporate governance requirements and good practice guidance, and in particular its compliance with the Financial Memorandum with SFC, the SPFM and the Code of Good Governance for Scotland's Colleges;
- To consider the College's Annual Financial Statements at a joint meeting with the Finance and General Purposes Committee, and to recommend to the Board for approval;
- To provide an annual report to the Board, timed to support the finalisation of the accounts and the Statement on Internal Control, and summarising its conclusions from the work it has done during the year;
- To report to the Board after each meeting;
- To review its own effectiveness at least annually and to report the results of that review to the Board.

.2 Internal Audit

- To advise the Board on the selection, appointment or re-appointment and remuneration, or removal of the Internal Auditors. The responsibility for selection of the Internal Auditor may be delegated to a Selection Committee as agreed by the Committee;
- To advise the Board on the terms of reference for the Internal Auditors;
- To review the scope, efficiency and effectiveness of the work of the Internal Auditors and to advise the Board on these matters;
- To agree the Internal Audit Plan and review the Internal Audit Annual Report;
- To review the Internal Audit reports, the management response to them and to review implementation of the actions required;

- To review the Rolling Audit Action Plan at each meeting;
- To encourage appropriate liaison and co-ordination between internal and external audit;
- To establish appropriate performance measures and indicators to monitor the effectiveness of the Internal Auditors

.3   External Audit
- To receive information on the general terms and conditions of appointment of the External Auditors who are engaged by Audit Scotland to provide audit services to the College;
- To consider the External Auditors report on the Financial Statements and the management letter prior to submission to the Board, and to review the implementation of the recommendations;
- To review the Statement of Corporate Governance;
- To review the External Audit strategy and plan;
- To establish appropriate performance measures and indicators to monitor the effectiveness of the External Auditors;
- To consider the objectives and scope of any non-statutory audit work to be undertaken by the External Auditors firm and advising the Board of any potential conflict of interests.

.4   Risk
- To review the Risk Management Strategy and recommend to the Board for approval;
- To consider the Strategic Risk Register and to advise the Board accordingly;
- To consider matters of risk at each meeting and to satisfy itself that risks are being managed, including seeking assurances from internal and external audit on the adequacy of their management, and to report to the Board.

.5   Other
- To receive annual reports on Freedom of Information and Data Protection Acts requests; Register of Interests; and Hospitality/Gifts Registers;
- To request any member of the College staff to attend and/or to provide a written report on any matter that falls within the remit of the committee;
- To procure ad-hoc specialist advice at the expense of the College as appropriate and when necessary, subject to budgets being agreed by the Board.

2.   Membership

Four Members, at least two of whom shall be members of the Board of Management, one of whom will Chair.

At least one member should have a background in finance, accounting or auditing but membership should not be drawn exclusively from people with such a background.

The Committee will **not** include any of the following as members:
- The Principal or other senior post holders
- The Chair of the Board of Management
- Members of the Finance and General Purposes Committee
- Connected parties such as the employee, partner, spouse or family member of the College's solicitors, bankers, auditors, insurers or other professional advisers.

Attending:

> The Principal.
> Vice Principal Operations
> The Director of Finance and Estates
> The College's Internal Auditor.
> The College's External Auditor.

The Committee is empowered to invite other members of the Senior Management/Executive team to attend meetings of the Committee.

The Committee is empowered to co-opt additional members, subject to approval by the Nominations Committee. Such members will normally be appointed for one year, will be subject to annual review, and may be re-appointed annually up to a maximum of 8 years.

Chairs of other Committees, other than the Chair of the Board of Management, can attend the meetings, with the approval of the Chair of the Audit Committee.

Committee members will be appointed to serve a four- year term, or for the period of their term of office.

External and Internal Auditors will have the right to unrestricted and confidential access to Chair of the Audit Committee.

3.   Frequency of Meetings

The committee will meet at least four times per year and will also hold an annual joint meeting with the Finance and General Purposes Committee. Additional meetings will be convened as necessary.

4   Quorum

A quorum will be two Members of the Committee

5   Secretariat

Secretary to the Board of Management

Papers for meetings will be sent out 7 days in advance of the meeting

The Committee will report to the Board of Management and the minutes of its meetings will be circulated to the Board for information.

6   Review

The Remit will be subject to review annually.

Revised 15.01.16 v1
Revised 28.01.16 v2
Revised 16.02.16 v3

TITLE: **REMUNERATION COMMITTEE**
Minutes of the meetings held on 5 & 22 September 2016

Action: The minutes of the meetings held on 5 & 22 September 2016 are attached. There is 1 recommendation and some items for report.

1. **Recommendation**
RM35 Voluntary Severance Scheme Process – both the Organisational Development & HR Committee and the Remuneration Committee have discussed the proposed voluntary severance scheme process for the College. This has been produced to ensure that the procedures to be followed in the College are consistent with the guidance issued by the SFC. The Committee
RECOMMENDS to the Board that the Voluntary Severance Scheme: Approval and Management Process be approved as set out in the attached paper.

2. **Matters for Report**
RM33 Remit and Membership – the Committee discussed its remit and membership. In looking at its membership the Committee was clear that it wished to retain a bigger membership, with a wider range of expertise at its disposal and so that there was less scope for any one individual to have an undue influence on the Committee.

RM36 Annual Review Process for Principal and College Executive – the Committee discussed improvements to the review process for the Principal and the Executive and has agreed the introduction of a new form which will assist in monitoring progress/achievements in the year just ended and in setting key objectives for the following year. It was also agreed that there should be interim review meetings at the 6 month stage. The Committee will meet to consider the outcomes of these interim reviews.

RM37 Annual Review of Principal – the Committee was unanimous in its view that the Principal had performed exceptionally well.

RM38 Annual Review of College Executive – the Committee was also of the view that the College Executive were performing very well and all had raised their profile externally during the year. The Committee
RESOLVED that the Principal and Executive receive a pay award of 1.5% with effect from 1 August 2016, and that this be reviewed again in April 2018.
RM39 Review of Board Secretary – the Committee was of the view that the Board Secretary had performed well and

RESOLVED that the Secretary to the Board receive the pay award consistent with that offered to other staff, which was 1.5% from 1 August 2016.

Lead: Maggie McManus, Chair, Remuneration Committee

Status: Restricted until discussed and approved by Board.

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WEST COLLEGE SCOTLAND

REMUNERATION COMMITTEE

MINUTE: 5 and 22 September 2016

Present: Maggie McManus (in the Chair)
Mike Haggerty, Keith McKellar, John McMillan, Mark Newlands.

Attending: Audrey Cumberford, Principal (except for RM37); Gwen McArthur, Secretary to the Committee (except for RM39.2).
David Alexander, Vice Principal Operations; David Gunn, Director Organisational Development & HR.

Apologies: Nick Allan, Joyce White.

RM31 WELCOME AND ORDER OF BUSINESS

The Chair welcomed everyone to the meeting and proposed a change to the order of business as follows:
- Paper 9, College Development Network: Proposed Training Module for Members of College Remuneration Committees should be considered alongside the remit and membership of the Committee (see RM33 below);
- The Annual Review of the College Executive be taken after consideration of the proposed new review process and the Annual Review of the Principal.

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RM32 DECLARATION OF INTERESTS

K McKellar declared an interest as Chair of the Board of Management.

RM33 REMIT AND MEMBERSHIP (BM254, 240)

The Committee noted that its remit had been revised by the Board of Management in light of the findings of the Public Audit Committee report into Coatbridge College and the publication of SFC Guidance on seeking approval for severance schemes and settlement agreements. Since these meetings the College Development Network had confirmed that a training module would be developed for members of Remuneration Committees. A draft of the outline of the proposed module had been circulated for information. Additionally, further information had been gathered on remuneration committees in other organisations and institutions.

The Committee **agreed** that its remit and membership remain unchanged, as set out in the attached paper.

RM34 MINUTES

The minutes of the meeting held on 10 September 2015 were approved.

RM35 VOLUNTARY SEVERANCE SCHEME PROCESS (BM254; OM103)

The Scottish Funding Council (SFC) had issued 'Guidance on seeking approval for severance schemes and settlement agreements' (SFC/GD/01/2016) to Colleges which had been considered by the Board at is meeting in March 2016, and had fed into the Voluntary Severance Scheme process being developed for the College through the Organisational Development and HR Committee. The ODHR Committee had discussed this guidance and had taken it into account in producing a Voluntary Severance Scheme process for the College which was now before the Committee for consideration. It was noted that the College had no intention of introducing such a scheme at present and that any scheme would have to be approved and funded by the SFC.

The Committee
RECOMMENDS to the Board that the Voluntary Severance Scheme: Approval and Management Process be approved as set out in the attached paper.

[Action: GMcA]

RM36 ANNUAL REVIEW PROCESS FOR PRINCIPAL AND COLLEGE EXECUTIVE (RM27, 28; OM102)

.1 Revised Documentation

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.2 Benchmarking Information

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.3 Interim Review

At the last meeting the Committee had discussed the possibility of holding an interim review of the Principal at the 6 month stage and the Chair sharing the outcomes of the review (both annual and interim) with the Vice Chair and the Senior Independent Person first, before bringing any recommendations to the Committee for consideration. This would be built into the review process for the future, starting this session (2016/17).   **[Action: KM]**

.4 Development Plan

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RM37 ANNUAL REVIEW OF PRINCIPAL

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The Principal re-joined to the meeting.

RM38 ANNUAL REVIEW OF COLLEGE EXECUTIVE

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RM39 ANNUAL REVIEW OF BOARD SECRETARY

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[REDACTED]

RM40 RISK

The Committee considered that a key risk was the potential loss of senior staff. Some consideration needed to be given to succession planning and mitigating actions the Committee could take should such a situation arise. Further consideration of leadership development for senior staff would help in mitigating the impact of the loss of any key staff.

RM41 NEXT MEETING

To be arranged for 6 months' time.

GMcA/17.10.16 [REDACTED]

VOLUNTARY SEVERANCE SCHEME: APPROVAL AND MANAGEMENT PROCESS

The Board will be responsible for deciding if a voluntary severance scheme is required within the College. This will be following consideration of the current staffing position, the future staff requirements and resources available to support these. The Board will then seek approval for the voluntary severance scheme from the SFC.

The Board must follow the guidance issued by the Scottish Funding Council (SFC) 'Guidance on seeking approval for severance schemes and settlement agreements' issued on 23 February 2016 – available at http://www.sfc.ac.uk/web/FILES/GUI_SFCGD012016_Guidanceonseeking approvalforseverancesc/SFCGD012016_severance_guidance.pdf .

Any severance scheme can only be introduced if it is approved by the Scottish Funding Council prior to introduction.

1. Approval Process for Voluntary Severance Scheme

i.   The Board will be responsible for deciding if a voluntary severance scheme is required within the College. This decision will normally be reached following consideration of the current staffing position, the future staff requirements and resources available to support these.

ii.   If a voluntary severance scheme is to be adopted then consideration will be given to the nature of the scheme, i.e.

-    if it should be a targeted scheme (for specific areas only), or
-    a general scheme open to all.

Consideration will also need to be given to the length of time the scheme will operate for. Appropriate legal and independent professional advice should also be sought in establishing and implementing the scheme prior to approval of the scheme.

iii. A business case, including justification and full expected costs of the scheme, will be prepared. This will need to set out
-    The rationale for introducing the scheme;
-    Mitigating action already taken or planned to avoid the need for headcount reductions where appropriate e.g. recruitment freeze, redeployment, reductions in working hours;
-    The terms available under the relevant compensation/pension scheme and the rationale for offering terms other than the contractual minimum;
-    The estimated annual costs and savings of the new/revised scheme over the payback period;
-    Details of how, by whom and over what timescale the costs of the scheme will be funded;

- The impact that the restructuring/headcount reduction will have on the paybill;
- Any potentially sensitive or high profile cases forming part of the scheme; and
- Confirmation that relevant management and governance procedures have been followed.

[Extracted from the SFC Guidance on seeking approval for severance schemes and settlement agreements – paragraph 24]

iv. The Remuneration Committee will consider the proposed scheme in relation to the Executive Team and the Board Secretary; while the Organisational Development & HR Committee will consider this in relation to all other staff. If both the above committees are satisfied, they will recommend the scheme to the Board for approval.

v. If the Board is satisfied with the proposed voluntary severance scheme then it will seek approval from the Scottish Funding Council following the guidance issued by the SFC. This will also involve the completion of the relevant forms provided by SFC and supplied in their guidance.

vi. If the SFC approves the voluntary severance scheme then the Board may proceed to implement it.

2. Implementation and Monitoring of Voluntary Severance Scheme

i. Once the scheme is in place the Board will approve the establishment of a group to be responsible for managing this process – except for members of the Executive Team and the Secretary to the Board whose application(s) must be considered by the Remuneration Committee. This group will consider each application/case on its merits and will observe the key principles of the scheme as set out in the SFC guidance. These are:

- Public funds must not be used wastefully or to underwrite inequitable or over-generous conditions of service, including severance;
- Decisions on severance arrangements and, in particular, limits on payments will be based on the conditions set in the SPFM and this guidance and not on the source(s) of funding;
- Notice of termination of appointments must not be delayed in order to generate compensation payments in lieu of notice;
- Where appropriate, ex-gratia severance or redundancy packages must be based on the arrangements set out within relevant extant terms and conditions of employment. In particular, prior consideration should be given to the availability of pension and compensation benefits within these conditions;
- Special payments must be transparent and negotiated in a way which avoids conflicts of interest;

- Offers of subsequent employment or consultancy work must be exceptional and only made where they represent value for money; and
- Any undertakings about confidentiality must leave transactions open to proper public scrutiny.

[Extracted from the SFC Guidance on seeking approval for severance schemes and settlement agreements – paragraph 19]

The group will either approve or refuse each application it considers bearing in mind the above key principles.

ii. The group will regularly monitor the implementation of the scheme in order to review the numbers of staff coming forward, the number of cases approved, the costs involved and the potential savings to be achieved.

iii. Remuneration Committee will be responsible for considering applications from members of the Executive Team and the Board Secretary. The Board is responsible for the appointment and removal of the Principal and the Board Secretary, so any proposal regarding the Principal and/or the Board Secretary must be recommended to the Board for approval. Where the Remuneration Committee approves applications from other members of the Executive Team, then it must inform the Board at the earliest opportunity in order that these may be ratified.

iv. If any severance arrangement under consideration does not fall within the scope of the voluntary severance scheme in place, or exceeds the individual's contractual entitlement then **approval must be sought from the SFC** before any offer can be made to the individual concerned and agreement reached.

v. Organisational Development and HR Committee will receive regular monitoring reports from the group on the implementation of the scheme as it applies to all other staff (i.e. not those defined at iii above). It will provide regular reports to the Board on its observations regarding the monitoring of the voluntary severance scheme and will highlight any particular matters that might arise.

3. Settlement Agreements

i. The prior approval of SFC is required in **all** cases where a settlement agreement or non-contractual financial consideration is proposed outwith the terms of an existing and approved voluntary severance scheme. The SFC requires the completion and submission of such cases in a particular format and these forms will be used in all cases. The forms are provided by SFC in its guidance.

ii.   In cases where settlement agreements are part of the voluntary severance scheme, individual approval from SFC is required for each agreement.

iii.   Settlement agreements are normally subject to negotiation between the Director, Organisational Development and HR, and the individual concerned.

iv.   In all instances the SFC guidance must be followed.

4. Compulsory Redundancies

i.   The Board might consider it necessary, in exceptional circumstances, to seek approval from the SFC for compulsory redundancies in certain situations. It is aware that the policy of no compulsory redundancies is a key pillar of public sector pay policy and will have regard to this. However, should such a situation arise the Board will consult with the SFC at the earliest opportunity.

ii.   If the SFC approves such redundancies then these will be reported to the Board.

SUMMARY OF COMMITTEE RESPONSIBILITIES

.1 Board
The Board is responsible for
- Deciding if a voluntary severance scheme requires to be introduced;
- Considering the nature, scope and terms of the voluntary severance scheme to be introduced, as well as considering the length of time it may operate;
- Submitting a request to the SFC for approval to operate a voluntary severance scheme in accordance with the requirements of the SFC;
- Approving the severance arrangements of the Principal and the Secretary to the Board;
- Ratifying the proposals from the Remuneration Committee regarding severance agreements to be reached with other members of the Executive Team;
- Delegating responsibility to a group to manage the voluntary severance scheme for all other staff;
- Receiving regular reports on the implementation and outcomes of the voluntary severance scheme in relation to all other staff via the Organisational Development and HR Committee.

.2 Remuneration Committee
The Remuneration Committee is responsible for
- Considering the scope and terms of any voluntary severance scheme to be introduced, particularly in relation to how it could be implemented for the Executive Team and Board Secretary, and making recommendations to the Board accordingly;

- Considering applications from the members of the Executive Team and the Board Secretary;
- Recommending the terms of any severance agreement reached with the Principal and/or the Board Secretary to the Board for approval;
- Approving any severance agreement reached with other members of the Executive Team and notifying the Board of these at the earliest opportunity.

.3 Organisational Development and HR Committee
The Organisational Development and HR Committee is responsible for
- Considering the scope and terms of any voluntary severance scheme to be introduced and making any recommendations to the Board accordingly;
- Receiving regular monitoring reports from the group established by the Board to manage the voluntary severance scheme for College staff (apart from those falling under the responsibility of the Remuneration Committee): these reports to provide information on the numbers applying, the number of cases approved, the total costs involved and the potential savings to be achieved;
- Reporting on a regular basis to the Board on the implementation of the voluntary severance scheme.

The Committee will also report to the Board on any cases that are approved outwith the voluntary severance scheme (e.g. settlement agreements).

.4 Group established by the Board
The Group is responsible for
- Ensuring that each application to the voluntary severance scheme is considered and treated in an equitable manner and according to the key principles set out by the SFC in its guidance.
- Monitoring the number of applications received, the number of cases approved, the costs involved and the potential savings to be achieved;
- Providing regular reports on the implementation of the scheme to the Organisational Development and HR Committee.

GMcA/28.04.16
Revised v2 3.05.16
Revised v3 29.08.16

TITLE: **AUDIT COMMITTEE**
        Report from meeting held on 6 October 2016

Action: The minutes of the meeting held on 6 October 2016 are attached for information. There is 1 recommendation and a number of items for report.

1   Recommendation
    AM201 Remit – the Committee
    RECOMMENDS to the Board that its remit be amended as follows:

    i. Under the General heading the second bullet point should read:

    To review and advise the Board of the Internal Auditor's and External Auditor's assessment of the effectiveness of the College's financial and other internal control systems, including controls specifically designed to prevent or detect fraud or other irregularities as well as those for securing economy, efficiency and effectiveness (value for money);

    ii. Under the Membership heading the following sentence should be added:

    Committee members will meet with the Internal and External Auditors without the Executive Team present at least annually.

    The revised remit is attached at Annex 1.

2   Matters for Report
    AM204 Audit Scotland Report – the Committee has reviewed the Audit Scotland Report – Scotland's Colleges 2016.

    AM206 Internal Audit Progress Report – the Committee was satisfied with the progress report and approved the Internal Audit Plan for the next quarter.

    AM207 Internal Audit Review of Operational Planning – the Committee noted that a review of the operational planning process had taken place. However, this review had been undertaken during the development of the planning process. A report on the Operational Planning Process will be considered by the Board at Paper 8.2.

    AM209 & 210 Internal Audit Follow-Up Report and Rolling Audit Action Plan – the Committee was satisfied with both the Internal Audit Follow-Up Report and the Rolling Audit Action Plan.

    AM212 Internal Audit Annual Plan 2016/17 – the Committee approved the Internal Audit Annual Plan for 2016/17.

    AM213 Appointment of New External Auditors – Audit Scotland has appointed Mazars as the new External Auditors for the College.

John McLeod from Mazars attended the meeting to provide some background information.

AM217 Strategic Risk Register – the Committee continues to review the risk register at each meeting. It was agreed at this meeting that the key objectives of the College should be added to the risk register.

Lead: John McMillan, Chair of Audit Committee

Status: Open

AUDIT COMMITTEE

MINUTES: 6 October 2016

Present: John McMillan (in the Chair)
Robin Downie, Andrew Hetherington, Stephen Vere.

Attending: Audrey Cumberford (Principal), David Alexander (Vice Principal Operations), Alan Ritchie (Director of Finance and Estates), Gwen McArthur (Secretary to the Committee).

**Attending by
invitation:** Chris Brown, Scott-Moncrieff, Internal Auditors; Danny Johns, Wylie & Bisset, External Auditors; John McLeod, Mazars, External Auditors.

Apologies: Scott Gillon.

AM198 WELCOME
The Chair welcomed Danny Johns, from Wylie & Bisset, and John McLeod, from Mazars (the newly appointed External Auditors) to the meeting.

AM199 DECLARATION OF INTERESTS
Audrey Cumberford, John McMillan and David Alexander declared an interest as Trustees of West College Scotland Foundation.
Audrey Cumberford also declared an interest as a member of the Council of the Scottish Funding Council.

AM200 MINUTES
The minutes of the meeting held on 26 May 2016 were approved.

AM201 ACTIONS FROM THE MINUTES
The Committee noted a report on the actions taken since the last meeting and particularly the following:

   .1 Remuneration Committee (AM182.6; RM33) – the Remuneration Committee had met recently and had agreed that the Chair of the Audit Committee should remain a member of the Remuneration Committee.

   .2 External Audit: Fees for Additional Audit Work (AM187) – following the last meeting the Audit Committee had been asked to approve the fees to be paid to Wylie & Bisset, the External Auditors, in respect of the additional audit work undertaken as part of the year end process. This additional work had been for the audit of the Educational

Maintenance Allowance; Student Support Funds; and SFC Credit Activity. The Committee had approved these fees.

AM202 REMIT, MEMBERSHIP AND DATES OF MEETINGS (AM165.3)

.1 **Remit**
The Committee considered some minor amendments to the remit of the Committee. The Committee
RECOMMENDS to the Board that its remit be amended as follows:
iii. Under the General heading the second bullet point should read:
To review and advise the Board of the Internal Auditor's and External Auditor's assessment of the effectiveness of the College's financial and other internal control systems, including controls specifically designed to prevent or detect fraud or other irregularities as well as those for securing economy, efficiency and effectiveness (value for money);

iv. Under the Membership heading the following sentence should be added:
Committee members will meet with the Internal and External Auditors without the Executive Team present at least annually.

The revised remit is attached at Annex 1.

.2 **Membership and Dates of Meetings**
The Committee noted its membership and dates of meetings for the coming session. It was **agreed** that the meeting on 25 May 2016 would be held at the Greenock Campus.   **[Action: GMcA]**

AM203 REGIONAL OUTCOME AGREEMENT (AM189; BM279)
It was noted that the Board had agreed that each Committee should continue to monitor those areas within the Regional Outcome Agreement that fall within its remit and report to the Board at its meeting in June 2017. The monitoring process to be followed was the same as for the previous year. The Committee noted the key objectives of the 2016/17 Regional Outcome Agreement and would continue to monitor these during the course of the year and report to the Board at its June 2017 meeting.   **[Action: DA]**

AM204 AUDIT SCOTLAND REPORT: SCOTLAND'S COLLEGES 2016
The Committee noted the Audit Scotland Report – Scotland's Colleges 2016. This report had been published recently and provided an update on the various changes that had taken place in the college sector and had assessed, as far as it could, the impact these changes had on the sector. The Board had asked each Committee to consider this report and particularly those areas that fell within their remit.

This report showed quite clearly the range and scope of changes affecting the college sector, which were much more than just merger. Some significant changes regarding how colleges operated had taken place and their full impact had yet to be quantified. The report contained some recommendations, most of which were for either the Scottish Government or the Scottish Funding Council (SFC), with only 3 recommendations for colleges. In relation to these 3 recommendations the Committee commented as follows:

1. Financial Planning – the Committee welcomed the recommendation regarding long term financial planning but this could only be achieved if the Scottish Government and SFC provided the appropriate information to the colleges;
2. Workforce planning – this would be considered by the Organisational Development and HR Committee;
3. Transparency – while the Committee supported the recommendation that more committee papers and minutes could be published on the College website, some further consideration of what should be published and the associated timescales would be required. Further information would be brought to the Committee once available.

[Action: GMcA]

Overall the Committee welcomed this report.

AM205   AUDIT COMMITTEE ANNUAL REPORT TO THE BOARD
The Committee considered its draft Annual Report 2015/16 to the Board. The Committee considered some minor amendments which would be made to the Annual Report and circulated to the Committee for final approval before being issued to the Board.

The Committee **agreed** that, subject to some minor amendments, the Annual Report be approved and be forwarded to the Board for its meeting in December.   **[Action: AR]**

AM206   INTERNAL AUDIT PROGRESS REPORT (AM185)
The Committee was pleased to note the progress report from the Internal Auditors. This showed that in 2015/16 they completed 8 reports. One report was not yet complete but this was not a control report, rather it was a lean report on student recruitment which would be ready in time for the next meeting.
The Committee welcomed this report and **approved** the Internal Audit plan for the next quarter.

AM207   INTERNAL AUDIT REPORT: REVIEW OF OPERATIONAL PLANNING
The Committee noted the Internal Audit Report on the Review of Operational Planning. At the time of this review the College was in the

process of developing and embedding its operational planning framework and so the Internal Audit report had not made specific recommendations, but had identified areas where further improvements could be considered. Responses from the College management were included in the report which confirmed progress achieved to date. It was noted that the Executive (i.e. the Principal and 3 Vice Principals) were responsible for operational planning and ensuring action was taken as appropriate. It was also noted that this report would be considered at the next meeting of the Corporate Development Committee as some of the proposed actions fell within its remit. **[Action: GMcA]**

The Committee welcomed this report and **agreed** that a follow-up report on operational planning be provided to the Committee at a later date (this was planned for 2017/18). **[Action: CB]**

AM208 INTERNAL AUDIT REPORT: REVIEW OF IT STRATEGY
The Committee noted the Internal Audit Report: Review of IT Strategy. The view from the Internal Auditors was that this was a business-focussed strategy which was well-aligned with the key objectives of the College. Some recommendations for improvement had been made and these were being followed-up. It was noted that this report had focussed on the IT Strategy and the processes surrounding the Strategy.

The Committee welcomed this report which would also be circulated to the Finance and General Purposes Committee for consideration as some of the actions fell within its remit. **[Action: AR]**

AM209 INTERNAL AUDIT: FOLLOW-UP REPORT
The Committee noted the Internal Audit Follow-Up Report. This report provided the Committee with an update on actions taken during 2015/16 and also those actions that had been brought forward from previous years. A total of 32 actions had been identified for follow-up, of which 16 were now complete. Of those actions being carried forward, 10 recommendations were partially complete and 6 were not yet due for follow-up. The Committee welcomed this report and the progress made.

AM210 ROLLING AUDIT ACTION PLAN (AM169)
The Committee noted the Rolling Audit Action Plan 2016/17. As confirmed in the Internal Audit Follow-Up Report (see above minute) 16 of these actions were complete and could be removed. The Committee **agreed** an extension of time be granted to 8 recommendations, as identified in the paper, in order to allow the necessary actions to be completed. **[Action: AR]**

The Committee welcomed this report and **agreed** that the Rolling Audit Action Plan be approved.

AM211 DRAFT INTERNAL AUDIT ANNUAL REPORT 2015/16

The Committee welcomed the Draft Annual Report from the Internal Auditor for 2015/16. The Internal Auditors had achieved their audit plan for the year and could confirm that they had not identified any major control weaknesses. The Internal Auditors also confirmed that they had received full co-operation from all staff within the College.

The Committee was pleased to note this and also the opinion of the Internal Auditor that, on the basis of the work undertaken during 2015/16, West College Scotland has a framework of controls in place that provides reasonable assurance regarding the effective and efficient achievement of the College's objectives and the management of key risks. The Committee **agreed** it was satisfied with the Draft Internal Audit Annual Report 2015/16. The final Annual Report would be presented to the Joint meeting of the Audit and Finance and General Purposes Committee at its meeting in November.

AM212 INTERNAL AUDIT ANNUAL PLAN 2016/17 (AM186)

The Internal Auditor presented the Annual Plan for 2016/17. This plan was informed by the Strategic Risk Register for the College and focussed on the key risk areas. It provided for 60 days coverage from Internal Audit (which was the same as session 2015/16). In considering this plan the Committee was aware that there were a number of significant risks identified in the risk register, with estates being considered particularly high risk. This review would take place in March 2017 to allow time for the strategy to bed-in, and the precise number of days allocated to it would be reviewed nearer the time. In discussion it was noted that the Internal Auditors would consider the impact of change, both in terms of cultural change and change to processes, within the College and how this could be built into the reviews that they undertook during the year ahead.

The Committee **agreed** that the Internal Audit Annual Plan 2016/17 be approved.

AM213 APPOINTMENT OF NEW EXTERNAL AUDITORS

The Committee welcomed John McLeod from Mazars, who had been appointed by Audit Scotland as the new External Auditors for the College for the next 5 years. Mr McLeod provided some background information about the company and the team that would be leading the external audit process in the future. It was noted that Mazars had experience of auditing a range of organisations, including not-for-profit

organisations. They also provided audit services to Colleges in England, but were new to the College sector in Scotland. A handover between Wylie & Bisset and Mazars was planned to ensure that there were no gaps in the information required to provide the external audit function. The Committee welcomed this information.

AM214 2015/16 ACCOUNTS DIRECTION FOR SCOTLAND'S COLLEGES AND UNIVERSITIES

The Committee received the 2015/16 Accounts Direction for Scotland's Colleges and Universities as issued by SFC in August 2016. It was noted that there were a number of significant changes to be implemented this year which would impact on the presentation of the Financial Statements. Clarification had been sought from the SFC on a number of points and a few of these were still unresolved at this point in time.

It was noted that the External Auditors (Wylie & Bisset) had completed some of the minor audits, namely the Student Credit Audit and the Student Funding Audit. The Financial Statements would be finalised shortly. These would show a significant accounting deficit, due to the way information had to be presented now. However, a breakeven operational position was forecast. The Committee noted this information.

AM215 CORPORATE GOVERNANCE STATEMENT

The Committee considered the Corporate Governance statement that would be included within the Financial Statements. While this information had been provided previously, it had been updated and presented in the new reporting format. It was noted that information on attendance at Board meetings was included, but attendance at Committee meetings was not. This information was provided to the Nominations Committee and would be published on the website as part of the papers from the Nominations Committee.

While overall the Committee was satisfied with the information it **agreed** that the Director of Finance and Estates review this statement with a view to making it shorter. The revised statement would be brought to the Joint meeting of the Audit and Finance and General Purposes Committee at its meeting in November.   **[Action: AR]**

AM216 COLLEGE GOVERNANCE (AM188)

.1 Code of Good Governance for Scotland's Colleges
The Committee noted the revised Code of Good Governance for Scotland's Colleges which had been issued recently. This Code was now

in place and all colleges were expected to comply with it as a condition of funding.

.2   External Effectiveness Review of Governance
The Code of Good Governance required college Boards to keep their effectiveness under annual review, and there should be an externally facilitated review every 3 years. However, as part of the process of implementing the revised Code of Good Governance the sector had agreed to undertake an externally facilitated review of governance during this session, with a report being required by 31 March 2017. The Committee noted the guidance that had been issued on the conduct of these externally facilitated governance effectiveness reviews. It was also noted that within the College a brief had been prepared for the external facilitator regarding the scope of this effectiveness review, as the College wished to take this review further than that proposed in the guidance and identify opportunities for further development and improvement.

It was noted that, at its meeting earlier in the week, the Board had approved the appointment of Scott-Moncrieff to undertake the external governance effectiveness review (BM292.2). The Committee welcomed this information.

AM217 STRATEGIC RISK REGISTER (AM192)
The Committee noted the revised Strategic Risk Register and the changes in format that had been made, particularly in capturing the information in relation to the mitigating actions. The risk management strategy was becoming embedded and all Committees now had risk as a standing item of business on their agendas. The Senior Management Team continued to monitor the risk register and manage risk within the College. It was noted that the top 4 risks remained the same, but some other risks had moved up the register. One new risk had been added and 2 could now be removed.

The Committee welcomed this information and **agreed** that the key objectives of the College should be added to the risk register for information.   **[Action: AR]**
The Committee **approved** the revised Strategic Risk Register.

AM218 ANNUAL REPORT ON PUBLIC INTEREST DISCLOSURE, FREEDOM OF INFORMATION/DATA PROTECTION REQUESTS, REGISTER OF INTERESTS AND GIFTS & HOSPITALITY (AM138)
The Committee noted the Annual Report on the number of Freedom of Information and Data Protection requests received in 2015/16; and the details of gifts and hospitality received by staff. It was also noted that

there had been no Public Interest Disclosure cases during the year to 31 July 2016. The current registers of interests for Board members and for the Senior Management Team and other budget holders were currently being updated and a report would be provided to a future meeting.

The Committee **approved** this report.

AM219 SCHEDULE OF BUSINESS 2016/17

The Committee noted its Schedule of Business 2016/17.

AM220 NEXT MEETINGS

The next meeting would be the Joint meeting with the Finance and General Purposes Committee on Tuesday 22 November 2016 at 4.00 p.m. on the Clydebank Campus.

The next meeting of the Committee would be on Monday 12 December 2016 at 4.00 pm on the Clydebank Campus. This would be preceded by a tour of the Clydebank Campus at 3.00 p.m.

GMcA/18.10.16/Final

Annex 1

West College Scotland

Board of Management

Audit Committee

Statement of Purpose

The Board provides the principal governance mechanism through which activities are managed in accordance with legislation and regulations, as well as ensuring that systems are in place to provide efficiency, effectiveness and economy. However, the Board has delegated some of its responsibilities to certain committees.

The role of the Audit Committee is to support the Board in its responsibilities of risk, control and governance by reviewing the comprehensiveness of assurances in meeting the assurance needs of the Board, and by reviewing the reliability and integrity of these assurances through a process of constructive challenge.

1. **Remit**

.1 **General**
   - To provide advice to the Board on the strategic processes for risk, control and governance;
   - To review and advise the Board of the Internal Auditor's and External Auditor's assessment of the effectiveness of the College's financial and other internal control systems, including controls specifically designed to prevent or detect fraud or other irregularities as well as those for securing economy, efficiency and effectiveness (value for money);
   - To advise the Board on the adequacy of the whistle blowing process and to receive an annual report on any matters raised through this process;
   - To consider and advise the Board accordingly on any arrangements for special investigations and the outcomes of such investigations;
   - To advise the Board on its compliance with corporate governance requirements and good practice guidance, and in particular its compliance with the Financial Memorandum with SFC, the SPFM and the Code of Good Governance for Scotland's Colleges;
   - To consider the College's Annual Financial Statements at a joint meeting with the Finance and General Purposes Committee, and to recommend to the Board for approval;
   - To provide an annual report to the Board, timed to support the finalisation of the accounts and the Statement on Internal Control, and summarising its conclusions from the work it has done during the year;
   - To report to the Board after each meeting;
   - To review its own effectiveness at least annually and to report the results of that review to the Board.

.2 **Internal Audit**
   - To advise the Board on the selection, appointment or re-appointment and remuneration, or removal of the Internal Auditors. The responsibility for selection of the Internal Auditor may be delegated to a Selection Committee as agreed by the Committee;
   - To advise the Board on the terms of reference for the Internal Auditors;

- To review the scope, efficiency and effectiveness of the work of the Internal Auditors and to advise the Board on these matters;
- To agree the Internal Audit Plan and review the Internal Audit Annual Report;
- To review the Internal Audit reports, the management response to them and to review implementation of the actions required;
- To review the Rolling Audit Action Plan at each meeting;
- To encourage appropriate liaison and co-ordination between internal and external audit;
- To establish appropriate performance measures and indicators to monitor the effectiveness of the Internal Auditors

.3 External Audit
- To receive information on the general terms and conditions of appointment of the External Auditors who are engaged by Audit Scotland to provide audit services to the College;
- To consider the External Auditors report on the Financial Statements and the management letter prior to submission to the Board, and to review the implementation of the recommendations;
- To review the Statement of Corporate Governance;
- To review the External Audit strategy and plan;
- To establish appropriate performance measures and indicators to monitor the effectiveness of the External Auditors;
- To consider the objectives and scope of any non-statutory audit work to be undertaken by the External Auditors firm and advising the Board of any potential conflict of interests.

.4 Risk
- To review the Risk Management Strategy and recommend to the Board for approval;
- To consider the Strategic Risk Register and to advise the Board accordingly;
- To consider matters of risk at each meeting and to satisfy itself that risks are being managed, including seeking assurances from internal and external audit on the adequacy of their management, and to report to the Board.

.5 Other
- To receive annual reports on Freedom of Information and Data Protection Acts requests; Register of Interests; and Hospitality/Gifts Registers;
- To request any member of the College staff to attend and/or to provide a written report on any matter that falls within the remit of the committee;
- To procure ad-hoc specialist advice at the expense of the College as appropriate and when necessary, subject to budgets being agreed by the Board.

2. Membership

Four Members, at least two of whom shall be members of the Board of Management, one of whom will Chair.

At least one member should have a background in finance, accounting or auditing but membership should not be drawn exclusively from people with such a background.

The Committee will **not** include any of the following as members:
- The Principal or other senior post holders
- The Chair of the Board of Management

- Members of the Finance and General Purposes Committee
- Connected parties such as the employee, partner, spouse or family member of the College's solicitors, bankers, auditors, insurers or other professional advisers.

Attending:

The Principal.
Vice Principal Operations
The Director of Finance and Estates
The College's Internal Auditor.
The College's External Auditor.

The Committee is empowered to invite other members of the Senior Management/Executive team to attend meetings of the Committee.

The Committee is empowered to co-opt additional members, subject to approval by the Nominations Committee. Such members will normally be appointed for one year, will be subject to annual review, and may be re-appointed annually up to a maximum of 8 years.

Chairs of other Committees, other than the Chair of the Board of Management, can attend the meetings, with the approval of the Chair of the Audit Committee.

Committee members will be appointed to serve a four- year term, or for the period of their term of office.

Committee members will meet with the Internal and External Auditors without the Executive Team present at least annually.

External and Internal Auditors will have the right to unrestricted and confidential access to Chair of the Audit Committee.

3. Frequency of Meetings

The committee will meet at least four times per year and will also hold an annual joint meeting with the Finance and General Purposes Committee. Additional meetings will be convened as necessary.

4 Quorum

A quorum will be two Members of the Committee

5 Secretariat

Secretary to the Board of Management

Papers for meetings will be sent out 7 days in advance of the meeting

The Committee will report to the Board of Management and the minutes of its meetings will be circulated to the Board for information.

6 Review

The Remit will be subject to review annually.

Revised 6.10.16

TITLE: **LEARNING, TEACHING AND QUALITY COMMITTEE**
Minutes of the meeting held on 12 October 2016

Action: There is 1 recommendation and a number of matters for report.

1. **Recommendation**
LM166.1 Remit — the Committee
RECOMMENDS to the Board that its remit be amended by the addition of the following:

g) *To monitor expenditure of the annual budget of the Students' Association, based on reports received from the Student President, and to confirm to the Board that these are in line with the plans of the Students' Association.*
h) *To consider risk relating to the matters that fall within the Committee's remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.*

The revised remit is attached at Annex 1.

2. **Matters for Report**
LM167 Update from Vice Principal Educational Leadership — a number of matters were reported which the Committee considered should be drawn to the attention of the Board. These include:
- The College had achieved its credit target in 2015/16 and so there would be no financial clawback.
- The 2 Nurseries in the College had both received excellent reports from the Care Inspectorate.
- A short session on PREVENT training would be provided for Board members

LM168 Students Association Update — the Committee supports the Students Association in establishing a strong student rep system within the College. This would aid the process of securing robust feedback information from students on the learning experience.

LM169 2016/17 Student Enrolment Update — the Committee was pleased to note that the curriculum areas were on track to deliver the credit targets for 2016/17.

LM170 STEM Accreditation — the Committee was pleased to note that the College had achieved STEM Assured Status following an evaluation event.

LM172 Audit Scotland Report — the Committee had considered the Audit Scotland Report – Scotland's Colleges 2016.

LM172 One Plus Activity – it was noted that SFC had confirmed that it was satisfied with the level of this activity delivered by the College in 2015/16, but considered the College had a high level of 'One Plus' activity. Discussions with SFC will b held in order to explore this matter further.

LM175 SFC/Education Scotland New Quality Arrangements – a new national reporting framework is being developed. It has, however, been agreed that colleges do not need to provide Annual Quality reports any more. Rather, the emphasis will be on colleges setting their own priorities and conducting self-evaluations against this framework.

LM179 Risk – the Committee continues to monitor risk and has provided input to the strategic risk register.

Lead: Mike Haggerty, Chair of Learning, Teaching and Quality Committee

Status: Open

LEARNING, TEACHING AND QUALITY COMMITTEE

MINUTES: 12 October 2016

Present: Mike Haggerty (in the Chair),
                 Wilma Bain, Andrew Hunter, Paul McFarlane, Keith McKellar,

Attending: Stephanie Graham (Vice Principal Educational Leadership), Rose Brown (Director of Student Services and Communities), Gwen McArthur (Secretary to the Committee).

Apologies: Audrey Cumberford, Jacqueline Henry, Alison Mitchell, Cathy MacNab.

LM163 DECLARATION OF INTERESTS
None

LM164 MINUTES
The minutes of the meeting held on 25 May 2016 were approved.

LM165 ACTIONS FROM THE MINUTES
The Committee noted the actions from the minutes and particularly the following:

.1 Dedicated E-Assessment Centres (LM148.1)
It was noted that the provision of dedicated e-assessment centres had been built into the Estate Strategy. However, the provision of these centres also involved consideration of how these centres would be staffed and run. This was currently under consideration by the Senior Management Team (SMT) and, once further information was available, this would be brought to the Committee for information.   **[Action: SG]**

.2 Student Satisfaction Survey (LM141) – it was **agreed** that the outcomes of the student satisfaction survey, plus a report on the actions taken since, would be circulated to the Committee for information.   **[Action: SG]**

.3 Capturing Data for Measuring Improvement (LM86) – the Committee **agreed** that this matter could be removed from its Action Report as this information was now captured in the Regional Outcome Agreement.
                                                              [Action: GMcA]

LM166 REMIT, MEMBERSHIP AND DATES OF MEETINGS

.1 Remit

The Committee considered proposed amendments to its remit which would make it clear that the Committee had oversight of the annual budget of the Students Association, and also would consider risk in relation to those matters it was responsible for. The Committee

RECOMMENDS to the Board that its remit be amended by the addition of the following:

i) *To monitor expenditure of the annual budget of the Students' Association, based on reports received from the Student President, and to confirm to the Board that these are in line with the plans of the Students' Association.*

j) *To consider risk relating to the matters that fall within the Committee's remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.*

The revised remit is attached at Annex 1.

.2 Membership and Dates of meetings
The Committee noted its membership and the dates of its meetings in 2016/17.

LM167 UPDATE FROM VICE PRINCIPAL EDUCATIONAL LEADERSHIP (LM152)

.1 Activity Update
Stephanie Graham, Vice Principal Educational Leadership, provided a report to the Committee on a range of activities, including the following:
- This session was the first session since merger where the staff had not had to cope with new processes and systems and so the student enrolment process had proceeded more smoothly. The Student Journey Project conducted last year had proved a significant help in understanding the issues that needed to be addressed to provide the support students needed. While a few students still experienced delays in getting their funding arranged, the majority had enrolled successfully with their funding in place at the start of session. The Committee welcomed this information and congratulated the staff for achieving the improvements made to the systems and processes.
- The current portfolio of courses on offer was under review. This was in the evaluative phase before the more detailed curriculum reviews would take place. Further information would be brought to the Committee later in the session. **[Action: SG]**
- The key performance indicator data for last session was not yet complete but would be brought to the next meeting. **[Action: SG]**
- It was noted that the credit audit was just being finalised and the College had achieved its credit target in 2015/16 and so there would be no financial clawback. The Committee congratulated the staff for achieving

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this positive outcome and would draw this to the attention of the Board.
[Action: MH]

- The Committee noted that the College was continuing to increase the work placement opportunities it offered to students. The Scottish Funding Council (SFC) had set a new standard for work placements which the College already generally met. The whole work placement programme was working well and provided benefits to the employers as well as the students. The Committee welcomed this information.

- Further information on the operation of the Educational Committees would be brought to a future meeting.   **[Action: SG]**

.2 **Student Services and Communities**

Rose Brown, Director of Student Services and Communities, provided a report on the following:

- Her team were in the middle of their operational planning process. They were currently reviewing the progress made against the targets set.

- There were now approximately 1400 school pupils attending classes at the College. This included 44 Foundation Apprenticeships. College staff were now preparing a bid for the next cohort of Foundation Apprenticeships, for the period 2017-19, which would offer more variety including some shorter programmes. A Project Director was being sought to organise this delivery. The College now delivered 10% of this activity in Scotland. The Committee welcomed this information and congratulated the staff on this achievement.

- The College was now 60 running community programmes across the 3 Council regions.

- The 2 Nurseries within the College recently had unannounced inspections from the Care Inspectorate and both had achieved excellent reports. The Committee was delighted with this and congratulated all the staff involved in achieving such a successful outcome. It would draw the attention of the Board to this matter.   **[Action: MH]**

- The Student Advisory Service Team had been very busy at the start of the session working with the students. The next priority activity would be to assist students prepare their UCAS applications.

- The local PREVENT Officer from Police Scotland had attended a recent meeting of the Senior Management Team (SMT) to raise awareness of this initiative. This had been very informative and welcomed by the Team. It was considered that a short session on this matter should be built into the Board's development plan.   **[Action: GMcA]**

- It was noted that the College was a third party Reporting Centre where hate crimes could be reported directly to the police. Information on how to access this would be issued to students in due course and there would be a link provided on the College website for anyone to access to report such crimes.

LM168 STUDENTS ASSOCIATION UPDATE (LM153)

The Student President provided the Committee with a brief report from the Students Association. The Committee noted the following:

- The Students Association now had a full-time President and 3 part-time Vice Presidents (1 on each Campus) which allowed the Association to engage more fully with students during their time at College. Executive Officer roles had been advertised on the student intranet.

- The Association had participated in the 'keep warm' campaign over the summer, a poster campaign, the re-design of the Students Association intranet and the continued expansion of the Association's entries on Facebook and Twitter, as well as sending a 'big welcome' email to all students at the start of the session.

- The Association had encouraged students to participate in setting up clubs and societies. It was the intention that this would be further developed throughout the year.

- The Association was working closely with the Student Experience Team to promote the Class Representative system. The first round of training for Class Reps had been held in the last two weeks and had been well attended and well received. All Class Reps attending had been issued with wristbands that provided information on the Students Association and the College. The Students Association was in the process of expanding this Class Rep system and training to Distance Learning and Evening class students as well. However, it was disappointing to note that not all Curriculum Quality Leaders (CQL's) had returned the class rep names to the Association as requested. This was particularly disappointing as student feedback and input was a key element in the learner experience and quality assurance process. The Vice Principal reported that this matter had been discussed at a meeting of the Heads of Sector earlier in the day and they were clear about the importance of addressing this matter. The Committee was also aware of the importance of this matter and how it fed into the quality of the overall student experience. It was **agreed** that a strong student rep system was a necessity and it would support the Student President in his efforts to achieve this.

LM169 2016/17 STUDENT ENROLMENT UPDATE (LM135)

The Committee was pleased to note that the curriculum areas had reported that they were on track to deliver their credit targets for 2016/17. This was despite a small reduction in overall full-time student numbers. The enrolment pattern showed that HNC numbers had increased, but FE numbers had decreased; HND second year numbers had decreased, but there had been an increase in part-time HN numbers. There had also been a significant increase in demand for evening SQA Higher classes, particularly in English and Sciences; and the number of school pupils attending the College as part of School College programme had increased.

It was noted that the Educational Leadership Team (ELT) would be holding a meeting with the Sector Heads to explore the possibility of making changes to the FE curriculum in order to make this more attractive and appropriate to the market. It was also the intention to offer more part-time programmes this session, particularly aimed at those wishing to retrain or up-skill. Individual trends in enrolment would be considered through the Curriculum Planning and Review meetings and the Committee would be informed of the outcomes of these discussions at a meeting later in the session. The Committee welcomed this information.

LM170   STEM ACCREDITATION (LM154)

At its last meeting the Committee had been informed that the College would be seeking STEM Assured status. It was noted that the validation event had taken place in August and the College had achieved this status. Indeed the reviewers had been so impressed by the College's offering that they would be recommending that the College be graded at the top level of 'Best Practice' for the three elements of Strategy and Planning, Consultation and Collaboration, and Impact of STEM activities. A Manifesto had been drafted and a possible launch event was under consideration.

The Committee congratulated the Vice Principal Educational Leadership and her team for achieving such a successful outcome.

LM171   CORPORATE PARENTING (LM131.2)

The Committee noted a briefing paper that set out the key responsibilities that the enactment of the legislation (Part 9 (Corporate Parenting) of the Children and Young People (Scotland) Act 2014) placed on local authorities and other corporate parents to ensure the best possible outcomes for care leavers into adulthood. All corporate parents were now required to prepare and publish plans which detailed how they would fulfil their duties under this Act. The Action Plan would be brought to this Committee when ready and the Committee would receive Annual Reports on this activity. The Committee welcomed this information.   **[Action: RB]**

LM172   AUDIT SCOTLAND REPORT (BM295)

The Committee noted the Audit Scotland Report, 'Scotland's Colleges 2016', which had been published recently. The Board had considered this report at its last meeting and had asked each of the Committees to consider this report, particularly in relation to those areas that fell within their remit. The Committee noted this report.

LM173   ONE PLUS ACTIVITY

The Committee noted that the SFC had contacted each college regarding the number of credits a college could claim for an individual student. SFC had indicated that any credits over 15 for an HE student and 18 for an FE student was referred to as 'One Plus' activity and had asked each college to provide

prior details to them of any course that exceeded this limit. The College had provided this information. SFC had recently contacted the College to confirm that it was satisfied with the level of this activity delivered in 2015/16 but considered that the College had a high overall level of 'One Plus' activity.

This guidance meant that the College was restricted in offering any additional learning to students, particularly on HN courses which already had 15 credits. The College had developed a range of online learning materials which course teams had selected as appropriate to improve students' learning and employability. The feedback from students and course teams had been positive about the additional study opportunities provided by this online learning. The College has had a relatively high 'One Plus' claim but, in future, would have to reduce this. Discussions with the Regional Outcome Agreement Manager and SFC were taking place to reach an acceptable solution. The Vice Principal reported that she had been invited to join a short-life national working group which was looking at 'One Plus' and would provide more guidance on it.

The Committee noted this information but was disappointed that this might mean that students who would otherwise benefit from some additional learning might not be able to do so in the future. The Committee would be kept informed of any developments.   **[Action: SG]**

LM174 REGIONAL OUTCOME AGREEMENT (LM157)
The Vice Principal informed the Committee that the College had to submit its self-evaluation of the outcomes from the Regional Outcome Agreement 2015/16 by the end of October. This report would be circulated to the Committee once ready.   **[Action: SG]**

LM175 SFC/EDUCATION SCOTLAND NEW QUALITY ARRANGEMENTS (LM158)
The Committee noted that the SFC/Education Scotland Quality arrangements were under review, with the aim of producing new Quality Arrangements guidance in December 2016. A new national reporting framework was under development and it was likely that the future emphasis would be on colleges setting their own improvement and enhancement priorities and conduct self-evaluations against this new framework. Colleges were not required to submit an Annual Quality report by the end of October, but other forms of reporting were likely to be required. The Committee would receive regular updates on progress and **agreed** that this matter remain a standing item on its agenda until the new arrangements were in place.   **[Action: CM]**

LM176 REVIEW OF QUALITY MANAGEMENT AND APPROVALS COMMITTEE
A review of the Quality Management and Approvals Committee (QMAC) had been undertaken with the aim of improving the current arrangements. A number of operational issues had arisen which had led to this review. It was proposed that the QMAC be replaced with a Quality Standards Committee,

which would focus on establishing and maintaining quality standards; also a Quality Approvals Panel be established to consider and approve curriculum changes and to report into the Quality Standards Committee. The proposed remit and membership of each of these bodies was noted. The Committee **approved** the establishment of the Quality Standards Committee and the Quality Approvals Panel as set out in the paper provided.   **[Action: CM]**

LM177 COMPLAINTS HANDLING ANNUAL REPORT 2015/16 (LM124)
The Committee noted the Annual Complaints Handling Report for session 2015/16. The Committee **agreed** that this report could now be placed on the College website.   **[Action: CM]**

LM178 COLLEGE LEAVER DESTINATIONS (LM140)
The Committee noted the SFC Statistical publication on College Leaver Destinations 2014/15. This was the first detailed account of the destinations of successful full-time students who had completed courses in Scotland's Colleges and provided sector data. The Vice Principal reported that the College had asked SFC for the return of data specific to the College in the same format as that presented in the SFC report. This would then allow a direct comparison between the College and sector. It was the hope that this information would be available for the next meeting. The Committee welcomed this information.   **[Action: SG]**

LM179 RISK (LM160)
In considering the revised Strategic Risk Register the Committee confirmed that it agreed with those risks identified on the register. However, in relation to Risk 15 (Curriculum offering is not reviewed to ensure employer and student needs are met and appropriate courses delivered), the Committee was of the view that the work of the Students Association should be included in the mitigating controls and actions column as they were undertaking a significant amount of work in this area in order to ensure that student feedback was captured and actioned as appropriate.   **[Action: SG]**

LM180 NEXT MEETING
Wednesday 7 December 2016 at 4.00 p.m. at the Paisley Campus.

GMcA/27.10.16/Final

Annex 1

West College Scotland

Board of Management

Learning, Teaching and Quality Committee

Statement of Purpose

The Board provides the principal governance mechanism through which activities are managed in accordance with legislation and regulations, as well as ensuring that systems are in place to provide efficiency, effectiveness and economy. However, the Board has delegated some of its responsibilities to certain committees.

The purpose of the Learning Teaching and Quality Committee will be to ensure strategic development of learning and teaching within the College. The Committee provides guidance to staff and student presidents as well as overseeing all matters relating to KPIs including student progress, retention and achievement.

1. **Remit**

   a) To advise the Board on matters relating to student affairs including:
      - Students Association activities
      - student experience and engagement
      - student guidance and support
      - disciplinary procedures and appeals

   b) To advise the board on all matters relating to the curriculum, teaching and learning including:
      - academic planning, development and delivery of the curriculum
      - national curriculum initiatives
      - admissions and Further Education Student (FES) data
      - enhancement of the College's Learning and Teaching development

   c) To advise the Board on all matters relating to quality including;
      - College quality assurance, improvement and enhancement activities
      - academic standards
      - quality performance indicators (PIs), including retention and attainment
      - the College's Annual Quality Report to the Scottish Funding Council
      - external body quality reviews and reports
      - Education Scotland review outcomes and action plans

   d) To monitor the progress in the delivering the academic elements in the West Region Outcome Agreement.

   e) To receive reports from the Educational Leadership Committees.

   f) To review all matters relating to the student experience.

   g) *To monitor expenditure of the annual budget of the Students' Association, based on reports received from the Student President, and to confirm to the Board that these are in line with the plans of the Students' Association.*

h)   *To consider risk relating to the matters that fall within the Committee's remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.*

2.   Composition

The Principal, Student's Association President (or nominee), Teaching Staff Representative and two Members of the Board of Management (other than those noted), one of whom, will Chair. The non-teaching staff member may also become a member of this committee.

Attending;

> Vice Principal Educational Leadership
> Director of Student Services and Communities
> Director of Quality, Learning and Teaching

The Committee is empowered to invite members of the Senior Management/Executive team to attend meetings of the Committee

The Committee is empowered to co-opt additional members, subject to approval by the Nominations Committee

Chairs of other Committees can attend the meetings, with the approval of the Chair of the Learning Teaching and Quality Committee

Committee members will be appointed to serve a four- year term, or for the period of their term of office.

The Chair of the Board of Management will be an ex- officio member of the Committee

3.   Frequency of Meetings

The Committee will meet at least three times per year.   Additional meetings will be convened as necessary.

Papers for the meetings will be sent out 7 days in advance of the meeting

4.   Quorum

The quorum will be two Members of the Board of Management**.**

5.   Secretariat

The Secretary to the Board of Management.

The Committee will report to the Board of Management and the minutes of its meetings will be circulated to the Board for information.

6.   Review

The Remit will be subject to review annually.

TITLE: **CORPORATE DEVELOPMENT COMMITTEE**
             Minutes from the meeting held on 25 October 2016

Action: There is 1 recommendation and a number of matters for report.

1. **Recommendation**
   CDM78 Remit – the Committee
   RECOMMENDS to the Board that its remit be amended by the addition of the following:
   j) To consider risk relating to the matters that fall within the Committee's remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.

   As set out in Annex 1 to the minutes.

2. **Matters for Report**
   CDM79 Local Labour Market Information – the Committee received an excellent report from Mr Allan Dick, Economic Development Manager, and agreed that this report also be provided to the Board. Mr Dick's report will be taken at agenda item 4.

   CDM80 Technology and Innovation Update – the Committee welcomed the progress report and was particularly pleased that the WITS Learning Technologies Conference held in August had been a success.

   CDM81 Internal Audit Report on Operational Planning – the Committee noted this report and would monitor progress with the implementation of the Operational Planning process. This matter will also be discussed by the Board at agenda item 8.2.

   CDM82 Risk – the Committee continues to monitor risk and has provided input to the strategic risk register.

   CDM85 Developing an International Strategy – a workshop session facilitated by an Independent Consultant had been held earlier in the session. This had been a very useful session and an International Framework and associated action plan is being developed.

   CDM86 Commercial Income Update – The Committee congratulated the staff on achieving its commercial income target for 2015/16. The Committee agreed that the commercial income target remain at the same level for 2016/17.

Lead: Mark Newlands, Chair of the Corporate Development Committee

Status: Open, except for items CDM85 & CDM 86 which are restricted under the Freedom of Information act as being commercially sensitive.

CORPORATE DEVELOPMENT COMMITTEE

MINUTES: 25 October 2016

Present: Mark Newlands (in the Chair), Jim Hannigan, Keith McKellar.

Attending: Liz Connolly (Vice Principal Corporate Development), Sara Rae (Director of Business and Enterprise), George Johnson (Director of Technology and Innovation), Diarmid O'Hara (Director of Communications, Policy and Planning), Allan Dick (Economic Development Manager – for CDM 74 - 79), Gwen McArthur (Secretary to the Committee).

Apologies: Audrey Cumberford, Jenifer Johnston.

CDM74 WELCOME
The Chair welcomed the members and attending officers to the meeting and particularly Allan Dick, Economic Development Manager, Business and Enterprise.

CDM75 DECLARATION OF INTERESTS
There were no declarations of interest.

CDM76 MINUTES
The minutes of the meeting held on 17 May 2016 were approved.

CDM77 ACTIONS FROM THE MINUTES
The Committee noted the actions from the last meeting and particularly the following:

.1 Commercial Group Review of Impact of ONS (CDM65) – it was noted that this Group's report had been issued to the Finance Directors Group who had provided input to this report. It was hoped that the final report would be available soon.

.2 City of Culture Bid by Paisley (CDM43) – it was noted that Renfrewshire Council had established a team that was progressing the bid for Paisley to become City of Culture in 2021. This team was working on a development programme which would have a strong community emphasis with the main focus being on sustainability and regeneration. The College was heavily involved in this development. The Committee welcomed this information and **agreed** that this item be removed from its action list.   **[Action: GMcA]**

.3 Action List – it was **agreed** that the following items be removed from the Committee's action list:

Technology and Innovation: International Conference (CDM29) – this was now a standing item on the agenda and regular reports would be provided to the Committee as appropriate.

Briefing Information/Elevator Pitches (CDM30) – this was now built into the Board Development Action Plan.   **[Action: GMcA]**

CDM78 REMIT, MEMBERSHIP AND DATES OF MEETINGS IN 2016/17

.1 Remit

The Committee considered a proposed amendment to its remit. The Committee

RECOMMENDS to the Board that its remit be amended by the addition of the following:

j) To consider risk relating to the matters that fall within the Committee's remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.

As set out in Annex 1 to the minutes.

.2 Membership and Dates of Meetings 2016/17

The Committee noted its membership and dates of meetings in 2016/17.

CDM79 LOCAL LABOUR MARKET INFORMATION (CDM40)

The Chair welcomed Allan Dick, Economic Development Manager, to the meeting. Mr Dick presented an update report on the economy and local labour market. Some of the key messages emerging from his report were:

- The published data showed that there was a continuing growth in the Scottish economy, but this had slowed in the latter half of 2015 and into 2016, although the economy had grown by 0.4% in the second quarter of 2016. This growth had been driven mainly by the services industry, while the construction and production industries (mainly oil and gas) had contracted.
- The economic forecasts had been revised in light of the EU Referendum results, with the post-Brexit forecasts for economic growth being significantly lower than had been forecast earlier in the year. The full impact of this result was unknown at this stage.
- The Scottish employment rate had fallen significantly in 2015 but was now picking up and had reached 74% of the population of working age. In the West Region there had been a fall in those seeking Job Seekers Allowance (JSA). However, there had been a significant fall in the population of 20-29 year olds living in the West Region, particularly in Inverclyde and West Dunbartonshire. The Local Authorities in these areas already had population regeneration strategies in place to try and address this situation.
- The West Region also contained some of the most deprived areas in Scotland. In looking at the data this showed that people were more likely to be work deprived than income deprived, so there was a significant level

of in-work poverty. It also showed that some of these issues affected more than 1 generation so presented significant challenges.

In discussion it was noted that there were a number of challenges which the College, in partnership with the local authorities and local employers, were trying to address. Although the number of 20 – 29 year olds was falling the College was keen to maintain, or preferably, increase the number of apprenticeship training opportunities it offered and was working with local employers to achieve this. The Glasgow City Deal would also bring opportunities and the College would have a role in providing teaching and learning for people to increase their skills levels, or learn new skills, which would boost their employment opportunities. The College was actively pursuing such opportunities and could, for example, provide more part-time and evening class learning opportunities to help those already in work to expand their skills range to improve their employment prospects.

The Committee welcomed this report and was aware of the challenges this raised. It was **agreed** that this report should be presented to the next Board meeting for consideration. **[Action: AD; GMcA]**

CDM80 TECHNOLOGY AND INNOVATION UPDATE (CDM64, 50)
The Committee noted a report from the Director of Technology and Innovation which provided an update on recent activities. The Committee noted the following in particular:

- 150 staff had attended the second WITS Learning Technologies Conference in the College at the end of August. This had been run in partnership with Microsoft and provided an introduction to some of the latest Microsoft online tools and how they could be used to enhance teaching and learning. This event had been run across the 3 Campuses using Microsoft Skype for Business which had worked well. The Committee was pleased to note that overall this conference had been well received.
- The Technology and Innovation team were now working with a member of staff in Computing (D Renton) to develop virtual reality (VR) applications using the latest VR equipment.
- The College had joined a consortium of 70 FE Colleges from throughout the UK that was pooling resources to develop high quality online learning materials that would support a blended approach to teaching and learning.
- The new student intranet was now up and running. This had been designed to provide dynamic up-to-date content for students which could be accessed using a variety of platforms. This would allow students to use their own devices.
- A quality enhancement initiative was now underway for distance learning students. The aim of this initiative was to improve the learning experience

of distance learning students from initial recruitment to achievement of their qualification.

The Committee welcomed the above information and commended the Technology and Innovation team on all their hard work.

CDM81 INTERNAL AUDIT REPORT: REVIEW OF OPERATIONAL PLANNING

The Committee noted that Internal Audit had conducted a review of operational planning within the College. The report did not contain any formal recommendations as the College was in the process of developing and embedding its new operational planning process, and so the Internal Auditors had identified opportunities for improvement. The College Management welcomed these suggestions and had provided a response and update on progress to date, which was also contained within the report. The Committee noted this report and the Management response provided. As this was an area that fell within its remit, the Committee would be kept informed of progress with the development and implementation of the operational planning process. The Audit Committee had already seen this report, at its meeting on 6 October 2016, and the Committee would provide an update on progress to the Audit Committee later in the session.   **[Action: LC]**

CDM82 RISK (CDM67)

In considering the updated Strategic Risk Register the Committee confirmed that it agreed with those risks identified on the register. However, in relation to Risk 12 (Inability to specify, deliver and implement effectively an approach to generation of alternative income) the Committee was of the view that, in the light of the discussion at the meeting, some minor revision to the wording of the mitigating controls could be made to make clear that the Corporate Development Committee set an income target which was closely monitored throughout the year to ensure the College remained on target.

The Committee was aware that estates matters were captured in the risk register and were recognised as a significant risk to be carefully managed. The Committee shared this view and was aware that the current condition of some of the College estate could impact negatively on the College's ability to attract commercial/external funding.

This information would be fed back to inform the next update of the Strategic Risk Register.   **[Action: GMcA]**

CDM83 AUDIT SCOTLAND REPORT

It was noted that the Board had asked each of the Committee's to consider the findings of the Audit Scotland Report on Scotland's Colleges that had been published recently. It was **agreed** that this report be brought to the next meeting for consideration.   **[Action: GMcA]**

CDM84 NEXT MEETING
Tuesday 13 December 2016 at 4.00 p.m. on the Paisley Campus.

RESERVED BUSINESS

The following items are deemed to be restricted under the Freedom of Information Act as being commercially sensitive.

CDM85 DEVELOPING AN INTERNATIONAL STRATEGY (CDM71, 25.1)

CDM86 COMMERCIAL INCOME UPDATE (CDM73, 60)

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GMcA/4.11.16/Final

Annex 1

West College Scotland

Board of Management

Corporate Development Committee

Statement of Purpose

The Board provides the principal governance mechanism through which activities are managed in accordance with legislation and regulations, as well as ensuring that systems are in place to provide efficiency, effectiveness and economy. However, the Board has delegated some of its responsibilities to certain committees.

The main purpose of the Corporate Development Committee is to support the development of West College Scotland's vision, direction and objectives for corporate and sustainable development and growth, aligned with the needs of industry.

In addition to monitoring and approving activity from within the area of Corporate Development as appropriate, the Committee will be 'developmental' in nature with time spent considering new approaches and challenging and developing new ideas. The Committee will seek to include invited input from industry and sector experts to support its work.

1. **Remit**

   a) To ensure that the College builds its external reputation and is established as a preferred 'partner of choice'

   b) To ensure that the College builds appropriate strategic partnerships that support the delivery of the College's vision and business portfolio

   c) To ensure the College becomes a leader in the use of technology to enhance learning and the educational experience

   d) To ensure that the College manages and develops its strategy to maximise additional income and develop new opportunities for the College

   e) To receive regular reports on activity and income from Corporate Development

   f) To advise the College Executive and Managers on strategic issues

   g) To make recommendations to the Board on strategic issues relating to externally funded initiatives

   h) To receive reports on the risks associated with external funding and make appropriate recommendations to the Board

   i) To ensure the development and communication of the College Corporate Plan

   j) *To consider risk relating to the matters that fall within the Committee's remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.*

   Any other factors as required by the Board of Management

2.   Membership

Membership of the Committee will comprise:

The Principal and at least two members of the Board of Management, one of whom will Chair.

Attending;

>   Vice Principal Corporate Development
>   Corporate Development Directorate (Communications, Policy & Planning/Business & Enterprise/Technology & Innovation)

The Committee is empowered to invite other members of the Senior Management/Executive team to attend meetings of the Committee.

The Committee is empowered to invite external advisors and stakeholders as appropriate to contribute to discussions.

The Committee is empowered to co-opt additional members, subject to approval by the Nominations Committee.

Chairs of other Committees can attend the meetings, with the approval of the Chair of the Corporate Development Committee.

Committee members will be appointed to serve a four- year term, or for the period of their term of office.

The Chair of the Board of Management will be an ex- officio member of the Committee

3.   Frequency of Meetings

Normally will meet four times per year, but at least three times per year. Additional meetings will be convened as necessary.

4.   Quorum

A quorum will be two members of the Board of Management.

5.   Secretariat

Secretary to the Board of Management.

Papers for meetings will be sent out 7 days in advance of meeting.

The Committee will report to the Board of Management and the minutes of its meetings will be circulated to the Board for information.

6.   **Review**
The Remit will be subject to review annually

TITLE: **ESTATES COMMITTEE
Draft Minutes from the meeting held on 15 November 2016**

Action: There are no recommendations, but there are a few matters for report.

EM188 Clydebank District Heating System – the Committee is aware that the College is in discussions with Dawn Group and West Dunbartonshire Council regarding the establishment of a District Heating Network at Queen's Quay, Clydebank. ███████████████

EM191 Estate Strategy 2016 – 2026 – the strategy has been submitted to SFC.

EM192 Options Appraisal – the business case for the Greenock Campus has been submitted to SFC. ████████████████

EM193 Development of Outline Business Case, Paisley Campus – SFC had agreed that a Masterplan should be prepared for the Paisley Campus. Discussions with SFC are on-going regarding how best to progress this matter.

EM194 Estates Management and Related Issues – the Committee noted an update on a range of estates matters including: estates maintenance funding and significant projects currently under consideration.

Lead: Nick Allan, Chair, Estates Committee

Status: Open

DRAFT

<p align="center">ESTATES COMMITTEE</p>

MINUTES: 15 November 2016

Present: Nick Allan (in the Chair), Audrey Cumberford, Andrew Hetherington and John McMillan.

Apology: Keith McKellar

Attending: David Alexander (Vice Principal Operations), Alan Ritchie (Director of Finance and Estates), Peter Thorne (Head of Estates) and Douglas Wilson (for the Secretary to the Committee).

EM185 DECLARATION OF INTERESTS
None.

EM186 MINUTES
The minutes of the meeting held on 13 September 2016 were approved as a correct record.

EM187 ACTIONS FROM THE MINUTES
The Committee noted the actions taken since the last meeting.

EM188 CLYDEBANK DISTRICT HEATING SYSTEM

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EM189 MATTERS ARISING

.1 Leased Properties Update (EM172.1) – the Head of Estates provided the Committee with an update on the progress made in relation to College leased properties. It was noted that good progress had been made with respect to the lease of The Hub, High St, Dumbarton and the new lease had effectively been completed. A more detailed update on all leased properties would be provided to the next meeting. **[Action: PT]**

.2 Community Empowerment (Scotland) Act 2015 (EM172.2) – the Head of Estates advised that detailed guidance had recently been issued with respect to the legislation which would come into force on 23 January 2017. The guidance had been subject to an initial assessment and no significant initial concerns had been identified, however, a more detailed update would be presented to the next meeting of the Committee. **[Action: PT]**

.3 Room Utilisation Survey (EM172.4) – it was noted that the most recent Room Utilisation Survey was being undertaken during November 2016. Accordingly, an update report would be presented to the next meeting of the Committee. **[Action: PT]**

.4 Committee Remit (EM173) – the Committee noted and agreed its updated remit.

EM190 EMERGING OPPORTUNITIES (EM175)

The Vice Principal Operations provided the Committee with an update report on a range of estates matters with a continued emphasis on working with partners. The update report included the following:

.1 Paisley – it was noted that the Executive Management Teams of the College and Renfrewshire Council continue to meet on a regular basis to discuss areas of collaboration, integration and development. At the most recent meeting a range of matters had been discussed and were noted in the report. A review of all arts and cultural venues in Paisley was being undertaken to help inform the Paisley 20121 UK City of Culture bid. This included the proposed development of a Multipurpose Arts Venue in Paisley, the feasibility of which was being progressed through a Community Trust. The College had positively engaged with the Trust and it was anticipated that the outcome of the Council –led feasibility study would be available at the end of the calendar year.

.2 Clydebank – the College continued to work in a partnership model with the local authority, healthcare, business and communities organisations to identify and develop opportunities for the College. This included student opportunities associated with the construction of the new Leisure Centre at Queens Quay, and the proposed development of a District Heating System at the Queen's Quay.

A further key priority related to the future operating model for The Hub, a community facility in Dumbarton delivered by the college in partnership with West Dunbartonshire Council and the Department for Work and Pensions. It was anticipated that an update report on this development would be submitted to the next meeting of the Committee.   **[Action: DA]**

.3 **Greenock –** the Committee noted the update provided, in particular, on emerging plans for the development of Cappielow stadium and the surrounding area. The College would continue to engage with the community trust on this development and the matter would be the subject of an update report to a future meeting of the committee.   **[Action: DA]**

Nick Allan left the meeting at this point and Andrew Hetherington chaired the remainder of the meeting.

EM191 ESTATE STRATEGY 2016-2026 (EM176)
The Vice Principal Operations provided a verbal update and confirmed that following the most recent Board meeting the approved Estates Strategy 2016-26 had been submitted to the Scottish Funding Council (SFC). A verbal acknowledgement had been provided by SFC but no formal written response. The College would now progress all estates matters in line with the strategy.

EM192 OPTIONS APPRAISAL AND OUTLINE BUSINESS CASE – GREENOCK (EM183)
The Vice Principal Operations provided a verbal update and confirmed that following the most recent Board meeting the business case for the Greenock campus had been submitted to the Scottish Funding Council (SFC). ██████

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EM193 DEVELOPMENT OF OUTLINE BUSINESS CASE – PAISLEY (EM184)
The Vice Principal Operations provided a verbal update confirming that the Scottish Funding Council (SFC) had agreed the College should prepare a Masterplan for the site. ████████████████████████

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The Vice Principal also advised that the College were due to meet with Chivas who, as a neighbouring land site, had indicated their intention of a phased 3 year withdrawal from their current site in Paisley.

Further updates would be provided to the Committee as this matter progressed. In line with previous consideration the campus was such that there was scope to take a phased approach to development, including the opportunity to construct while remaining on site. The next stage would be to work with the SFC and partners in identifying the projects that the College would wish to prioritise and progress first should funding become available.

[Action: DA]

EM194 ESTATES MANAGEMENT AND RELATED ISSUES (EM177)

The Director of Finance and Estates provided an update on a range of estates management matters including the following:

➢ Significant projects currently under consideration – an update was provided on the Inchinnan building relocation project including a staff engagement meeting recently held with the Principal, Vice Principal Operations and the Director of Finance and Estates. This would help to inform the proposals for the relocation and a further would be brought to the next meeting of the Committee.   [**Action: AR**]

➢ The College's prioritisation process – it was noted that an element of estate maintenance funding had been allocated to the delivery of the Carbon Management Plan and updates were provided on 2 key elements of that plan, namely the District Heating System and the College Energy Pathfinder Project (CEEP).

In terms of the CEEP, this related to Scottish Government funding for the delivery of projects designed to reduce the carbon footprint of organisations. The SFC had engaged Turner and Townsend to develop a business case showing that if the College invested £1.9m it could save approximately 700 tonnes of CO_2. The Scottish Funding Council (SFC)

had subsequently presented this business case to Scottish Government with an anticipated project definition stage to commence in August 2016. This timescale, however, has been subject to considerable delay. The Committee was advised that the imminent timescales for progressing the project which had now emerged as a result of the delay, and the fact that the majority of the projects identified related to buildings which were identified for replacement and/or refurbishment by the College Estate Strategy, it had been agreed with the SFC that the College would not proceed with the CEEP at this time.

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EM195 STRATEGIC RISK (EM179)

The Committee noted the updated strategic risk register and endorsed the register for consideration by the Audit Committee and subsequently the Board.   **[Action: AR]**

EM196 SCHEDULE OF BUSINESS 2016/17

The Committee noted its Schedule of Business for 2016/17.

EM197 NEXT MEETING

Tuesday 28 February 2017 at 4.00 p.m. at the Paisley Campus.

DW/15.11.16/Draft v2

TITLE: ORGANISATIONAL DEVELOPMENT AND HR COMMITTEE
Minutes of the meeting held on 16 November 2016

Action: There is one recommendation and a number of matters for report

1. **Recommendation**
    OM111 Remit — the Committee
    RECOMMENDS to the Board that its remit and membership be amended as follows:
    i.   Risk to be included in the remit by the addition of the following
    h) To consider risk relating to the matters that fall within the Committee's remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.
    ii. The Committee be empowered to invite other members of staff to attend meetings as appropriate and following consultation with the Principal and/or Director, Organisational Development and HR;
    iii. Committee members be appointed to serve "up to four years, or for the period up to their term of office".
    All as detailed in Annex 1 to the minutes.

2. **Matters for Report**
    OM112 Staff Survey: Collective Ambition — the Committee welcomed the report, which would provide a baseline for the future and help identify the actions and improvements to be undertaken.

    OM113 College Improvement Plan — this Improvement Plan tied in with the Corporate Plan and had been informed by a number of factors, including the feedback obtained from the recent staff survey. The Committee welcomed this Improvement Plan and how it tied into the People Strategy and organisational development activities. The Committee supported the main areas identified and the steps that would be taken to ensure that staff were kept informed at every stage. The Improvement Plan would be further developed before being brought to the Board. The Committee indicated that one area for future presentation to the Board could be on behaviours and values.

    OM114.1 Employee Wellbeing Survey — the Committee was pleased to note that the College had retained its Healthy Working Lives Gold Award. A wellbeing survey of staff had been conducted recently and the outcomes had helped identify areas for improvement. An Action Plan had been drawn up and the Committee would receive regular progress reports.

OM117 Audit Scotland Report on Scotland's Colleges 2016 – the Committee considered this report, particularly in the light of the recommendation that colleges should develop a more systematic approach to workforce planning. The Internal Auditors, Scott-Moncrieff, had been engaged to assist the College in this matter with the aim of moving to best practice in all areas. The Committee would monitor progress.

Lead: Maggie McManus, Chair, Organisational Development and HR Committee

Status: Open

ORGANISATIONAL DEVELOPMENT & HR COMMITTEE

MINUTES: 16 November 2016

Present: Maggie McManus (in the Chair)
Audrey Cumberford, Jim Hannigan, Lyndsay Lauder, Keith McKellar.

Attending: Liz Connolly (Vice Principal Corporate Development – for OM108 - 113), David Gunn (Director Organisational Development & HR), Gwen McArthur (Secretary to the Committee).

OM108 DECLARATION OF INTERESTS
Audrey Cumberford and David Gunn declared interests as both are members of the Management side for local staff bargaining committees.

OM109 MINUTES
The minutes of the meeting held on 11 May 2016 were approved.

OM110 ACTIONS FROM THE MINUTES
The Committee noted the actions taken since the last meeting, including the following:

.1 Review Process for Principal and Executive (OM102) – the Committee noted that the revised review form had been used by the Principal for her review who had found it useful. The Remuneration Committee had welcomed this form and agreed that it be used for all members of the Executive in the future. It was also noted that the Principal would be meeting with the Chair for an interim (6 month) review, and then she would meet with the Executive shortly thereafter for their interim review. The Committee welcomed this information.

.2 Severance Scheme Process (OM103) – it was noted that the Remuneration Committee had welcomed the Severance Scheme process and would be recommending to the Board that it be approved.

OM111 REMIT, MEMBERSHIP AND DATES OF MEETINGS 2016/17
The Committee noted its dates of meetings in 2016/17. In considering its remit and membership some amendments were proposed. The Committee
RECOMMENDS to the Board that its remit and membership be amended as follows:
i. Risk to be included in the remit by the addition of the following
h)To consider risk relating to the matters that fall within the Committee's remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.

ii.   The Committee be empowered to invite other members of staff to attend meetings as appropriate and following consultation with the Principal and/or Director, Organisational Development and HR;

iii. Committee members be appointed to serve "up to four years, or for the period up to their term of office".

All as detailed in Annex 1 to the minutes.   **[Action: GMcA]**

OM112   STAFF SURVEY: COLLECTIVE AMBITION (BM294; OM98.2)

The Committee noted a report on the main outcomes from the Staff Survey that had been undertaken recently. This report had been considered by the Board at its meeting in early October, where the outcomes had been welcomed. This information would provide a baseline for the future and would help identify the actions and improvements that needed to be undertaken. The outcomes of the survey were on the staff intranet which had been welcomed by staff. A communications strategy would be put in place to ensure that staff were kept up to date with progress being made in light of the outcomes of this report. Regular reports would also be provided to this Committee which could then report on actions and achievements to the Board. This would ensure that Board members were kept fully informed of developments relating to staffing matters and organisational development and have the opportunity to input. The Committee welcomed this information.

OM113   COLLEGE IMPROVEMENT PLAN (BM294)

The Vice Principal Corporate Development presented the College Improvement Plan that had recently been developed. This tied in with the Corporate Plan and had been designed to help the College achieve its vision and main aims, which were to achieve and sustain excellence. The Improvement Plan had been informed by a number of factors, including the feedback obtained from the recent staff survey, and identified the priority areas that would be progressed first. The Scottish Government had set out a three step Improvement Framework for Scotland's Public Services, which the College would use to help shape its approach. It was the intention that, for each of the larger projects identified a member of the Executive Team would be the Project Sponsor and a member of the Senior Management Team would be the Project Lead. Staff would be involved in each project and encouraged to contribute as much as possible. For the smaller projects staff would be encouraged to progress these as appropriate. The Improvement Plan would concentrate on the bigger projects and provide regular updates on progress.

In discussion it was noted that:

- The Improvement Plan would be fully identified shortly (over the next month) and would contain information on the level of investment in each project so that staff were fully informed;
- Some projects were already underway and making good progress, e.g. the student journey project;
- The main areas of interest to this Committee were the development of a behaviours framework and the leadership development programme;
- A communications strategy was being developed to ensure that clear and consistent messages were issued to staff at regular intervals;
- The progress reports on the Improvement Plan would also feed into the kpi dashboard monitoring being developed.

The Committee welcomed this Improvement Plan and how it tied into the People Strategy and organisational development activities. The Committee supported the main areas identified and the steps that would be taken to ensure that staff were kept informed at every stage. The Improvement Plan would be further developed before being brought to the Board. The Committee indicated that one area for future presentation to the Board could be on behaviours and values. The Committee would be kept informed of developments. **[Action: LC; DG]**

OM114 UPDATE FROM DIRECTOR, ORGANISATIONAL DEVELOPMENT & HR (OM98)

The Director, Organisational Development and HR reported on the following matter:

.1 Employee Wellbeing Survey (OM98.1)

The Committee was pleased to note that the College had retained its Healthy Working Lives Gold Award. The Committee noted the report on the feedback obtained from the Healthy Working Lives Survey that had been conducted recently in the College and would form the baseline for measuring future progress. In light of this report an Action Plan had been prepared which identified the areas for improvement and the timescales for achieving this. Progress with the Action Plan would be monitored by the Healthy Working Lives Steering Group, which would report to this Committee via the Health and Safety Committee. A range of activities would be undertaken to promote health and wellbeing throughout the College in the coming year.

The Committee welcomed this information but was of the view that some of the timescales set out in the Action Plan could be more clearly defined. The Committee was also pleased to note that the Director, Organisational Development and HR, would have support in progressing these matters. The Director confirmed that progress was being made in

recruiting a Head of Organisational Development and HR who would have health and safety within their remit and would have a key role in taking this forward. The Committee would receive regular progress reports. **[Action: DG]**

OM115 UNISON INDUSTRIAL ACTION AND NATIONAL BARGAINING (OM98.4)

The Principal provided the Committee with a brief update on industrial action taken by UNISON and other Support Staff unions, and National Bargaining. It was noted that, in addition to a national strike on 2 separate days, the Support Staff Unions were still in dispute and their members had withdrawn from providing other essential services, such as first aid and fire warden duties. This had proved challenging to the College, but other staff were being trained to provide cover as necessary and additional external expertise could be brought in when necessary.

The Committee was very disappointed to learn that the Unions had instructed Support staff to withdraw from providing assistance in emergency situations relating to first aid incidents and fire evacuation. This appeared to be a departure from normal practice.

The Support Staff Unions and the Management Side were now in talks at ACAS in an attempt to resolve this dispute. The unions were holding a ballot of their members seeking support for further strike action. This ballot would close on 21 November 2016. While both Management and Support staff trade unions were working hard to maintain good local working relations, the national situation was not helping matters. The Committee would be kept informed of developments. **[Action: AC; DG]**

OM116 PEOPLE STRATEGY: PROGRESS REPORT (OM99)

The Committee noted the report on progress in implementing the People Strategy. The Committee welcomed this report which showed that some matters were now complete, while others were making good progress. A few were taking longer than had originally been expected, but there were no matters for concern as the revised timescales were acceptable. The Committee would continue to receive regular updates on progress.

OM117 AUDIT SCOTLAND REPORT ON SCOTLAND'S COLLEGES 2016 (BM295)

The Committee considered the report from Audit Scotland – Scotland's Colleges 2016. The Board had considered this report at its meeting in early October and has asked each of the Committees to consider any matters relating to them raised in this report. It was noted that the main issue relevant to the work of this Committee was in relation to

developing a more systematic approach to workforce planning. This was a sector wide issue. The Director, Organisational Development and HR, informed the Committee that the Internal Auditors, Scott-Moncrieff, had been engaged to assist the College in this matter. Following an assessment of the current position they would work with the College Executive and Director to identify improvements that could be made, with the aim of moving the College towards best practice in all areas. The Committee welcomed this information and would be kept informed of progress.   **[Action: DG]**

OM118 RISK (OM105)

The Committee considered the Strategic Risk Register. While the Committee agreed with the risks identified it was of the view that the risk assessment post-mitigation should have a lower risk score than pre-mitigation. This matter would be considered further and the Strategic Risk Register revised accordingly.   **[Action: AC]**

OM119 REPORTS FROM SUB-COMMITTEES (OM106)

The Committee noted the reports from the following Sub-Committees:

i.   Joint Consultative and Negotiating Committee for Lecturing Staff meetings of 20 & 27 April, 10 June, 7 September and 12 October 2016;
ii.   Joint Consultative and Negotiating Committee for Support Staff meetings of 27 April, 7 September and 12 October 2016;
iii.   Health and Safety Committee meetings of 25 May and 14 September 2016;
iv.   Equality, Diversity and Inclusion Committee meetings of 28 April and 22 September 2016.

The Committee welcomed these reports.

OM120 MS MCMANUS

It was noted that this was the last meeting that Maggie McManus, the Chair of the Committee, would attend as she would be stepping down from the Board. The Chair of the Board thanked Maggie for her significant contributions and service to the College, and particularly to this Committee. She had provided invaluable support prior to, and throughout, the merger process and continued to do so for West College Scotland. The Committee joined the Chair in thanking Maggie for the invaluable support and assistance she had provided to the College.

OM121 NEXT MEETING

Wednesday 15 February 2017 at 4.00 p.m. at the Paisley Campus.

GMcA/21.11.16/Final

<div align="right">**Annex 1**</div>

West College Scotland

Board of Management

Organisational Development and HR Committee

Statement of Purpose

The Board provides the principal governance mechanism through which activities are managed in accordance with legislation and regulations, as well as ensuring that systems are in place to provide efficiency, effectiveness and economy. However, the Board has delegated some of its responsibilities to certain committees.

The main purpose of the Organisational Development and HR Committee is to develop strategy and policy in all matters relating to the recruitment, reward, recognition, retention, motivation and development of the college's employees, taking account of accepted good practice and to ensure that the Organisational Development and HR strategy of the College is clearly derived from the College's Annual Regional Outcome Agreement.

1.   **Remit**

a) To agree an Organisational Development and HR Strategy for the College, for approval by the Board and to review progress against key milestones;

b) To ensure that the College complies with all aspects of employment and health and safety legislation;

c) To monitor effective and efficient use of the College's Human Resources;

d) To ensure that the College operates effective policies, procedures, systems and administrative controls, including:

> recruitment and selection
> equality and diversity
> continuous professional development
> employee relations
> health and safety
> employee communications
> payroll
> Freedom of Information and Data Protection

e) To agree College Senior Management's collective bargaining remit for discussions with senior staff outwith Recognition and Procedure agreements (with the exception of those covered under the remit of the Remuneration Committee) and in liaison with the Finance and General Purposes Committee;

f) To receive regular reports on staff development and training activities;

<div align="center">**8**</div>

g) To manage the annual self-evaluation activities of the Board of Management and its standing committees;

h) *To consider risk relating to the matters that fall within the Committee's remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.*

2. Membership

The Principal and three non-executive members of the Board of Management, one of whom will Chair.

Attending:
Director of Organisational Development and HR

The Committee is empowered to invite other members of the Executive and/or Senior Management team to attend meetings of the Committee. *It may also invite other members of staff, as appropriate and following consultation with the Principal and/or Director, Organisational Development and HR, to attend meetings to provide information to the Committee on their areas of expertise.*

The Committee is empowered to co-opt additional members, subject to approval by the Nominations Committee.

Chairs of other Committees can attend the meetings, with the approval of the Chair of the Organisational Development and HR Committee.

Committee members will be appointed to serve *up to four-years, or for the period up to their term of office.*

The Chair of the Board of Management will be an ex-officio member of the Committee.

3. Quorum

A quorum will be two Members of the Board of Management

4. Frequency of Meetings

The Committee will meet at least three times per year.

5. Secretariat

Secretary to the Board of Management.

Papers for the meeting will be sent out 7 days in advance of the meeting

The Committee will report to the Board of Management and the minutes of its meetings will be circulated to the Board for information.

6. Review

This Remit will be subject to review annually.

TITLE: **FINANCE AND GENERAL PURPOSES COMMITTEE**
Draft Minutes of the meeting held on 22 November 2016

Action: There is one recommendation and a number of matters for report.

.1 **Recommendation**
FPM96 Remit – the Committee
RECOMMENDS to the Board that the proposed amendments be made to its remit as set out in Annex 1 to the minutes.

.2 **Matters for Report**
FPM98 Vice Principal Update – the Committee noted an update on a range of matters relating to the financial position of the College.

FPM99 Audit Scotland Report: Scotland's Colleges 2016 – the Committee considered the report and particularly the recommendation that colleges should develop long term financial strategies (which should be a minimum of five years). While the Committee welcomed this it was acknowledged that this could only be achieved if SFC provided more financial information, particularly on financial modelling for the future, to help colleges plan ahead. The committee agreed that a five year financial plan be brought to its meeting in May 2017 for consideration.

FPM100 Procurement – the Committee welcomed the report on progress with implementing the Procurement Strategy. This strategy had been refreshed in line with the legislative requirements. It was noted that the College would participate in the Scottish Government Procurement and Commercial Improvement Programme (PCIP) audit in December which would provide further feedback to the college. The Committee approved the refreshed Procurement Strategy 2016-2020. A copy is provided for information.

FPM101 Financial Statements 2015/16 – the Committee considered these prior to the Joint meeting with the Audit Committee.

FPM102 Management Accounts – the Committee approved the Management Accounts to 31 October 2016.

FPM103 Banking Arrangements – the Committee approved the banking arrangements for the College.

Lead: Joyce White, Chair, Finance and General Purposes Committee

Status: Open

DRAFT

FINANCE AND GENERAL PURPOSES COMMITTEE

MINUTES: 22 November 2016

Present: Joyce White (in the Chair), Audrey Cumberford, Maggie McManus.

Attending: David Alexander (Vice Principal Operations), Alan Ritchie (Director of Finance and Estates), David Black (Director of IT), Vivienne Mulholland (Head of Finance and Student Funding), Gwen McArthur (Secretary to the Committee), Stacy Walker (PA to Committee Chair).

Apologies: Keith McKellar.

FPM93 **DECLARATION OF INTERESTS**
Audrey Cumberford and David Alexander declared an interest as Trustees of West College Scotland Foundation. Audrey Cumberford declared an interest as a member of the Council of the Scottish Funding Council.

FPM94 **MINUTES**
The minutes of the meeting held on 7 June 2016 were approved.

FPM95 **ACTIONS**
The Committee noted a report on actions taken since the last meeting.

FPM96 **REMIT, MEMBERSHIP AND DATES OF MEETINGS IN 2016/17**
The Committee noted its membership and dates of meetings in 2016/17. It was the intention that a new member would join this Committee in time for its next meeting.

In considering its remit some amendments were proposed. It was noted that the Board approved the annual budget for the Students Association and the Learning, Teaching and Quality Committee would be responsible for monitoring the spend against this budget. The Learning, Teaching and Quality Committee had proposed amendments to its remit to tie in with this. The Committee
RECOMMENDS to the Board that the proposed amendments be made to its remit as set out in Annex 1 to the minutes.   **[Action: GMcA]**

It was also noted that the Committee remit would need to be revised again after March 2017, as the College was required to move to the Scottish Government banking arrangements in March 2017. Further information would be brought to the Committee once information on the new arrangements was known.   **[Action: AR]**

FPM97   **MONITORING OF REGIONAL OUTCOME AGREEMENT (BM279; FPM83)**
The Committee had reported to the Board in June on progress with the areas in the Regional Outcome Agreement that fell within its remit. The Board had welcomed the reports provided and had asked each Committee to continue with this monitoring role and to provide a report to the June 2017 Board meeting. The Committee noted a paper setting out the main priorities in the Regional Outcome Agreement (ROA) 2016/17 and particularly the processes in place for monitoring those areas in the ROA that fell within its remit. The Committee welcomed this information.

FPM98   **VICE PRINCIPAL UPDATE (FPM77)**
The Vice Principal Operations provided the Committee with an update on a range of matters relating to the financial position of the College and the reporting requirements that had to be met, including the following matters:

- SFC Grant-in-aid funding in 2016/17 had increased by 1.9% to £37,860,432, although it was noted that the increase was in relation to 2016/17 only.
- SFC had announced that additional estates maintenance funding would be provided to the College sector and had confirmed that West College Scotland would receive an additional non-recurring allocation of £941,595. This meant that the College would receive a total of £2,425,355 for estates maintenance funding in 2016/17. Proposed plans for the use of this additional funding had been discussed at the Board and Estates Committee and the staff and students had been kept informed. These plans had still to be finalised.
- The Director of Finance and Estates had been appointed Vice Chair of the College Network Finance Directors group. The Committee congratulated him on this appointment.
- In relation to financial sustainability it was noted that a team from SFC would meet with senior staff of the College to discuss this further and

clarify what was meant by this and what information the College needed to provide in relation to this.

- It was noted that the Support Staff had rejected the recent pay offer and there was a possibility of further strike action. In terms of financial planning, the Finance Team within the College would continue to plan on the basis of known information and make assumptions regarding future spend in these areas.

The Chair thanked the Vice Principal Operations for his report.

FPM99   AUDIT SCOTLAND REPORT (BM295)

The Committee considered the report from Audit Scotland – Scotland's Colleges 2016. The Board had considered this report at its meeting in October and had asked each of the Committees to consider any matters relating to them raised in this report. It was noted that the main issue relevant to the work of this Committee was in relation to the development of long term financial strategies (which should be a minimum of five years). While the Committee would welcome this it recognised that this could only be achieved if more information was provided by SFC. Currently the information provided was limited to one year ahead. Colleges had to use this and make assumptions in order to forecast beyond this. At present the forecasts produced by the College were for three years. It would welcome more information from SFC on financial modelling for the future. However, the Finance Team would provide the Committee with a 5 year financial plan, but the later years would be at a high level only.

The Committee **agreed** that a five year financial plan be brought to its meeting in May 2017 for consideration.   **[Action: DA; AR]**

FPM100 PROCUREMENT (FPM48)

At its meeting in November last year the Committee had approved an interim Procurement Strategy. Since then further information had become available on the legislative requirements and so the strategy had been refreshed in line with these requirements. The Committee now had the refreshed Procurement Strategy, along with a progress report on the implementation of the interim strategy during the past year, before it for consideration.

The Committee noted the progress report and was particularly pleased to note the good progress being made. Of the 26 target priorities, only 6 were amber with all others either complete or progressing well. The College would participate in the Scottish Government Procurement and Commercial Improvement Programme (PCIP) audit in December. This was the first year of this revised audit scheme which could potentially identify a number of further actions required. However, it would also provide an assurance on how

well the Procurement Strategy and processes were working. The Committee would be informed of the outcome of the PCIP. **[Action: AR]**

In discussion the Committee was aware that there could be benefits from more joint working with Community Planning Partners. Discussions were already underway to identify any such opportunities. However, it was noted that the College's framework for reporting was different from local authorities, and so this might limit the number and range of joint activities.

The Committee welcomed the report on progress and **agreed** that the revised Procurement Strategy 2016-2020 be approved and be circulated to the Board for endorsement. **[Action: GMcA]**

FPM101 FINANCIAL STATEMENTS 2015/16

The Committee received the draft Performance and Accountability Report and Financial Statements for the year ended 31 July 2016. These would be discussed later at a joint meeting with the Audit Committee.

The Committee noted the new reporting requirements and the impact these had on the presentation of the Financial Statements. This included:
- The introduction of a new Performance and Accountability Report to replace the previous Operating and Financial Review at the start of the Financial Statements;
- The prior period figures (16 months to 31 July 2015) had been restated and an explanation of the impact of this had been provided;
- The requirement to include an Accounting Policy on the Going Concern concept.

The Committee **agreed** that it was satisfied with the information provided and that the Performance and Accountability Report and Financial Statements 2016 be approved for presentation to the Joint meeting of the Audit Committee and this Committee.   **[Action: DA; AR]**

The Committee also expressed their thanks to the Vice Principal Operations, the Director of Finance and Estates, the Head of Finance and Student Funding and their team for all their hard work in achieving such a good result for the College.

FPM102   MANAGEMENT ACCOUNTS TO 31 OCTOBER 2016 (FPM79)

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FPM103   ANNUAL REVIEW OF BANKING ARRANGEMENTS (FPM52)

The Committee noted a report on the banking arrangements for the College, including the bank loan agreements/covenants currently in place. The Committee was pleased to note that two bank loans had been paid off during the year. Two other bank loans and a loan through Lennartz were still in place. The Committee was also pleased to note that, following discussion with the banks concerned, the covenant agreements would remain in place without any change. The Committee **approved**

i.   The banking arrangements currently in place, including the cheque/payment signatories;

ii.   The continued utilisation of Barclays Bank for the provision of banking services until such times as the College migrates to the Scottish Government' Banking Service operated by the Royal Bank of Scotland.

FPM104   STRATEGIC RISK REGISTER (FPM84)

The Committee considered the Strategic Risk Register. Generally the Committee was satisfied with this risk register, but was aware that some matters had been raised at the Organisational Development and HR Committee, regarding the pre- and post- mitigation risk scores of the matters identified. This would be discussed further by the Audit Committee and then reported to the Board in January. It was known that the Senior Management Team (SMT) was responsible for monitoring the risk register and taking action as appropriate to address the risks raised. The Committee commended the SMT on the work undertaken. However, it was queried if the number of risks identified in the Strategic Risk Register could be reduced.

The Committee noted the Strategic Risk Register.

FPM105 INTERNAL AUDIT REPORTS

.1   IT Strategy

The Committee noted the Internal Audit Report on its review of the IT Strategy. It was acknowledged that the timing of this report had influenced some of the recommendations coming forward and that a consistent operational planning process was now in place across the College. This would address a number of the recommendations in the report. The Committee noted that the Internal Auditors had proposed that the IT Strategy should be reviewed more regularly. However, the Committee had previously agreed that the IT Strategy should be reviewed annually, with the next review coming to the Committee in March 2017. It was not convinced of the need for more regular monitoring of the strategy. Indeed the Committee was of the view that the Internal Audit report was too operational in its approach and that a higher level report would be more helpful.

.2   Follow-Up Review

The Committee noted the Internal Audit Follow-Up Report for 2015/16.

FPM106 ANNUAL REPORT ON TAXATION MATTERS (FPM44)

The Committee noted the annual report on taxation matters.

FPM107 BAD DEBT REPORT 2015/16 (FPM53)

The Committee noted the report on bad debt in 2015/16 and was pleased to note that less than £10,000 had been written of due to bad debt during session 2015/16. The Committee commended the Finance team on this achievement.

FPM108 SCHEDULE OF BUSINESS 2016/17

The Committee noted its schedule of business for 2016/17.

FPM109 MS MCMANUS

It was noted that this was the last meeting for Maggie McManus who would be standing down from the Board. The Committee joined the Chair in thanking Maggie for her service and the contributions that she had made to the work of this Committee. Her experience and advice had been invaluable.

FPM110 NEXT MEETING

Tuesday 7 March 2017 at 4.00 p.m. at the Clydebank Campus.

GMcA/23.11.16/v2

Annex 1

West College Scotland

Board of Management

Finance and General Purposes Committee

Statement of Purpose

The Board provides the principal governance mechanism through which activities are managed in accordance with legislation and regulations, as well as ensuring that systems are in place to provide efficiency, effectiveness and economy. However, the Board has delegated some of its responsibilities to certain committees.

The main purpose of the Finance and General Purposes Committee will be to approve all key decisions taken in relation to finance, procurement, information technology and matters of a general nature that do not fall to other standing Committees. The Committee will further ensure that all areas of the College's financial performance, procurement and information technology are subject to best practice controls and review, ensuring solvency, sustainability, efficiency and innovation.

1.   Remit

Finance

- To advise the Board of Management on key issues of the College's financial and resource management including:

  - solvency of the College
  - the cash situation in relation to agreed banking arrangements
  - effectiveness and appropriateness of the utilisation of College resources
  - Financial Strategy
  - [Regular review of finance policies, procedures and regulations] – *to be deleted and replaced with following sentence*

- *To review and approve the Financial Regulations on an annual basis, or more frequently if required.*

- To consider and advise the Board on:
  - financial forecasts and budgets in relation to the West Region Outcome Agreement.
  - any relevant taxation issues

- To consider the College's annual financial statements (at a joint meeting of the Audit and Finance and General Purposes committees).

- To monitor:
  - the College's financial performance against agreed budgets and make recommendations on major variations
  - all income
  - all material financial issues
  - monthly management accounts.

- To advise the Board on investments and borrowing and to seek appropriate external advice.

- To ensure adherence to statutory requirements related to the College's financial affairs and compliance with the Financial Memorandum, Scottish Public Finance Manual (SPFM), and related guidance.

- To receive a regular report on bad debt write offs

- To consider, review and recommend to the Board, pension arrangements for College staff, in consultation with the Organisational Development and HR Committee.

- To approve:
  - [The budget for the Students Association] – to be deleted
  - banking arrangements / signatories annually

Information Technology

- To agree and approve IT strategy and policies, ensuring these support the priorities and outcomes of the College;

- To advise the Board of Management on key issues relating to the College's information technology.

- To consider and promote the effective and efficient use of IT services.

- To consider information technology initiatives and innovations for use within the College, the resources required to implement these and to identify risks and opportunities associated with proposals.

Procurement

- To agree and approve financial regulations which ensure compliance with legal obligations in respect of tendering and contract procedures

- To agree and approve procurement strategy and policies that reflect best practice, ensuring these support the priorities and outcomes of the College and the achievement of efficiencies.

- Approve the awarding of contracts above £250,000

- To support development of:
  - supplier management and contract monitoring
  - electronic procurement systems
  - procurement performance management systems
  - collaborative opportunities

Risk

- *To consider risk relating to the matters that fall within the Committee's remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.*

General Purposes
- Any other factors as required by the Board of Management

Procurement Strategy
2016 – 2020

Table of Contents

Executive Summary

This Procurement Strategy aims to demonstrate a clear and well-structured approach to West College Scotland's procurement activities. The Strategy will set out the procurement vision for the College and how this will be achieved.

The Procurement Strategy supports delivery of the College Corporate Plan and achievement of the Regional Outcome Agreement priorities.

The effectiveness and impact of our Procurement Strategy will also be measured via the Scottish Government Procurement and Commercial Improvement Programme (PCIP) which is undertaken every two years, thereby ensuring a culture of continuous improvement.

In addition to the promotion of improved procurement practices the Strategy is aimed at providing a focus for the dissemination of good practice and the means to identify and capture savings opportunities.

This Strategy will also ensure legislative obligations are complied with including:
- a requirement to publish a Procurement Strategy and action plan
- aligning the procurement objectives to the 5 strategic areas defined in the Scottish Governments Public Procurement Reform Agenda
- a requirement to maintain a public contracts register on our external website
- compliance with the increasing scope of regulated procurements
- a requirement to publish an annual procurement report
- the need to meet the sustainable procurement duty

The objectives identified in this Strategy are to:
1. Develop procurement skills , capabilities and knowledge
2. Create procurement plans and procedures whilst embedding legislative requirements
3. Further implement and develop electronic procurement systems
4. Identify and promote collaborative opportunities
5. Achieve efficiencies, cost savings and benefits (economic, social and environmental)
6. Undertake PCIP assessment
7. Improve contract renewal, monitoring and supplier management processes

The successful implementation of this Strategy will only be achieved by those involved in the procurement of goods, services and works working in partnership internally, and externally, working collaboratively with our partners across the wider education and public sector.

Collaborative working will contribute to the future sustainability of the College activities and allow the reinvestment of the resultant savings and benefits to enhance student learning experiences and meet our objectives as set out in the West College Scotland Corporate Plan.

This Strategy has been informed by the Scottish Government statutory guidance with the support of Advanced Procurement for Universities and Colleges (APUC) and will be subject to an annual review and reported to the Finance and General Purposes Committee.

The Procurement Strategy was approved by the College's Finance and General Purposes Committee on the 22 November 2016 and was subsequently published on the College website.

Introduction

West College Scotland delivers learning and vocational training to the West Region of Scotland, a catchment area of 1.2 million people, representing 23% of the resident population of Scotland. The College has an important presence and deep roots in our main towns of Paisley, Clydebank and Greenock, and our footprint stretches from Oban to Barrhead.

We are committed to taking a leadership role in the West of Scotland and, together with partners and stakeholders, tackling significant social and economic deprivation which still characterises many of the towns and communities across the region. The College works across local authority boundaries and engages formally with seven authorities.

As Scotland's second largest Regional College we provide education and training to almost 20,000 students. The College manages total funds of £67m and employs approximately 1,200 staff.

West College Scotland is one of the Region's largest employers and is uniquely placed to help shape the West region's educational landscape and contribute to its social and economic development. The College wishes to exploit its scale and capacity to maximise its impact as a leader and influencer across the region and the wider College sector. While students are at the heart of what we do, we want to attract business at home and from abroad, and we seek to build a reputation which is recognised for being innovative, enterprising and modern.

At West College Scotland, we recognise the key role that Procurement has in underpinning the development, improvement and success of our College. The Procurement Strategy provides the framework and direction to ensure procurement development and legislative compliance.

Procurement Strategy Context

Procurement is the process of acquiring goods, services or works. The process spans the whole life cycle of whatever is being purchased:
- From identification of needs and formation of a sourcing Strategy
- To options and supplier appraisals
- Through to the end of the contract or the useful life of an asset

Scottish Procurement is responsible for developing and advising on a range of procurement activity, including implementing policy and setting up contracts and framework agreements for itself and the wider public sector in Scotland.

The diagram below shows the inter-relationship between the different public procurement organisations and their respective responsibilities.
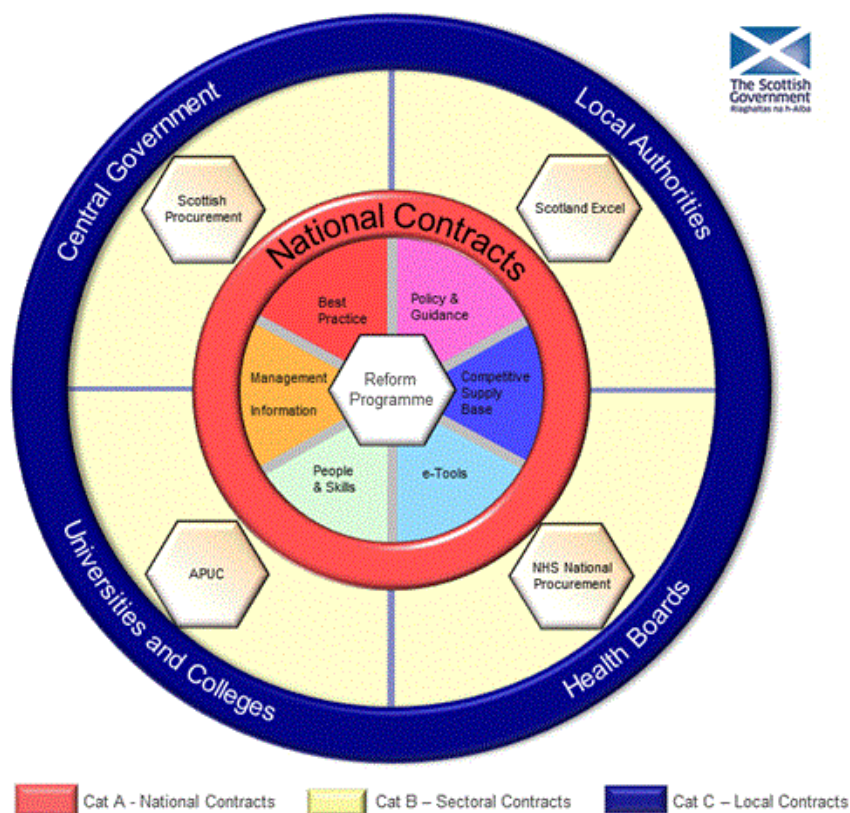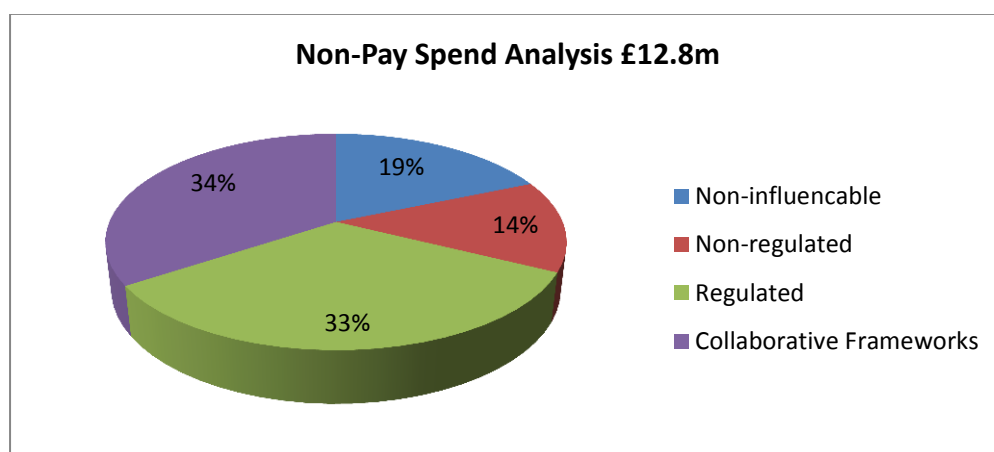

The college sector centre of procurement expertise is represented by APUC (Advanced Procurement for Universities and Colleges). It is responsible for sectoral (Category B) commodities within Scotland's colleges and universities. It aims to maximise the contribution that advance procurement makes to Scotland's investment in teaching and research.

This Strategy recognises that our procurement practice is based on this Scottish Model of Procurement which sees procurement as an integral part of policy development and service delivery and is essentially about achieving the best balance of cost, quality and sustainability.

As part of the requirements of the Procurement Reform (Scotland) Act 2014, this Strategy also focuses on a number of general duties on contracting authorities regarding their procurement activities and some specific measures aimed at promoting good, transparent and consistent practice in procurement processes detailed in Pages 11 to 12.

The College's annual spend profile for the year 2015/16 identified is displayed below with a total non-pay spend was in the region of £12.8m of which approximately £2.4 million was non-influenceable spend. The non-influenceable spend is the spend that related to statutory requirements (irrecoverable VAT, disclosure costs, exam fees, property rent and rates etc) and other expenditure not covered by procurement legislation.

Non-Pay Spend Analysis £12.8m

- Non-influencable: 19%
- Non-regulated: 14%
- Regulated: 33%
- Collaborative Frameworks: 34%

For clarity, Collaborative Frameworks include both Category A and Category B contracts which the College are currently participating in.

Procurement is the process of acquiring these goods, works and services and this Strategy will outline the approach to be taken by the College in order to obtain best value for money from all procurement activities.

The strategic approach for procurement has been developed to take account of several key business drivers to achieve the College objectives to:

- co-ordinate current processes across all campuses
- identify improvement opportunities
- continually improve the procurement capabilities, assessed by PCIP
- increase internal and external collaboration
- develop standard processes for procurement activities
- adopt standard e-procurement systems and reporting tools
- promote training
- improve contract and supplier management
- develop performance management

The Strategy outcomes will be defined and monitored through an Action Plan covering the period of this Strategy and progress will be reported to senior management.

College Mission Statement and Procurement Vision

The Finance Department will provide procurement expertise and support for the College, minimising risks and delivering a positive service in support of the College's mission:

"Providing excellent education and training opportunities and services for our students, customers and communities."

Procurement will provide a customer focused service, improving teamwork and communication, maximising the use of resources, promoting efficiencies and innovation, driving legislative compliance, capturing savings and adopting sustainable practices which enhance equality and diversity in everything it does.

West College Scotland Strategic Priorities

Our Vision of a '*Collective ambition, pride and passion to be a vibrant and dynamic College – providing excellent education, training opportunities and services for our students, customers and communities'* will be achieved by implementing the College's eleven Strategic Priorities.

At the heart of our strategic priorities are our Ambitions, which include:
- To make a difference
- To be bold
- To be forward thinking, fast-moving, quick to explore new ideas and exploit fresh opportunities
- To build on areas where we currently demonstrate excellence; and to set new standards for learning, teaching and service delivery that others will aspire to
- To be a leader, working with partners to address local economic and societal challenges
- To innovate, grow, diversify and invest
- To have an engaged, flexible and modern workforce that is proud to work for West College Scotland

And alongside our Ambitions sit our Values:
- To ensure our students have the opportunity to achieve all that
- To ensure our students have the opportunity to achieve all that they can
- To place students and local communities at the heart of what we do
- To innovate
- To commit to professionalism and partnership
- To achieve and sustain excellence
- To have a 'can-do' attitude

The Procurement Strategy reflects our ambitions and values and is aligned to support the implementation of the following College Strategic Priorities:

Strategic Priority 1 – Inspirational and Innovative
We will provide education and training in inspirational and innovative ways to engage and meet the diverse needs of our students.

> ***Strategic Objective 2***
> *To develop a culture of continuous self-evaluation, involving all staff and students, which will focus on improvement and development.*

Strategic Priority 4 – Supporting Success
We will support the development of our staff to achieve successful outcomes for themselves, our students and the College.

> ***Strategic Objective 3***
> *To promote the continual professional development of staff, enhancing their capacity, capabilities, skills and expertise.*

> ***Strategic Objective 5***
> *To enhance meaningful engagement of students, involving them in decisions to inform and shape provision, enhance learning and teaching, including empowering students to take responsibility for their learning.*

Strategic Priority 8 – Securing our Future
We will proactively look for new partners and new areas of activity, which will allow us to grow and develop our income to reinvest in our core business for the benefits of our students, our staff and our communities.

> ***Strategic Objective 2***
> *To enhance internal business processes, exploiting the use of technology where appropriate, to deliver user friendly, effective and efficient ways of working.*

Strategic Priority 9 – Reputation
We will grow our profile and reputation both nationally and internationally. Our reputation will be based on the quality of our teaching, outcomes four our students and our willingness to strive for and set the highest standards across all areas of our work.

> ***Strategic Objective 3***
> *To identify and benchmark national and international best practice in pursuit of educational, training and service excellence.*

> ***Strategic Objective 4***
> *To develop strategic alliances with key agencies to enhance our activities, locally, nationally and internationally.*

<u>**Strategic Priority 11 – Committed to our Region**</u>
We will deliver a sustainable effective and efficient service to our communities, through the implementation of sound governance, leadership, planning and management.

> ***Strategic Objective 1***
> *To secure a well-managed, financially and environmentally sustainable College.*
>
> ***Strategic Objective 3***
> *To develop and implement College operational planning processes and effective utilisation of resources to maintain strategic focus, manage risk and sustain growth.*

Procurement Strategic Objectives

Our strategic procurement objectives form the core of our Procurement Strategy and are as follows:

1. Development and enhancement of procurement skills, capability and knowledge among procurement practitioners, plans, practices and governance frameworks;
   Strategic Priority 4(3), 9(3), 11(1), 11(3)

2. Creation of procurement plans and procedures. Sound ethical, social and environmental plans should be embedded within the College's procurement activities and should comply with relevant Scottish and EU legislation in meeting the sustainable procurement duty;
   Strategic Priority 11(1), 11(3)

3. Continued implementation and development of electronic procurement systems to support Purchase to Pay (P2P); **Strategic Priority 1(2), 8(2)**

4. Identification and promotion of collaborative and shared services opportunities;
   Strategic Priority 4(5), 9(4)

5. Achievement of efficiencies, cost savings and benefits (economic, social and environmental);
   Strategic Priority 11(1), 11(3)

6. Undertake Scottish Government Procurement and Commercial Improvement Programme (PCIP); **Strategic Priority 11(1)**

7. Improved contract renewal, monitoring and supplier management processes;
   Strategic Priority 11(1), 11(3)

Mapping of Objectives to Scottish Government strategic areas

Each procurement objective is mapped to the five strategic areas as defined by the Scottish Governments' Public Procurement Reform Agenda namely: Sustainability, Access, Efficiency and Collaboration, Savings and Benefits, and Capability.

Procurement Objectives	Sustainability	Access	Efficiency & Collaboration	Savings & Benefits	Capability
1. Procurement skills & capabilities	√			√	√
2. Plans and Procedures	√	√	√		
3. e-procurement		√	√	√	
4. Collaboration/Shared Services			√	√	
5. Efficiencies, cost savings and benefits			√	√	
6. PCIP			√		√
7. Contract Management		√	√	√	√

These objectives and the detailed outcomes will be measured through an Action Plan (Appendix A) and through the publication of an Annual Procurement Report. This will ensure the combined outcomes of these objectives meet the College's statutory duties as well as providing operational improvements and sustainable outcomes.

Procurement Procedures

Procurement procedures will be developed as part of the aims of this Strategy for dedicated areas such as Communication and Engagement, Information Technology, Sustainability and Legislative Issues as well as general procurement.

These will set out the operational framework of how we conduct procurement and will be aligned to the Scottish Government's Procurement Journey.

This will facilitate our procurements being conducted in accordance with best practice in a legally compliant manner that is consistent with the college's aims in achieving value for money for our stakeholders. These will support the college's strategic approach to procurement.

Strategy compliance with the Procurement Reform (Scotland) Act 2014

To comply with legislation the College must observe a number of general duties and some specific measures which will be embedded in the Strategy Action Plan but are detailed below for clarity:

- **Contribute to the effective achievement of the college function and purpose**
  The College will analyse its third party expenditure and identify 'EU regulated procurements' (OJEU thresholds -Goods and Services more than £164,176; Works more than £4,104,394) and also 'Reform Act regulated procurements' (Reform Act thresholds: Goods and Services more than £50,000 and Works more than £2 million).

  In addition, the College will identify all procurements above £25,000 in accordance with the Financial Memorandum with the Scottish Funding Council (SFC).

  The College will consider appropriate contract and supplier management to monitor and improve the regulated procurement outcomes.

- **Deliver value for money**
  Value for money is defined as the best balance of cost, quality including sustainability.

  The College through its procurement processes and practice will consistently apply these principles.

- **Treating relevant economic operators equally and without discrimination**
  All procurements will be undertaken following the principles of equal treatment, non-discrimination, transparency, proportionality and mutual recognition together with the obligations under the sustainable procurement duty.

- **Acting in a transparent and proportionate manner**
  The College will ensure it engages with its local supply market.

  The College will take steps to make access easier for smaller and local businesses to bid for contracts through the use of Public Contracts Scotland and Quick Quote, smaller Lots and by publishing a contract register to highlight contract awards which may be of interest.

- **The Sustainable Procurement Duty**
  To ensure compliance with the Duty, the College will give consideration to the environmental, social and economic issues relating to all regulated procurements. Considerations will be given to the benefits which can be gained (e.g. Community Benefits), on a contract-by-contract basis.
  .

- **Policy on the use of community benefits**
  The College will include Community Benefits on all procurements over £4m (Reform Act obligations) with a view to improving the economic social or environmental wellbeing of the communities around the College. Community benefit clauses will be included in appropriate tenders below this threshold to support the College's own strategic aims and aspirations.

- **Consulting and engaging with those affected by procurement**
  The College will adopt good practice principles for engagement with stakeholders and will endeavour to consider communities affected by its contracts and engage with stakeholders as required. Consultations, when used, will be on a scale and scope relevant to the procurement in question.

- **Living Wage**
  The College recognises the value of a well-motivated and dedicated workforce both in its own organisation and in those of its suppliers. The College will include Fair Work Practice (FWP) in its tenders for Services and Works.

- **Compliance with the Health and Safety at Work Act 1974**
  The College is committed to contracting with suppliers that comply with all appropriate and relevant legislation, including Health and Safety legislation.

- **Fairly and ethically traded goods and services**
  The College supports the sourcing of goods that are fairly and ethically traded and shall make use of appropriate standards and labels where appropriate to adopt fair and ethical trading considerations.

- **Health, wellbeing and education of communities and the promotion of animal welfare**
  The College will investigate practical ways to supply healthy, fresh, seasonal, and sustainably grown food which represents value for money and improves the health, wellbeing and dietary education of our teaching and learning communities, aligned with promoting animal welfare.

- **Payment terms**
  The College will comply with the Late Payment legislation and will review on a contract by contract basis whether such obligations can be enhanced with shorter payment periods or extension to the suppliers' supply chain.

Annual Procurement Report

Statutory Requirement

In accordance with requirements of the Reform Act the College will publish an Annual Procurement Report as soon as practicable after the College's financial year end and this will describe how we have discharged our obligations under the Act.

The Annual Report will also provide a commentary on the progress of the Strategy.

Contents of the Annual Procurement Report

To comply with legislation, the Annual Procurement Report will contain, as a minimum, the following:

- A summary of the regulated procurements that have been completed during the year covered by the Report
- A review of whether these procurements have complied with this Strategy
- The extent to which any regulated procurements did not comply, a statement of how the College intends to ensure that future regulated procurements do comply
- A summary of any community benefit secured
- A summary of regulated procurements with supported businesses during the year covered by the Report
- A summary of the regulated procurements the College expects to commence in the next two financial years
- Such other information as the Scottish Ministers may specify that demonstrates compliance with other legislation that places specific requirements on the College with respect to its procurement activities and the College will also consider including:
  - o Details of those affected by our procurements and what we have done to respond to these views
  - o An update on procurement performance and impact over the previous year
  - o How the College is working with other bodies – for example procurement centres of expertise – to maximise effectiveness and efficiency.

Publication

The College will publish its Annual Procurement Report in a way that will enable stakeholders to form a clear view of the College's procurement performance.

Review

The first Annual Report will cover the period from 31 December 2016 to 31 July 2017 and thereafter cover the period 1 August to 31 July.

PROCUREMENT STRATEGY ACTION PLAN

References: CP – Corporate Plan Objective   Q1 = August/September/October   Q2 = November/December/January

Q3 = February/March/April   Q4 = May/June/July

Procurement Objective	Action	Target Date	Outcome Key Performance Indicator
1. Development and enhancement of procurement skills, capability and knowledge, processes, practices and governance frameworks CP 4(3); CP 9(3); CP 11(1); CP 11(3)	1.1 Improve communications	Q3 2016/17	• Maintenance of Procurement Hub on Intranet • Develop internal communication procedure
	1.2 Provide training opportunities	Q3 2016/17	• Undertake National Procurement Competency Framework • Organise refresher courses and take advantage of sector training
	1.3 Review processes/create procedures	Q2 2016/17	• Further develop portfolio of procedures • Present updated Procurement Strategy • Development of management information • Further development of contract management process
	1.4 Review procurement resource	Q2 2016/17	• Undertake recruitment if necessary • Identify contract ownership duties

Procurement Objective	Action	Target Date	Outcome Key Performance Indicator
2 Embed sound ethical, social and environmental procedures within the college's procurement activities and to comply with relevant Scottish and EU legislation in meeting the sustainable procurement duty CP 11(1); CP 11(3)	2.1 Define ethical requirements	Q2 2016/17	• College ethical requirements will be embedded within procedures
	2.2 Define sustainability requirements	Q2 2016/17	• Develop sustainability procedures
	2.3 Embed in standard documents	Q3 2016/17	• Embed standard format to ensure sustainability issues are addressed in tendering exercises
	2.4 Define Community Benefit opportunities	Q3 2016/17	• Develop Community Benefit Procedure, include standard clauses in documents • Promote local, SME, supported business spend
3 Continued implementation and development of electronic procurement systems to support Purchase to Pay (P2P) CP 1(2); CP 8(2)	3.1 Implement P2P	Q4 2016/17	• Promote the use of e-procurement across College (with the implementation of the new Finance system) including training where required
	3.2 Greater use of Quick Quote and Procurement Contracts Scotland	Q3 2016/17	• Promote the use of Quick Quote (QQ) • Monitor use of QQ and Procurement Contracts Scotland (PCS)
	3.3 Standard forms to support processes	Q4 2016/17	• Develop and maintain standard online forms
4 Identification and promotion of collaborative and shared services opportunities CP 4(5); CP9(4)	3.1 Analyse spend to identify internal collaborative opportunities	Q2 2016/17	• Maintenance of Contract Register • Development of risk based approach to contract identification • Consider creation of internal procurement network
	3.2 Investigate sector opportunities	Q1 – Q4	• Participate in sector and other User Intelligence Groups

Procurement Objective	Action	Target Date	Outcome Key Performance Indicator
5 Achievement of efficiencies, cost savings and benefits (economic, social and environmental) CP 11(1); CP 11(3)	5.3 Identify efficiencies and cost savings	Q2 2016/17	• Development of financial benefit tracking model
	5.4 Identify benefits	Q2 2016/17	• Develop non-cash benefit tracking records and maintain identification of cash benefits
6 Undertake Scottish Government Procurement and Commercial Improvement Programme (PCIP) CP 11(1)	6.1 Submit college PCIP	Q2 2016/17	• Prepare submission 2016/17 • Develop 2 year future work plan
	6.2 Create improvement programme	Q3 2016/17	• Develop action plan from PCIP outcome
7 Improved contract renewal, monitoring and supplier management processes CP 11(1); CP 11(3)	7.1 Enhance contract renewal monitoring	Q2 2016/17	• Maintain Contract Register to be more inclusive and accurate • Begin segmentation of main suppliers based on commodities supplied
	7.2 Engage with suppliers	Q4 2016/17	• Review opportunities for meeting buyers
	7.3 Report outcomes	Q4 2016/17	• Further development of management information and reports

GLOSSARY OF TERMS

Agreement
Mutual consent between two or more parties, an essential component of a valid contract.

Aggregation
In order to determine whether the value of goods / services reaches a threshold under the relevant EU directive or Reform Act threshold, a buyer must combine, i.e. aggregate, the value of orders or potential orders e.g. £80k per annum over 3yrs = £240k contract value.

APUC
The Centre of Procurement Excellence for the Higher Education and Further Education sector. This organization creates collaborative procurements, accessible to all HE/FE establishments should they choose to use them.

Benchmarking
The process of comparing performance or price with others to identify areas for improvement.

Best Value
Often known as 'value for money'. The optimum combination of whole life costs and quality to meet the customer's requirement.

Collaboration
The establishment of a contract for the use of participating clients. Clients must agree to participate in the collaboration from the outset and agree to honour the terms and conditions which constitute the contract.

Continuous Improvement
A process of improving an organisations or supplier's performance over a given period of time with agreed areas or criteria requiring improvement.

Contract
A 'business contract' implies the entry into an unambiguous legal agreement with a company, another party, person (other supplier) to deliver supplies (goods/services) or to do something (e.g. construct a building) on mutually agreed terms.

Contract Management
Managing the relationships between all parties in the most effective way so as to ensure the contract meets the optimum combination of cost, time and quality.

Corporate Social Responsibility (CSR)
Corporate Social Responsibility (CSR) has become the broadly accepted phrase to describe a collection of related disciplines, all of which combine to represent an organisation's overall ethos – its personality, philosophy and character, as regards its role in the world in the largest sense.

Corruption
Any action that involves inducement by means of improper 'consideration'.

Cost
The total contract sum including price plus any additions that may be associated with ownership and use, e.g. maintenance or disposal.

eMarketplace
Virtual area that enables companies/individuals to offer their goods or services for sale also enables people to purchase goods or services electronically

eProcurement
Ability to purchase/sell through electronic trading via the Internet

Ethics
An increasingly important aspect of business nowadays, as people become more aware of such issues as child labour in the third world, despoliation of the environment, and so on. A framework of ethical and moral theory and practice describing best behaviour in procurement.

Fair Work Practices
Definition of working conditions and practices which are considered conducive to best practice working conditions for staff.

Invitation To Tender (ITT)
A request made to potential suppliers to submit bids on goods, works and services to be purchased. Commonly known as Request For Quotation (RFQ) for smaller values.

Key Performance Indicators (KPI)
They are used in performance management to monitor and assess the present state of the business or a contract and to inform the best course of action for satisfactory completion of business strategies or contracts.

Life-Cycle Costing
Total costs of an item throughout its life, including acquisition, operational, maintenance, support and disposal costs.

Living Wage
The UK national Living Wage which also effectively becomes the UK national minimum wage, and obliges minimum hourly levels of pay for staff.

PCA/PCIP
A national assessment exercise of procurement capacity and capability.

PCA (Procurement Capability Assessment) was the original assessment tool and was conducted on an annual basis up until 2013, when it was withdrawn and replaced with PCIP.

PCIP (Procurement Commercial and Innovation Programme) has replaced the PCA. Both assessments consider a suite of questions which are applied across the public sector and allow an organization to benchmark and compare its progress against others in areas of procurement capacity, expertise and improvement.

Procurement
Often used interchangeably with Purchasing. Procurement is the totality of acquisition starting from the identification of a requirement to the disposal of that requirement at the end of its life. It therefore includes pre-contract activities e.g. sourcing and post contract activities e.g. contract management, supplier relationship management activities. However, it does not include stores management and logistics. Procurement relates to goods, works and service requirements.

Procurement Competency Framework
A national assessment tool which allows individual procurement practitioners to identify their competencies, their knowledge gaps and their requirements for future training.

Public Contracts Scotland (PCS)
A national e-sourcing tool which reflects best practice (the Procurement Journey) as defined by the Scottish Government. The tool allows practitioners to conduct their procurements in a standard compliant manner, it also provides a hub for suppliers to register for work and bid for work in their commodity categories. The tool allows electronic, paperless, tenders.

Public Procurement Directives (EU Directives)
The EU procurement Directives set out the legal framework for public procurement. They apply when public authorities seek to acquire goods, services and works. They set out procedures which must be followed before awarding a contract when its value exceeds set financial thresholds.

Purchasing
Often used interchangeably with procurement is to acquire goods, works or services from a selected supplier. Purchasing is a component of the wider function of procurement and consists of activities such as ordering, expediting, receipt and payment.

Purchase To Pay (P2P)
A seamless process enabled by technology designed to speed up the process from point of order to payment.

Quick Quote (QQ)
Provides the same service as **PCS** (mentioned above) but for lower value procurements, usually values under £50k the regulated contract threshold. QQ provides the platform for seeking quotations as described below and provides a hub for suppliers to register the commodities they are interested in and submit bid for quotation requests from buyers.

Quotation
Not to be confused with "estimate". Quotations are preferable because they should give an accurate price for the goods or services offered, whereas an estimate gives an approximate cost of the goods or services concerned.

Request for Information (RFI)
A request to suppliers to engage with the market place to gain technical or commercial information and market knowledge. An RFI is usually issued on more complex procurements and is usually a part of a Prior Information Notice and issued to those suppliers expressing an interest in the procurement. The scope of the RFI can be varied and information adopted will be included in the tender and available to all participant bidders.

Risk
The combined effect of the probability of occurrence of an undesirable event and the magnitude or impact of the event on a procurement process.

Risk Management
Involves three key activities, risk analysis, risk assessment, and risk mitigation, all of which facilitate the taking of decisions and actions to control risk appropriately by providing a disciplined and objective approach.

Reform Agenda, Scottish Government Public Procurement
A general programme of procurement improvement which has been ongoing since 2006. Besides legislative changes the programme has informed best practice which is available as the Procurement Journey on the PCS website.

Regulated Procurement
These are procurements which exceed the various financial thresholds imposed by EU Directives and the Procurement Reform (Scotland) Act and are classified as "regulated". These procurements must adopt the procedures and requirements of these procurement legislations.

Services
Usually coupled with goods, as in goods and services. Services are intangible items such as maintenance, marketing or consultancy.

Sourcing
Searching marketplaces for sources of goods and services, or works contractors. Strategic sourcing is the attempt to make sure everything is being sourced as efficiently as possible.

Supplier Rationalisation
Strategic approach to reducing a large numbers of suppliers to manageable few and from which contractual benefits can be obtained.

Supplier Relationship Management (SRM)
The process for managing the interaction between two entities of a contract– the supplier of the goods, works or services and the organization in receipt of those items.. SRM is a two way process in that it should improve the performance of the buying organisation as well as the supplying organisation and hence be mutually beneficial

Sustainable Procurement Duty
Specific obligations laid down in legislation, EU Procurement Directives and Procurement Reform (Scotland) Act to promote and encourage sustainable practices.

Tender
An offer to provide goods or services, in response to an invitation to tender, for a specified price and an agreed quality.

Unique/Sole Supplier
A supplier who is the only organization in the marketplace who can supply a particular requirement - a good, service or works. The supplier may be unique due to intellectual property rights, for example, particular IT software that others cannot copy, or may own a particular manufacturing process or product which cannot be made by others, e.g. a published book or music score.

User Intelligence Group (UIG)
A group created from participants in collaborative procurement. The group is made up of technical and procurement staff but may be augmented by operational or administrative expertise (e.g. legal, finance, etc) who combine their expertise to create a best practice and innovative procurement.

Value For Money (VFM)
Is the optimum combination of whole life costs and quality (or fitness for purpose) to meet the user's requirement? This will not mean lowest price, but the most advantageous of a combination of price and quality.

TITLE: **CONSIDERATION OF STRATEGIC RISK REGISTER**

Background: To provide a strategic overview of the College Risk Register and overall risk management arrangements.

Action: The Board of Management is requested to review the register and assess:

- Whether they are content with the risks included in the register;

- The rating both pre and post mitigation appear to be correct;

- Whether any of the risks should be considered for removal; and

- Whether any new risks should be considered for inclusion.

Lead: David Alexander, Vice Principal Operations

Status: Open

Strategic Risk Register

1.1   The Strategic Risk Register was created as part of the development of the College Risk Management Strategy and has now been embedded for consideration at all Board and Committee meetings.

1.2   Since the last review by the Board of Management the format of the Risk Register has been amended, following discussion and approval at Audit Committee, as follows:

- The removal of the potential impact columns - It was felt that these columns added very little to the overall understanding of the risks faced by the College;

- The removal of the Management Evaluation of Effectiveness of Controls – This is a subjective field and without the inclusion of a narrative in regard to mitigating controls it was felt to add very little to the overall risk management process;

- The inclusion of Mitigating Controls and Actions – This column now provides a narrative on the mitigating controls which impact the pre mitigation score and allows the College to make an assessment of the post mitigation score; and

- The inclusion of Executive Responsibility column – This allows the owner of the risk to be identified.

1.3   It is anticipated that during the year the College management team will review a sample of the mitigating controls to ensure that the controls are in place and operating effectively. The outcome of these reviews will be reported to the Audit Committee during the year to provide the Committee with a degree of assurance that the controls are operating as described.

1.4   In respect of the current register, it should be noted that of the 16 Strategic risks, 4 are treated as high risk post mitigation, 10 are rated as medium risk, and 2 are rated as low risk.

1.5   The current high post mitigation risks in order are considered to be:

- Failure to secure estates capital funding for future investment or refurbishment;

- Impact and outcomes of National Pay Bargaining for both teaching and support staff;

- Business case for development of estate are delayed impacting upon ability of College to recruit students / retain staff; and

- Impact of changes to funding, especially to estates maintenance funding, and forthcoming change to credit funding model

1.6   The SMT have reviewed the current register and will continue to review the register as part of the ongoing process.

1.7   The Board of Management is requested to review the register and assess:

- Whether they are content with the risks included in the register;
- The rating both pre and post mitigation appear to be correct;
- Whether any of the risks should be considered for removal; and
- Whether any new risks should be considered for inclusion.

1.8   In line with the approved Strategic Risk Management Strategy process, the considerations of the Board Committees will be compiled for review by the Audit Committee at its meeting on 12 December. The Audit Committee will make recommendations to the Board of Management on any changes to the register, which will require Board approval at its next meeting.

WEST COLLEGE SCOTLAND STRATEGIC RISK REGISTER 2016/17

Risk No.	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
			Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
1	1,2,3,11	Failure to secure estates capital funding for future investment or refurbishment	5	4	20	1) Continued engagement with SFC 2) Participation in SFC/sector Capital working group 3) Business case for Greenock campus 4) Approval of business case for future Paisley development	5	4	20	VP Operations
2	3, 11	Impact and outcomes of National Pay Bargaining for both teaching and support staff	6	3	18	1) WCS Representation and involvement in national college Employers Association; sector Workforce for the Future working group, which is considering the future teaching and support staff roles required by colleges; and national joint negotiating committee (NJNC). 2) Financial impact assessment / planning scenarios 3) Planning for impact of industrial action, with business continuity plans in place. 4) Local trade union negotiating committees for support and teaching staff continuing to mete on an ongoing basis in order to maintain positive College industrial relations. 5) Ongoing development and review of robust college sector and WCS communication plan.	6	3	18	VP Operations
3	1,2,3,11	Business case for development of estate are delayed impacting upon ability of College to recruit students / retain staff.	5	4	20	1) Continued development of working relationship with SFC, SFT and other key stakeholders 2) Estate Strategy presented to the Board of Management for approval on 3 October 2016, highlights required estate investment for consideration by SFC and Scottish Government. 3) Option appraisal and business case considering future options for College estate in Greenock presented to the Board of Management on 3 October 2016 for consideration and submission to SFC. 4) SFC agreement that option appraisal and business case can now be undertaken for College estate in Greenock. 5) Ongoing prioritisation of College estates funding in a way which links to priority projects, with update reports being provided to each meeting of the Board of Management Estates Committee. 6) Ongoing involvement in sector/SFC capital working group enables WCS input to ongoing discussions re SFC estates maintenance allocation methodology and capital allocations.	4	4	16	VP Operations

Risk No.	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
			Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
4	1,2,11	Impact of changes to funding, especially to estates maintenance funding, and forthcoming change to credit funding model	5	4	20	1) Financial scenario planning undertaken under ongoing development of Financial Strategy 2) Budgetary / forecasting including management accounts 3) Board and Committee oversight 4) Estates Strategy including improved utilisation of the College estate 5) Alternative income group 6) Creation and monitoring of current and future curriculum delivery plans (CMAP)	5	3	15	VP Operations / VP Educational Leadership
5	1,2,3,11	Failure to invest sufficient resource (financial / staff) into delivery of Carbon Management Plan resulting in negative publicity for College.	4	4	16	1) Approval of CMP and Board endorsement 2) Specific resource - staff and funding - allocated to allow CMP to be implemented 3) Launch of CMP across the College along with events to publicise CMP commitments 4) Creation of CMP Group including the involvement of The Carbon Trust 5) CMP Plan and targets will be kept under review and revised should further funding become available.	3	4	12	VP Operations
6	2, 11	Inadequate business continuity / contingency planning	3	4	12	1) Business Continuity Plans in place 2) Scenario planning for specific threats including bomb threats 3) On going communications to staff of procedures to be followed in the event of an incident 4) Effective security procedures 5) Adequate insurance cover. 6) Embedding of risk assessments 7) Planned preventative measures in place, including alarms.	3	3	9	VP Operations
7	2, 9, 11	Unable to develop and commence the implementation of an Estates Strategy that achieves the agreed criteria for size, quality, flexibility and carbon emissions	3	4	12	1) Estate Strategy 2016-2026 presented to Board of Management for approval and submission to SFC on 3 October 2016. 2) Plans to improve infrastructure and equipment are in place 3) Minimise possibility of unplanned closures through regular maintenance of physical assets 4) On going discussions with funders and other stakeholders to identify potential funding / development opportunities. 5) Conditions survey work undertaken to assist with identification of areas of investment	3	3	9	VP Operations
8	3, 4, 11	Inability to maintain good staff relations	4	3	12	1) Effective HR / System procedures to minimise exposure 2) Clear communications on progress 3) Developed procedures for staff engagement / negotiations 4) Staff feedback sessions "Ask Audrey" / surveys 5) Local trade union negotiation committees in place for teaching and support staff and meet on an ongoing basis	3	3	9	Principal

Risk No.	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
			Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
9	3, 4,	Failure to implement a systematic approach to workforce planning resulting in lack of appropriate resources and skills to achieve strategic priorities	4	3	12	1) Detailed teaching resource planning through use of curriculum mapping tool 2) Itrent HR and Payroll software developed to provide staff data and reports 3) Professional Development Policies in development which will be aligned to strategic priorities 4) Internal audit to review workforce planning as part of 2016/17 audit plan	3	3	9	VP Operations
10	1, 3, 5, 6	Unable to meet student targets leading to a failure to deliver stated Regional Outcome Agreement objectives	4	3	12	1) Robust internal monitoring, tracking and reporting procedures in place, including through College operational planning process and ongoing monitoring through the Board of Management and sub-committees. 2) Ongoing monitoring against agreed outcomes. 3) Detailed Curriculum Development Planning and review process.	3	2	6	VP Educational Leadership
11	2, 3	Failure to maintain or acquire and use IT systems and infrastructure to support strategic improvement in business and learning processes	4	3	12	1) IT Strategy, Policies / Procedures in place and operational 2) Staff and student feedback and evaluation procedures in place and operable. 3) Staff and Student systems access management processes in place and operable. 4) IT Contingency Plan in place with regular review. 5) Embedded IT incident review process.	3	2	6	VP Operations
12	5, 6, 8, 11	Inability to specify, deliver and implement effectively an approach to generation of alternative income	3	3	9	1) Development of strong partnerships with local employers and stakeholders 2) Development of operation plans 3) Adaption of course portfolio to meet student / employer needs 4) Financial strategy and financial planning 5) Review of resources required within Curriculum Development Planning procedure	3	2	6	VP Corporate Development
13	1, 3, 5, 6	Normal business activities are unduly affected due to the complexity of sequencing estates investment works	4	2	8	1) Detailed resource planning involving all relevant parties at an early stage 2) Level of investment at a stage where no material impact on activities 3) Knowledge base within current staff to be able to identify issues	3	2	6	VP Operations
14	1, 3, 5, 8	Investment plans do not reflect future requirements. Sector and/or market expectations do not materialise or are markedly different resulting in changes to future delivery plans.	3	3	9	1) Developed environmental scanning process in place 2) Operational planning process in place linked to resource requests 3) Detailed resource allocation process and ability to address ad hoc requests	2	3	6	VP Educational Leadership / VP Operations

Risk No.	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
			Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
15	1, 3, 5, 8	Curriculum offering is not reviewed to ensure employer and student needs are met and appropriate courses delivered	2	3	6	1) Developed communication strategy with potential students 2) Strong community presence 3) Development of social media and web site presence 4) Representation on Workforce for the Future; Developing the Young Workforce and other key stakeholder forums	2	2	4	VP Educational Leadership
16	9, 10, 11	Failure to analyse and respond effectively to changes such as ONS implications, net depreciation / resource impact, year end and insurance	3	2	6	1) Participation in a number of sector working groups 2) Established team and knowledge base to allow impact of changes to be assessed 3) Developed budget / forecasting models 4) Further areas of review expected - including use of bank accounts, commercial insurance, financial year end, allocation of cash arising from net depreciation - WCS represented on sector Financial Directors group in order to provide input to these key areas of consideration.	1	2	2	VP Operations

STRATEGIC PRIORITIES

1. We will provide education and training in inspirational and innovative ways to engage and meet the diverse needs of our students.

2. Education and training will be delivered to students in high quality College facilities, in their place of work or through the development and use of digital technologies.

3. We will provide the highest quality of teaching and tailored support to maximise our students' opportunities to achieve success and progress to employment and further study.

4. We will support the development of our staff and teams to achieve successful outcomes for themselves, our students and the College.

5. We will develop our curriculum and services to ensure they align with and support Scotland's key economic sectors. We will ensure that our students are equipped with the relevant training, qualifications and essential skills they need for employment and life.

6. We will develop meaningful partnerships; connections and alliances with business and industry to ensure employers are directly involved and invest in educational and skills development across the west.

7. We will become a strategic resource and valued partner with our stakeholders, building relationships, leveraging resources and capabilities to design, develop and deliver our products and services.

8. We will proactively look for new partners and new areas of activity, which will allow us to grow and develop our income to reinvest in our core business for the benefits of our students, our staff and our communities.

9. We will grow our reputation both nationally and internationally. Our reputation will be based on the quality of our teaching, outcomes four our students and our willingness to strive for and set the highest standards across all areas of our work.

10. We are committed to taking a leadership role in the West Region and together with our partners and stakeholders, tackle the significant social and economic deprivation, which still characterise many of our communities.

11. We will deliver a sustainable, effective and efficient service to our communities, through the implementation of sound governance, leadership, planning and management.

Probability	Score	Impact	Score
Almost Certain	6	Catastrophic	4
Very Likely	5	Critical	3
Likely	4	Marginal	2
Possible	3	Negligible	1
Very Unlikely	2		
Remote Chance	1		

Risks – Probability x Impact Score Grid

	Negligible 1	Marginal 2	Critical 3	Catastrophic 4
Almost Certain 6	6	12	18	24
Very Likely 5	5	10	15	20
Likely 4	4	8	12	16
Possible 3	3	6	9	12
Very Unlikely 2	2	4	6	8
Remote Chance 1	1	2	3	4

TITLE: **MEMBERSHIP, PROPOSED SCHEDULE OF BUSINESS AND DATES OF MEETINGS IN 2016/17**

Background: I have attached the following information which the Board is asked to note:

1. A list showing the current membership of the Board – see Annex 1.

2. The proposed Schedule of Business for 2016/17 – see Annex 2.

3. Dates of meetings in 2016/17 – see Annex 3.

Action: The Board is asked to note this information.

Lead: Gwen McArthur, Secretary to the Board

Status: Open

Annex 1

WEST COLLEGE SCOTLAND

BOARD OF MANAGEMENT

Under the terms of the Further and Higher Education (Scotland) Act 1992, as amended by the Post-16 Education (Scotland) Act 2013, the membership of the Board of Management 'shall consist of no fewer than 15 nor more than 18 members'. The current membership is:

Chair
Keith McKellar

Vice Chair
Maggie McManus

Principal
Audrey Cumberford (*ex officio*)

Teaching staff – 1 elected
Paul McFarlane

Non-Teaching staff – 1 elected
Alison Mitchell

Students Association (2)
Andrew Hunter
Moses Apiliga

Non-Executive Members
Nick Allan
Mike Haggerty
Jim Hannigan
Jacqueline Henry
Andrew Hetherington
Jenifer Johnston
Lyndsay Lauder
John McMillan
Mark Newlands
Joyce White
Vacant

In Attendance
Stephanie Graham, Vice-Principal Educational Leadership
David Alexander, Vice-Principal Operations

Liz Connolly, Vice-Principal Corporate Development
Gwen McArthur, Secretary to the Board

Annex 2

SCHEDULE OF BUSINESS 2016/17

BOARD OF MANAGEMENT

Date of meeting	Agenda items	Deadline for Papers
3 October 2016 Clydebank Campus	**Main items of business** Estate Strategy and Carbon Management Plan Options Appraisal and Outline Business Case for Greenock Board Membership External Review of Effectiveness of Governance Audit Scotland Report Merger Evaluation Report **Committee reports** Estates; Nominations Committee; Remuneration Committee	**20 September**
5 December 2016 Paisley Campus	**Main items of business** Review of Regional Outcome Agreement Operational Plan Key Performance Indicators Review of Governance Effectiveness Review of Risk Management Strategy and Strategic Risk Register Financial Statements for the year ending 31 July 2016 Report from External Auditor Annual Report from Audit Committee Annual Report from Internal Audit **Committee reports** Audit; Corporate Development; Estates; Finance & General Purposes; Learning, Teaching & Quality; Organisational Development & HR; Remuneration	**23 November**
30 January 2017 Paisley Campus	**Main items of business** Workshop on Effectiveness of Governance and review of Board Development Action Plan **Committee Reports** Audit; Corporate Development; Learning, Teaching and Quality; Nominations	**18 January**
27 March 2017 Clydebank Campus	**Main items of business** Report on Governance Effectiveness Board Development Action Plan	**15 March**

	Committee Reports Audit; Corporate Development; Estates; Finance & General Purposes; Learning, Teaching & Quality; Organisational Development & HR	
19 June 2017 **Paisley** **Campus**	**Main items of business** Annual Review of Corporate Plan 2015-2020 Budget 2017/18 and Financial Strategy (including Budget for Students Association) Board Development Action Plan HR Annual Report Committee Reports on Progress against Regional Outcome Agreement Schedule of Business 2017/18 Dates of meetings in 2017/18 **Committee reports** Audit; Corporate Development; Estates; Finance & General Purposes; Learning, Teaching & Quality; Organisational Development & HR	**7 June**

GMcA/As at 25.11.16/v3

Dates of Meetings in 2016/17

Committee	August	September	October	November	December	January	February	March	April	May	June
BOARD Mondays at 4.00 p.m.			**3** **3.00 p.m.** **C**		**5** **P**	**30** **P**		**27** **C**			**19** **P**
Audit Thursdays at 4.00 p.m.			6 **2.00 p.m.** P		12 C			9 P		25 P	
Joint Audit & Finance				22 **4.00 p.m.** C							
Finance and GP Tuesdays at 4.00 p.m.		27 CANCELLED C		22 **2.00 p.m.** C				7 C			6 C
Corporate Development Tuesdays at 4.00 p.m.			25 P		13 P		21 P			16 P	
Estates Tuesdays at 4.00 p.m.		13 **3.00 p.m.** G		15 C			28 P			30 G	
OD&HR Wednesdays at 4.00 p.m.		14 CANCELLED P		16 P			15 P			17 P	
LTQ Wednesdays at 4.00 p.m.			12 G		7 P			1 C		24 G	

NOTE: the venue for the Board and some Committee meetings will alternate between different campuses as indicated above.

C = Clydebank; G = Greenock; P = Paisley.

GMcA/19.09.16/v10