

Board of Management: Meeting of 5 December 2016

Actions from the Minutes

Date of meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
5 Dec 2016	BM305	Economy and the Local Labour market – copy of presentation to be circulated to Board	G McArthur	Copy circulated after the meeting	Complete
	BM308, 293.2	Governance effectiveness review – confirmation of arrangements to be circulated to Board members	G McArthur	Confirmation email issued following meeting	Complete
	BM309 vi 270	KPI Dashboard – more narrative to be added to the information presented and Corporate Development Committee to review report prior to circulation to the Board	L Connolly Corporate Development Committee		Future meeting
	BM310, 279	Regional Outcome Agreement – draft ROA 2017/18 to be brought to next meeting	S Graham		January meeting
	BM311	Operational Planning – each Committee to consider this report in relation to the areas that fall within their remit	S Graham L Connolly D Alexander	To be progressed through each Committee and reported back to the Board	Future meeting
	BM312	Chair's report – i. Colleges Scotland publication, Learning & Skills Journey 'Think Piece' strategy, to be circulated to Board members after meeting; ii. College Sector response to Education review to be circulated to Board members; iii. Board to be informed of outcomes from meeting with SFC	i. G McArthur ii. G McArthur iii. A Cumberland	i. Circulated ii. To be circulated when available iii. Principal to report back to next meeting	i. Complete ii. When available iii. January meeting
	BM315	Financial Statements 2015/16 i. Report from External Auditor to be signed ii. Financial Statements to be signed	K McKellar A Cumberland	The External Auditor's report and the Financial Statements have been signed and submitted to SFC	Complete
	BM317, 299	Risk – updated risk register to be brought to next meeting	D Alexander A Ritchie		January meeting

		Actions from previous minutes			
3 Oct 2016	BM293 i 281.3	Appointments and re-appointments to the Board	G McArthur	Approval received and appointments made	Complete
	BM293 ii	Engage Scott Moncrieff to undertake external review of the Board	K McKellar / G McArthur	Scott Moncrieff now engaged and review initiated, to be completed by March 2017	March 2017
	BM297 iv	Options appraisal and outline business case for Paisley campus to be prepared for consideration by Estates Committee	D Alexander		Future meeting
	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 and progress to be reported to Board in January	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.	January 2017
	BM275 257	Board Development Action Plan – to be monitored annually with mid-year review	G McArthur	Mid-year review to be brought to March 2017 meeting – to tie in with Report on External Review of Governance Effectiveness	March 2017
	BM281.1 240	Draft severance policy to be developed through OD&HR Committee	M McManus G McArthur	Approved by Board at December meeting	Complete

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 Cumberland, 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 EIS have submitted a pay claim for 2017/18 where they are seeking a consolidated flat-rated pay rise of £1000 on all salary points effective from 1 April 2017.
- 1.2 The EIS are currently in dispute. The dispute is in relation to the £100 element of the 2016/17 award of £550. Discussions continue at ACAS.
- 1.3 A NJNC has been scheduled for 9th February.
- 1.4 An Employers Association meeting has been scheduled for 30th January where the focus will be the outcome of two SLWGs on pay and terms & conditions that were established before Christmas and the sector's position in relation to the Workforce for the Future.

2 SFC engagement

- 2.1 As members are aware the Executive continue to support regular dialogue and correspondence with the Scottish Funding Council (SFC) on a range of challenges facing the College now and into the future. The most recent meeting with colleagues at the SFC took place on 6th December, providing an opportunity to take a holistic overview of the challenges we face and consider the potential impact on the College.

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3 Budget 2017-2018

3.1 The Scottish Government published its draft budget for 2017-2018 on Thursday 15 December. The parliamentary process is unlikely to be completed before February and the budget will only cover one year.

3.2 The headlines in the 2017-2018 draft budget in relation to the college sector are:

- Revenue Funding increased by an additional £21m against the draft budget for 2016-2017.
- Capital funding increased by £20.4m against the draft budget for 2016-2017.
- The overall sector activity target has not been reduced and remains at 116,000 FTE college places.

3.3 With regard to timelines (subject to SFC deadlines being met re indicative budget) the Executive intends to present a paper at the Finance and General Purposes (F &

GP) Committee on 7th March re the indicative SFC settlement along with 2017/18 budget implications. The draft 5 year financial strategy, including the proposed budget for 2017/18 will be presented to the F & GP Committee on the 6th of June with final approval by the Board on the 19th June. This Board timeline is consistent with the approach for 2016/17.

3.3 A new £10m Workforce Development Fund was announced on Friday 16 December. The purpose of the fund is to help transform in-work training across industry and the upskilling of Scotland's workforce.

3.4 Due to be introduced in Autumn 2017 the fund will also address skills gaps and the training needs of older workers where a full apprenticeship might not be appropriate.

The fund will be developed with the input of employers through the industry-led Scottish Apprenticeship Advisory Board, Colleges Scotland and the Scottish Funding Council.

3.5 It is not clear how the fund will be used specifically and not clear how it will be distributed or accessed. This fund comes from the Apprenticeship Levy imposed on organisations with turnovers greater than £3m – and includes the College. The total cost to WCS will be £175,000 per annum, commencing 5 April 2017.

3.6 The Corporate Development Committee will continue to be updated as appropriate.

4 Enterprise & Skills Review

4.1 The Institute for Public Policy Research (IPPR) is a UK wide thinktank, the purpose of which is to conduct and promote research into, and the education of the public in, the economic, social and political sciences, science and technology, the voluntary sector and social enterprise, public services, and industry and commerce.

The IPPR published its report 'Equipping Scotland for the Future – Key Challenges for the Scottish Skills System' in January 2017. A copy of the full report can be found at <http://www.ippr.org/publications/equipping-scotland-for-the-future>

4.2 The BBC covered the report on the BBC Scotland News programmes at 6.30pm and 10.30pm with WCS input from students and staff. The College continues to be approached for comment and/or input with the media on matters of national interest and is an important element of our continued efforts in building our external reputation as one of Scotland's leading colleges.

4.3 The report outlined the areas for action that will be needed to ensure that these challenges can be successfully met. The paper aims to stimulate debate and

generate ideas for the future of the skills system in Scotland. It outlines ten future challenges for the skills system, and six priorities for action.

4.4 Key findings

There are 10 key challenges facing the skills system in Scotland:

- funding the skills system in Scotland in the future
- addressing current weakness in the economy and delivering inclusive growth
- responding to the increasing pace of change and disruption in the economy
- promoting a high-skill business model among employers
- encouraging employees and learners to upskill and progress
- the changing effects of globalisation, Brexit and migration
- demographic change and shifting demand from the labour market
- longer working lives, multiple careers, multiple employers and the transferability of learning throughout learners' careers
- technological advances and the opportunities for new, more efficient learning methods and pedagogies within the skills system
- automation in the economy reaching mid-skill roles, and the need to produce technologically-savvy learners and employees.

Recommendations:

- embedding an outcome approach and setting a clear national purpose of the skills system
- regional integration of the skills system
- clarifying roles of learning routes within the skills system
- learners and employers co-designing a responsive skills system
- improving flexibility of learning
- increasing transferability of learning
- Action in these six areas will prepare the skills system in Scotland to meet the long-term challenges it faces, and to be at the centre of driving the changes that Scotland will need to see over the coming years.

4.5 This report should also be considered in the wider context of the current Scottish Government's Enterprise and Skills Review which has entered its second phase. The review includes a review of the enterprise and skills agencies i.e. SFC, SDS, SE & HIE. The Board will be updated on the outcome of the phase two review. This has the potential to have significant implications for the sector.

4.6 In addition, the Scottish Government's Education and Skills Committee took evidence on the performance and role of key education and skills bodies. Subsequently the Committee has published a full report on its findings. A copy of the report can be found at

http://www.parliament.scot/S5_Education/Reports/ESS052017R02.pdf

[REDACTED]



Audrey Cumberland Principal & Chief Executive

January 2017

TITLE: **STUDENTS ASSOCIATION REPORT**

Action: The Board is invited to consider and note the report from the Students Association.

Lead: Andrew Hunter, Student President, Students Association

Status: Open



22/01/2017

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 now increased and include;

LGBT student@Greenock, & student@Clydebank,

International student@Clydebank,

Student Parent/Carer student@Greenock,

Mature student@Greenock

Women's student@Greenock

These officers have held or will be holding drop in sessions over a lunchtime period to both raise awareness and report back to SA any issues/concerns students who identify with these roles have. 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, and text and among a total of 8 students who attended a recent {Jan 19th 2017} NUS Scotland event to lobby MSPs at Holyrood, where three of these officers. The eight students were lobbying MSPs for better student funding and Mental Health provision. I attended this lobbying and have to report that all these students lobbied with great articulation and confidence, which will hopefully have motivated enough MSPs to take on board all that was said, these students along with myself and NUS Scotland will continue this campaign by email to MSPs over the coming weeks.

The SA has held its first {2016-17} Student Rep Council meetings at four campuses with varying attendances; these have been written up {SA SRC1doc attached} and distributed by Head of Students Services to all Heads of Dept. Subsequently a **you said we did** {SA YSWDdoc attached} has been written up identifying issues raised/campus/resolution/responsible person/due date, and it is hoped that once completed this can be relayed back to students in March. Something that SA accepts they were not particularly successful at last academic year, as we tended to concentrate on getting issues fixed as the priority.

The SA continues to work closely with the Student Experience Team [SE] and their new co-ordinator Robin Chandler {who always provide excellent support} which is why we encouraged as many students as possible to participate in the latest Survey conducted by the SE team. Together we [SA & SE] will be looking at how to make the training of Class Reps easier and/or providing online support. At time of writing, the SA will be working with

SPARQS, and aforementioned SE team and Senior Management Team [SMT] on a Student Partnership agreement [SPA] that will reflect shared goals and ambitions that will be of benefit to all students at WCS. To this end, the SA have already put proposals forward for what they believe the Regional Outcome Agreement [ROA] should contain in order for the SA to continue as a sustainable and invaluable part of WCS.

Also at time of writing the SA are planning in late January {subject to change} a pop up banner week whereby myself and/or Vice Presidents will go around all campuses advertising what SA does, offering free wristbands and the opportunity to win at each main campus vouchers {£tbc} if they like the SA Facebook page. The purpose here is to make students more aware of what the SA does/how it represents students/officer roles/connections to NUS Scotland and most importantly to encourage students to either stand as candidates or participate by voting in the upcoming Student Elections in Late March/early April.

As Student President, I will be sending out shortly another {3rd} big email signposting recent and future SA activities. The SA will also be consulting with Students and Officers if they would like any motions written for the upcoming NUS Scotland event in March, any motions passed becoming plans of work for the following year. This is also where Elections are held for all NUS Scotland officer roles and it is hoped that WCS SA will bring a strong/full delegation to this.

The SA are as stated in last report to the Board, 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 learners, with talks with relevant staff on-going. The SA will also be looking to have meetings with Who Cares Scotland and Morven Stewart @SPARQS on ways the SA can better serve care experienced students and Apprentices.

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

[AH]

TITLE: LEARNING, TEACHING AND QUALITY COMMITTEE
Minutes of the meeting held on 7 December 2016

Action: There are no recommendations but there are a number of matters for report.

LM184 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 'Keep it Warm' campaign had been successful and had led to a reduction in the number of students failing to start at the beginning of the session.
- The College had 13,100 hours allocated to providing educational activity for school pupils, with 1412 school pupils enrolled in 115 classes covering a wide range of subjects and with school pupils coming from 3 Local Authorities in the Region plus Glasgow City Council.
- The College had received funding for Foundation Apprenticeships: [REDACTED]
- At a recent Safeguarding Forum the issue of supporting students with mental health problems was raised. This is an issue for all colleges, who are expected to provide appropriate support to students, but there is no additional funding to help with this. The Chair of the Safeguarding Forum will raise this with the Chief Executive of Colleges Scotland. The Committee agreed that this matter should also be drawn to the attention of the Board.
- SQA are re-introducing systems audits and the College will be subject to such a visit in March 2017.

LM185 Students Association Update –

- i. **Activity update** - the Committee was pleased to hear that Class Representative training had been provided to approximately 160 students so far, with further training planned, so that by the end of the calendar year (2016) over 200 students will have been trained. The feedback from this training had been very positive and had encouraged more students to consider becoming involved in Student Association activities.
- ii. **Financial Report** -the Committee received a report on the spending activity of the Students Association for the period 1 August to 15 November 2016. The Committee welcomed this report.

LM186 Framework for the Development of Strong and Effective College Students' Associations in Scotland – the Committee received this Framework which set out expectations of both the College and the Students Association. It also provided a self-evaluation tool which allowed both the Students Association and College staff to consider how they currently worked together and help identify areas for improvement. The Committee was already aware of the strength of the working relationship between the staff and the Students Association and many of the activities outlined in the framework were already in place. Further work is underway to develop those areas where improvement is required. Further reports on progress with the implementation of this Framework will be made to the Committee.

LM187 Student Satisfaction Survey Outcomes – the Committee noted the feedback obtained from the College Student Survey conducted in March/April 2016. The Committee was pleased to note that this was a positive report but did highlight a few areas where further improvements could be made, particularly in relation to IT facilities and infrastructure. This survey also contained some national questions and so allowed the College to benchmark itself against the sector for the first time.

LM190 SFC/Education Scotland New Quality Arrangements – the Committee noted that new quality arrangements had been introduced. This meant that, rather than an annual report and visit, there would be on-going engagement with Education Scotland.

LM191 Complaints Handling – the Committee noted a report of the complaints received from students during the first quarter of session 2016/17 which showed that there had been no complaints from students relating to their funding. The Committee welcomed this as it confirmed that the revised systems and processes for enrolling students were working.

LM192 Risk – the Committee agreed that, in light of the feedback obtained from the student satisfaction surveys, the provision of adequate IT facilities and infrastructure and access to them (risks 4 & 11) should continue to be captured in the risk register. A review of the risk rating and mitigating actions relating to these matters might be conducted to determine if there should be any movement on them.

Lead: Jackie Henry, Vice Chair of Learning, Teaching and Quality Committee

Status: Open

LEARNING, TEACHING AND QUALITY COMMITTEE

MINUTES: 7 December 2016

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

Attending: Stephanie Graham (Vice Principal Educational Leadership), Rose Brown (Director of Student Services and Communities), Cathy MacNab (Director of Quality, Learning and Teaching), Anne Campbell (Assistant Principal, Care and Life Sciences), Gwen McArthur (Secretary to the Committee).

Apologies: Audrey Cumberford, Jacqueline Henry, Alison Mitchell, Keith McKellar.

LM181 DECLARATION OF INTERESTS

None

LM182 MINUTES

The minutes of the meeting held on 12 October 2016 were approved.

LM183 ACTIONS FROM THE MINUTES

The Committee noted the actions from the minutes and particularly the following:

.1 Dedicated E-Assessment Centres (LM165.1)

It was noted that the Senior Management Team (SMT) had allocated funding towards the establishment of these centres over the next 12 – 18 months. The Committee would be kept informed of progress. **[Action: SG]**

.2 Committee Remit (LM166) – it was noted that the Board had approved the revised remit for the Committee.

.3 One Plus Activity (LM173) – it was noted that the College Executive had met with staff from the Scottish Funding Council (SFC) the previous day. The matter of 'One Plus' activity was discussed, amongst other matters. The SFC team had indicated that they would consider the College's proposals regarding the level of this activity in the future. While the College would have to reduce its 'One Plus' offering this year there might be an opportunity to revisit this in the future. The Committee would be kept informed of developments. **[Action: SG]**

.4 College Leaver Destinations (LM178) – it was noted that the information specific to the College in relation to session 2014/15 had recently been received from the SFC. Some time would be required to fully analyse this information. The 2015/16 college leaver destination collection would take

place during January/February 2017 and an update would be provided at the next meeting. **[Action: CM]**

- .5 Hardship and Discretionary Payments (LM108)** – it was noted that one action relating to hardship and discretionary payments made to students had been on the action list for some time now. This matter had been addressed through the improvements made to the student enrolment process and feedback provided from students indicated that there were no issues this year. The Student President indicated that he would be holding Student Representative Council (SRC) meetings later this week and if any issues were raised he would feed this information back. The Committee **agreed** that if any issues were raised it would consider this matter again, otherwise this could be removed from the action list. **[Action: SG]**

LM184 UPDATE FROM VICE PRINCIPAL EDUCATIONAL LEADERSHIP (LM167)

.1 Activity Update

Stephanie Graham, Vice Principal Educational Leadership, provided a report to the Committee on a range of activities, including the following:

- The Committee was pleased to note that the Student Journey project and the 'Keep it Warm' campaign had led to a reduction in the number of students failing to start at the beginning of the session, this having fallen from 7.2% in 2015 to 4.6% in 2016. The Committee welcomed this information and noted that a further report on retention and on student numbers would be brought to the next meeting. **[Action: SG]**
- The curriculum planning and review activity was now underway within the College. The Vice Principal tabled a paper which showed the scoring awarded by each subject area in 2015 and in 2016. This comparative information was very helpful and showed improvements had been made in all areas. In particular, closer engagement with employers had led to a range of improvements. However, access to appropriate IT facilities was still an issue which would require further action within the College. The Committee welcomed this information.

.2 Student Services and Communities

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

- The College had 13,100 hours allocated to providing educational activity for school pupils, with 1412 school pupils enrolled in 115 classes. The classes covered a wide range of subjects and the school pupils involved were from each of the 3 Local authorities in the Region plus Glasgow City Council.
- The College had successfully bid for funding for Foundation Apprenticeships, [REDACTED]

- The partnership agreement with Skills Development Scotland was currently being refreshed. Some of the key areas for improvement were identified as being the sharing of key management data and individual careers advice provision.
- Morton Football Club had approached the College regarding areas of potential collaboration, particularly in their youth development programmes.
- The Chaplaincy now had 18 members who could provide support and assistance to students. 11 were members of College staff with others being external volunteers. This meant that there was now a Chaplaincy team on each Campus.
- At a recent Safeguarding Forum meeting the main issue raised had been dealing with students who had mental health problems. This was an issue for all colleges across the sector with colleges being expected to provide appropriate support to students. However, there was no additional funding available to the colleges to help them meet this additional duty. The Chair of the Safeguarding Forum would raise this matter with the Chief Executive of Colleges Scotland. The Committee wished to draw this matter to the attention of the Board. **[Action: MH]**
- The recent European Curling Championships had been held at Braehead Arena and a team of students from West College Scotland had provided assistance to marketing and broadcast teams who had been covering this event. The Chair reported that the Head of TV Services had indicated that the students from this College had been the best students there. The Committee welcomed this information.

.3 Quality, Learning and Teaching

Cathy MacNab, Director of Quality, Learning and Teaching, provided a report on the following:

- There were a number of SFC initiatives relating to quality assurance that would impact on the College. One of these was the need for digital evidence for summative assessment.
- The changes to the national qualifications, particularly National 5 and Highers, would impact on how the College delivered these. Further consideration needed to be given to this matter to decide the best course of action for the College.
- Each Teaching team within the College had information on the quality of their provision which was now under consideration to identify where improvements could be made.
- It was the aim to build capacity in-house to meet invigilation requirements.
- SQA were re-introducing systems audits and the College would be subject to such a visit in March 2017.

- The latest student survey had just closed and a report on feedback would be brought to the next meeting. **[Action: CM]**

LM185 STUDENTS ASSOCIATION UPDATE (LM168)

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

.1 Activity Report

The Committee noted the following:

- In addition to the President and 3 part-time Vice Presidents, a number of Executive Officer roles had also been filled. Training and support for each of these office holders was in place.
- Class Representative training had been provided to approximately 160 students so far, with further training planned, so that over 200 will have been trained by the end of the calendar year. The feedback from this training had been very positive with more students expressing an interest in becoming involved in the activities of the Association and considering standing for office of President or Vice President.

The Committee welcomed this information.

.2 Financial Report

The Committee noted a report on the spending activity of the Students Association for the period 1 August to 15 November 2016. In particular the Committee noted that some funding had been used to raise the visibility of the Association, e.g. by the provision of uniforms for the President and Officers of the Association. Funding had also been provided to help students who were in hardship and for others to assist meet travel costs for those students who were members of national sports teams. The Committee welcomed this information.

LM186 FRAMEWORK FOR THE DEVELOPMENT OF STRONG AND EFFECTIVE COLLEGE STUDENTS' ASSOCIATIONS IN SCOTLAND

The Committee noted the Framework for the Development of Strong and Effective College Students' Associations in Scotland that had been developed by NUS Scotland, SFC, the Scottish Government and the College sector. This framework set out what a Students' Association should look like, the activities it should undertake and the partnership it should develop with the college. Prior to regionalisation some colleges did not have a Students Association so this Framework had been developed to help ensure that Associations were put in place and offered guidance on how they should operate. The Committee was aware that the Students' Association at West College Scotland already worked closely with the staff, particularly those in the Student Services Team. This Framework set out expectations and provided a self-evaluation tool which allowed the Association and the staff to

consider how they currently worked together and identify areas for improvement.

In discussion the Committee welcomed the strength of the working relationship that had been developed between the Students Association and the staff of the College and that many of the activities outlined in the framework were already in place. Further work was underway to develop those areas where improvement was required. However, this activity required funding to support it, not just now but also into the future. In particular, training was considered to be key to the future success of the Association. The range of responsibilities and expectations placed on the Student President and Vice Presidents was such that training was now essential if they were to be able to fulfil these roles. The Committee supported this view. A report on progress with the implementation of the Framework would be brought to a future meeting for consideration.

[Action: RB; AH]

LM187 STUDENT SATISFACTION SURVEY OUTCOMES (LM165.2)

The Committee noted the feedback obtained from the College Student Survey conducted in March/April 2016. This survey contained some national questions, so this would allow the College to benchmark itself against the sector for these areas. This was the first time that such benchmarking could be conducted and it was also the first time that this feedback would be contained in the Regional Outcome Agreement. The Committee welcomed this report on student feedback, which was positive but did highlight a few areas where further improvements could be made, particularly in relation to IT facilities and infrastructure.

The Committee also received a snapshot survey of Student Experience for the first few weeks of session 2016/17.

The Committee welcomed these reports and the feedback they provided.

LM188 REGIONAL OUTCOME AGREEMENT (LM174)

The Committee noted the Self-Assessment Report on the Regional Outcome Agreement 2015/16 which had been submitted to SFC at the end of October. Initial feedback from SFC had been positive.

The College was now preparing the next edition of the Regional Outcome Agreement (ROA) which was for the period 2017/18 – 2019/20. A first draft had been developed and would be submitted to SFC before the end of December 2016. However, it was difficult to set targets when the College did not know its funding for the following year. SFC had identified the main information it would wish to see contained in the ROA and the College had addressed these as best it could at this stage. One priority area was access. The College was located in an area with high levels of multi-deprivation and

the SFC had indicated that it wished the College to increase the proportion of credits it delivered to such students. While the College was keen to do this, it would not be without its challenges, particularly as there were difficulties around retention and outcomes for such students. Targets had been set for this activity and the College would now be working towards meeting these.

Gender balance was another area that SFC had prioritised, so that for subject areas that had traditionally been biased towards one gender, the College would be taking steps to try and address this. Performance Indicators also need to be reviewed, particularly in achieving an improvement in full-time HE outcomes and part-time FE.

The Committee welcomed the first draft of the ROA and noted that it would receive the full ROA at its next meeting prior to finalisation at the Board and then submission to the SFC by the end of March. **[Action: SG]**

LM189 WEST COLLEGE SCOTLAND ARTICULATION

The Committee noted information provided on the number of West College Scotland students progressing to University for the period 2009/10 to 2014/15. Information on those articulating into degree courses, i.e. entering University courses with advanced standing, was also noted.

LM190 SFC/EDUCATION SCOTLAND NEW QUALITY ARRANGEMENTS (LM175)

The Committee noted the evaluative framework, "How good is our College", that had been developed to support the new SFC/Education Scotland Quality Arrangements for the sector. This would consider not just the quality of the education being delivered but the processes and services in place to support these, e.g. it would explore the relationship between the Board and students, and the provision of support services to students, and what impact these had on the overall learning experience of students. Further guidance documents were being produced which would be brought to the Committee at its next meeting. **[Action: CM]**

The Committee also noted that, rather than an annual report and visit, there would be on-going engagement between the College and Education Scotland. The College would submit an improvement plan to Education Scotland which would form the basis of the future continuing engagement. The Committee would receive this improvement plan once it was prepared. **[Action: CM]**

LM191 COMPLAINTS HANDLING ANNUAL REPORT 2015/16 (LM177)

The Committee noted a summary of the complaints received from students for the first quarter of session 2016/17 which was tabled at the meeting. The Committee was pleased to note that there had been no complaints received from students this quarter relating to their funding. This would be highlighted to the Board as it proved that the revised systems and processes for enrolling students were now working. **[Action: MH]**

The Committee welcomed this report.

LM192 RISK (LM179)

The Committee **agreed** that, in light of the feedback obtained from the student satisfaction surveys (see LM187 above), the provision of adequate IT facilities and infrastructure and access to them (risks 4 & 11) should continue to be captured in the risk register. A review of the risk rating and mitigating actions relating to these matters might be conducted to determine if there should be any movement on them. **[Action: SG]**

LM193 NEXT MEETING

Wednesday 1 March 2017 at 4.00 p.m. at the Clydebank Campus.

GMcA/19.12.16/Final

TITLE: AUDIT COMMITTEE
Report from meeting held on 12 December 2016

Action: The minutes of the meeting held on 12 December 2016 are attached for information. There is 1 recommendation and a number of items for report.

1 Recommendation

AM225 Remit – the Committee

RECOMMENDS to the Board that its remit be amended as follows:

i. Under the heading 2. Membership

The first paragraph should read:

‘Four members, at least two of whom shall be members of the Board of Management, one of whom will Chair. The Chair of the Committee shall be a member of the Board of Management.’

ii. Under the heading 4. Quorum

This should read as follows:

‘A quorum will be two members of the Committee, one of whom must be a member of the Board of Management.’

The revised remit is attached at Annex 1.

2 Matters for Report

AM226 Internal Audit Progress Report – the Committee was satisfied with the progress report and approved the Internal Audit Plan for the next quarter.

Internal Audit Reports – the Committee considered 3 Internal Audit Reports:

AM227 Lean Review of Student Recruitment

AM228 Whistleblowing

AM229 Alternative Income

Each of these reports will be passed to the appropriate Committee for information.

AM232 Strategic Risk Register – the Committee agreed the revised Strategic Risk Register which is circulated to the Board as Paper 14.

Lead: John McMillan, Chair of the Audit Committee

Status: Open

AUDIT COMMITTEE

MINUTES: 12 December 2016

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

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

Attending by

invitation: Chris Brown, James Thomson and Claire Stevenson, Scott-Moncrieff, Internal Auditors.

Apologies: Andrew Hetherington, Audrey Cumberford.

AM221 WELCOME

The Chair welcomed James Thomson and Claire Stevenson from Scott-Moncrieff, Internal Auditors, to the meeting.

AM222 DECLARATION OF INTERESTS

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

AM223 MINUTES

The minutes of the meeting held on 6 October 2016 were approved, subject to the following amendments:

i. **AM202.2 Membership and Dates of Meetings**

The date in the second sentence should read: 25 May **2017**.

ii. **AM214 2015/16 Accounts Direction for Scotland's Colleges and Universities**

The first sentence of the second paragraph

Delete: 'minor audits'

Insert: 'other audits'.

AM224 ACTIONS FROM THE MINUTES

The Committee noted a report on the actions taken since the last meeting and particularly the following:

- .1 **Audit Scotland Report on Scotland's Colleges 2016 (AM204)** – it was **agreed** that information on the publication scheme for Board and

Committee papers should be brought to the Committee at its meeting in May 2017. **[Action: GMcA]**

- .2 Internal Audit Report: Review of Operational Planning (AM207; CDM81)** – it was noted that the Corporate Development Committee had considered this report at its meeting on 25 October 2016 and had agreed that an update on progress would be provided to the Audit Committee meeting in May 2017. **[Action: GMcA]**

It was also noted that the actions from this report had been incorporated into the Rolling Audit Action Plan and was included in the Internal Audit Plan for 2017/18.

- .3 Internal Audit Report: Review of IT Strategy (AM208; FPM105.1)** – it was noted that the Finance and General Purposes Committee had discussed this report and had been of the view that the report was too operational in its approach and that a higher level report would have been more helpful. The recommendations in the report were included in the Rolling Audit Action Plan which would provide an update on progress to a future meeting.

AM225 REMIT, MEMBERSHIP AND DATES OF MEETINGS (BM316.2; AM202)

It was noted that the Board had approved the proposed amendments to its remit. However, the Committee considered some further minor amendments to its remit and membership. The Committee **RECOMMENDS** to the Board that its remit and membership be further amended as follows:

- iii. Under the heading 2. Membership

The first paragraph should read:

‘Four members, at least two of whom shall be members of the Board of Management, one of whom will Chair. The Chair of the Committee shall be a member of the Board of Management.’

- iv. Under the heading 4. Quorum

This should read as follows:

‘A quorum will be two members of the Committee, one of whom must be a member of the Board of Management.’

The revised remit is attached at Annex 1.

AM226 INTERNAL AUDIT PROGRESS REPORT (AM206)

The Committee was pleased to note the progress report from the Internal Auditors for the first quarter 2016/17. It was noted that the work on Workforce Planning would be brought forward to start in 2016/17 as this was now considered a higher priority by the College.

This would be a significant project and would take time which meant that some other reports would move into 2017/18. The Committee welcomed this report and **approved** the Internal Audit plan for the next quarter.

AM227 INTERNAL AUDIT REPORT: LEAN REVIEW OF STUDENT RECRUITMENT

The Committee noted the Internal Audit Report on the Lean Review of Student Recruitment. It was noted that this report was different in nature and provided recommendations for improvement rather than providing an assurance. However, the recommendations contained in the report would be included in the Rolling Audit Action Plan for follow-up. It was noted that all the recommendations contained in this report had been accepted by the Management and were being progressed.

The Committee welcomed this report and **agreed** that the Learning, Teaching and Quality Committee consider this report at its next meeting. **[Action: GMcA]**

AM228 INTERNAL AUDIT REPORT: WHISTLEBLOWING

The Committee noted the Internal Audit Report: Whistleblowing. The Internal Auditors findings confirmed that the College policy and processes were consistent with best practice and also identified some improvements that could be made. It was noted that the whistleblowing policy and procedures would be reviewed and brought back to the Committee at its next meeting for consideration. **[Action: DG]**

The Committee welcomed this report and **agreed** that the Organisational Development and HR Committee consider this report at its next meeting. **[Action: GMcA]**

AM229 INTERNAL AUDIT REPORT: ALTERNATIVE INCOME

The Committee noted the Internal Audit Report: Alternative Income. This report confirmed that the College had undertaken a significant amount of work in this area, including the setting of targets and operational plans identifying how the targets could be achieved. The Business and Enterprise team regularly reviewed these plans with the staff involved to ensure that the targets could be achieved, and provided regular updates on progress to the Corporate Development Committee. The team were ambitious in this area and the targets set were stretch targets. The Internal Audit report confirmed that there were good processes and controls in place and put forward recommendations for improvement. It was noted that the Management had accepted these recommendations and were in the process of making improvements.

The Committee welcomed this report and **agreed** that the Corporate Development Committee consider this report at its next meeting.

[Action: GMcA]

AM230 ROLLING AUDIT ACTION PLAN (AM210)

The Committee noted the updated Rolling Audit Action Plan 2016/17. In light of the information presented the Committee **agreed** the following actions:

- i. 6 recommendations from prior years be removed as these were now complete;
- ii. 3 low level recommendations be added;
- iii. 4 recommendations previously made be carried forward into 2016/17 for action;
- iv. an extension of time be granted to 4 recommendations;
- v. an extension to the expected completion date for 4 recommendations be approved

all as identified in the paper presented to the Committee. **[Action: AR]**

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

AM231 COLLEGE GOVERNANCE (BM308; AM216)

The Committee noted that, at its meeting on 5 December 2016, the Board had approved the timetable and activities for the governance effectiveness review. The Committee noted this timetable and also a paper that provided a comparison of how the College measured up to the revised Code of Good Governance which had been prepared by the Board Secretary. The Committee welcomed this information and would be kept informed of progress.

[Action: GMcA]

AM232 STRATEGIC RISK REGISTER (AM217)

The Committee considered the Strategic Risk Register and the feedback that had been obtained from the Board, its Committees and the Senior Management Team (SMT). In discussion the following points were raised:

- a few adjustments had been made to the Risk Management Strategy 2014-2017, including making clear that the SMT considered the Operational Risk Register and ensured that it aligned with the Strategic Risk Register;
- it had been queried if there were too many risks identified in the Strategic Risk Register. The SMT was of the view that this reflected the current position and no change should be made;

- it had been queried if any of the risks could be combined. The SMT was of the view that this should not be done as the current style of presentation highlighted the risks facing the College;
- if the risk rating didn't change after mitigating action was taken, then the Board was of the view that this matter should be brought to the Board for consideration;
- the SFC had raised some matters relating to student targets (specifically relating to 'One Plus' and Distance Learning activity) which meant that the College would have to reconsider the risk associated with these and the mitigating actions that might be required in the future;
- risks raised by the Remuneration Committee were noted;
- risks raised by the Nominations Committee were noted. The Committee was of the view that these would be addressed through the governance review. However, it was considered that this might not be a strategic risk as it appeared to focus on the process involved. If it was deemed to be a strategic risk then the Board should be asked to consider how to capture this and what mitigating actions should be taken.

The Committee was pleased to note that consideration of risk was becoming embedded in the various College processes, as demonstrated by the feedback from the Board, committees and SMT. This would now be taken to the next level, e.g. Heads of Sectors, so that consideration of the Operational Risks would become embedded throughout the College and feed into the Strategic Risk Register. The Committee was aware that the environment in which the College operated was changing and this would cause movement in the Strategic Risk Register as each matter was assessed.

The Committee welcomed this information and **agreed** that the revised Strategic Risk Register be **approved**.

AM233 REGISTER OF INTERESTS FOR BOARD MEMBERS (AM218)

The Committee noted the updated register of interests for Board members.

AM234 SCHEDULE OF BUSINESS 2016/17

The Committee noted its Schedule of Business 2016/17.

AM235 NEXT MEETINGS

The next meeting would be on Thursday 9 March 2017 at 4.00 pm on the Paisley Campus.

The following meeting would be held on Thursday 25 May 2017 at 4.00 p.m. at the Greenock Campus. This would be preceded by a tour of the Greenock Campus at 3.00 p.m.

GMCA/19.12.16/Final

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. **The Chair of the Committee shall be a member of the Board of Management.**

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, **one of whom must be a member of the Board.**

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 12.12.16

TITLE: **NOMINATIONS COMMITTEE**
Minutes of the meeting held on 13 December 2016

Background: The minutes from the meeting of 13 December 2016 are attached. There were a number of recommendations emerging from this meeting which have been circulated to the Board via email and approved.
These recommendations relate to the appointment of the Vice Chair of the Board and appointments to some Committees. The Board may wish to note that the following appointments have been approved with effect from 1 January 2017:

Vice Chair – Jacqueline Henry

Interim Chair of Remuneration Committee – Mark Newlands

Organisational Development and HR Committee

Chair – Lyndsay Lauder

Member – Linda Johnston

Finance and General Purposes Committee

Member – John Leburn.

Action: The Board is invited to note this information.

Lead: Keith McKellar, Chair, Board of Management

Status: Open

WEST COLLEGE SCOTLAND

NOMINATIONS COMMITTEE

MINUTE: 13 December 2016

Present: Keith McKellar (in the Chair)
Nick Allan, Mike Haggerty, Andrew Hunter, John McMillan, Alison Mitchell,
Mark Newlands.

Attending: Gwen McArthur, Secretary to the Committee.

Apologies: Maggie McManus, Joyce White.

NM50 DECLARATION OF INTERESTS

None.

NM51 MINUTES

The minutes of the meeting held on 23 August 2016 were approved.

NM52 ACTIONS FROM THE MINUTES

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

- .1 **Leave of Absence Policy (NM45)** – a policy for leave of absence for Board members was being developed. This would be brought to the next meeting for consideration. **[Action: GMcA]**

NM53 COMMITTEE REMIT (NM41)

The Committee noted its remit.

NM54 ANNUAL REVIEW OF BOARD AND COMMITTEE MEMBERS

- .1 **Annual Review of the Chair of the Board of Management**

The Committee noted that the Vice Chair (M McManus) and the Senior Independent Member (J McMillan) had met with the Chair of the Board for his annual review. This meeting had been very positive.

- .2 **Annual Reviews of Board Members**

The Chair confirmed that he would be starting the annual review process again soon and would be in touch with Board members to agree dates for these meetings. The Committee **agreed** that the Annual Review form that

was used in 2016 should be used again in 2017 as it had proved to be helpful to the process and user friendly. **[Action: GMcA]**

NM55 MEMBERSHIP OF BOARD AND COMMITTEES: SUCCESSION PLANNING (BM314; NM44)

The Committee was pleased to note that the Board of Management and also the Scottish Ministers had approved the re-appointment of 3 Board members (M Haggerty, A Hetherington and J McMillan) and the appointment of 2 new members (L Johnston and J Leburn) to the Board of Management. The Committee noted the c.v.'s of the 2 new Board members and also that they would join the Board with effect from 1 January 2017 for a period of 4 years.

.1 ODHR and FGP Committees

The Committee was aware that, following the departure of M McManus, there would be vacancies arising in the membership of the Organisational Development and HR Committee and in the Finance and General Purposes Committee which would also allow some scope for movement for the current members. In considering the membership of these Committees, the skills, experience and expertise of the new and the continuing members were taken into account. The Committee

RECOMMENDS to the Board that the following appointments be approved, all with effect from 1 January 2017:

- i. Lyndsay Lauder be appointed Chair of the Organisational Development and HR Committee;
- ii. Linda Johnston join the membership of the Organisational Development and HR Committee;
- iii. John Leburn join the membership of the Finance and General Purposes Committee.

.2 Remuneration Committee

The Committee spent some time considering the appointment of the Chair of the Remuneration Committee. There were a number of challenges facing this Committee, not least of which was the impact of National Bargaining and the increasing scrutiny of the operation of remuneration committees across the sector. The Committee was of the view that it would be useful to have one of the current members of the Remuneration Committee to chair this committee, at least in the interim, as they would be aware of the challenges facing remuneration committees, particularly in the public sector, and the discussions that had already taken place at the recent meetings. This would provide some continuity. In light of this discussion the Committee

RECOMMENDS to the Board that Mark Newlands be appointed interim Chair of the Remuneration Committee with effect from 1 January 2017. This would be reviewed by the Nominations Committee later in the year.

The Committee further **agreed** that, in light of the timing of these appointments, these proposals would be circulated via email to the Board of Management who would be asked to respond by 19 December 2016.

[Action: GMcA]

Secretary's Note: the above proposals were circulated to all Board members and were approved.

NM56 VICE CHAIR OF THE BOARD OF MANAGEMENT

The Committee noted that the Vice Chair position would become vacant following the departure of M McManus. The Vice Chair was a key appointment and provided assistance and advice to the Chair and worked with him and the Senior Independent Member when dealing with particularly challenging matters. The Committee was aware that the Vice Chair needed to be someone with relevant experience and expertise. The Committee supported a nomination from the Chair and

RECOMMENDS to the Board that Jacqueline Henry be appointed Vice Chair of the Board of Management with effect from 1 January 2017.

Secretary's Note: the above proposal was also circulated to all Board members and was approved.

NM57 RISK (NM48)

The Committee had no further risks to raise at this time.

NM58 GENDER SPLIT ON BOARDS

The Chair informed the Committee that all colleges had been asked to sign up to the Scottish Government's aim of achieving a 50:50 gender split on Boards by 2020. This was voluntary at present but all public sector organisations were being encouraged to sign up to this now. The Chair also informed the Committee that the Scottish Minister, when approving the recent appointments to the Board, had taken the opportunity to remind the Chair of the need to meet this aim. However, this would be difficult to achieve as the Board did not control all the appointments to Board membership. The Chair was appointed by the Scottish Ministers, the Principal was appointed to office and held the Board appointment *ex officio*, staff elected two members to the Board, and the students nominated two members to the Board. The Board, therefore, only had control over 12 out of the 18 appointments. The Committee was of the view that this matter should

be explored further with the Scottish Government to clarify what they were aiming for.

It was also noted in discussion that it was not easy to attract suitable individuals who met the specific criteria for Board appointments and also met the diversity requirements. It was acknowledged that there was a steep learning curve for people who did not have previous Board experience which might be off-putting to some. For such individuals it might prove helpful to co-opt them to a committee first and then consider their appointment to the Board. The Committee was aware that this option was open to them.

GMcA/20.12.16/Final

TITLE: **CORPORATE DEVELOPMENT COMMITTEE**
Minutes of the meeting held on 13 December 2016

Action: The minutes of the meeting held on 13 December 2016 are attached. There are no recommendations but there are matters for information.

CDM87 Virtual Reality Demonstration

The members and Attending Officers of the Committee took part in a demonstration of a Virtual Reality (VR) facility being developed in the College. The Committee was impressed by this facility and fully supported its further development.

CDM92 Internal Communications Update

The Committee noted that the CAP site had been refreshed in light of the feedback received and had been re-launched.

CDM96 Developing an International Strategy

The Committee noted the International Strategy Framework and associated Action Plan which was currently being developed within the College. The Committee welcomed and supported this and would bring the International Strategy Framework and Action Plan to a future Board meeting for consideration and approval.

CDM97 Commercial Income Update

The Committee noted the alternative income update for the period 1 August – 30 November 2016. [REDACTED]

Lead: Mark Newlands, Chair, Corporate Development Committee

Status: Open, except for CDM96 & 97 which are restricted under the Freedom of Information Act as they are commercially sensitive matters

CORPORATE DEVELOPMENT COMMITTEE

MINUTES: 13 December 2016

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

Attending: John McMillan (Board member), 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), Gwen McArthur (Secretary to the Committee).

Apologies: Audrey Cumberland, Jenifer Johnston, Keith McKellar.

CDM87 VIRTUAL REALITY DEMONSTRATION (CDM80)

The members and Attending Officers of the Committee took part in a demonstration of a Virtual Reality (VR) facility being developed in the College. David Renton, Curriculum Quality Leader Computing, was working with the Technology and Innovation Team to enhance and develop this technology within the College. The Committee was impressed by this development and fully supported the staff to develop this further.

CDM88 WELCOME

The Chair welcomed the members and attending officers to the meeting and particularly John McMillan, Board member, who was attending this meeting.

CDM89 DECLARATION OF INTERESTS

There were no declarations of interest.

CDM90 MINUTES

The minutes of the meeting held on 25 October 2016 were approved.

CDM91 ACTIONS FROM THE MINUTES

The Committee noted the actions from the last meeting and particularly the following:

- .1 **Remit (CDM78)** – it was noted that the Board had approved the changes to the Committee's remit.
- .2 **Internal Audit Report: Review of Operational Planning (CDM81)** – it was noted that the Audit Committee had discussed this matter at its meeting the previous day and would expect to receive a progress report from the Committee at its meeting in May 2017. **[Action: LC]**

- .3 Commercial Income Update (CDM86)** – it was **agreed** that this would be a standing item on the agenda and so could be removed from the Action List.
[Action: GMcA]

- .4 Commercial Group Review of Impact of ONS (CDM65)** – it was noted that this matter was still being considered by the commercial group established by the college sector to explore the impact of ONS on the sector. The outcomes from this group were not available yet, but would be brought to the Committee once ready.
[Action: SR]

The Vice Principal Corporate Development reported that the College Executive had met with representatives from the Scottish Funding Council (SFC) the previous week to discuss a range of matters. The impact of the move to ONS had been one matter raised at this meeting.

CDM92 INTERNAL COMMUNICATIONS UPDATE (CDM52)

The Director of Communications, Policy and Planning provided the Committee with an update on progress made with internal communications.

- .1 Westworld** - the Director tabled the latest edition of 'Westworld', the in-house publication. The format of this had changed slightly in light of feedback from staff and further changes were being introduced. It was hoped that these changes would encourage more staff to become engaged with this publication and to contribute to it. The Committee welcomed this publication.
- .2 CAP (Collective Ambition Programme)** – it was noted that the CAP site had been refreshed and re-launched the previous week. There had been some changes to the branding of this site - the logo had been altered and references to the 'Fourth Way' had been dropped. Further changes would be made during the next phase of this project with the introduction of a blog section and business improvement ideas. It was hoped that the second phase changes could be made early in the new year. The Committee welcomed and supported these changes.

CDM93 AUDIT SCOTLAND REPORT: SCOTLAND'S COLLEGES 2016 (CDM83)

The Committee noted the Audit Scotland Report: Scotland's Colleges 2016. There were three main recommendations for colleges contained within the report, but none of these impacted directly on the work of this Committee. The other Board Committees had also considered this report and where the recommendations fell within that Committee's remit action would be taken as appropriate. The Committee considered that, over time, some of the thematic issues raised in this report might impact on this Committee in which case it would return to these matters at the appropriate time.

CDM94 RISK (CDM82)

It was noted that the Strategic Risk Register had been considered at the Audit Committee meeting the previous day. The points raised by the Committee at its last meeting had been included within the revised Strategic Risk Register. The revised risk register would be considered by the Board at its meeting in January and by this Committee at its next meeting. The Committee had no further points to raise at this time.

CDM95 NEXT MEETING

Tuesday 21 February 2017 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.

CDM96 DEVELOPING AN INTERNATIONAL STRATEGY (CDM85, 71)

The Committee noted the International Strategy Framework and associated Action Plan which was being developed within the College [REDACTED]

[REDACTED] The Committee welcomed this Framework and Action Plan and supported the key aims and priorities of this strategy [REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

The Committee welcomed and supported the development of the International Strategy Framework and Action Plan and looked forward to reviewing future developments as the plan progressed with a view to bringing the Strategy Framework and Action Plan to the Board in the future. **[Action: SR]**

CDM97 COMMERCIAL INCOME UPDATE (CDM86, 73)

The Committee noted the alternative Income update for the period 1 August to 30 November 2016. [REDACTED]

[REDACTED]

[REDACTED]

TITLE: CONSIDERATION OF STRATEGIC RISK REGISTER

Background: Under the Corporate Governance Code the Board of Management is tasked with setting the College's risk appetite and ensuring that the framework of governance, risk management and control are in place to manage risk within this.

This paper is designed to assist in fulfilling the above remit by:

- Presenting to the Board of Management the considerations of the Audit Committee and other Board sub-Committees and the College Senior Management Team regarding the Strategic Risk Register; and
- Providing a summary of other assurances provided by the internal or external auditors regarding the adequacy of the management of risk.

Action: The Board of Management is requested to review the Strategic Risk Register and assess:

- 1) Whether they are content with the risks included in the register;
- 2) The rating both pre and post mitigation appear to be correct;
- 3) Whether any of the risks should be considered for removal; and
- 4) Whether any new risks should be considered for inclusion.

Lead: Alan Ritchie, Director of Finance and Estates

Status: Open

1. Risk Management Strategy

- 1.1 The West College Scotland Risk Management Strategy was approved by Board of Management in October 2015. The Strategy covers the period 2014-17 and was reviewed by the Audit Committee in December 2016. A number of minor amendments to the Strategy were approved by the Committee mainly to take account of revised risk management practices.
- 1.2 The approach of the Strategy requires that it is owned and led by the Board of Management and aims to ensure the Strategic Risk Register will be updated through consideration by all Board sub-committees, with the Senior Management Team having responsibility for the implementation and co-ordination of risk management and the ongoing review of risks and mitigations.

2. Considerations of Board Sub-Committees and Senior Management Team

- 2.1 In reviewing the Strategic Risk Register the Senior Management Team took into account feedback from the recent cycle of Board sub-Committee meetings and made a number of proposals to the Audit Committee for consideration.
- 2.2 Noted below is the minute of the considerations of the Audit Committee in arriving at the attached Strategic Risk Register:

AM232 STRATEGIC RISK REGISTER (AM217)

The Committee considered the Strategic Risk Register and the feedback that had been obtained from the Board, its Committees and the Senior Management Team (SMT). In discussion the following points were raised:

- a few adjustments had been made to the Risk Management Strategy 2014-2017, including making clear that the SMT considered the Operational Risk Register and ensured that it aligned with the Strategic Risk Register;
- it had been queried if there were too many risks identified in the Strategic Risk Register. The SMT was of the view that this reflected the current position and no change should be made;
- it had been queried if any of the risks could be combined. The SMT was of the view that this should not be done as the current style of presentation highlighted the risks facing the College;
- if the risk rating didn't change after mitigating action was taken, then the Committee was of the view that this matter should be brought to the Board for consideration;

- the SFC had raised some matters relating to student targets (specifically relating to 'One Plus' and Distance Learning activity) which meant that the College would have to reconsider the risk associated with these and the mitigating actions that might be required in the future;
- risks raised by the Remuneration Committee were noted;
- risks raised by the Nominations Committee were noted. The Committee was of the view that these would be addressed through the governance review. However, it was considered that this might not be a strategic risk as it appeared to focus on the process involved. If it was deemed to be a strategic risk then the Board should be asked to consider how to capture this and what mitigating actions should be taken.

The Committee was pleased to note that consideration of risk was becoming embedded in the various College processes, as demonstrated by the feedback from the Board, committees and SMT. This would now be taken to the next level, e.g. Heads of Sectors, so that consideration of the Operational Risks would become embedded throughout the College and feed into the Strategic Risk Register. The Committee was aware that the environment in which the College operated was changing and this would cause movement in the Strategic Risk Register as each matter was assessed.

The Committee welcomed this information and **agreed** that the revised Strategic Risk Register be **approved**.

- 2.3 A copy of the revised Strategic Risk Register is attached for consideration by the Board of Management.

3. West College Scotland Risk Management - Further Assurance

- 3.1 In line with the College Risk Management Strategy, risk management training has been arranged for the next level of management within the College for January 2017. This will build on the Board and Senior Management Training undertaken during 2016. It is intended that this training will be based around the requirement that Departments consider risk as part of their operational planning and review process. The training will be externally facilitated and will enable participants to gain an understanding of how operational risks are identified, quantified and mitigated.

- 3.2 The external auditors reviewed the College's Statement of Corporate Governance as included within the 2015-16 financial statements. Whilst they do not express an opinion on this statement, the auditors are required to report where a statement does not comply with the requirements of SORP or other guidance, or if it is misleading or inconsistent with other information of which they are aware. The external auditors issued an unqualified opinion on the College Financial Statements for the year ended 31 July 2016 and found no reportable instances.
- 3.3 The internal auditor's annual report concluded that "*...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.*"
- 3.4 The opinions expressed in the External and Internal Auditors annual reports therefore provide a level of assurance that the College is operating with adequate control systems in the area of risk management.

4. Conclusion

- 4.1 Based on the risk reviews undertaken by a number of Committees and the review carried out by the Audit Committee, the Board of Management is invited to consider the updated Strategic Risk Register.

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 full engagement with SFC which has resulted in an additional £0.9m of estate funding being secured for 2016/17 2) Participation in SFC/sector Capital working group 3) Business case for Greenock campus 4) Approval of business case for future Paisley development	4	4	16	VP Operations
2	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
3	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

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	3, 11	Impact and outcomes of National Pay Bargaining for both teaching and support staff	6	3	18	<ul style="list-style-type: none"> 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 meet 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) Industrial action is currently suspended whilst negotiations are ongoing / action short of strike action is continuing. 	6	2	12	Principal
5	1, 3, 5, 6	Unable to meet student targets leading to a failure to deliver stated Regional Outcome Agreement objectives	5	3	15	<ul style="list-style-type: none"> 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. 4) Continued positive engagement with SFC to resolve issues identified 	4	3	12	VP Educational Leadership
6	2, 11	Inadequate business continuity / contingency planning	3	4	12	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

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	
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
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 (CMAP) 2) Resourcing of support staff structures reviewed on an ongoing basis by Executive Management Team to ensure alignment with operational and strategic priorities 3) Itrent HR and Payroll software developed to provide staff data and reports 4) Professional Development Policies are aligned to strategic priorities 5) Roll out of CPD review process now underway and supports succession planning, leadership development and assists in mitigating the impact of the loss of key staff 6) Internal audit to review workforce planning as part of 2016/17 audit plan	3	3	9	VP Operations
10	1,2,3,11	Failure to invest sufficient resource (financial / staff) into delivery of Carbon Management Plan resulting in negative publicity for College.	3	3	9	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 Sustainability Group involving staff and students representatives 5) CMP Plan and targets will be kept under review and revised should further funding become available 6) Funding allocated to allow CMP to be embedded and implemented	2	3	6	VP Operations
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 6) Annual financial target is agreed and closely monitored by the Corporate Development Committee	3	2	6	VP Corporate Development

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	
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
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 5) Continued engagement with Students Association on curriculum matters including student feedback sessions	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 for 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

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
	Negligible 1	Marginal 2	Critical 3	Catastrophic 4

TITLE: MEMBERSHIP, 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 and the Committees – 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

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

Jacqueline Henry

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

Andrew Hetherington

Jenifer Johnston

Linda Johnston

Lyndsay Lauder

John Leburn

John McMillan

Mark Newlands

Joyce White

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

GMcA/revised 1.01.17

COMMITTEE MEMBERSHIP AND ATTENDING OFFICERS 2016-17

1. Audit Committee

Membership

John McMillan (Chair)
Andrew Hetherington
Robin Downie (co-opted)
Stephen Vere (co-opted)

Attending Officers

Audrey Cumberford, Principal
David Alexander, Vice Principal Operations
Alan Ritchie, Director of Finance and Estates
Gwen McArthur, Secretary

Internal Auditor – Chris Brown & Elizabeth Young, Scott Moncrieff
External Auditors – John McLeod, Mazars

2. Corporate Development Committee

Membership

Mark Newlands (Chair)
Jim Hannigan (Vice Chair)
Jenifer Johnston
Audrey Cumberford
Keith McKellar (*ex officio*)

Attending Officers

Liz Connolly, Vice Principal Corporate Development
Sara Rae, Director of Business & Enterprise
George Johnson, Director of Technology & Innovation
Diarmid O'Hara, Director of Communications, Policy & Planning
Gwen McArthur, Secretary

3. Estates Committee

Membership

Nick Allan (Chair)
Andrew Hetherington (Vice Chair)
John McMillan
Audrey Cumberford
Keith McKellar (*ex officio*)

Attending Officers

David Alexander, Vice Principal Operations
Stephanie Graham, Vice Principal Educational Leadership
Alan Ritchie, Director of Finance and Estates
Peter Thorne, Head of Estates
Gwen McArthur, Secretary

4. Finance & General Purposes Committee

Membership

Joyce White (Chair)
Audrey Cumberford
John Leburn
Keith McKellar (*ex officio*)

Attending Officers

David Alexander, Vice Principal Operations
Alan Ritchie, Director of Finance and Estates
David Black, Director of Information Technology
Vivienne Mulholland, Head of Finance
Gwen McArthur, Secretary

(**Plus** Internal and External Auditors receive papers)

5. Learning, Teaching & Quality Committee

Membership

Mike Haggerty (Chair)
Jacqueline Henry (Vice Chair)
Audrey Cumberford
Paul McFarlane
Alison Mitchell
Andrew Hunter
Wilma Bain (co-opted)
Keith McKellar (*ex officio*)

Attending Officers

Stephanie Graham, Vice Principal Educational Leadership
Rose Brown, Director of Student Services & Communities
Cathy MacNab, Director of Quality Learning & Teaching
Gwen McArthur, Secretary

(**Plus** papers go to David Alexander, Vice Principal Operations)

6. Organisational Development & HR Committee

Membership

Lyndsay Lauder (Chair)
Audrey Cumberford
Jim Hannigan
Linda Johnston
Keith McKellar (*ex officio*)

Attending Officers

David Gunn, Director of Organisational Development & HR
Gwen McArthur, Secretary

(**Plus** papers to go to David Alexander, Vice Principal Operations)

7. Nominations Committee

Membership

Keith McKellar (Chair)
Nick Allan
Mike Haggerty
Jacqueline Henry
Lyndsay Lauder
John McMillan
Mark Newlands
Joyce White
Alison Mitchell
Andrew Hunter, Student President

Attending Officer

Gwen McArthur, Secretary

8. Remuneration Committee

Membership

Mark Newlands (Chair)
Keith McKellar
Nick Allan
Mike Haggerty
Jacqueline Henry
Lyndsay Lauder
John McMillan
Joyce White

Attending Officer

Gwen McArthur, Secretary

As at January 2017

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 Draft Regional Outcome Agreement VS Scheme 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 Final Regional Outcome Agreement	15 March

	<p>Committee Reports Audit; Corporate Development; Estates; Finance & General Purposes; Learning, Teaching & Quality; Organisational Development & HR</p>	
<p>19 June 2017 Paisley Campus</p>	<p>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</p> <p>Schedule of Business 2017/18 Dates of meetings in 2017/18</p> <p>Committee reports</p> <p>Audit; Corporate Development; Estates; Finance & General Purposes; Learning, Teaching & Quality; Organisational Development & HR</p>	<p>7 June</p>

GMcA/As at 20.01.17/v4

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.