

## **BOARD OF MANAGEMENT**

**Minutes:** 9 October 2017

**Present:** Keith McKellar (Chair)  
Audrey Cumberland, Nick Allan, Jacqueline Henry, Andrew Hetherington, Jenifer Johnston, Linda Johnston, Lyndsay Lauder, John Leburn, John McMillan, Matthew Marsden, Mark Newlands, Nicole Percival, David Watson, Angela Wilson.

**Attending:** Liz Connolly (Vice Principal Corporate Development), Alan Ritchie (Director of Finance and Estates), David Gunn (Director, Organisational Development and HR), Clare Fraser (Equality, Diversity and Inclusion Manager – for item BM388), Gwen McArthur (Secretary to the Board).

**Apologies:** Mike Haggerty, Jim Hannigan, Alison Mitchell, Stephanie Graham, David Alexander.

### **BM386 PREVENT DUTIES**

Prior to the start of the formal Board meeting, Board members took part in a development session on the Prevent Strategy which was part of the overall counter-terrorism strategy, CONTEST. Section 26 of the Counter-Terrorism and Security Act 2015 placed certain duties on a range of bodies, including colleges, and Kevin Brown, Counter Terrorism Liaison Officer with Police Scotland, provided background information and an explanation of these duties. The Prevent strategy promoted working in partnership with other organisations and communities, to share information as appropriate and to identify potential matters that need to be addressed. The College was already working in partnership with Police Scotland, the Local Authorities in its Region, and a range of community groups. The Board was pleased to note that scenario planning was now underway within the College in order to ensure that staff were aware of what action to take under different circumstances.

On behalf of the Board the Chair thanked Officer Brown for his presentation.

### **BM387 WELCOME**

On behalf of the Board the Chair welcomed four new members to their first meeting: Matthew Marsden, Nicole Percival, David Watson and Angela Wilson. He also welcomed Alan Ritchie, Director of Finance and Estates, and David Gunn, Director, Organisational Development and HR, to the meeting.

### **BM388 EQUALITY, DIVERSITY AND INCLUSION**

The Chair welcomed Clare Fraser, Equality, Diversity and Inclusion Manager, to the meeting. It was essential to achieve a balanced membership on the Board, not just in terms of skills and expertise, but also in order to comply with advice from the Scottish Government, who had indicated that there should be

50:50 gender balance on public sector Boards by 2020 (it was understood that this would become a requirement and was being built into legislation currently making its way through the Scottish Parliament).

Clare informed the Board that she had reviewed the recruitment information and application pack used and now had proposals regarding how these could be improved. One suggestion was that the application pack should reflect the personality of the Board and the College, and could use a range of approaches to achieve this. It was also suggested that more information sessions could be held in the local community to encourage more people to consider joining a Board. For those new to Board membership, they could be brought onto a committee or a working group in the first instance, in order to understand how the College worked, and support could be provided to help them as appropriate. The focus would always be on what was the best for the Board.

As a first step in considering diversity, equality monitoring forms would be re-issued to all Non-Executive Board members for completion so that up-to-date information could be gathered. Thereafter an action plan for future Board recruitment would be drawn up for consideration. **[Action: CF; GMcA]**

On behalf of the Board the Chair thanked Clare Fraser for her very helpful presentation and contributions.

### **BM389 CORPORATE PARENTING**

The Board watched a video regarding Corporate Parenting. The Board noted a paper that summarised the duties placed on the College, as a designated corporate parent, which would help ensure positive outcomes for care leavers into adulthood. It was noted that an action plan had been prepared and had been discussed at the Learning, Teaching and Quality Committee. This action plan was still in draft form and was being further developed before being brought to the Board. There were currently a significant number of students who were either in care, or had been in care, and who were now undertaking courses at the College. Who Cares, Scotland had recently made a presentation to staff in the College about working with people who had been in the care system and the College continued to work with Who Cares, Scotland in order to take this forward and to inform the development of the action plan. It was noted that there was no additional funding to help the College support this area of activity, it all had to be met from within the current budget. It was proposed that the Director of Student Services and Communities be invited to attend a future meeting of the Board to present the action plan and provide more information. **[Action: SG; GMcA]**

### **BM390 DECLARATION OF INTERESTS**

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

**BM391 DAVID ALEXANDER**

The Board was delighted to note that David Alexander, Vice Principal Operations, had been appointed to membership of the Council of the Scottish Funding Council (SFC).

**BM392 MINUTES**

The minutes of the meeting held on 21 June 2017 were approved.

**BM393 ACTIONS FROM THE MINUTES**

The Board noted the actions taken since the last meeting.

**BM394 CHIEF EXECUTIVE'S REPORT (BM375)**

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

- i. Scottish Government's Programme for Government 2017/18** - the Scottish Government had recently published its Programme for Government 2017/18 which set out its plan for implementing policies and introducing legislation over the coming parliamentary session. The Board was pleased to note that the College was already focussing on these areas. It was also noted that the Government expected the targets set out in the Regional Outcome Agreements to be consistent with the Government's priorities and for the colleges to achieve them.
- ii. Scottish Government College Innovation Fund and Flexible Workforce Development Fund 2017/18** – it was noted that the SFC/Sector College Innovation Working Group was developing proposals to access the Scottish Government's College Innovation Fund that had recently been announced. West College Scotland was hoping to be an active participant in developing these proposals and taking them forward. The College was also taking a proactive approach to develop a suite of training provision to provide workforce development training for local businesses that would be in line with the Regional Skills Assessments and Skills Investment Plans so that it could access the funding available through the Flexible Workforce Development Fund. The Board would be kept informed of progress. **[Action: AC]**
- iii. Corporate Planning** – the College Senior staff had recently held a Strategic Development day which reviewed the current Corporate Planning model and considered the key policy drivers over the next 10 years. It was the intention that the outcomes of this development session would inform a future Board Corporate Planning Strategic Review and Development session in early 2018. The Board would be provided with further information nearer the time. **[Action: AC; KM]**
- iv. National Bargaining (BM373)** – it was noted that there had been a workshop session held recently to reflect on the implementation of National

Bargaining to date and to focus on recommendations for how this could be taken forward. All key stakeholders had been represented at this session which had raised important matters for further consideration. Strong staff relations remained a key priority for the College. However, this was identified in the Strategic Risk Register as a potential high risk due to the impact and outcomes associated with national bargaining. While local staff relations remained positive it was acknowledged that there might be a lack of trust nationally in light of recent events. The Board would be kept informed of developments as appropriate. **[Action: AC]**

**BM395 REGIONAL OUTCOME AGREEMENT REVIEW OF 2016/17 (BM372)**

The Board received the draft Regional Outcome Agreement Review of 2016/17. This had not been completed yet as not all the relevant data needed for this report had been available at the time of providing this report to the Board. The Board was pleased to note that this report showed positive results for the College which had made significant progress in achieving its targets. It was **agreed** that the Regional Outcome Agreement Review of 2016/17 be updated once all the data was available and re-issued to the Board for consideration and approval before being submitted to SFC by the end of October.

**[Action: SG]**

**BM396 SFC/EDUCATION SCOTLAND EVALUATION REPORT AND ENHANCEMENT PLAN (BM380.4)**

It was noted that the Scottish Funding Council (SFC) and Education Scotland had developed new arrangements for evaluating the quality of learning provision in Scotland's colleges. Each college had to conduct a self-evaluation review of learning provision each year, which would be used alongside the outcomes of visits by HMI (Her Majesty's Inspectorate) assessors to the college, to develop an enhancement plan. This was the first year of operation of this approach and was being used to develop and refine the approach and methodology as much as to evaluate the learning provision.

The Board noted the draft Evaluation Report and Enhancement Plan that had been prepared by the College. HMI assessors had visited the College during the previous weeks and had provided a feedback session to senior College staff the previous week. The feedback had been positive and some recommendations for improvement had been discussed. The areas for improvement were areas that the College was already aware of and taking steps to address as best it could. It was acknowledged that the scale, size and multi-campus nature of the College brought a range of challenges which were being addressed. It was **agreed** that the Learning, Teaching and Quality Committee would consider the draft Evaluation Report and Enhancement Plan at its meeting later in the week and that this would be updated in light of further feedback from the HMI's at the end of the week before being revised and circulated to the Board members for final consideration and approval.

Thereafter it would be submitted to Education Scotland and SFC by the end of October. **[Action: SG]**

#### **BM397 KEY PERFORMANCE INDICATORS (BM380.1)**

The Vice Principal Corporate Development informed the Board that she had consulted each of the Board Committees and their Chairs regarding the key performance indicators (KPI's) to be developed for inclusion in the College performance dashboard. The feedback obtained had been considered at the recent meeting of the Corporate Development Committee where it had been agreed that the Vice Principal Corporate Development provide a report to the next meeting proposing the KPI's that should be used taking account of the information from the committees, the KPI's that had been used previously and information on what other colleges used. Consideration would also be given to different systems that could support the performance dashboard. A report would be brought to a future meeting of the Board. **[Action: LC]**

The Board noted the KPI dashboard report that had been circulated which provided an update on the performance reporting system currently in use.

#### **BM398 CHAIR'S REPORT (BM376)**

The Board noted the Chair's report and particularly the following:

- The Chair had attended the recent launch of the report published by the Fraser of Allander Institute on the value of college graduates to the Scottish Economy. This report clearly showed the significant contribution that the college sector made to the Scottish economy. However, there were concerns that Colleges Scotland were not publicising this information widely enough and could do more to help raise awareness of the successes of the sector. It was also considered that the college sector needed to be more agile, in order to build on its strengths, but the current funding model did not allow for this. Further discussions between the college sector, the SFC and the Scottish Government would be required in order to consider the funding model and how it could be improved.
- The Board was pleased to note that the College had been formally accredited as a Living Wage Employer.

#### **BM399 BOARD MEMBERSHIP (BM379)**

The Board was pleased to note the appointment of the four new members who had joined since the last meeting:

- Angela Wilson, Non-Executive member, appointed for the period to 31 August 2021;
- Matthew Marsden, Student President, and Nicole Percival, Vice President, appointed for the year to 31 July 2018;
- David Watson had been elected by the Teaching staff for the period to 12 September 2021.

Also there were 3 Non-Executive Board members whose period of appointment was due for review this session with their current period of appointment ending on 31 January 2018. On the recommendation of the Nominations Committee the Board

**RESOLVED** that the period of membership of J Hannigan, J Henry and L Lauder be extended for a further 4 years to 31 January 2022. This would be subject to Ministerial approval. **[Action: GMcA]**

**BM400 BOARD DEVELOPMENT ACTION PLAN: UPDATE (BM372, 355)**

The Board noted a mid-year update on progress with the Board Development Action Plan. The Board **agreed** that the completed actions could be removed from the Action Plan. A further update would be provided to the meeting in February 2018 for review and action as appropriate. **[Action: GMcA]**

**BM401 STUDENTS ASSOCIATION REPORT (BM377)**

The Board noted the report from the Student President on the activities of the Students Association. In particular, the Student President reported to the Board on the following:

- Three Vice Presidents, one based at each Campus, had been elected and had taken up their posts on 1 August 2017. A number of other Executive posts had also been filled and the Student President was pleased to report that they were working as a team to raise the profile of the Students Association (SA). The SA had taken a stall at the Fresher's Fayre and this had encouraged greater engagement with students on all three campuses. Additionally the SA making good use of social media to promote the purpose and activities of the SA.
- The SA Officers had agreed a number of priority areas and objectives for the coming year. One of these was to work in partnership with the College to raise awareness around mental health issues and the support that was available to help students. All the Executive Officers would undertake training on this matter so that they were better able to provide support when needed.
- The SA accommodation on the Clydebank and Greenock (Finnart Street) campuses had recently been re-decorated. Students at each of these campuses had been involved in the final stages of the decoration process.
- Class representative training was currently underway across the College. Early feedback indicated that there was a desire for more meetings of the Student Representative Council (SRC). At present there were only 2 meetings each year. However, the SA were currently investigating this and hoping to introduce more meetings.
- The SA team were keen to integrate their activities and adopt a College-wide approach to all matters and to reach out to all students.

The Board welcomed this report and commended the Student President and his team for making such good progress so quickly. The Board also confirmed its support for the priorities set out by the Students Association.

**BM402 FINANCIAL FORECAST RETURN 2017/18 – 2021/22 (BM374)**

At its meeting in June the Board had approved the budget for 2017/18 and the Financial Forecasts for 2017/18 – 2021/22. However, since then the SFC had issued a call for information which requested institutions to complete a financial forecast return for the period 2016/17 – 2021/22 which required the modelling of a number of new assumptions in relation to the period 2018/19 – 2020/21. While this did not change the budget for 2017/18 it did mean the re-modelling of the financial forecasts for the period thereafter. The Board noted a paper that provided information on the assumptions used to underpin the re-modelling of the financial forecasts and showed the impact this would have on the future financial position of the College. If there was no change in the funding model then, based on this re-modelling, the College would have to make significant financial savings and/or increased levels of income by 2021/22 in order to produce a break even financial position. The figures produced had already been shared informally with the SFC so that they were aware of the potential impact this would have on the College. It was noted that other colleges found themselves in a similar position as a result of this exercise.

The Board expressed concern at the impact this re-modelling of the financial forecasts using the assumptions now provided by SFC would have on the overall financial position of the College during the 5 year period. However, it was noted that these figures were not finalised yet. Also during the discussions with SFC, the College team had provided an indication of the steps currently being taken to address the financial challenges the College faced. The information submitted by the colleges would be used by SFC to inform their submission to the Scottish Government spending review.

The Board noted the information provided and

**RESOLVED** that the revised Financial Forecast Return be submitted to the SFC. **[Action: DA; AR]**

**BM403 ESTATES DEVELOPMENTS: PAISLEY CAMPUS (BM380.5)**

The Board received the Options Appraisal and Outline Business Case for the development of the Paisley Campus. Board members had been invited to attend the September meeting of the Estates Committee where this had been discussed in some detail. The College's professional advisers had also attended this meeting to explain in detail their findings and provide their advice on this development. The Board noted that, if approved, the proposals would be submitted to the SFC for consideration. It was hoped that feedback would be obtained from the SFC early in 2018 but any funding was unlikely to be available before 2020. On the recommendation of the Estates Committee, the Board

**RESOLVED** that the Options Appraisal and Outline Business Case for the development of the Paisley Campus be approved and be submitted to the Scottish Funding Council for their consideration. **[Action: DA; AR]**

#### **BM404 COMMITTEE REPORTS**

The Board noted the following reports:

##### **.1 Corporate Development Committee**

The Board noted the minutes of the meeting held on 5 September 2017 of the Corporate Development Committee and particularly the following:

- i. Committee Remit and Membership (CDM130)** – the Board **RESOLVED** that the wording of the Committee Membership section of the remit of the Corporate Development Committee be amended as proposed.
- ii. Alternative Income (CDM139)** – it was noted that the total alternative income secured for 2016/17 was slightly lower than originally anticipated. However, the Committee was aware of the significant amount of innovation and enterprise that staff had put into this as the programme delivered varied each year as new opportunities arose. There was also a significant range of competition and challenges facing the College and staff were working hard to deliver the best outcome for the College.
- iii. Regional Employers Skills Survey (CDM137)** – the Board noted that the College would be undertaking its own skills survey of businesses in the Region. The information gathered would complement the national surveys conducted and provide the College with more in-depth information of local needs.

##### **.2 Audit Committee**

The Board noted the minutes of the meeting of the Audit Committee held on 8 June. The Chair of the Committee had provided an oral report to the Board at its meeting on 21 June 2017 on the main matters arising from these minutes. The Board also noted the minutes of the meeting of the Audit Committee held on 7 September 2017, and particularly the following matters:

- i. Fraud and Corruption Policy (AM284)** – the Committee had approved the revised Fraud and Corruption Policy, copies of which had been circulated to the Board so that the members were aware of their responsibilities in this area.
- ii. Audit Scotland Report – Scotland’s Colleges (AM287)** – the Committee had considered the Audit Scotland Report on Scotland’s Colleges 2017 and was pleased to note that the recommendations relevant to colleges were already being actioned within the College.
- iii. Internal Audit Report: Business Continuity and Disaster Recovery (AM289)** – it was noted that this had been a very helpful and positive report and actions were already being taken to address the recommendations for improvement contained within this report. The



Committee would receive regular progress reports on the actions being taken.

- iv. **External Audit Progress Report (AM295)** – the External Auditors had provided a report on progress with delivering their responsibilities. It was noted that they would receive a copy of the paper on the amended Financial Forecasts (see BM402) which would be submitted to SFC.

### **.3 Estates Committee**

The Board noted the minutes of the meeting of the Estates Committee held on 12 September 2017, and particularly the following matters:

- i. **Committee Remit and Membership (EM236)** – the Board **RESOLVED** that the wording of the Committee Membership section of the remit of the Estates Committee be amended as proposed.
- ii. **Inchinnan/Oakshaw Project (EM234.3)** – the Board was pleased to note that part of this project was now complete and members of the Estates Committee had visited it. The remaining part of the project would be complete by the end of the calendar year.
- iii. **Clydebank District Heating System (EM234.1)** – it was noted that the College was waiting for further information from West Dunbartonshire Council regarding the next steps in this project.
- iv. **Greenock Campus Development (EM246)** – it was noted that the Options Appraisal and Outline Business Case produced to support the development of the Greenock Campus had been submitted to SFC some time ago, to date, no formal response had been received.
- v. **External Cladding on Buildings (EM244)** – following the fire in the Grenfell Tower block in London, external consultants had been brought in to assess the external cladding on College buildings. The Board was pleased to note that, to date, the external cladding had been confirmed as fully compliant with the safety specifications. Further confirmation was being sought and the Board would be informed of the outcome.  

**[Action: DA]**
- vi. **Estates Maintenance Plans 2016-2022 (EM239)** – the Board was disappointed to note that the estates maintenance funding provided to the College by SFC was lower than for the previous year.

### **.4 Organisational Development and HR Committee**

The Board noted the draft minutes of the meeting of the Organisational Development and HR Committee held on 13 September 2017, and particularly the following matters:

- i. **Committee Remit and Membership (OM153)** – the Board **RESOLVED** that the wording of the Committee Membership section of the remit of the Organisational Development and HR Committee be amended as proposed.
- ii. **Voluntary Severance Scheme (OM154)** – the Committee had been disappointed to note that no progress had been made with the implementation of a Voluntary Severance Scheme. Although the Scheme

had been approved by the SFC no funding had been provided to the College in support of this.

- iii. **Employee Wellbeing Survey and Action Plan (OM157)** – the Board was delighted to note that the College had retained its Healthy Working Lives Gold Award.

## **.5 Nominations Committee**

The Board noted the minutes of the meeting of the Nominations Committee held on 14 September 2017 and particularly the following matters:

- i. **Committee Remit and Membership (NM80)** – the Board **RESOLVED** that the Committee’s remit be amended as proposed so that it included monitoring of risk for matters that fall within its remit.
- ii. **Co-opted Membership: Succession Planning (NM83)** – on the recommendation of the Nominations Committee the Board **RESOLVED** that
  - Peter Macleod, Director of Children’s Services at Renfrewshire Council, be co-opted to membership of the Learning, Teaching and Quality Committee for the period 10 October 2017 – 9 October 2018;
  - The period of appointment of two co-opted members on the Audit Committee be extended for one further year as follows: Robin Downie appointment extended until 15 September 2018, and Stephen Vere appointment extended until 28 February 2019. **[Action: GMcA]**
- iii. **CDN Development Programme** – the Chair drew the attention of Board members to the development programme 2017/18 from College Development Network (CDN) that had been circulated recently. He encouraged all members to attend relevant development sessions and particularly those who had not yet attended the Induction session.

## **.6 Remuneration Committee**

The Board noted the report from the meeting of the Remuneration Committee held on 14 September 2017. On the recommendation of the Remuneration Committee the Board

**RESOLVED** that

- i. The Principal, Vice Principals and Secretary to the Board all receive a 1% salary uplift for 2017/18 in line with other staff;
- ii. Additional support for the Board Secretary continue to be pursued.

## **BM405 STRATEGIC RISK REGISTER (BM381)**

The Board considered the Strategic Risk Register. This had been updated following a meeting of the Senior Management Team, and a new risk had been added: the introduction of new General Data Protection Regulations (GDPR) which would come into force in May 2018.

The Board **agreed** that the Strategic Risk Register be approved.

**BM406 BOARD: SCHEDULE OF BUSINESS AND DATES OF MEETINGS 2017/18 (BM382)**

The Board noted the proposed schedule of business 2017/18 and the dates of Board and committee meetings for 2017/18.

**BM407 REPORT ON DELEGATED ACTION TAKEN SINCE LAST MEETING**

None.

**BM408 NEXT MEETING**

Monday 4 December 2017 at 4.00 p.m. at the Paisley Campus.

The Board dinner would be held on Thursday 7 December in Weaver's Restaurant, Paisley Campus at 5.30 p.m. for 6.00 p.m.

GMcA/12.10.17/Final