

**WEST COLLEGE SCOTLAND
BOARD OF MANAGEMENT**

**MONDAY 5 FEBRUARY 2018 at 4.00 p.m. in
Room 1, Abercorn Centre, Paisley Campus**

AGENDA

General Business

1. Welcome
2. Apologies
3. Declaration of Interests
4. Minutes of the meeting held on 4 December 2017

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

Main Items for Discussion and/or Approval

6. Chief Executive's Report

	Paper 6	AC
.1 Draft Regional Outcome Agreement 2017/18 – 2019/20	Paper 6.1	SG
.2 Key Performance Indicators	Paper 6.2	LC
7. Corporate Planning Event

	Oral Report	KM/AC
--	-------------	-------
8. Chair's Report

	Paper 8	KM
--	---------	----
9. Governance

	Paper 9.1	GM
.1 Revised Articles of Governance and Scheme of Delegation	Paper 9.1	GM
.2 Revised Standing Orders	Paper 9.2	GM
10. Students Association Report

	Oral Report	
--	-------------	--

Committee Reports

11. Corporate Development Committee

Minutes of meeting of 12 December 2017	Paper 11	MN
----------------------------------------	----------	----

12. Audit Committee
Minutes of the meeting of 14 December 2017

Paper 12 JM

Risk

13. Strategic Risk Register

Paper 13 DA
To follow

Items for Information

14. Board of Management: Membership, Dates of Meetings
Schedule of Business 2017/18

Paper 14 GM

15. Report on Delegated Action Taken since last meeting
None

16. Any other business

17. Next meeting: Monday 26 March 2018 at 4.00 p.m. at the Clydebank Campus.

A Board Development session on Risk Management will be held on Monday
26 March 2018 from 3.00 – 4.00 p.m.

This will be facilitated by Mott McDonald

Gwen McArthur
Secretary to the Board

BOARD OF MANAGEMENT

Minutes: 4 December 2017

Present: Keith McKellar (Chair)
Audrey Cumberland (for BM409 – 414 only), Mike Haggerty, Jim Hannigan, Jacqueline Henry, Andrew Hetherington, Jenifer Johnston, Linda Johnston, Lyndsay Lauder, John Leburn, John McMillan, Alison Mitchell, Mark Newlands, David Watson.

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

Attending by

Invitation: Peter Connelly, Education Scotland.

Apologies: Nick Allan, Matthew Marsden, Nicole Percival, Angela Wilson.

BM409 CONGRATULATIONS

The Board congratulated the Principal on her recent appointment to the Board of the new Enterprise and Skills Strategic Board; and also David Alexander, Vice Principal Operations, on his recent appointment as Chair of the Scottish Funding Council's Audit and Compliance Committee.

BM410 WELCOME

On behalf of the Board the Chair welcomed Alan Ritchie, Director of Finance and Estates, to the meeting.

BM411 DECLARATION OF INTERESTS

John McMillan, Audrey Cumberland and David Alexander declared an interest as Trustees of the West College Scotland Foundation. Audrey Cumberland declared an interest as a member of the Enterprise and Skills Strategic Board. David Alexander declared an interest as a member of the Council of the Scottish Funding Council (SFC) and Chair of the SFC's Audit and Compliance Committee.

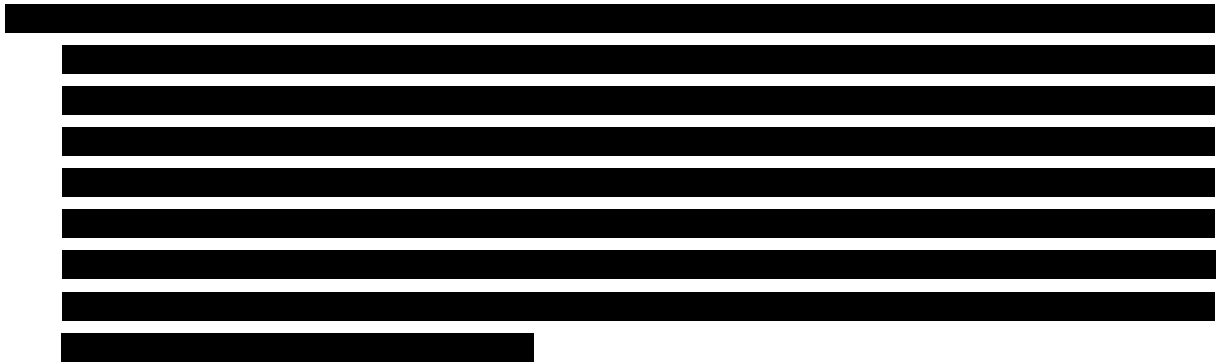
BM412 MINUTES

The minutes of the meeting held on 9 October 2017 were approved.

BM413 ACTIONS FROM THE MINUTES

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

- i. **Regional Outcome Agreement Review 2016/17 (BM395)** – the final version of the Regional Outcome Agreement (ROA) Review 2016/17 had been circulated to the Board for approval before being submitted to the SFC for its deadline of the end of October.
- ii. **Board Membership (BM399)** – the Chair was pleased to report that the Minister had approved the re-appointment of Jim Hannigan, Jacqueline Henry and Lyndsay Lauder to the Board a further period of 4 years, to 31 January 2022.



BM414 CHIEF EXECUTIVE'S REPORT (BM394)

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

- i. **Annual Review 2017** – copies of the College's Annual Review for 2017 were circulated at the meeting. The Board welcomed this report which it found very useful.
- ii. **Corporate Planning** – at the last meeting it had been proposed that the Board and Senior Management Team hold a corporate development event next spring in order to review the Corporate Development Plan 2015 – 2020 and associated ambitions and strategic priorities. While the College had made progress with its strategic priorities, a number of changes had taken place in the wider environmental and political context which would have a bearing on these and it was considered that such a strategic review would be timely. It was **agreed** that a Board Corporate Development day be held in spring 2018, date to be confirmed. **[Action: KM; AC; GMcA]**
- iii. **Cyber Security** – the Deputy First Minister and Cabinet Secretary for Education and Skills had written to all college Principals regarding cyber resilience and the Scottish Public Sector Action Plan. The Board noted the letter which set out the expectations regarding overall responsibility for delivery of the action plan within colleges and universities. It was noted that Internal Audit had already conducted an audit of IT Security within the College and so this work had already commenced. It was **agreed** that the College Executive be responsible for the implementation of the cyber resilience action plan in line with the timeframes set out in the Public Sector Action Plan where possible (all

as set out in the letter from the Deputy First Minister). The Board would receive regular reports on progress via the Finance and General Purposes Committee.

[Action: Executive]

It was noted that no additional funding had been provided to assist with this exercise at this time.

- iv. Regional Outcome Agreement Guidance 2018-2019** – the Minister for Further Education, Higher Education and Science had issued guidance to the SFC on the Scottish Government's expectations and ambitions for 2018/19 Outcome Agreements for colleges and universities, and a copy of this letter was noted by the Board. The Minister and SFC had met with all college and university Principals in early November to discuss this matter further and set out the Scottish Government's expectations. The focus was primarily on ensuring that all institutions performed and set ambitious targets. However, there had to be scope to allow each institution the opportunity to discuss and agree their own targets with their Regional Outcome Manager at SFC. These targets would need to be ambitious, consistent with Government policy but also achievable. The Board noted this information.
- v. College Innovation Fund** – it was noted that the Scottish Government had announced a College Innovation Fund of £500k in 2017/18 to support Scotland's colleges to work with business on innovation activity. West College Scotland was participating in this activity and 3 different models were being tested to determine the best way to take this forward.
- vi. National Bargaining** – it was noted that agreement had been reached on a pay deal for 2017/18 for Support Staff, and a job evaluation exercise would be undertaken nationally. In relation to Teaching Staff the EIS (Educational Institute of Scotland) was now in formal dispute with the Employers Association regarding the 2017/18 pay offer. However, agreement had been reached in principle on national harmonisation of terms and conditions, but this had still to be formally approved by the Colleges Scotland Employers Association and EIS members. If approved it would incur a significant increase in salary costs for all colleges. The Board would be kept informed of progress.

BM415 SFC/EDUCATION SCOTLAND EVALUATION REPORT AND ENHANCEMENT PLAN (BM396)

The Chair welcomed Peter Connelly, Education Scotland, to the meeting. The Evaluation Report and Enhancement Plan had been revised again in light of further discussions with the review team from Education Scotland and the SFC. The Board noted this revised report.

Mr Connelly informed the Board of the review process that had been used as this was a new process in its first year of operation. The Enhancement Plan was considered to be an important part of this process as it showed the areas

where improvements would be made over the coming year. He confirmed that the College Team had followed a logical process that was both comprehensive and systematic, and captured input from staff across the College. The Review Team had conducted a range of teaching and learning observations from 64 different classes. The Review Team had been impressed by what they saw and particularly that the College included career management skills in its offerings. The Review Team would return to the College in March to review progress with the Enhancement Plan. Education Scotland and the SFC would be endorsing this Evaluation Report and Enhancement Plan.

The Board welcomed this information and was pleased that the whole process had proceeded smoothly, that it had been recognised and appreciated by the visiting Review Team, and that the findings were encouraging. It was noted that this report was at a high level and that there were further, more detailed, actions being taken as well. A Plan was in place to progress the actions identified in the report which set out the timescales and deadlines involved. The Learning, Teaching and Quality Committee would monitor progress and report to the Board at regular intervals.

As this was the first year of operation of this new system it was a learning process for all concerned. In the future gradings would be applied to the outcomes, but these would have to be read in conjunction with other aspects of the Report.

The Board welcomed this information and congratulated all the College staff involved in achieving such a good outcome. On behalf of the Board the Chair thanked Mr Connelly for attending the meeting to provide this feedback.

BM416 CHAIR'S REPORT (BM398)

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

- The College's recent successes in the College Development Network (CDN) Awards where the College had won the Innovative College Award and the Health Promoting College Award.
- College Graduations were now complete and had proceeded smoothly. On behalf of the Board the Chair thanked all the staff involved for their hard work and for ensuring these ceremonies were such a success.
- The report of the Scottish Government Independent Review of Student Financial Support in Scotland had recently been published. It was anticipated that further information would follow.
- The Chair had recently attended a meeting of the Scottish Government with all the College Regional Chairs to discuss a number of matters affecting the sector and including the appointment/re-appointment of Regional Chairs.

BM417 STUDENTS ASSOCIATION REPORT (BM401)

The Board noted the report from the Student President on the activities of the Students Association, and particularly the following:

- The Students Association Officers were working well as a team and had built good working relations with the staff, particularly those in the Quality, Learning and Teaching Directorate.
- The training for Class Representatives was now complete and had gone well with good feedback provided from those who had participated in the training.
- Efforts were continuing to raise the profile of the Students Association so that all students were aware of the Association and what it did. The increasing use of social media was also helping with this.

The Board welcomed this report.

BM418 FINANCIAL STATEMENTS 2016/17

The Board received the following information: the Annual Report from the Internal Auditors; the Annual Report from the Audit Committee; the Annual Report and Letter of Representation from the External Auditor; and the Financial Statements for the College for the period 1 August 2016 to 31 July 2017.

.1 Annual Report from Internal Auditor

The Board noted the Annual Report from the Internal Auditors, Scott-Moncrieff, for the year ended 31 July 2017. The Board was pleased to note that the Internal Auditors had confirmed that the College had an adequate framework of control over the systems they had examined and had no issues to raise. It was also noted that the Internal Auditors had undertaken 60 days of review during 2016/17 and could, therefore, provide a high level of assurance. The Board **approved** the Annual Report from the Internal Auditors.

.2 Annual Report from Audit Committee

The Board noted and **approved** the Annual Report from the Audit Committee for the year ended 31 July 2017.

.3 Report from External Auditor

The Board noted that this was the first year that Mazars LLP had conducted the external audit of the College Financial Statements. It was pleased to note that the External Auditors had been satisfied with the outcomes of the external audit and would be issuing an unqualified audit report for the College. The Auditors confirmed that they were satisfied with the information contained in the Financial Statements, which complied with the reporting requirements, and had confirmed the College's ability to continue as a going concern. The report had highlighted the condition of the College estate and the need for significant investment if it was to remain fit for purpose and attractive to students in the future. This was essential for the future sustainability of the College. The Board

noted that the External Auditors had confirmed that they were impressed by the quality of information coming forward from the College and the assistance they had received from the College Finance Team.

On the recommendation of the Joint Meeting of the Audit and Finance & General Purposes Committees, the Board

RESOLVED that the External Auditors Annual Report for the year ended 31 July 2017 be approved and the Chair and the Principal be authorised to sign the Letter of Representation on behalf of the Board. **[Action: KM; AC]**

.4 Financial Statements

The Board received the Financial Statements for the College for the year to 31 July 2017. The Financial Statements had been prepared in accordance with the relevant reporting requirements. It was noted that, while the Financial Statements showed a significant accounting deficit, the underlying operating position of the College showed a small operating surplus of £18k which was essentially a break-even position.

It was noted that the Joint Meeting of the Audit and Finance and General Purposes Committee had considered these Financial Statements in detail at its meeting and had recommended approval to the Board. The Joint Meeting had also considered and approved reports from Wylie & Bisset LLP, who had been the external auditors for the following: 2016/17 Credit Audit Report; Student Support Funds 2016/17 Audit Report; and Education Maintenance Allowance (EMA) Audit Report for 2016/17. The Board was pleased to note that there had been no recommendations arising from any of these reports.

In discussion the Board was of the view that the College was well managed and had in place a 5 year financial strategy which was designed to ensure that the College remained financially sustainable. However, the current funding position of all colleges in Scotland was challenging and the Board and the College Team would need to monitor the situation closely and manage the finances carefully in order to maintain this position.

In light of the above information the Board

RESOLVED that the Financial Statements for the year ended 31 July 2017 be approved and the Chair and Principal be authorised to sign these on behalf of the Board.

On behalf of the Board the Chair thanked the Vice Principal Operations, the Director of Finance and Estates and the Finance Team for all their hard work in achieving such a good outcome.

BM419 COMMITTEE REPORTS

The Board noted the following reports:

.1 Learning, Teaching and Quality Committee

The Board noted the minutes of the meeting of the Learning, Teaching and Quality Committee held on 11 October 2017 and particularly the following:

- i. Committee Remit and Membership (LM229)** – the Board **RESOLVED** that the remit of the Learning, Teaching and Quality Committee be amended as proposed.
- ii. Student Enrolment 2017/18 (LM232)** – it was noted that overall full-time numbers were down slightly compared to the same point last year but actions were being taken to address this. There had been a shift in demand for places which the College staff were currently working to meet.
- iii. Student Satisfaction Survey 2016/17 (LM235)** – the Board noted the Student Survey Report 2016/17. This was a national survey but the College had the flexibility to add in its own questions to obtain more tailored feedback. This was a very positive report, the outcomes of which were being used to inform the curriculum review process to ensure that further improvements could be made. The Board welcomed this report.

.2 Organisational Development and HR Committee

The Board noted the draft minutes of the meeting of the Organisational Development and HR Committee held on 8 November 2017, and particularly the following matters:

- i. Health and Safety Audit Report: Report from Internal Auditors (OM170)** - the Board noted that the Internal Auditors had reviewed Health and Safety arrangements in the College and had produced a positive report. A number of areas of good practice had been identified and a few, low level, recommendations for improvement had been made which were being actioned.
- ii. HSE Improvement Notice (OM171)** – the Committee had been advised that the College had been issued with a Health and Safety Improvement Notice. The Committee had received a detailed report on the incident that had led to this and the corrective action being taken. The HM Inspector of Health and Safety had stated that the materials involved had been relatively low risk and any potential exposure was likely to be minimal. The Committee would continue to monitor the situation until it was satisfied that the matter had been fully resolved.
- iii. Building Our Collective Future framework (OM168.3)** – the Board noted that the College had developed a new Building Our Collective Future framework which set out core behaviours expected of all staff. A Working Group, including trade union representatives, would now focus on the implementation of this framework.

.3 Estates Committee

The Board noted the draft minutes of the meeting of the Estates Committee held on 14 November 2017, and particularly the following matters:

- i. Inchinnan/Oakshaw Project (EM250.4)** – the Board was pleased to note that this project was nearing completion.

- ii. **External Cladding on Buildings (EM250.5)** – following further detailed investigations the Board noted that the Estates Committee, and the firm of architects involved, were of the view that no further action needed to be taken. All necessary steps had been taken and the College had done all it could to satisfy itself that the cladding was safe. The Board noted and welcomed this information.
- iii. **Emerging Opportunities (EM251)** – it was noted that the Outline Business Case for the development of the Paisley Campus had been submitted to the SFC. The Outline Business Case for the development of the Greenock Campus had been submitted some time ago but, to date, no confirmation of support had been received from the SFC for either of these projects. Discussions with the SFC were continuing and the Board would be kept informed of progress.
- iv. **Estates Maintenance Plans 2017-2022 (EM254)** – the Board was disappointed to note that the College continued to be constrained by the level of estates maintenance funding provided by the SFC.

.4 Finance and General Purposes Committee

The Board noted the draft minutes of the meeting of the Finance and General Purposes Committee held on 21 November 2017 and particularly the following matters:

- i. **Committee Remit and Membership (FPM152)** – the Board considered the proposed amendments to the Committee’s remit. In discussion one proposed amendment was queried and would be discussed further by the Committee, all other proposed amendments were approved. The Board **agreed** that the remit be amended, subject to further consideration of one proposed amendment. **[Action: GMcA]**
- ii. **SFC Financial Forecast Return (FFR) (FPM151)** – it was noted that the FFR had been returned to the SFC and the College Executive would be meeting with the SFC later in December to discuss a range of strategic matters, including the FFR. It was considered unlikely that there would be an increase in funding for the College going forward and so the College Team had conducted scenario planning. It was hoped that following this meeting with SFC further information would be available to aid the scenario planning in order to identify actions required to ensure the future sustainability of the College.
- iii. **Skype for Business (FPM154.5)** – it was noted that a number of pilots would run across the College in 2018 with the expectation that this would lead to a roll-out of Skype for Business across the College from 2018/19.
- iv. **Technology One Finance System (FPM154.5)** – it was noted that there had been a delay in implementing the new Technology One Finance System. The Committee would continue to monitor this situation and, in the meantime, the College would continue to use the current Symmetry system.
- v. **Management Accounts to 31 October 2017 (FPM156)** – the Board noted the Management Accounts for the first quarter to 31 October 2017.

.5 Joint Meeting of Audit and Finance and General Purposes Committees

The Board noted the draft minutes of the joint meeting of the Audit and the Finance and General Purposes Committees held on 21 November 2017.

BM420 STRATEGIC RISK REGISTER (BM405)

The Board considered the Strategic Risk Register. In light of the earlier discussion regarding the College being issued with a Health and Safety Improvement Notice (see BM419.2 above) it was considered whether any risks in relation to Health and Safety should be included in the Strategic Risk Register. However, it was noted that the matter raised had been an operational issue, and would be dealt with through this route. It was queried if one incident justified including an operational matter on a strategic risk register. The Strategic Risk Register was considered by all Board Committees at each meeting, plus the Senior Management Team considered this on a regular basis as well. It was **agreed** that the Organisational Development and HR Committee would look at this matter again and consider whether there was a need to include a risk on the Strategic Risk Register in relation to Health and Safety based on the issuing of the HSE Improvement Notice. It was also noted that the Audit Committee would be considering the risk approach again and a further development session on risk for Board members would be held in the future.

[Action: AR; GMcA]

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

BM421 REVIEW OF RECENT COURT JUDGEMENTS

The Board noted information issued by the Good Governance Steering Group regarding the outcomes of a recent Court judgement in relation to legal action taken by a former Board member at Clyde College and the implications this had for all College Board members. It also noted the importance of the Board Secretary role and the need for a replacement should the Secretary not be available for any reason. The Nominations Committee was already considering this latter matter.

BM422 BOARD: COMMITTEE MEMBERSHIP, SCHEDULE OF BUSINESS AND DATES OF MEETINGS 2017/18 (BM406)

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

BM423 REPORT ON DELEGATED ACTION TAKEN SINCE LAST MEETING

Following approval by the Nominations Committee, the Chair had approved the appointment of Jim Hannigan as Chair of the Finance and General Purposes Committee. The Board homologated this decision.

BM424 NEXT MEETING

Monday 5 February 2018 at 4.00 p.m. at the Paisley Campus.

Board of Management: Meeting of 4 December 2017

Actions from the Minutes

Date of meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
4 Dec 2017	BM414 ii, 394	Chief Executive's Report ii. Corporate Planning – Board Corporate Development event to be held in Spring 2018.	K McKellar A Cumberland G McArthur	Event date to be confirmed	Next meeting
	BM414 iii	Chief Executive's Report iii. Cyber Security – College Executive to be responsible for implementation of cyber resilience action plan and to report progress	Executive	Progress reports to be provided via Finance and General Purposes Committee	Future meeting
	BM418	Financial Statements 2016/17 External Auditors Annual Report and Financial Statements for the year ended 31 July 2017 approved and Chair and Principal to sign on behalf of the Board.	K McKellar A Cumberland	Chair and Principal signed both documents. These have been submitted to SFC along with other relevant reports.	Complete
	BM419.4	Finance and General Purposes Committee: Remit – approved subject to further consideration of one proposed amendment	G McArthur	Finance and General Purposes Committee to consider at its next meeting in March	March meeting
	BM420	Strategic Risk Register – Organisational Development and HR Committee to consider how best to capture health and safety matters in strategic risk register	A Ritchie G McArthur	Further information to be gathered and ODHR to consider further at its next meeting in February	March meeting
		Actions from previous minutes			
9 Oct 2017	BM388	Equality, Diversity and Inclusion – i. equality monitoring forms to be issued to all Board members for completion; ii. action plan for future Board recruitment to be developed	C Fraser G McArthur	i. Forms issued to all Board members with return deadline of 31 October; ii. Short Life Working Group established to develop action plan and report back to Board in June	June meeting

	BM389	Corporate Parenting – Director of Student Services & Communities to be invited to attend Board future meeting and present action plan	S Graham G McArthur		March meeting
	BM394 ii	Chief Executive’s Report – Scottish Government College Innovation Fund & Flexible Workforce Development Fund - Board to be kept informed of College’s role in both these initiatives and any funding support received	A Cumberlandford	Board updated at December meeting	Complete
	BM394 iv 373	National Bargaining – Board to be kept informed of developments	A Cumberlandford	Progress to be reported at next meeting	Next meeting
	BM397 380.1	Key Performance Indicators – report on progress of development corporate dashboard and KPI’s to be included to be provided to Board	L Connolly		February meeting
	BM399 379	Board Membership – approval to be sought from Minister to extend appointment of 3 Board members	G McArthur	Minister approved re-appointments	Complete
	BM400 372	Board Development Action Plan – next update to be provided to February 2018 meeting	G McArthur	To be re-scheduled to tie in with annual effectiveness review	June meeting
	BM404.3 361	Estates Committee: ii. Inchinnan/Oakshaw Project – Board to receive progress reports on this project	A Cumberlandford D Alexander A Ritchie	Board will be updated at each meeting until project complete Update provided at December meeting	February meeting
	BM404.3	Estates Committee v. External cladding on buildings – further confirmation on safety of cladding to be sought and report provided to Board	D Alexander	Report provided to Board in December.	Complete
21 June 2017	BM377	Students Association Report Outcomes from recent student survey to be reported to LTQ Committee and brought to next Board meeting	S Graham	Board received report and LTQ Committee comments at December meeting	Complete
	BM378 360	Student Partnership Agreement – now approved and to continue to be developed over time. Board to be kept informed of developments	S Graham	Reports on developments to be provided to Board at appropriate times	Future meetings

27 Mar 2017	BM356 337	Chief Executive's Report Chivas Brothers, Paisley – further information on future development of this site to be brought to Board once available.	A Cumberford	Progress reported at December meeting	Complete
	BM357 339	Voluntary Severance Scheme – Board to be kept informed of progress with discussions with SFC	A Cumberford	Discussions with SFC continuing. Board to be kept informed of progress.	Future meeting
	BM363.4	Finance Committee – Management Accounts – 6 monthly financial updates to be brought to Board	D Alexander	Information provided to December meeting	Complete

GMCA/8.01.18/Updated 25.01.18

Board of Management

5.02.18

Paper 6

TITLE: CHIEF EXECUTIVE'S REPORT

Action: The Principal has provided a report on a range of matters. This report is mainly for discussion and noting, there are no actions identified.

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

1 College Innovation

1.1 As you are aware the Scottish Government committed in June 2017 an innovation fund of £500,000 to support and develop 'test' models to explore how the Sector can directly partner with Innovation Centres; can contribute to supporting businesses performance (particularly exploiting our 'reach' into the SME business base); to explore and demonstrate what opportunities exist to increase and add value to innovation activity and the associated economic impact; and to identify what barriers inhibit potential activity and therefore will inform future decisions on how college sector innovation can be supported alongside appropriate funding levels and effective funding models.

1.2 The College Innovation fund will be used to support three cohesive strands of activity:

- To fund college **Innovation Vouchers (£5k) and Follow-On Innovation Vouchers (£20k)** to develop partnerships between colleges and business. Intensive workshops have taken place between Interface representatives and those colleges who have submitted pipeline proposals to date following an initial briefing meeting with colleges from 12 of the 13 regions across Scotland. Applications for funding are currently being developed by those colleges for submission to the SFC over the coming weeks.

WCS is submitting proposals for Innovation Vouchers and a follow-on Innovation Voucher.

- To create an **'Innovation Accelerator Fund'** to pump prime and stimulate greater engagement from colleges with Innovation Vouchers and to support individual/or a collaboration of colleges to undertake innovation related activity. The mechanism for colleges and/or collaborations of colleges to access this support is being developed by the SFC and further details will follow shortly.

WCS will explore the potential to access this fund when more information becomes available.

- To support a **national and collaborative pilot project** between the sector – Innovation Centres – industry. Applications were sought from colleges to partner in **FUTUREquipped, the colleges and Innovation Centres pilot project**.

1.3 The aim of the **FUTUREquipped** pilot is to explore the potential for Scotland’s colleges to support business innovation through collaboration with Innovation Centre expertise and capability and support skills development for the future workforce. The pilot will assist the Scottish Funding Council to understand how the performance of both colleges and Innovation Centres can be strengthened through closer collaboration. It will also help inform future decisions about innovation support strategies and effective funding models.

1.4 WCS has submitted a proposal to participate in this pilot. Notification of successful applicants will be issued end of January with the project commencing February.

2 National Manufacturing Institute for Scotland & Manufacturing District

2.1 Renfrewshire will be home to the new £65 million National Manufacturing Institute for Scotland (NMIS), with the University of Strathclyde announced as the anchor university.

2.2 The First Minister launched NMIS on 11 December at a breakfast meeting of key partners. I attended on behalf of WCS.

2.3 Work to build the Centre, which will help manufacturing businesses throughout Scotland become world leaders in innovation, will begin next year. The Centre will be located in Inchinnan and within the wider Manufacturing District developments.

2.4 The Scottish Government will invest £48 million in NMIS with £8 million from the University of Strathclyde. This is in addition to the £8.9 million announced in June 2017 for the Lightweight Manufacturing Centre as a first step towards the wider Centre. Renfrewshire Council will provide a further £39.1 million through the Glasgow City Region Deal to support wider infrastructure work at the site.

2.5 The aim of the Centre is to be an industry-led international Centre of manufacturing expertise. It will support companies in the region and across Scotland to embrace new manufacturing techniques, support cutting edge research and help to further develop the skills of the workforce.

2.6 In February 2016, the Scottish Government published the action plan **A Manufacturing Future for Scotland**. NMIS was a key action and fundamental to the plan’s overall success, and became a Programme for Government commitment.

2.7 NMIS, which will be at the heart of a new Manufacturing Innovation District, will provide support for manufacturing businesses throughout Scotland, and attract investment. NMIS will connect all of Scotland’s engineering Universities and colleges.

[REDACTED]

[REDACTED]

[REDACTED]

2.92 Key priorities going forward include:

- Assessing our capacity to meet the initial/potential MA Engineering requirements
- A site visit to Sheffield Innovation District which includes a skills training facility
- Explore the alignment opportunities between WCS campus developments, including the potential submission of full business case, with relevant stakeholders i.e. SFC, Scottish Government and NMIS partners.

3 Meeting with Minister for Further Education, Higher Education & Science

3.1 The Minister announced the launch of the Scottish Government’s paper Scotland’s Colleges: Delivering for All at an event in Forth Valley College on 19 January. The purpose of the publication was to promote the impact that colleges across Scotland have in improving people’s life chances and generating the skilled workforce needed for economic growth, focusing on job related skills. A copy of the paper can be found at the link below.

<http://www.gov.scot/Publications/2018/01/9345/0>

3.2 I was invited to attend the launch on the basis that WCS featured in the publication as a case study and to have the opportunity to meet with the Minister, along with K Thomson Principal of FV College, for an informal meeting.

4 West College Scotland – a high performing digital College

4.1 WCS has the ambition to be a high performing digital College. The Executive and SMT are currently focusing on the ‘building blocks’ we believe must be in place to deliver on our ambition. This includes:

- Digital & Innovation strategy
- Data/analytics/AI/predictive analytics
- Our workforce – skills, capacity, development, culture
- Business process improvements
- Technological infrastructure

4.2 Work is currently underway to develop a digital think piece to set the context for our ambitions; to develop a digital strategy; and to prepare a proposal for submission to the SFC for the anticipated strategic support to deliver our ambitions.

5 National Bargaining

5.1 A verbal update will be provided at the Board meeting. Key items of note include the NJNC, lecturing and support, met on Thursday 18 January.

5.2 An employers association residential is scheduled for 31 January – 1 February. The focus of discussions will include the outcome of a one year review of the EA, the scope of the NRPA, pay, job evaluation and professional standards.

6 Board Corporate Planning session

6.1 Monday 23 April, Paisley Campus

6.2 The primary purpose of the strategic session will be to review the WCS Corporate Development Plan 2015 – 2020 and associated ambitions and strategic priorities, within our wider environmental and political context. **‘Future proofing’** WCS remains an essential priority to ensure we achieve our ambitions within an environment/wider context where the pace of change and disruptive forces are likely to increase at a faster rate than we have experienced since merger.

6.3 It is our intention to have a joint session with the Board and College senior staff (Executive and SMT) and that this session will be externally facilitated. An overview of the wider context in which we operate will be provided on the day however Board members will be provided with background material and reading to assist your preparations for the planning day.

Audrey Cumberland Principal & Chief Executive

January 2018

TITLE: College Key Performance Indicators

Background: This paper proposes a number of performance indicators for West College Scotland

Action: The Board is asked to discuss and approve the proposed indicators

Lead: Liz Connolly, Vice Principal Corporate Development

Status: Not Restricted

Introduction

Last session the Board asked the Corporate Development Committee to consider a Corporate Dashboard for College activity and to recommend appropriate corporate performance indicators for inclusion on the Dashboard. At its meeting in spring of last session the Corporate Development Committee discussed options for populating the Dashboard and agreed that initially the Vice Principal Corporate Development would contact all Board Committee chairs and ask them to identify the key indicators they considered best represented the work of their Committee with a view to informing the higher Corporate level KPIs for the College.

At its next meeting the Corporate Development Committee discussed the indicators being considered by each Committee, and the need to ensure that the College had a balanced set of indicators, related to its Corporate priorities, and for which targets could be set.

Based on this approach, the Corporate Development Committee asked the Vice Principal Corporate Development to build on the Committee level indicators, taking note of the approach used in other Colleges and to bring a revised set of potential KPIs to the next meeting of the Committee.

A revised set of indicators was submitted to the Corporate Development Committee at its meeting in December 2017. Following discussion at the meeting the Committee agreed to recommend approval of these indicators to the Board recognising that there may be a need to make adjustments to them following the planned refresh of the College Corporate Strategy in 2018.

Potential KPI's

Attached as table1 is the list of potential KPIs for West College Scotland. As recommended by the Committee this draws on the input from each of the Board sub-Committees, practice from other Colleges and known indicators monitored or of interest to the Funding Council. The indicators also seek to meet the criteria identified by the Committee; provide a balanced College wide approach, link to the Colleges corporate priorities and be able to set targets for them.

As is currently the case individual sub Committees will continue to monitor a wider range of indicators that are relevant to their specific work.

By the nature of College activity many of the key indicators are only reportable on an annual basis e.g. once students have completed their course. It is the intention that a full report on all of the indicators will be presented to the Board annually, shorter reports will be provided quarterly for those indicators that lend themselves to more frequent reporting.

As previously mentioned the indicators will be reviewed following the refresh of the Corporate Strategy later in 2018.

The Executive team are also continuing to investigate an appropriate digital platform that will allow the indicators to be reported in a real time Dashboard format.

Consideration by the Board

The Board is asked to discuss and approve the proposed key performance indicators.

Table 1: West College Scotland Draft KPIs

Link To Corporate Strategy		Performance Indicator	College Target by 17/18	Actual 2016/17	Actual 2015/16	Comment	Data Source	Responsible	College Committee	Frequency
Priorities 1,2,3,5	KPI	Delivering Exceptional Learning								
	1	Proportion of college completers in work, training or further study 3-6 months after qualifying								
	a	Further Education	97%		96%	SFC survey	SFC	VP Educational Leadership	LT&Q	Annually
		Higher Education	96%		95%	SFC survey	SFC	VP Educational Leadership	LT&Q	Annually
	2	Student Attainment %								
	a	Full Time FE	67%	68%	64%	Published results	SFC	VP Educational Leadership	LT&Q	Annually
	b	Part Time FE	68%	68%	52%	Published results	SFC	VP Educational Leadership	LT&Q	Annually
	c	Full Time HE	69%	70%	65%	Published results	SFC	VP Educational Leadership	LT&Q	Annually
	d	Part Time HE	75%	76%	74%	Published results	SFC	VP Educational Leadership	LT&Q	Annually
	3	Early Student withdrawal %								
	a	HE full time	8%	8.7%	9%	Published results	SFC	VP Educational Leadership	LT&Q	Annually
	b	FE full time	4.5%	4.8%	4.6%	Published results	SFC	VP Educational Leadership	LT&Q	Annually
Priorities 4,6,7,8		Working in Partnership								
	4	Overall % Student satisfaction	94%	95%	91%	Student survey	Quality	VP Educational Leadership	LT&Q	Annually
	5	Staff Turnover %	10%	11.78%	9%	External benchmark 16.5%	HR&OD	Director OD & HR	OD & HR	Quarterly
Priority 10		Contributing to the Growth of our Region								
	6	% Credit Target achieved	100%	100%	100%			VP Educational Leadership	LT&Q	Quarterly
	7	% Credits from SIMD10	28%	27%	27%			VP Educational Leadership	LT&Q	Quarterly
	8	Direct Contracted Modern Apprenticeships delivered	916	886	838			VP Corporate Development	CDC	Quarterly
Priority 11		Delivering a sustainable College through Good Governance and Leadership								
	9	Alternative Income Generated	£3.2m	£3.2m	£3.3m		B&E	VP Corporate Development	CDC	Quarterly
	10	Overall financial performance of the College	£39,000	Break even	break even			VP Operations	F&GP	Quarterly
	11	% staff sickness absence	4.1%	5.0%	4.6%			Director OD & HR	OD & HR	Quarterly
	12	Carbon footprint : carbon dioxide emissions	530 reduction	4859	5133	Target for 2021		VP Operations	Estates	Annually

TITLE: REVISED ARTICLES OF GOVERNANCE AND SCHEME OF DELEGATION

Background:

The Good Governance Steering Group, established by Colleges Scotland, has issued a template for a Scheme of Delegation that colleges are encouraged to adopt. Colleges are free to adapt these to suit their own local circumstances but it is expected that colleges would retain the main guidance contained in the template.

The College currently has Articles of Governance which includes the Scheme of Delegation. However, in light of the guidance issued it is considered that it would be more helpful to separate out the Articles of Governance from the Scheme of Delegation. The Articles of Governance will continue to provide information on how the various members of the Board are appointed as well as how the Board Secretary is appointed and how the Committees are established.

The Scheme of Delegation has been produced as a separate document and confirms the powers reserved to the Board and those that can be delegated to certain individuals, namely the Chair, the Principal, the Board Secretary and the Committees.

The College already complied with the guidance issued in the templates but the opportunity has been taken to update these documents and provide a more streamlined version.

The Audit Committee has already considered these documents in some detail and is satisfied with them. The Board is provided with:

- Clean versions of the Articles of Governance and the Scheme of Delegation – Papers 9.1 (a) and (b);
- A marked up version of the current Articles of Governance to show where the changes have been made – Paper 9.1 (c).

Available at:

- <http://www.westcollegescotland.ac.uk/about-us/board-of-management/>

Action: The Board is invited to consider the revised Articles of Governance and the Scheme of Delegation provided and to consider if any further amendments are necessary. If the Board is satisfied then it is asked to approve these revised documents.

Lead: Gwen McArthur, Secretary to the Board

Status: Open

TITLE: REVISED STANDING ORDERS

Background: The Good Governance Steering Group, established by Colleges Scotland, has issued a template for Standing Orders that colleges are encouraged to adopt. Colleges are free to adapt these to suit their own local circumstances but it is expected that colleges would retain the main guidance contained in the template.

The College already complied with the guidance issued in the template but the opportunity has been taken to update these documents and provide a more streamlined version. The main changes centre round the ability of the Board and its Committees to take decisions outwith normal committee meetings should the need arise – see 5.4

The Audit Committee has already reviewed these documents in some detail and is satisfied with them.

The Board is provided with:

- Clean version of the Standing Orders – Papers 9.2 (a);
- A marked up version of the current Standing Orders to show where the changes have been made – Paper 9.2 (b).

- Available at: -<http://www.westcollegescotland.ac.uk/about-us/board-of-management/>

Action: The Board is invited to consider the revised Standing Orders provided and to consider if any further amendments are necessary. If satisfied with these documents the Board is asked to approve them.

Lead: Gwen McArthur, Secretary to the Board

Status: Open

**TITLE: CORPORATE DEVELOPMENT COMMITTEE
Minutes of the meeting held on 12 December 2017**

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

CDM146 Corporate College Dashboard/Performance Reporting – the Committee considered the draft College performance dashboard that had been developed by the Vice Principal Corporate Development following consultation and agreed that this be brought to the Board for consideration. (This will have been discussed earlier at agenda item 6.2.)

CDM147 West of Scotland Skills Survey – the Committee was pleased that this survey would be launched in January and the final report on the outcomes of this survey would be brought to the Committee at its May meeting.

[REDACTED]

Lead: Mark Newlands, Chair of the Corporate Development Committee

Status: Open, except for CDM150 which is restricted as it is commercially sensitive.

CORPORATE DEVELOPMENT COMMITTEE

MINUTES: 12 December 2017

Present: Mark Newlands (in the Chair) and Jennifer Johnston.

Attending: Liz Connolly (Vice Principal Corporate Development), Diarmid O’Hara (Director of Communications, Policy and Planning); Sara Rae (Director of Business and Enterprise) and Drew McGowan (Secretary to the Committee).

Apologies: Keith McKellar, Audrey Cumberland, Jim Hannigan.

CDM140 WELCOME

The Chair welcomed the members and attending officers to the last meeting of the Committee before the Christmas holidays.

CDM141 DECLARATION OF INTERESTS

No declarations of interests made.

CDM142 MINUTES

The minutes of the meeting held on 5 September 2017 were approved.

CDM143 ACTIONS FROM THE MINUTES

The Committee noted the actions from the last meeting.

CDM144 ECONOMIC UPDATE

Allan Dick (Economic Development Manager) delivered a presentation to the Committee on the economy and labour market in the West region and Scotland. The Committee **agreed** that the Chair will discuss the possibility of bringing the Economic Development Manager’s economic update to the Board with the Chair of the Board. **[Action: MN]**

CDM145 ALUMNI ASSOCIATION: UPDATE (CDM132)

Further to the discussion paper that the Committee discussed at the September meeting, the Director of Communications, Policy and Planning tabled an update on the College’s work towards establishing an Alumni Association. The Committee was told that a Short Life Working Group, comprised of teaching staff, support staff and DYW West, was established to examine the feasibility of an Alumni Association. The Director explained that contact had been made with three organisations which provide alumni services to schools, colleges and universities: Graduway; Future First; and Think Alumni. A discussion paper will be prepared for the Senior Management Team in the New Year and the Committee **agreed** that it would be updated on the progress towards an Alumni Association at an appropriate future meeting.

[Action: DOH]

CDM146 CORPORATE DASHBOARD (CDM131)

The Vice Principal Corporate Development provided an update on the College’s progress towards identifying appropriate performance indicators for the Corporate Dashboard. The Vice Principal provided an overview of the draft KPIs, and explained that they are linked to the WCS strategy and had been discussed with the Principal, Vice Principal Operations and Vice Principal Leadership. The Committee members and attending officers discussed the potential challenges between quarterly and annual reporting, particularly around presenting the KPIs, but agreed that these difficulties could be mitigated. The Committee **agreed** to approve and submit the draft indicators to the Board for its meeting in February. **[Action: LC]**

CDM147 WEST OF SCOTLAND SKILLS SURVEY (CDM137)

The Director of Communications, Policy and Planning tabled an update on the West of Scotland Skills Survey that the College is undertaking in January to March. The Director outlined the updated research plan, new communication plan and the College’s engagement with partners and participants. The Committee agreed that the College should undertake a pilot of the skills survey with a small group of regional employers prior to the January launch. The Director informed the Committee that this would be conducted for Christmas break and any feedback would be reflected in the final questionnaire. The Committee **agreed** that the final report of the West of Scotland Skills Survey would be submitted to the Committee for its meeting in May. **[Action: DOH]**

CDM148 AGENDA ITEMS FOR 2018

The Committee discussed and **agreed** the agenda items for 2018 whilst noting that they may be subject to change.

CDM149 NEXT MEETING

The next meeting of the Committee was due to take place on 20 February 2018. However, the Committee **agreed** that the meeting should be postponed to 27 February 2018 at 4.00pm at Paisley campus.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

TITLE: AUDIT COMMITTEE
Minutes of the meeting held on 14 December 2017

Action: There are no recommendations but there are some matters for report.

AM303 Internal Audit Contract - the Committee has approved the extension of the appointment of the Internal Auditors, Scott-Moncrieff, for a further period of 2 years to 31 July 2020.

AM309 Updates to Governance - the Committee considered the revised governance documents, Articles of Governance, Scheme of Delegation and Standing Orders, which had been updated in light of guidance issued by the Good Governance Steering Group of Colleges Scotland. The Committee was satisfied with these documents which will have been discussed earlier in the meeting at agenda item 9.

AM315 Risk Management Strategy and Strategic Risk Register - the Committee approved the Risk Management Strategy and the Strategic Risk Register. However, a number of matters relating to risk are still under active consideration at the Committees. Agenda item 13 will update the Board on this matter.

Additionally, the Committee received a number of reports from Internal Audit, including Health and Safety; IT Security Health Check; and a progress report on 2017/18 audit activity.

Lead: John McMillan, Chair of Audit Committee

Status: Open, except for AM303 which is restricted

AUDIT COMMITTEE

MINUTES: 14 December 2017

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

Attending: David Alexander (Vice Principal Operations), Alan Ritchie (Director of Finance and Estates), David Black (Director of IT), Drew McGowan (Acting Secretary to the Committee).

Attending by

invitation: Elizabeth Young, Scott-Moncrieff, Internal Auditors; Paul Kelly, Scott-Moncrieff, Internal Auditors – Neither were present for item AM303.

Apologies: Gwen McArthur (Secretary to the Committee).

The first item is deemed to be restricted under the Freedom of Information Act as being commercially sensitive.

[Redacted content]

AM304 WELCOME

The auditors re-joined the meeting at this point following consideration of agenda item AM303.

The Chair welcomed everyone to the last meeting of the Committee before the Christmas holidays.

AM305 DECLARATION OF INTERESTS

John McMillan and David Alexander declared an interest as Trustees of West College Scotland Foundation. David Alexander declared an interest as a Board member of the Scottish Funding Council and as Chair of the Scottish Funding Council Audit and Compliance Committee. Stephen Vere declared an interest as a Director of C3 Investments in Ayrshire College Education Limited.

AM306 MINUTES

The minutes of the meeting held on 7 September 2017 were approved.

AM307 ACTIONS FROM THE MINUTES

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

- .1 Corporate Dashboard of Performance Measures** – The Director of Finance and Estates informed the Committee that the Vice Principal Corporate Development was leading on the creation of the College's Corporate Dashboard and planned to present a paper to a future meeting of the Board.
- .2 Whistleblowing Policy and Procedure** – The Vice Principal Operations informed the Committee that the Whistleblowing Policy and Procedure has been made available on the College intranet.
- .3 Fraud and Corruption Policy** – The Committee noted that the Secretary to the Committee had issued all Board members with a copy of the College's Fraud and Corruption Policy at the October 2017 meeting.

AM308 JOINT AUDIT, FINANCE AND GENERAL PURPOSES COMMITTEE

The Committee approved the minutes of the Joint Audit, Finance and General Purposes Committee held on 21 November 2017.

AM309 UPDATES TO GOVERNANCE

The Chair presented the Articles of Governance, Scheme of Delegation and Standing Orders to the Committee in the Secretary's absence. The Committee **agreed** that the final Standing Orders should remove the

words “*shall be called by a summons*” (13.3) and replaced with “*shall be invited*”. The Committee **agreed** that the documents would be reviewed every three years, or whenever there was a significant change in circumstances that would necessitate an earlier review. Other than the one change to the wording, the papers were accepted in their entirety and the Committee agreed that they would be presented to the Board of Management meeting in February 2018. **[Action: GMcA]**

AM310 INTERNAL AUDIT REPORT: HEALTH AND SAFETY

The Internal Auditors presented the findings and recommendations from their review of the College’s health and safety arrangements to the Committee. The Committee welcomed the positive report, which acknowledged “*the generally robust controls in place to ensure health and safety*”, and noted that the Internal Auditors had identified 6 low-level recommendations. The Director of Finance and Estates told the Committee that work was already underway to progress these actions. The Committee **approved** the contents of the report and agreed that the 6 recommendations should be added to the Rolling Audit Plan.

[Action: AR]

AM311 INTERNAL AUDIT REPORT: IT SECURITY HEALTH CHECK

The Internal Auditors informed the Committee of the Scottish Government’s recently published Cyber Resilience Action Plan and explained what key actions were required of public sector organisations including the College. The Committee **approved** the report and noted the six recommendations arising. The Committee **agreed** that these recommendations, along with the management responses, be added to the Rolling Audit Action Plan for future monitoring.

[Action: AR]

AM312 INTERNAL AUDIT PROGRESS REPORT

The Internal Auditors presented a report of 2017/18 audit activity undertaken since the previous Audit Committee meeting in September. The Committee was informed that the Internal Auditors had completed a review of health and safety and an IT security health check in the period to December 2017, and that audits of payroll and expenses, procurement and tendering were still to take place.

AM313 ROLLING AUDIT ACTION PLAN

The Director of Finance and Estates presented an update on the status of the recommendations made by both the Internal and External Auditors for the Committee’s information. The Committee **approved** the Rolling Audit Action Plan and the requested extensions to four of the anticipated dates of completion.

AM314 REVIEW OF RECENT COURT JUDGEMENTS – GOOD GOVERNANCE STEERING GROUP – CLYDE COLLEGE

The Committee noted the summary of the Laverie v The Scottish Ministers Decision ruling and its implications for the Code of Good Governance for Scotland's Colleges.

AM315 RISK MANAGEMENT STRATEGY AND STRATEGIC RISK REGISTER

The Director of Finance and Estates provided overview of implementation of the Risk Management Strategy and presented an updated version of the Strategy and Strategic Risk Register for the Committee's review. The Committee noted that Risk 11 (the failure to maintain or acquire and use IT systems and infrastructure to support strategic improvement in business and learning processes) had been given an increased risk rating following outcomes from the recent internal audit. The Committee also noted that the proposed amendments to the Risk Management Strategy were of a minor nature and this would be presented to the Board of Management again during 2018/19 in accordance with the 3 year review period. The Audit Committee **approved** the Risk Management Strategy and the Strategic Risk Register.

AM316 REGISTER OF INTERESTS FOR BOARD AND COMMITTEE MEMBERS

The Committee noted the updated Register of Interests for Board and Committee Members.

AM317 SCHEDULE OF BUSINESS 2017/18

The Committee noted its Schedule of Business 2017/18.

AM318 NEXT MEETINGS

The Committee noted that it will next meet on Thursday 8 March 2018 at 4.00pm at the Paisley campus.

TITLE: STRATEGIC RISK REGISTER

Background: Under the Corporate Governance Code the Board of Management is tasked with ensuring a framework of risk management and control is in place. This paper:

- Presents to the Board of Management the considerations of Board Committees and the College Senior Management Team regarding the current Strategic Risk Register; and
- Provides a summary of assurances regarding the adequacy of the management of risk within the College.

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

- The risks included in the register;
- The risk rating both pre and post mitigation;
- Whether any risks should be considered for removal; and
- Whether any new risks should be considered for inclusion.

Lead: David Alexander, Vice Principal Operations

Status: Open

1. Risk Management Strategy

- 1.1 The West College Scotland Risk Management Strategy was approved by the Board of Management and is subject to ongoing review by the Audit Committee.

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

- 2.1 The risk register remains unchanged from the December 2017 Board of Management meeting due to a full cycle of Committee meetings not having taken place since then.
- 2.2 The risk register was reviewed at the December Audit Committee meeting and some recommendations were made for review - with particular reference to ICT and cyber resilience – which will also require consideration by the Finance and General Purposes Committee at its' next meeting. An update on this will therefore be reported at the next Board of Management meeting in March.
- 2.3 The Senior Management Team will also present the outcomes from a periodic review of the risk register for consideration at the next Board of Management meeting.
- 2.4 It is therefore intended to present to the March Board of Management meeting an updated Risk Register incorporating the SMT periodic review and the considerations of the Board sub-Committees from the next cycle of meetings.
- 2.5 At this time the Risk Register mitigating actions have been updated based on the SMT review and the revised register is presented to the Board for review and approval.

3. West College Scotland Risk Management Training and Assurance

- 3.1 As part of the ongoing development of College risk management systems the following training will be carried out during 2017/18:
- A Board of Management session facilitated by Mott MacDonald to review the College Risk Management Strategy and risk appetite of the Board has been arranged prior to the March 2018 meeting; and
 - College Heads of Department will undergo an introduction to risk management as part of the development of the operational risk management process.

4. Conclusion

4.1 The Board of Management is requested to review and approve the strategic risk register and consider:

- The risks included in the register;
- The risk rating both pre and post mitigation;
- Whether any risks should be considered for removal; and
- Whether any new risks should be considered for inclusion.

WEST COLLEGE SCOTLAND STRATEGIC RISK REGISTER 2017-18

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	Impact of SFC funding changes including credit, European, ELS, student support and estates maintenance funding.	5	4	20	1) 2017/18 budget approved in conjunction with 5 year future financial scenario planning and detailed assumptions. 2) Robust forecasting including production and review of monthly management accounts. 3) Estates Strategy including objective to improve / rationalise the College estate utilising estate maintenance funding. 4) Commercial Development Group reporting to Corporate Development Committee with focus on ESF activity. 5) Robust monitoring of current and future curriculum delivery plans (CMAP) including staffing requirements. 6) Significant work undertaken to embed Workforce Planning into College operations / planning. Positive internal audit report highlighting solid base position. 7) On going discussions with SFC combined with modelling of financial and delivery scenarios. 8) Active College representation and involvement in external SFC review groups - Credit review, Access and Inclusion, Rural and remoteness Premium and Student Funding.	4	4	16	VP Operations / VP Educational Leadership
2	1,2,3,11	Failure to secure estates capital funding for future investment or refurbishment.	5	4	20	1) College Estate Strategy submitted to SFC, reviewed by internal audit and Year 1 implementation update provided to Board of Management Estates Committee. 2) Continued engagement with SFC regarding the basis of the funding methodology for the allocation of estate maintenance resource. 3) Participation in SFC/sector Capital Working Group. 4) Awaiting response from SFC of Outline Business Case for Greenock campus. 5) Submission of Outline Business Case for the future development of the Paisley campus. Awaiting feedback from SFC. 6) SFC have issued outcome of national estate condition survey. College looking to further engage with SFC as to direction of travel of survey results.	4	4	16	VP Operations

Risk No.	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
			Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
3	1,2,3,11	Business case for development of estate are delayed, impacting upon ability of College to recruit students / retain staff.	5	4	20	<ul style="list-style-type: none"> 1) The College continues to actively engage with SFC, SFT and other key stakeholders. 2) College Estate Strategy highlights required estate investment for consideration by SFC and Scottish Government. 3) Option Appraisal and Outline Business Case for College estate in Greenock and Paisley submitted to the SFC and formal response on next steps awaited. 4) 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. 5) Ongoing involvement in sector/SFC capital working group enables WCS input to ongoing discussions in relation to SFC estates maintenance allocation methodology and capital allocations. 6) Ongoing engagement with SFC in relation to national estate condition survey review. 	4	4	16	VP Operations
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 and national joint negotiating committee (NJNC). 2) Financial impact assessment / planning scenarios with the financial impacts of National Bargaining under ongoing discussion with the SFC. 3) Business continuity Planning considers impact of industrial action, with specific plans in place. 4) Local trade union consultation and negotiating committees for support and teaching staff continuing to meet on an ongoing basis in order to maintain positive College industrial relations. 5) Robust college sector and WCS communication plan. 6) Local workforce planning arrangements subject to positive internal audit review (May 2017) - with a follow up review planned during 2018. 	6	2	12	Principal
5	1, 3, 5, 6	Unable to meet student targets leading to a failure to deliver stated Regional Outcome Agreement (ROA) objectives	5	3	15	<ul style="list-style-type: none"> 1) Improving working relationships with local authorities and head teachers to enable access to attainment funding. 2) Continued engagement with SFC over likely impacts of "intensification of ROA objective monitoring" for current and future year delivery and funding. 3) 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. 4) Detailed curriculum development planning and review process which has been subject to review by internal audit. 5) Blended approach to delivery of teaching and learning including distance and online learning allowing College to address changes in recruitment and delivery. 6) Curriculum offering is reviewed to ensure employer and student needs are met and appropriate courses delivered. 	4	3	12	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	
6	2, 11	Inadequate business continuity / contingency planning	3	4	12	<ul style="list-style-type: none"> 1) Internal audit report on Business Continuity Planning highlighted areas for development. Plans in place to action recommendations. 2) Internal audit have carried out IT security health check with aim of preparing the College to answer requirements of Governments Cyber resilience Strategy. Action plan in place to address recommendations made. 3) Incident response plan has been updated and communicated to all relevant staff. 4) Effective estate response procedures to incidents. 5) Adequate insurance cover to assist in recovery after an incident. 5) Risk assessment process well embedded at Strategic level now being further embedded at operational level. 6) Planned preventative maintenance regime in place including fire and intruder alarms. 7) Engagement of external consultancy support to assist with addressing requirements of cyber resilience action planning and implementation. 	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 approved by Board of Management and submitted to SFC. 2) Improvements to infrastructure and equipment are actioned and updated annually based on funding available. 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) College wide condition survey work undertaken to assist with identification of areas of investment . 6) Internal audit review (May 2017) of Asset Management included positive review of work undertaken to develop and implement the College Estate Strategy 2016-26. 	3	3	9	VP Operations
8	3, 4, 11	Inability to maintain good staff relations	4	3	12	<ul style="list-style-type: none"> 1) Internal audit report on Workforce Planning confirmed positive outcomes based on Audit Scotland guidance. 2) Clear procedures for communication in place in order to engage with Trade Unions and all staff across the College. 3) Developed procedures for staff engagement and negotiations. 4) Staff engagement session and staff surveys undertaken on regular basis allowing issues to be addressed early. 5) Local trade union consultation and negotiation committees in place for teaching and support staff and meet on an ongoing basis 	3	3	9	Principal

Risk No.	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
			Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
9	3, 4,	Failure to implement a systematic approach to workforce planning resulting in lack of appropriate resources and skills to achieve strategic priorities	4	3	12	<ul style="list-style-type: none"> 1) Internal working groups have been set up to develop College workforce Plan and associated reporting requirements. 2) Detailed teaching resource planning through use of curriculum mapping tool (CMAP). 3) Resourcing of support staff structures reviewed on an ongoing basis by Executive Management Team to ensure alignment with operational and strategic priorities. 4) Itrent HR and Payroll software developed to provide staff data and reports. 5) Professional Development Policies are aligned to strategic priorities. 6) 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. 7) Internal audit reviewed workforce planning as part of 2016/17 audit plan. Action plan developed to address recommendations made. Follow up audit of work carried out planned as part of 2017/18 work.	3	3	9	VP Educational Leadership VP Operations
10	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	<ul style="list-style-type: none"> 1) IT Strategy, Policies / Procedures and system access processes in place. 2) Staff and student feedback and evaluation procedures in place. 3) IT Contingency Plan in place with regular review. 4) Embedded IT incident review process. 5) Development of College Digital Strategy with assistance from external organisations. 6) Development of funding bid based on above work for submission to SFC to ensure IT systems are fit for purpose into the 21st century. 	3	3	9	VP Operations
11	1,2,3,11	Failure to invest sufficient resource (financial / staff) into delivery of Carbon Management Plan (CMP) resulting in negative publicity for College.	3	3	9	<ul style="list-style-type: none"> 1) Approval of CMP by Board of Management in October 2016 with this subsequently being submitted to SFC. 2) Specific resource - staff and funding - allocated to allow CMP to be implemented. 3) Development of Sustainability Group involving board, staff and student representatives. 4) Annual Scottish Government report on carbon management and wider sustainability issues now reported on for second year. 5) College on target to achieve objectives of CMP including 10% reduction in emissions. 	2	3	6	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	
12	5, 6, 8, 11	Inability to specify, deliver and implement effectively an approach to generation of alternative income	3	3	9	<ul style="list-style-type: none"> 1) Development of strong partnerships with local employers and stakeholders. 2) Operation planning process used to identify potential opportunities for income growth. 3) Adaption of course portfolio to meet student / employer needs. 4) Financial strategy and planning in place to address resource needs and redirect as required. 5) Review of resources required within Curriculum Development Planning procedure. 6) Annual financial target is agreed and monitored by the Corporate Development Committee. 7) Commercial Development Group reporting to Corporate Development Committee. 	3	2	6	VP Corporate Development
13	11	Inability to ensure a holistic response to data and information governance, including compliance with the General Data Protection Regulations (GDPR).	3	3	9	<ul style="list-style-type: none"> 1) External briefings provided to SMT on principles and practicalities of implementing GDPR. 2) Establishment of College working group on implementation of GDPR requirements. This group will have oversight of the information risk assessment process. 3) Update reports to SMT and OD&HR Committee on progress made. 4) Active engagement across the College to ensure collaborative approach to addressing issues raised. 5) Data Protection concepts and principles already embedded within the operations of the College. 6) Working with other Colleges to pool resources and minimise duplication of effort. 	3	2	6	Principal
14	1, 3, 5, 6	Normal business activities are unduly affected due to the complexity of sequencing estates investment works	4	2	8	<ul style="list-style-type: none"> 1) Detailed resource planning involving all relevant parties at an early stage for project work undertaken. 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
15	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	<ul style="list-style-type: none"> 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
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	<ul style="list-style-type: none"> 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 - commercial insurance and 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 2017/18**

Background: I have attached the following information which the Board is asked to note:

1. Current Committee membership – see Annex 1.
2. The Schedule of Business for 2017/18 – see Annex 2.
3. Dates of meetings in 2017/18 – see Annex 3.

Action: The Board is asked to note this information.

Lead: Gwen McArthur, Secretary to the Board

Status: Open

ANNEX 1

COMMITTEE MEMBERSHIP AND ATTENDING OFFICERS 2017-18

1. Audit Committee

Membership

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

Attending Officers

Audrey Cumberland, 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 – Lucy Nutley, Mazars

2. Corporate Development Committee

Membership

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

Attending Officers

Liz Connolly, Vice Principal Corporate Development
Sara Rae, Director of Business & Enterprise
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 Cumberland
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

Jim Hannigan (Chair)
Audrey Cumberland
John Leburn
Angela Wilson
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 and Student Funding
Gwen McArthur, Secretary

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

5. Learning, Teaching & Quality Committee

Membership

Mike Haggerty (Chair)
Jacqueline Henry (Vice Chair)
Audrey Cumberland
David Watson
Alison Mitchell
Matthew Marsden
Wilma Bain (co-opted)
Peter Macleod (co-opted)
Keith McKellar (*ex officio*)

Attending Officers

Stephanie Graham, Vice Principal Educational Leadership
Cathy MacNab, Director of Quality Learning & Teaching
Iain Forster-Smith, Director of Student Services and Communities
Gwen McArthur, Secretary

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

6. Organisational Development & HR Committee

Membership

Lyndsay Lauder (Chair)
Audrey Cumberland
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

Jim Hannigan

Jacqueline Henry

Lyndsay Lauder

John McMillan

Mark Newlands

Alison Mitchell

Matthew Marsden, Student President

Attending Officer

Gwen McArthur, Secretary

8. Remuneration Committee

Membership

Mark Newlands (Chair)

Keith McKellar

Nick Allan

Mike Haggerty

Jim Hannigan

Jacqueline Henry

Lyndsay Lauder

John McMillan

Attending Officer

David Gunn, Director of Organisational Development & HR

Gwen McArthur, Secretary

As at January 2018

ANNEX 2

SCHEDULE OF BUSINESS 2017/18

BOARD OF MANAGEMENT

Date of meeting	Agenda items	Deadline for Papers
9 October 2017 Greenock Campus	<p>Main items of business Equality and Diversity Key Performance Indicators Board Development Action Plan SFC/Education Scotland Quality Arrangements: Evaluative Report and Enhancement Plan Estates development plans for Paisley Campus Corporate Parenting Regional Outcome Agreement Review Report 2016/17</p> <p>Committee reports Audit; Corporate Development; Estates; Organisational Development & HR; Nominations; Remuneration</p> <p>Development session: CONSENT and PREVENT</p>	27 September
4 December 2017 Paisley Campus	<p>Main items of business Feedback on Evaluation Report and Enhancement Plan Student Satisfaction Survey Outcomes Management Accounts</p> <p>Financial Statements for the year ending 31 July 2017 Report from External Auditor Annual Report from Audit Committee Annual Report from Internal Audit</p> <p>Committee reports Estates; Finance & General Purposes; Learning, Teaching & Quality; Organisational Development & HR.</p>	21 November
5 February 2018 Paisley Campus	<p>Main items of business Draft Regional Outcome Agreement 2017-20 Review of Risk Management Strategy and Strategic Risk Register Key Performance Indicators update</p> <p>Committee Reports Audit; Corporate Development</p>	24 January

26 March 2018 Clydebank Campus	Main items of business Final Regional Outcome Agreement 2017-20 Corporate Parenting Update and Action Plan HR Annual Report Dates of meetings 2018/19 Committee Reports Audit; Corporate Development; Estates; Finance & General Purposes; Learning, Teaching & Quality; Organisational Development & HR Development Session: Risk Management	14 March
April/May 2018 – date to be confirmed	Strategic and Development Session Strategic Review of Corporate Plan	
18 June 2018 Paisley Campus	Main items of business Report on outcomes of Strategic Review of Corporate Plan Budget 2017/18 and Financial Strategy (including Budget for Students Association) *Review of Board Development Action Plan *Report on outcome of annual effectiveness review Report from Short Life Working Group on Board Diversity Committee Reports on Progress against Regional Outcome Agreement Draft Schedule of Business 2018/19 Committee reports Audit; Corporate Development; Estates; Finance & General Purposes; Learning, Teaching & Quality; Organisational Development & HR	6 June

GMcA/24.01.18/v7

*Review of Board Development Action Plan and Annual Effectiveness of Board deferred to the June meeting to allow the strategic review of the Corporate Plan to take place first.

ANNEX 3

Dates of Meetings in 2017/18

Committee	Aug	September	October	November	December	January	February	March	April	May	June
BOARD Mondays at 4.00 p.m.			9 G		4 P		5 P	26 C			18 P
Audit Thursdays at 4.00 p.m.		7 G			14 C			8 P		24 P	
Joint Audit & Finance				21 4.00 p.m.							
Finance and GP Tuesdays at 4.00 p.m.				21 2.00 p.m.				6 P			5 P
Corporate Development Tuesdays at 4.00 p.m.		5			12		26 (Monday)			22	
Estates Tuesdays at 4.00 p.m.		12 P		14 G			27 P			29 C	
OD&HR Wednesdays at 4.00 p.m.		13		8			14			16	
LTD Wednesdays at 4.00 p.m.			11 C				28 G			23 C	

NOTE: the venue for the Board and some Committee meetings will alternate between different Campuses as indicated above.

C = Clydebank; G = Greenock; P = Paisley.