

## **BOARD OF MANAGEMENT**

**Minutes:** 5 February 2018

**Present:** Keith McKellar (Chair)  
Nick Allan, Jacqueline Henry, Andrew Hetherington, Jenifer Johnston, Linda Johnston, John Leburn, John McMillan, Alison Mitchell, Nicole Percival, David Watson, Angela Wilson.

**Attending:** Stephanie Graham (Vice Principal Educational Leadership), David Alexander (Vice Principal Operations), Liz Connolly (Vice Principal Corporate Development), Gwen McArthur (Secretary to the Board).

**Apologies:** Audrey Cumberland, Mike Haggerty, Jim Hannigan, Lyndsay Lauder, Mark Newlands.

### **BM425 BOARD MEMBERSHIP**

The Board was delighted to note that the Chair had been re-appointed by the Scottish Government for a further two years to 2 March 2020 and congratulated him on his re-appointment.

The Chair informed the Board that Matthew Marsden, Student President, had resigned from this position. Nicole Percival would be Acting Student President for the remainder of the session. The Board wished to record its thanks to Matthew for all his hard work and various contributions he had made during his period of office.

### **BM426 DECLARATION OF INTERESTS**

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

### **BM427 MINUTES**

The minutes of the meeting held on 4 December 2017 were approved.

### **BM428 ACTIONS FROM THE MINUTES**

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

- i. **Financial Statements 2016/17 and the External Auditors Annual Report (BM418)** – it was noted that these documents had been finalised and submitted to the SFC for its deadline of the end of December.

- ii. **Board Development Action Plan (BM400)** – previously it had been agreed that the Board Development Action Plan would be reviewed at this meeting. However, it was proposed that consideration of this be deferred to tie in with the annual effectiveness review of the Board and the updated Action Plan be brought to the June meeting along with the outcomes of the effectiveness review. The Board **agreed** to this change in timing. **[Action: GMcA]**

#### **BM429 CHIEF EXECUTIVE'S REPORT (BM414)**

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

- i. **College Innovation** – the Board noted the update on progress with the College Innovation Fund and the various strands of activity that this would be used to support. The College has submitted a proposal to participate in the pilot of the FUTURE equipped project, which was a national, collaborative pilot project between the college sector and industry. The aim of this project being to explore the potential for Scotland's colleges to support business innovation through collaboration with Innovation Centre expertise and capability to support the skills development for the future workforce.
- ii. **National Manufacturing Institute for Scotland & Manufacturing District** it was noted that a new National Manufacturing Institute for Scotland (NMIS) would be established in Renfrewshire with the University of Strathclyde being the anchor university for this venture. Discussions were on-going regarding the possibility of the College becoming the anchor college for this venture as it was the local regional college and already had ambitions to create an innovation centre on the Paisley Campus, which were consistent with the plans for the development of the NMIS.
- iii. **National Bargaining** – the Board received an update on progress with National Bargaining. It was noted that tenders to undertake the national job evaluation exercise for Support staff had been issued and submissions were under review. It was acknowledged that this could present a challenge to the College as it could cause uncertainty amongst Support staff, particularly as the College had previously conducted its own job evaluation exercise following merger. It was also noted that Support staff trade unions had submitted a pay claim for 2018/19 and that this would now be considered by the Colleges Scotland Employers Association. In relation to Teaching staff, it was noted that no agreement had been reached on the pay award for 2017/18. EIS members had recently voted to accept the plans for the national harmonisation of terms and conditions and this would now be progressed. However, colleges were still waiting for the funding required to implement this agreement to be confirmed. It was acknowledged that the sector was entering a difficult period in terms of staff relations and it would be important to keep staff informed of developments and to maintain good staff relations.

**BM430 CORPORATE PLANNING EVENT (BM414 ii)**

At the last meeting it had been agreed that the Board and Senior Management Team hold a corporate development event to review the Corporate Development Plan 2015 – 2020 and associated ambitions and strategic priorities. It was noted that this event would take place on Monday 23 April 2018.

**BM431 DRAFT REGIONAL OUTCOME AGREEMENT 2018-2019 (BM414 iv)**

The Board received the Draft Regional Outcome Agreement (ROA) update for 2018/19. An earlier draft of this document had been submitted to SFC for consideration and the feedback had been positive. The SFC were satisfied with the content and the performance targets being set by the College. However, they had indicated they would prefer if a shorter document could be produced. It was also noted that the national sector performance indicators were not available yet, but would be shortly, and these would be taken into account in the next edition of the ROA to show how the College was performing in relation to them.

In particular the Board considered the targets relating to attainment and gender. The Board noted that staff within the College were undertaking a significant amount of work in order to achieve the targets set. The Board was of the view that a statement could be included in the ROA in relation to the action being taken to improve Board diversity. It was also of the view that colleges were performing well in relation to widening access and that Colleges Scotland should be promoting these achievements. The Board welcomed the draft Regional Outcome Agreement and would receive the next edition at its next meeting in March.

**[Action: SG]**

**BM432 COLLEGE KEY PERFORMANCE INDICATORS (BM397; CDM146)**

The Vice Principal Corporate Development presented a dashboard that contained a revised set of key performance indicators (kpi's) for the College that had been agreed by the Corporate Development Committee following consultation with the other Board Committees. The Committee had attempted to identify a balanced mix of kpi's that encompassed a broad range of activity that could be measured and reported on, with targets set that linked to the Corporate Plan. The Committee would continue to monitor the kpi's and review as necessary.

In discussion it was suggested that other kpi's could be included and efficiency measures could be included as well. However, it was noted that some of the kpi's suggested were not easily measurable, nor could targets be set as the College had limited control over them. It was also noted that the Board Committees would have their own, more detailed kpi's and objectives that they would monitor on a regular basis and report to the Board as necessary. It was accepted that there were different levels of kpi's and the dashboard was a tool that would provide the Board with an instant report on a strategic kpi's at any

given or agreed point in time. It was considered that the proposed kpi dashboard should be published and monitored. It could be refined over time once more information was available.

The Board **agreed** that the College dashboard of Key Performance Indicators be published as presented and kept under review with regular reports to the Board. **[Action: LC]**

#### **BM433 CHAIR'S REPORT (BM416)**

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

- The Scottish Government had issued the Draft Budget for 2018/19, which had set out the main funding priorities. The final Budget would be issued in due course.
- Audit Scotland had issued guidance on the areas it would be focussing on during its review of Scotland's Colleges 2018.
- The SFC had published an Estates Condition Survey which covered all campuses at each college and would help the SFC determine its spending priorities on estates infrastructure, as well as backlog and on-going estates maintenance, in the future.
- Through the School Education Governance Review, the Scottish Government had brought forward a number of proposals to deliver change across the school system, some of which could have a significant impact on the colleges. Further information would be brought to the Board once the outcomes of the consultation period was known.
- Colleges Scotland had made representation to the SFC and the Scottish Government for the continued use of commercial insurance by individual colleges. The College currently held commercial insurance and could do so until 31 July 2018. However, it was not yet known if this could continue beyond July. The Board expressed concern at this potential change and would urge Colleges Scotland to continue to press the case on behalf of the sector. The Board would be kept informed of progress. **[Action: KM]**
- The Chair had established a Short Life Working Group to look at improving Board Diversity. The Board noted the remit and membership of this Group and endorsed the action taken by the Chair.

#### **BM434 GOVERNANCE DOCUMENTS**

It was noted that the Good Governance Steering Group established by Colleges Scotland had published templates for a Scheme of Delegation and for Standing Orders, which Colleges were encouraged to adopt. Colleges were free to adapt these to suit their own local needs but it was expected that they would retain the main guidance contained in the templates. The Board Secretary had revised the College documents in line with the guidance issued. It was noted that currently the Articles of Governance contained the scheme of delegation that operated within the College. However, in light of the guidance issued it was proposed that the Articles of Governance and the Scheme of Delegation

be produced as two separate documents. The Board noted that the Audit Committee had considered these revised documents and was satisfied with the changes proposed.

In light of the above information the Board

**RESOLVED** that

- i. The revised Articles of Governance and Scheme of Delegation be approved as proposed;
- ii. The revised Standing Orders be approved as proposed.

#### **BM435 STUDENTS ASSOCIATION REPORT (BM417)**

The Board congratulated Nicole Percival on her appointment as Acting Student President. Nicole updated the Board on the activities of the Students Association, and particularly the following:

- It had been agreed that Nicole Percival take on the role of Student President but on a part-time basis. James Morrison, Vice President (Clydebank), would increase his hours so that he could provide greater assistance to Nicole and stand in for her when she was unavailable. This left a gap in provision at the Greenock Campus and steps were being taken to appoint a Vice President there as soon possible.
- Meetings with the Class Representatives would continue to be held on a regular basis so that their feedback and input was maintained.
- The process for the election of the Students Association Officers for 2018/19 had been initiated, with nominations currently being sought.
- In light of recent events some changes to the Constitution of the Students Association were currently being considered. Any such changes would be brought to the Board for final approval.

The Board welcomed this report.

#### **BM436 COMMITTEE REPORTS**

The Board noted the following reports:

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

The Board noted the minutes of the meeting of the Corporate Development Committee held on 12 December 2017 and particularly the following:

- i. **West of Scotland Skills Survey (CDM147)** – the Board was pleased to note that this survey had been launched and the main findings of this survey would be available in time for the June meeting.

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

The Board noted the minutes of the meeting of the Audit Committee held on 14 December 2017, and particularly the following matters:

- i. **Internal Auditor Contract (AM303; BM178.4)** - the Board noted that the Audit Committee had approved the extension of the appointment of

Scott-Moncrieff as Internal Auditors for a further two years to 31 July 2020. The Board endorsed this action.

- ii. **Internal Audit Reports** – the Committee had 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.

**BM437 STRATEGIC RISK REGISTER (BM420)**

The Board considered the Strategic Risk Register. It was noted that there had been minimal change made to the register as there had not been a full cycle of Committee meetings since the last Board meeting. However, this would be updated and brought to the next Board meeting.

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

**BM438 BOARD: COMMITTEE MEMBERSHIP, SCHEDULE OF BUSINESS AND DATES OF MEETINGS 2017/18 (BM422)**

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

**BM439 REPORT ON DELEGATED ACTION TAKEN SINCE LAST MEETING**

There were no actions to report.

**BM440 NEXT MEETING**

Monday 26 March 2018 at 4.00 p.m. at the Clydebank Campus.

This would be preceded by a development session on Risk Management at 3.00 p.m. This would be facilitated by Mott McDonald.