

BOARD OF MANAGEMENT

Minutes: 26 March 2018

Present: Keith McKellar (Chair)

Nick Allan, Audrey Cumberland, Jim Hannigan, Jacqueline Henry, Andrew Hetherington, Jenifer Johnston, Linda Johnston, Lyndsay Lauder, John Leburn, John McMillan, Alison Mitchell, James Morrison, Mark Newlands, Nicole Percival, David Watson, Angela Wilson.

Attending: Stephanie Graham (Vice Principal Educational Leadership), David Alexander (Vice Principal Operations), Liz Connolly (Vice Principal Corporate Development), David Gunn (Director, Organisational Development and HR), Iain Forster-Smith (Director, Student Services and Communities), Gwen McArthur (Secretary to the Board).

Apologies: Mike Haggerty.

BM441 WELCOME

On behalf of the Board the Chair welcomed to the meeting the new member James Morrison, Vice President (Clydebank) of the Students Association; and David Gunn, Director, Organisational Development and HR, and Iain Forster-Smith, Director, Students Services and Communities who were attending.

BM442 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 Board 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.

BM443 MINUTES

The minutes of the meeting held on 5 February 2018 were approved.

BM444 ACTIONS FROM THE MINUTES

The Board noted the actions taken since the last meeting.

BM445 CHIEF EXECUTIVE'S REPORT (BM429)

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

- i. National Manufacturing Institute for Scotland** - it was noted that discussions with Strathclyde University were continuing regarding the College's potential input and role with the new National Manufacturing Institute for

Scotland (NMIS). A team from interested parties in Scotland, including some staff from the College, had recently visited a similar centre in Sheffield to learn from their experience. This had provided the team the opportunity to explore issues regarding quality, delivery and context as relating to NMIS. The College was keen to be involved in the Centre established in Scotland and to be involved in the delivery of technical and vocational training as well as accessing the specialist facilities and equipment at the Institute. This was complementary to the College's ambition to establish a manufacturing/engineering/construction facility at the Paisley Campus. This would also tie in with the current review of the curriculum of engineering HNC's and HND's being undertaken by Scottish Qualifications Authority (SQA). The Board would be kept informed of developments.

- ii. Funding Announcement 2018/19 and Visit by Minister** – the Board noted that the Minister for Further Education, Higher Education and Science had recently visited the Greenock Campus of the College, from where she had announced the indicative funding allocation for Colleges in 2018/19. The Minister had toured the facilities at the Greenock Campus and had met with a number of staff and students, as well as some local employers. This visit had gone well.
- iii. Corporate Planning Session** – this event would take place on Monday 23 April 2018. It was the intention that it would be externally facilitated. Further information would be issued in advance of this session.
- iv. Board Self-Evaluation** – work was currently underway to develop a questionnaire to be used for the self-evaluation of the Board effectiveness. It was the intention that this would be issued to all Board members shortly for completion.
- v. CDN Marketing Awards 2018** – the Board was delighted to note that the College had been successful in a number of categories at the CDN Marketing Awards 2018 and had won the following:
 - the 'GO FOR IT' student recruitment campaign won Gold in the Digital Marketing category and Bronze in the Integrated Marketing Campaign category;
 - the STEM Material won Silver in the Promotional Literature category and Bronze for Design.

The Board congratulated all staff who had been involved in this work.

BM446 DRAFT REGIONAL OUTCOME AGREEMENT 2018-2019 (BM431)

The Board received the Draft Regional Outcome Agreement (ROA) for 2018/19 which had been updated in light of earlier feedback from SFC and the recently published Sector Performance Indicator (PI) data as well as the recently announced indicative funding allocation and credit targets for 2018/19. The Learning, Teaching and Quality Committee had considered this document at

its meeting the previous week and had welcomed it. It clearly showed the College's ambitions as well as highlighting the achievements attained so far. The Committee had asked for some further minor amendments to be made to it. Also some further national data was still not available but should be soon. Once this was available then the ROA would be finalised and issued to the Board again, by email, for any final comment before it was submitted to the SFC by the end of April. The Board **approved** this course of action.

[Action: SG]

BM447 CHAIR'S REPORT (BM433)

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

- The Board was delighted to note that, following a case made by Colleges Scotland, the Scottish Government had approved the extension of the current period of derogation which would allow the College to seek commercial insurance cover for the period to July 2021.
- The Board noted a letter which had just been received by the College from SFC and provided feedback on the outcome of the Board Effectiveness Review conducted in 2017. SFC had commented on the variation in reports received on this matter and it was anticipated that some further guidance would be forthcoming in the future. In the meantime the SFC had asked for the updated Board Development Plans to be submitted to them by early April. However, informal discussions had been held with SFC to explain the process the College was currently undertaking in relation to the corporate planning session in April which would be followed by the Board effectiveness review and the updating of the Board Development Plan which would be brought to the next meeting in June prior to submission to SFC by the end of June. Informal feedback from SFC had indicated that this would be acceptable.

Secretary's Note: subsequent to the meeting the Board Secretary received written confirmation from the SFC that the updated Board Development Action Plan could be submitted to SFC by the end of June.

- The Board noted that students from the HND Interior Architecture and Design course in the College had recently made a presentation to a panel of experts from Glasgow School of Art and the architectural firm, Keppie Design. The Chair had attended this event and confirmed that this had been well received and showcased the excellent work the students were undertaking.
- The Chair was also pleased to report that he had attended a charity event in aid of Mary's Meals which had been held at the Greenock Campus and involved members from both Greenock and Paisley Rotary Clubs. The Board was delighted to note that the students from the College had provided 212 backpacks to this charity through their fund-raising efforts.

BM448 STUDENTS ASSOCIATION REPORT (BM435)

The Acting Student President updated the Board on the activities of the Students Association, and particularly the following:

- It was noted that all the Vice President posts had been filled with the appointment of Mac Murray at Greenock. Also the Executive Officer posts had all been filled at the Greenock Campus. It was hoped that the further Executive Officer posts at the other campuses would be filled soon.
- The Acting Student President and members of her team had recently attended the NUS National Conference. The Board was pleased to note that the College team were building good relationships with the NUS National team and that the in-coming NUS President had indicated that he wished to spend a day working at the College with the College Officers in the coming session.
- The Students Association was continuing to undertake a significant amount of work in relation to student mental health and would be taking part in the NUS campaign, 'Healthy body, healthy mind'. This campaign recognised progress by awarding different levels of achievement and the aim was to seek 1 and 2 star level award status this year, with higher awards next year (the awards were up to 5 star). Also a student mental health agreement was being developed within the College in conjunction with the Director of Student Services and Communities which should be in place shortly. The Learning, Teaching and Quality Committee had discussed these matters and had been particularly impressed by progress to date and supported the Students Association and the Student Services team to continue with this work.
- The Board noted that David O'Hagan and staff in the Creative Industries department had provided excellent support to students at the Greenock campus following the death of a student. The Board wished to record its thanks and appreciation to the staff concerned.
- The process for the election of the Students Association Officers for 2018/19 was now complete and it was noted that Mac Murray would become Student President on 1 August 2018, with the Vice Presidents being Nicole Percival (Greenock), Marek Gorecki (Paisley) and James Morrison (Clydebank). The Board congratulated the students on their appointments and welcomed the continuity this would bring.

The Board welcomed this report and was pleased to note the progress made with a number of matters. The Board also joined the Learning, Teaching and Quality Committee in thanking Nicole Percival for stepping in as Acting Student President and making such a positive impact.

BM449 CORPORATE PARENTING (BM389)

The Director, Student Services and Communities, provided the Board with an update on progress with the Corporate Parenting Plan which had been approved previously and was available on the College website. The College currently had 154 students in the 16-26 age range who had come through the

care experienced route. The Student Advisory Team had worked very hard to support them and had used this experience and the input from this group of students to further develop the systems and processes in place to support these students and to enhance the Corporate Parenting plan. However, there had been no increase in funding to assist with this and so the Team had had to meet this within existing resources. Further analysis of this data was being undertaken in order to better target support to where it was most needed. It was noted that a bid to 'Life Changes Trust' had been made in order to seek some funding support. The Board was aware that helping students from different/difficult backgrounds was one of the key drivers of the Scottish Government and it was suggested that the work being undertaken here should be highlighted to the Scottish Government.

The Board was pleased to note that the College had recently made the pledge to the 'Stand Alone' programme which was a commitment to help students who had no family support. This was being combined with the Corporate Parenting programme as the same set of principles applied to both. The College was the first in the United Kingdom to make this pledge and it was **agreed** that further information on this would be provided to the Board. **[Action: IFS]**

The Board welcomed this report and congratulated the staff and students involved on the work they had put into this area and the continued support being provided.

BM450 HR ANNUAL REPORT 2017

The Chair of the Organisational Development and HR Committee and the Director, Organisational Development and HR, presented the HR Annual Report 2017 to the Board. The Board welcomed the range and quality of information provided and noted that this tied in with the People Strategy which had been developed within the College for the period to 2019. As part of the Corporate Planning session to be held on 23 April it was the intention to revisit the key themes identified in the People Strategy and consider the future direction for the College. The Board noted the progress made in a number of areas and particularly in relation to equality, diversity and inclusion; health, safety and wellbeing; and CPD, particularly in relation to the development of a bespoke leadership development programme. A behaviours framework (now called Building Our Collective Future) had been finalised with support of the trade unions, the College had secured Living Wage Employer accreditation and Carer Positive accreditation.

It was noted that there was limited information available to allow benchmarking of HR data across the sector, but benchmarking data had been included where appropriate. The possibility of conducting another staff survey to obtain feedback was being considered.

The Board welcomed the HR Annual Report 2017 and **agreed** that, subject to some minor revision, this Report be approved. **[Action: DG]**

BM451 COMMITTEE REPORTS

The Board noted the following reports:

.1 Organisational Development and HR Committee

The Board noted the minutes of the meeting of the Organisational Development and HR Committee held on 14 February 2018 and particularly the following:

- i. Building Our Collective Future (PM179.2)** – the Board was pleased to note the progress made with the development of this framework and the aim to hold a series of CPD events and presentations to staff to ensure that there was a shared view on values and behaviours across the College. It was known that organisations based on values and attitudes were more attractive to young people seeking employment, as they could be trained in the skills required once in post.
- ii. HSE Improvement Notice (OM182)** – it was noted that the HSE had confirmed that they were satisfied with the actions being taken, and with those planned, by the College in light of the Improvement Notice issued. A meeting with the HSE Inspector was scheduled to take place the following day where it was hoped the final sign-off would be agreed in relation to actions undertaken by the College.

.2 Corporate Development Committee

The Board noted the minutes of the meeting of the Corporate Development Committee held on 26 February 2018 and particularly the following:

- i. Development Funding and Foundation Apprenticeships (CDM160)** – the Board noted the College had set challenging targets in terms of the number of Foundation Apprenticeships it would offer in the future. The view was that the Foundation Apprenticeship scheme was a relatively new concept which had perhaps not been as widely promoted nationally as it could have been and College staff were feeding this information back to the appropriate bodies for future action. The College had undertaken a significant amount of work to raise awareness of this scheme and the benefits it could offer young people, while also maintaining existing links and programmes to ensure a continued flow of alternative income. The Board commended the staff on the work undertaken.
- ii. Commercial Competitor Analysis (CDM161)** – it was noted that a report on training and education provided by other organisations and commercial providers had been considered by the Committee. The Committee considered this to be an excellent report and it would help the College place itself in this market.

.3 Estates Committee

The Board noted the minutes of the meeting of the Estates Committee held on 27 February 2018 and particularly the following:

- i. Clydebank District Heating System (EM263.1)** – it was noted that West Dunbartonshire Council would be taking the lead in this project to install a District Heating System.
- ii. Inchinnan/Oakshaw Project (EM263.3)** – it was noted that this project was now complete and the Committee would visit the new facilities immediately prior to its next meeting.
- iii. Drumry Road (EM264)** – it was noted that the College was intending to dispose of a property at Drumry Road, Clydebank. The Board would be kept informed of progress.
- iv. Funding Update for 2018/19 (EM265 & 269)** – the Committee had been disappointed that the overall funding allocated to the College for lifecycle estates maintenance in 2018/19 was lower than for the current year. However, this was indicative funding for session 2018/19 and so further information would be forthcoming in the near future. It was noted that £3.004M had been allocated as capital funding for high priority maintenance, but the basis of this funding was not fully known and further discussions with SFC would need to take place to determine what this could be used for and how this might impact on future funding levels.

.4 Finance and General Purposes Committee

The Board noted the minutes of the meeting of the Finance and General Purposes Committee held on 6 March 2018, and particularly the following matters:

- i. Financial Regulations (FPM177)** – a review of the current College Financial Regulations had been undertaken and some minor amendments were proposed. On the recommendation of the Finance and General Purposes Committee the Board **RESOLVED** that the Financial Regulations be approved as presented.
- ii. Technology One Finance System (FPM170.3; BM419.4)** – it was noted that the College would transfer to the Technology One Finance System on 1 August 2018.
- iii. Committee Remit (FPM172; BM419.4)** – the Committee had considered its remit again and had agreed that no further changes be made to it at present.
- iv. Scottish Government Cyber Resilience Strategy (FPM178)** – the Board was pleased to note a report on the progress and actions taken to date that would allow the College to move ahead and meet the actions placed on all public sector bodies by the Scottish Government.
- v. Catering and Cleaning Services (FPM183)** – the Board noted that a review of the provision of Catering and Cleaning Services within the College had been undertaken and a report provided to the Committee. In light of this report the Committee had decided that the Catering and Cleaning

Services should remain in-house and be reviewed again following 5 years of in-house operation in 2020. The Board **endorsed** this decision.

.5 Audit Committee

The Board noted the minutes of the meeting of the Audit Committee held on 8 March 2018, and particularly the following matters:

- i. Internal Audit Report: Payroll and Expenses (AM326)** – the Board was delighted to note that the Internal Audit Report confirmed that the College’s payroll and expenses procedures were robust, well-designed and represented good practice.
- ii. Rolling Audit Action Plan (AM328)** – it was noted that the Audit Committee had approved the updated Rolling Audit Action Plan and had also been provided with an update on progress with Business Continuity Planning. In relation to progress with the actions emerging from the Internal Audit Report on Health and Safety, a member asked for further information. It was noted that some of the actions contained in the report were not due for completion yet and that further information would be coming forward through the College Health and Safety Committee as well as an update on progress being provided to the next meetings of the Organisational Development and HR and Audit Committee meetings. This information would, therefore, be available in due course.

.6 Learning, Teaching and Quality Committee

The Board received an oral report from the Vice Chair of the Learning, Teaching and Quality Committee from the meeting held on 20 March 2018. The following matters were noted:

- i. Credit Target Update (LM248.1)** – the Committee had been informed that there was a slight shortfall in the overall number of credits achieved so far this session, and particularly for full-time provision. Action was being taken within the College to address this position.
- ii. Foundation Apprenticeships (LM248.3)** – the Committee was aware of the challenges facing the College in recruiting to the Foundation Apprenticeships programme (this had also been raised by the Corporate Development Committee – see BM451.2 above) and it was queried if the Chair and Principal could raise this matter with Colleges Scotland. However, it was noted that other Colleges were facing similar challenges and this matter had been raised at Colleges Scotland and with other appropriate bodies.
- iii. Further Information** – the attention of the Board was drawn to the range of further information now available and events taking place, including: Educational Scotland inspectors were currently in the College this week reviewing the learning and teaching offered; College performance indicator data was now available on the College website; feedback from the first Student Satisfaction Survey of 2017/18 was now available; the outcomes of the Curriculum Planning and Review 2017 exercise were available; and the College Leaver Destination Survey for 2016/17 data was currently

being analysed and would be available for the next meeting. Also the Committee was considering intensification as specified in the ROA and what this meant for the College. It was known that there would be closer scrutiny by the SFC of the Regional Outcome Agreements in the future.

BM452 STRATEGIC RISK REGISTER (BM437)

The Board had held a development session on risk management immediately prior to this meeting. At this session consideration had been given to the current arrangements for managing risk and how the information was presented. It had been proposed that the format of the risk register be reviewed and each Committee should decide where best to consider risk on the agenda, e.g. at the start of the meeting or at the end of the meeting, or possibly both, and report back to the Board on what worked best for them. The Board would also consider where best to consider risk on its own agenda.

The Board noted the letter from the Scottish Government which confirmed that the College Sector could continue to seek commercial insurance cover for the period to July 2021.

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

BM453 BOARD: COMMITTEE MEMBERSHIP, SCHEDULE OF BUSINESS AND DATES OF MEETINGS 2017/18 (BM438)

The Board noted the Committee membership, schedule of business 2017/18 and the dates of Board and committee meetings for the remainder of 2017/18. The Board also noted the proposed dates of its meetings in session 2018/19 which are as follows: 8 October and 3 December 2018; 4 February, 25 March and 17 June 2019 – all Mondays starting at 4.00 p.m.

BM454 REPORT ON DELEGATED ACTION TAKEN SINCE LAST MEETING

Following a selection process the Chair had approved the co-option of David Mark to the membership of the Organisational Development and HR Committee for the period 1 March 2018 to 28 February 2019. The Board **homologated** this decision.

BM455 NEXT MEETING

Monday 18 June 2018 at 4.00 p.m. at the Paisley Campus.

Prior to this the Corporate Development session would be held on Monday 23 April 2018 from 10.00 a.m. – 3.00 p.m.