

**WEST COLLEGE SCOTLAND
BOARD OF MANAGEMENT**

**MONDAY 8 OCTOBER 2018 at 3.00 p.m. in
The Cunard Suite, Clydebank Campus**

AGENDA

Board Members only

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| 1. Appointment of Principal | Paper 1 | KM |
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Open business

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| 2. Board Diversity | | |
| The Board will consider the report and action plan from the | Paper 2 | LJ |
| Short Life Working Group on Board Diversity | | |

General Business

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| 3. Welcome | | |
| 4. Apologies | | |
| 5. Declaration of Interests | | |
| 6. Minutes of the meeting held on 18 June 2018 | Enclosed | KM |
| Actions from the minutes | Enclosed | KM |
| 7. Matters Arising from the minutes
(and not otherwise on the agenda) | | |
| .1 BM471.8 Membership of the Board | | |

Main Items for Discussion and/or Approval

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| 8. Financial Update: Budget 2018/19 and Financial Plan
Note: the Financial Plan is a restricted item | Paper 8 | LC |
| 9. Greenock Outline Business Case
Note: this is a restricted item | Paper 9 | AR |
| 10. Strategic Risk Register | Paper 10 | AR |
| 11. Chief Executive's Report | Paper 11 | LC |
| 12. Students Association Report | Oral report | MM |

13. Chair's Report	Paper 13	KM
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Committee Reports

14. Audit Committee Minutes of the meeting held on 6 September 2018	Paper 14	JM
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15. Estates Committee Minutes of the meeting held on 11 September 2018	Paper 15	NA
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16. Finance and General Purposes Committee Minutes of the meeting held on 25 September 2018	Paper 16	JH
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17. Organisational Development and HR Committee Minutes of the meeting held on 26 September 2018	Paper 17	LL
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Items for Information

18. Board of Management: Membership, Dates of meetings 2018/19 and Schedule of Business 2018/19	Paper 18	GM
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19. Report on Delegated Action Taken since last meeting
Two Matters:

- .1 Chair appointed John McMillan as Independent Verifier for Support Staff Election to the Board
- .2 Chair authorised a leave of absence for Jenifer Johnston for the period 10 September – 22 October 2018

20. Any other business

21. Next meeting: Monday 10 December 2018 at 4.00 p.m. at the Greenock Campus. This will be followed by the Board Christmas dinner at 6.30 p.m. at the Greenock Campus

Gwen McArthur
Secretary to the Board

TITLE: SHORT LIFE WORKING GROUP ON BOARD DIVERSITY

Background: The Board established a Short Life Working Group (SLWG) to look at Board Diversity and to produce a plan for action to widen diversity in the Board membership. This report was provided to the Board at its meeting in June where it was agreed that the Chair of the SLWG should be invited to present this report to the Board at its October meeting. Unfortunately the Chair of the SLWG is not available and so Linda Johnston, a member of the SLWG, will present this report to the Board.

The Group has identified the following actions/steps to help widen diversity:

- Changing the mindset to allow a greater focus on background, rather than just the expertise of individuals;
- Creating opportunities for individuals to join a committee first, as a potential route to Board membership, as this would allow them to gain an insight into the workings of the College, its Board and Committees;
- Building relationships with communities with the aim of building a pool of potential candidates and gaining a better understanding of the barriers that are preventing individuals applying for such positions;
- Provide information on the benefits of being a Board or Committee member;
- Provide better support for individuals when they do join the Board, e.g. assign a mentor to each new member.

In addition to the above, a review of the current recruitment process is being undertaken, with the aim of making it more attractive to a wider range of individuals.

Action: The Board is asked to consider the attached information and the SLWG **Recommends** to the Board that the attached action plan be approved for immediate implementation.

Lead: Linda Johnston, Member of the SLWG

Status: Open

Short Life Working Group on Board Diversity

Draft Action Plan

Ref No	Matter for Action	Why is this important?	Action to be taken	Timescale/ By Whom
The Group believe there is a practical need to identify 2 Phases. However, most action issues are relevant for both Phases and so whilst we need to take care of the gender priority, we should lift ours heads and look to wider diversity/equality as we move forward. That wider ambition reflects the values of WCS and not just legislation.				
	Phase 1	Legislative requirement for 50/50 Board gender balance by 2020. Supporting good governance /right thing to do.	Contemporary review of Board Recruitment Procedure, to ensure fit for purpose. Actions agreed, data collection, monitoring and reporting procedures on Board gender equality in place. Prepare for same on wider diversity.	June 2018 CF/JR Session 2018/19
1	Mind-set (Culture)	Without the right mind-set changes will be either unachievable or unsustainable. The right mind-set (culture) will help, e.g. willingness to look at barriers in gender balance and find positive/ imaginative ways to address these.	i)Awareness raising of equalities for Board ii)Equality, including gender, to have a place in College values and in strategies iii)Visibility of women on the Board (at events, social media, website, around recruitment time).	During session 2018/19 JR/CF
2	Skills and competencies in Board membership	Do we need everyone to be strategists? The Board needs essential skills and experience, but not everyone needs to be an accountant, a Board of this size should be able to accommodate diversity, including of experience.	i)See the Board as a 'Team' – yes collective accountability but not everyone needs to be a 'strategist'. Review/agree skills and competencies it and SG requires for effective governance? ii)Could language of competencies be less off putting? (See Appendix)	June 2018 Board
3	Engagement with Communities and networks	The 'pool'. The historical weakness has been in interest and 'applications', rather than selection.	i)Work with IFS and his team to identify communities and opportunities to meet ii)Set up networking events to showcase/talk about the College and the role of the Board.	September JR/MM

Ref No	Matter for Action	Why is this important?	Action to be taken	Timescale/By Whom
4	Develop communication /information strategy	Continuing the issue of 'pool' (the biggest issue), information needs to be available at all times on the Board, not just at recruitment time. To take to communities and to which we can signpost those interested, at any time. This could include a webpage/contact address to which people could indicate interest in being kept advised of Board recruitment or 'projects' – ways to help the College, at any time.	i) Work with Comms team to develop strategy. ii) Review recruitment information literature. iii) Review Board website to ensure it offers sufficient/interesting information on the Board. iv) Produce short film about Board for webpage. v) Consider presence for the Board or Board members to make more use of social media, e.g. WCS twitter account.	Comms/JR CF/JR/Comms Comms? Students Comms
	Phase 2	WCS ambitions for diversity and improving the Board are wider than that of gender – prepare now for the future.	Steps to increase wider diversity on Board membership	By June 2019
5	Build Pool of candidates	Follows from 3 above. We have looked at empirical reasons for barriers to diversity. But we need to ask for our own community's reasons. Need to better 'understand' reasons for barriers, not just 'guess'.	i) Programme of work with communities in the widest sense, e.g. voluntary groups, business and industry ii) Routine monitoring of the work programme, data collection, learning.	During session 2018/19
6	Support and inclusion for new and potential Board members	Where is the 'in' to the College? What would assure/give support to new members? Is the specialisms /silo way we organise business a barrier? For business outcomes, as well as Board membership, invite interested non-Board members to look at an issue for us in widest terms, perhaps equalities...?	i) Identify Board members and others who could become mentors. ii) Identify training needs and develop further training materials for new/potential Board. iii) Introduce/pilot 'Equalities and <i>Community</i> Group' to have a dialogue, explore and monitor Equality – within and out with the College.	Board June – for 'in principle'

Annex 1

Board Members: Skills and Competencies Sought

1. Competencies (need at least 1 member with at least 1 of these competencies)

- Qualified accountant
- OD/HR/people management background
- Education
- Facilities management/property/estates – to consider design, innovative use, efficiency and sustainability
- Planning and strategic experience – “new thinking”
- Industry/business/employer
- Customer
- Community
- IT tech/futures skills

2. Personal qualities/skills

- Reliability
- Diligence
- Curiosity
- Passion
- Challenging (in a non-threatening way)
- Communication
- Team working
- Bravery/confident (be brave in your contribution – “Power of One”)
- Contributing to and understanding of College context
- Observe and reflect
- Synthesise and interpret information

A Diversity Mindset

- Applies team dynamics to create the required skill base
- Allows greater focus on background (rather than just expertise)
- Removes barriers to entry by creating sub-committee roles that allow candidates to develop the core skills required to be a full board member
- Creating a pipeline of diverse candidates for Board membership

Competency/Skill	Qualification / Experience	Background	Develop via Training/Mentor
Financial expertise	■		▲
Good governance expertise			▲
Strategic thinker			▲
People management	■		
Excellence in education		●	
Learner journey		●	
Understanding needs of diverse communities		●	▲
Facility development expertise	■		
Business savvy		●	
Tech savvy	■		
Creative flair		●	

■ Qualified expert

● Preferred background

▲ Acquired skill through training / mentoring

BOARD OF MANAGEMENT

Minutes: 18 June 2018

Present: Keith McKellar (Chair)

Nick Allan, Audrey Cumberford (except for items CM456, 457, &) Mike Haggerty, Jim Hannigan, Andrew Hetherington, Jenifer Johnston, Linda Johnston, John Leburn, John McMillan, Alison Mitchell, James Morrison, Mark Newlands, David Watson, Angela Wilson.

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), David Gunn (Director, Organisational Development and HR) – present for all items except CM456 & 457.
Gwen McArthur (Secretary to the Board).

Apologies: Jacqueline Henry, Lyndsay Lauder, Nicole Percival

RESERVED BUSINESS

The Board members met in closed session to discuss two confidential matters.

Bar Index	Relative Length (approximate percentage of total width)
1	95%
2	90%
3	90%
4	95%
5	95%
6	95%
7	60%
8	85%
9	80%
10	95%
11	95%
12	95%

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beyond the sector to see the range of candidates coming forward. It was acknowledged that the role of Principal now was very different from before regionalisation with a much greater emphasis on the ability to operate and have impact beyond the College.

In discussion the Board noted that it was the intention to hold the final selection interviews over 2 days, so that students and Board members could be involved and have an input, before the Selection Panel made the final decision. In relation to involving staff it was the intention to include the staff members on the Board in the process. It was considered critical to maintain confidentiality during this process so as not to deter candidates from coming forward.

It was proposed that the Selection Panel would comprise, the Chair and Vice Chair of the Board, the Senior Independent Member, and an independent member (still to be identified), and would be supported by the Director from Aspen and the Secretary to the Board. It was the aim to make the final decision on 28 August so that an announcement could be made shortly thereafter once agreement was reached with the successful candidate.

Depending on the availability of the person to be appointed there might be a need to appoint an Acting Principal. However, this would be reviewed in the light of the outcomes of the selection process.

[REDACTED]

OPEN BUSINESS

BM458 WELCOME

On behalf of the Board the Chair welcomed to the meeting Audrey Cumberland (Principal), Stephanie Graham (Vice Principal Educational Leadership), David Alexander (Vice Principal Operations), Liz Connolly (Vice Principal Corporate Development), Alan Ritchie (Director of Finance and Estates) and David Gunn (Director, Organisational Development and HR).

BM459 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.

BM460 MINUTES

The minutes of the meeting held on 26 March 2018 were approved.

BM461 ACTIONS FROM THE MINUTES

The Board noted the actions taken since the last meeting.

In particular it was noted that the Regional Outcome Agreement (ROA) for 2018-19 (BM446) had been finalised recently, following the final funding allocations announced by SFC in May. The revised ROA 2018-19 had been submitted to SFC.

BM462 MANAGEMENT ACCOUNTS 2017-18 (FPM189)

The Board received the Management Accounts for the 9 month period to 30 April 2018. The Management Accounts presented forecast a financial deficit of £973,000 and an underlying operating break even position after accounting adjustments. It was noted that the Finance and General Purposes Committee had discussed the Management Accounts and the overall financial position at its recent meeting where there had been a robust discussion of the key risks facing the College. The Committee was of the view that the College was taking appropriate action. It was noted that the College was forecasting achievement of its credit target for 2017-18 and the Strategic Risk Register had been updated in light of the risks identified following on from the final SFC funding allocation announcement.

A Cumberford, J McMillan and D Alexander were not present for the next part of the discussion.

It was also noted that a transfer from the College to the arms-length West College Scotland Foundation might require to be made before the end of the session. On the recommendation of the Finance and General Purposes Committee the Board

RESOLVED that

- i. the Management Accounts for the period to 30 April 2018 be approved;
- ii. a donation of funds be made to the arms-length West College Scotland Foundation should this be required by 31 July 2018. **[Action: DA; AR]**

A Cumberford, J McMillan and D Alexander re-joined the meeting.

BM463 BUDGET 2018-19 AND FINANCIAL STRATEGY (BM445 ii)

.1 Funding Allocation from SFC for 2018-19

The Vice Principal Operations provided the Board with an overview of the final funding allocations from SFC for 2018-19. This showed a significant change from the initial funding allocations that had been released earlier in the year. It was noted that:

- There would be an overall reduction in credit activity of 1.9% compared to 2017-18.

- While the College had received an overall increase in the level of resource much of this funding was related to specific purposes, such as the additional £3M for high priority estates maintenance, which had to be spent in a particular way.
- The above two factors meant that there was an overall reduction in core operational SFC funding levels.
- While the College would receive additional funding of £3M for high priority estates maintenance, the funding for operational maintenance had been reduced by 40%. Previously operational maintenance funding had been used to meet core front line expenditure, including the provision of ICT infrastructure and kit.
- Net depreciation funding, which had previously been applied to meet key priority areas, would now require to be applied to meet core operational costs including ICT and staff costs.

The Board was disappointed at the level of funding provided and noted that a number of other colleges were also facing similar financial challenges. It was not known at this stage if the additional funding for high priority estates maintenance would continue, or if it was for this year only. The Board was aware that the outcomes of national bargaining were being funded for 2018-19 but the position beyond this required to be confirmed by the SFC. The conflation of national harmonisation of pay and conditions and any agreed annual pay negotiations were also a major concern to the College as the offers currently made would have a disproportionate effect on a minority of colleges in the sector, with West College Scotland being one of them. The College was facing a potential funding gap of £1.6M between now and the end of July 2019. While some savings could be made through efficiencies and not spending on certain items/projects, the main impact on savings would be made through reducing staffing costs, given that these accounted for over 70% of the total College budget. In light of this the decision had been taken to implement a Voluntary Severance (VS) scheme which had just been launched with a closing date of 18 June 2018. It was the hope that some staff savings could be effected before the end of July and so approximately £400k had been set aside from the 2017-18 funding to help meet these costs. However, additional funding from SFC would be required if the College was to operate this scheme into next session and achieve the savings that were needed.

.2 2018-19 Budget and Financial Strategy

The Board received a paper setting out the proposed budget for 2018-19 and the 5 year financial strategy to 2022-2023. The Director of Finance and Estates presented an overview of the main points emerging, some of which had already been considered – see above. It was noted that the College had not been provided with baseline assumptions for use within the 5 year strategy by the SFC and so projections were based on information available at this time. The College was aiming to achieve a financial break even position each year, but this would require making savings of £1.2M in 2018-19 and £5.2M across the

five-year period to 2022-2023. The College was unlikely to be able to achieve such significant savings year on year without support from the SFC and so discussions with the SFC were underway to find a sustainable way forward.

In discussion the following points were raised:

- The Board was of the view that the SFC funding model needed to be re-visited. A more equitable and sustainable model needed to be developed to support the whole sector. It was also queried why the College's credit activity and thereby the funding allocated to support this had been reduced when one of the aims of the Scottish Government was to support those from areas of multiple deprivation and help them to progress into education and training to improve their employability prospects when the College operated in some of the most deprived areas in the country.
- The College was having to fund operational costs from net depreciation funds. The Board was of the view that this disguised the full impact of the severity of the reduction in funding on the College.
- The College needed to invest in its IT infrastructure but this was proving to be challenging, particularly if net depreciation funds were being used to meet operational costs.
- It was recognised that a VS scheme had been launched (see BM645 below) and £400k had been set aside to support this scheme in 2017-18. However, if further savings of £1.2M were required, then support from SFC would be required. Launching the scheme now would give the Executive an idea of the potential take-up and future savings that could be achieved if support from the SFC was forthcoming.
- Consideration was also being given to ways of increasing alternative income for the College which could be used to support investment.

The Finance and General Purposes Committee had discussed the Budget for 2018-19 and the 5 year Financial Strategy in some detail at its meeting on 8 June. This had been a robust discussion and all of the points raised above had been discussed. The Committee was clear that the College Executive were taking appropriate action and addressing the financial challenges that lay ahead as best they could. However, support from the SFC would be critical if the College was to balance its budget. The Committee had asked for an action plan to be developed which it would monitor through the coming session to ensure that action was being taken and milestones achieved.

It was noted that the SFC had only just issued their updated assumptions for the Financial Forecast Return (FFR). This differed from the assumptions within years 2 to 5 of the College 5 year forecast and was currently being analysed within the College. The College's 5 year Financial Strategy would be revised in light of this and brought to the next meeting in October for consideration.

The Board noted that all the points raised above had been, and would continue to be, discussed with the SFC in order that an agreed and sustainable way

forward could be achieved. The Board would continue to monitor the situation and would be kept informed of progress.

In light of the above discussion the Board

RESOLVED that

- i. the Budget for the Students Association in 2018-19 be set at £90,000 (which represented a small increase on the budget for 2017-18);
- ii. the overall College Budget for 2018-19 be approved as presented;
- iii. the five year Financial Strategy and the assumptions underpinning this be noted as presented, but would be updated in light of the recently issued information regarding the FFR, and brought to the next meeting.

[Action: DA; AR]

BM464 STRATEGIC RISK REGISTER (BM452)

The Board considered the Strategic Risk Register. This had been updated since the last meeting in light of the discussion at the development session held in March and the final funding allocations announced by the SFC in May. The Board welcomed the revised presentation style and the placing of the discussion higher on the agenda. The Board **agreed** that the Strategic Risk Register be approved.

BM465 CHIEF EXECUTIVE'S REPORT (BM445)

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

- i. **SFC Engagement and Voluntary Severance** – the Principal provided the Board with an update on progress with the discussions with the SFC. The Board was pleased to note that the SFC were committed to working with the College to help find ways of addressing the challenges ahead in order to achieve a sustainable future. As part of this discussion the College had sought approval from the SFC to operate a Voluntary Severance (VS) Scheme as soon as possible, initially using College funds. The SFC had supported this move and, following consultation with the relevant Committees and with Board members, the Chair had taken action on behalf of the Board and approved the introduction of a VS scheme within the College. The Board noted a copy of the VS scheme that was now in operation, with a closing date of 18 June 2018.
- ii. **Future Funding Model** – the Board noted that a working group from the sector had met recently to consider the development of a new funding model for the sector. It was the aim to develop a more equitable model to provide future sustainability for the sector. Discussions were continuing and the Board would be kept informed of developments.
- iii. **National Bargaining** – it was noted that no agreement had yet been reached on a pay award for either Teaching or Support staff for 2018-19. Concerns had

been raised with Colleges Scotland around the negotiations and also the affordability of any pay increase agreed.

- iv. Corporate Planning Session** – the Board and Senior Management Team had held a development session in April to consider corporate planning. In light of the outcomes from this event a draft Corporate Planning Framework had been developed and issued to the Board. This set out the 4 main pillars of the Corporate Plan, with aims and objectives underpinning each of these. Already discussions had taken place regarding re-alignment of the operational planning process to ensure a better fit with the emerging Corporate Strategy. The Board welcomed this Framework which, it considered, reflected the priorities identified and captured the energy and enthusiasm expressed at the development session. It was the intention that this would be developed over the coming months into a Corporate Strategy and brought to the next meeting of the Board in October for consideration. **[Action: LC]**

- v. Greenock Campus Developments** – a meeting had been held recently with the Chief Executive and senior staff of Inverclyde Council to discuss the College's ambitions for the development of a new campus at Greenock. Following this meeting the Council had confirmed with the Principal that they supported the Colleges' plan in principle to move to a different site in Greenock, at East India docks, should current interest from housing developers in the site not materialise into a viable proposal. While other areas were also being discussed the main focus for a new campus development would be at East India docks. It was noted that discussions with SFC had been held and the Outline Business Case (OBC) for development of the Greenock Campus had been put on hold until discussions with Inverclyde Council had reached agreement on a preferred site for development. The OBC for the Greenock Campus would now be revised in light of this development and re-submitted to the SFC following consideration by the Estates Committee in September. The Board would be kept informed of progress. **[Action: DA]**

BM466 STUDENTS ASSOCIATION REPORT (BM448)

James Morrison, Vice President of the Students Association, updated the Board on the activities of the Students Association, and particularly the following:

- 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', and had just signed an agreement with Student Services and Communities to progress this within the College. The activity in this area was being led by Nicole Percival and good progress had been made so far. An official launch of this programme would be made at the start of next session to ensure that all students were aware of the services and support available to them.
- James and Nicole had recently attended the Edinburgh College awards night. This was an event that celebrated the success of the students and recognised the support provided by the staff and by class reps.

The Board welcomed this report and was pleased to note that the Students Association was working together as a team with clear priorities set out for the coming year.

BM467 CHAIR’S REPORT (BM447)

The Board noted the Chair’s report and particularly the key messages that had emerged from the Colleges Scotland Residential event in late March.

BM468 SHORT LIFE WORKING GROUP ON BOARD DIVERSITY (BM388)

The Board welcomed the report from the Short Life Working Group (SLWG) on Board Diversity and the action plan that it had prepared for consideration by the Board. It was **agreed** that the Chair of the Group, Maggie McManus, be invited to attend a session immediately prior to the next meeting of the Board in October to present this action plan and discuss the various findings of the Group and the best way forward. **[Action: GMcA]**

BM469 BOARD ANNUAL EFFECTIVENESS REVIEW 2018

The Board considered the report on its annual effectiveness review for 2018. It was pleased to note that the feedback had been positive with constructive suggestions for future improvements. Further consideration would be given to these matters, particularly around the structure of meetings and how the business was dealt with at meetings. The Board **approved** the Annual Effectiveness Review Report 2018 which would be forwarded to SFC before the end of June and published on the College website. **[Action: GMcA]**

BM470 BOARD DEVELOPMENT ACTION PLAN (BM428)

The Board considered its Development Action Plan which had been updated in light of progress made through the year, the outcomes of the Corporate Planning session held in April and the feedback obtained from the Board annual effectiveness review. The Board welcomed this Action Plan and considered ways of raising the Boards’ visibility within the College. It was also considered that information on the recent stakeholder survey should be included within this plan. The Board **agreed** that, subject to some minor revisions in light of the discussion, the Board Development Action Plan be approved and be submitted to SFC before the end of June and published on the College website. **[Action: GMcA]**

BM471 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 21 May 2018 and particularly the following:

- i. **HSE Improvement Notice (OM195)** – it was noted that the HSE were satisfied with the actions taken by the College in light of the Improvement Notice issued and had now confirmed that the works were complete. Since then a second incident involving asbestos had occurred within the College. The HSE had been advised and action had been taken to address the situation. The Board received a paper setting out the circumstances of the incident and the actions taken.
- ii. **EU General Data Protection Regulations (GDPR) (OM196)** – the Board was pleased to note that the College had implemented GDPR requirements by the deadline of 25 May 2018.
- iii. **Voluntary Severance (VS) Scheme (OM197)** – the Committee was supportive of the decision to implement a VS scheme within the College (see also BM465 above).

.2 Corporate Development Committee

The Board noted the minutes of the meeting of the Corporate Development Committee held on 22 May 2018 and particularly the following:

- i. **West of Scotland Skills Survey (CDM167)** – the Board noted that the College had undertaken a survey of employers in the West region. Responses had been received from over 230 organisations in and around the West region, employing over 60,000 people. The feedback obtained was invaluable to the College as it planned for the future.
- ii. **Alternative Income (CDM169)** – the Board was aware that this was a very competitive area and that the College team had worked well to secure the level of income achieved.

The Board commended the staff on the work undertaken in relation to both these areas of activity.

.3 Learning, Teaching and Quality Committee

The Board noted the minutes of the meeting of the Learning, Teaching and Quality Committee held on 23 May 2018. The following matters were noted:

- i. **Education Scotland (LM273)** – the new HMI from Education Scotland for the College, Janet Campbell, had attended the meeting. Education Scotland had visited the College twice during the year and she was able to confirm that the standard of teaching within the College was good.
- ii. **'I Reflect' Software (LM268.2)** – the Committee had been informed that new software had been developed within the College that allowed students to provide direct feedback to staff on their performance as they taught the course. This allowed staff to use the feedback provided to produce a reflective report which could be shared with their mentor/assessor in order to aid personal development. This software was currently being piloted with the aim of being fully operational next session. The Board welcomed this development.

.4 Audit Committee

The Board noted the minutes of the meeting of the Audit Committee held on 24 May 2018, and particularly the following matters:

- i. Audit Strategy Memorandum (AM340)** – it was noted that the Committee had approved the Audit Strategy Memorandum 2017-18 as presented by Mazars.
- ii. Internal Audit Reports (AM341)** – the Board was pleased to note that the Internal Auditors had produced positive reports on their audits of Student Experience and of GDPR Compliance. The Board welcomed the assurance that these reports provided.
- iii. Internal Audit Plan 2018-19 (AM344)** – it was noted that the Committee had approved the Internal Audit Plan for 2018-19.
- iv. Annual Effectiveness Reviews (AM346, 352)** – it was noted that the Audit Committee had conducted annual effectiveness reviews of itself, the Internal and the External Auditors. All had produced positive feedback.
- v. Appointment of Contract for Other Audit Work (AM353)** – it was noted that the Committee had approved the appointment of Scott Moncrieff to conduct the other audit work for the year ending 31 July 2018. The other audit work comprised the audit of SFC Credits; SFC Student Support Funding; Educational Maintenance Allowance; and SAAS Discretionary Funds.
- vi. Closed Session with Internal Auditors (AM354)** – the Committee had met in closed session with the Internal Auditors. They had confirmed that they had a positive working relationship with everyone in the College who engaged with the audit process. In particular they found staff keen to engage with them as they viewed this as an opportunity to make improvements.

.5 Estates Committee

The Board noted the minutes of the meeting of the Estates Committee held on 29 May 2018 and particularly the following:

- i. Clydebank Campus Functional Suitability Review (EM280)** – it was noted that a functional suitability review of the Clydebank campus had been undertaken to ensure that it was fit for purpose and to identify any improvements that needed to be made. A working group was being established to consider the longer term development of the Campus and would work with the various users to determine priorities.
- ii. Paisley Outline Business Case (OBC) (EM289)** – it was noted that the SFC had asked for additional narrative to be added to the Paisley OBC mainly around partnership working. Further information would require to be provided to SFC on this.

.6 Remuneration Committee

The Board noted the report from the meeting of the Remuneration Committee held on 4 June 2018, and particularly the following:

- i. Remit and Membership (RM47)** – on the recommendation of the Remuneration Committee the Board

RESOLVED that the remit of the Remuneration Committee be amended so that it would be responsible for the remuneration and terms and conditions of all members of the senior staff not covered by the NRPA.

[Action: GMcA]

- ii. Voluntary Severance Scheme (RM49)** – the Committee supported the introduction of a VS scheme (see BM465 above).

.7 Finance and General Purposes Committee

The Board noted the minutes of the meeting of the Finance and General Purposes Committee held on 8 June 2018, and particularly the following matters:

- i. Inchinnan/Oakshaw Project (FPM193)** – the Committee was pleased to note that the Inchinnan/Oakshaw project had been completed within budget. The members of the Committee would visit the refurbished areas of the Oakshaw building immediately prior to the start of its next meeting.
- ii. College Cyber Action Plan (FPM192)** – the Board noted the progress being made in relation to the development of the Colleges' Cyber Action Plan.

The Committee had also discussed the Management Accounts 2017-18, Budget for 2018-19 and Financial Strategy at its meeting. These matters are reported at BM462 & 463 above.

.8 Nominations Committee

The Board noted the minutes of the meeting of the Nominations Committee held on 12 June 2018, and particularly the following matters:

- i. Membership of the Board (NM92)** – on the recommendation of the Nominations Committee the Board

RESOLVED that Nick Allen, Jenifer Johnston and Mark Newlands be re-appointed to membership of the Board for a further 4 years, to 31 January 2023. This recommendation would now be forwarded to the Scottish Ministers for their consideration and approval. **[Action: GMcA]**

N Allan, J Johnston and M Newlands were not present for this discussion.

- ii. Co-opted Membership of Committees (NM93)** – on the recommendation of the Nominations Committee the Board

RESOLVED that Graeme Bold's period of membership of the Audit Committee be extended for one year, to 30 June 2019. **[Action: GMcA]**

BM472 BOARD: COMMITTEE MEMBERSHIP, SCHEDULE OF BUSINESS AND DATES OF MEETINGS 2017/18 (BM453)

The Board noted its membership, proposed schedule of business for 2018/19 and the dates of Board and committee meetings for session 2018/19.

BM473 REPORT ON DELEGATED ACTION TAKEN SINCE LAST MEETING

Following consultation with the SFC, the relevant Board Committees and with Board members, the Chair had taken action on behalf of the Board and approved the introduction of a Voluntary Severance Scheme within the College (see also BM465 (i) above).

BM474 FAREWELLS

It was noted that this would be the last meeting for Alison Mitchell and James Morrison. On behalf of the Board the chair thanked them for their contributions to the working of the Board and its Committees.

It would also be the last meeting for the Principal, who would be taking up post at Edinburgh College in September. On behalf of the Board the Chair thanked the Principal for all her hard work and dedication to the College. It was the intention to mark the Principal's leaving with a dinner later in the year.

BM475 NEXT MEETING

Monday 8 October 2018 at 4.00 p.m. at the Clydebank Campus.

There would be a session to discuss Board diversity and the action plan produced by the SLWG immediately prior to this meeting on Monday 8 October 2018 starting at **3.00 p.m.**

GMcA/26.06.18/Final

Board of Management: Meeting of 18 June 2018

Actions from the Minutes

Date of meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
18 June 2018	BM462	Management Accounts 2017-18 – a donation of funds to be made to arms-length West College Scotland Foundation if required by 31 July 2018	D Alexander A Ritchie	Board to be notified of action taken at October meeting	By 31 July 2018
	BM463 445(ii)	Budget 2018-19 and Financial Strategy – the five year Financial Strategy to be updated in light of recently issued information regarding the FFR, and brought to next meeting.	D Alexander A Ritchie		October meeting
	BM465 iv	Chief Executive's Report Corporate Planning Session – Corporate Strategy to be developed and brought to next meeting in October	L Connolly		October meeting
	BM465 v	Chief Executive's Report Greenock Campus Developments – OBC for Greenock Campus to be revised in light of developments and re-submitted to SFC following consideration by Estates Committee in September, Board to be kept informed of progress	D Alexander		October meeting
	BM468 388	SLWG on Board Diversity – Chair of the Group to be invited to attend session immediately prior to next Board meeting in October	G McArthur	M McManus, Chair of the Group, not available. L Johnston will present report	October meeting
	BM469	Board Annual Effectiveness Review 2018 – Report to be forwarded to SFC and published on College website by end of June	G McArthur	Annual Effectiveness Review Report forwarded to SFC and published on College website	Complete
	BM470 428 ii	Board Development Action Plan – Action Plan to be finalised and then forwarded to SFC by end of June and published on College website	G McArthur	Board Development Action Plan has been finalised, forwarded to SFC and published on College website	Complete

	BM471.6	Remuneration Committee – remit to be amended	G McArthur	Remit revised as approved	Complete
	BM471.8	Nominations Committee i. Re-appointment of 3 Non-Executive Board members to be recommended to Scottish Ministers; ii. G Bold’s membership of Audit Committee to be extended for 1 further year	G McArthur	i. Ministerial approval received and appointment of 3 members extended for 4 years. ii. G Bold has accepted re-appointment for 1 year	Complete
		Actions from previous meetings			
26 March 2018	BM446 431	Draft Regional Outcome Agreement 2018-19 – Draft ROA to be revised and re-issued to Board for final comment and approval	S Graham	Submission delayed until final funding allocation for 2018-19 was announced in May	Complete
	BM450	HR Annual Report 2017 – some minor revisions to be made and report to be finalised	D Gunn	Report finalised	Complete
5 Feb 2018	BM432 397, 380.1	College Key Performance Indicators (KPI’s) – dashboard of KPI’s to be published and kept under review with regular reports to Board	L Connolly	Next report to October meeting	October meeting
4 Dec 2017	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 report provided by Finance and General Purposes Committee (BM451.4). Further progress report to be provided	Future meeting
9 Oct 2017	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

TITLE: RISK MANAGEMENT - 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 therefore presents to the Board of Management the considerations of the College Senior Management Team (SMT) in relation to the College Strategic Risk Register.

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

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

Lead: Alan Ritchie, Director of Finance and Estates

Status: Open

1. Risk Management Strategy

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

2. Considerations of the Senior Management Team

- 2.1 The Board of Management approved the current version of the risk register at its meeting in June 2018 and a copy is provided with this report (Appendix A).
- 2.2 Since that meeting the College Senior Management Team (SMT) has continued to carry out a review of the College strategic risk register. In a number of instances the mitigating controls and actions taken have been updated to take account of items such as the SFC final funding announcement and ongoing interactions with the SFC.
- 2.3 The College Senior Management Team consider that the operating environment within which the College functions has not materially changed since the risk register was reviewed by the Board of Management in June 2018. Thus:
- No risk score has been amended; and
 - No strategic risk has been removed or no new risks have been included.
- 2.4 After consideration by the Senior Management Team, the Strategic Risk Register has been presented to the following Committees:
- Audit – 6 September 2018
 - Estates – 11 September 2018
 - Finance and General Purposes – 25 September 2018
 - OD & Human Resources – 26 September 2018
- 2.5 Each Committee was requested to review the risks included in the register; the risk ratings both pre and post mitigation; whether any other risks should be considered for removal; and whether any new risks should be considered for inclusion.
- 2.6 After due consideration of the business undertaken by the Committee and the operating environment in which the College functions there were no further changes proposed by the Committees.

2.7 The Audit Committee at its meeting in November 2048 will consider the work carried out following the Board of Management training session undertaken in March 2018. Following the training session, a number of recommendations were considered for implementation in conjunction with development of the updated Corporate Plan including:

- The introduction of a formal risk management appetite statement;
- Revisions to risk appetite rating of Corporate Strategic Objectives;
- The introduction of a “true” target risk score; and
- Prioritisation of risk management on Board and Committee agendas.

2.8 The Strategic Risk Register is presented to the Board of Management for consideration.

3. Conclusion

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

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

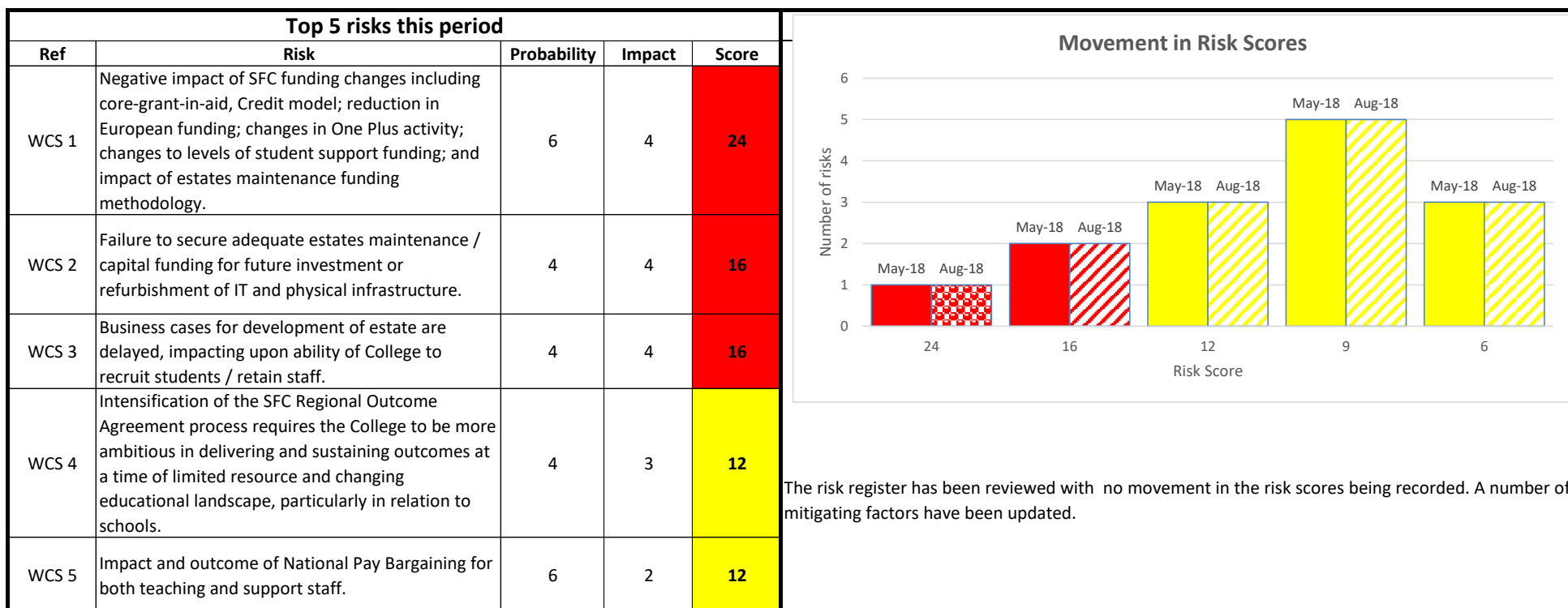
Strategic Risk Register Dashboard Report

Risk register reference date:

Aug-18

Committee review date:

06-Sep-18



WEST COLLEGE SCOTLAND STRATEGIC RISK REGISTER 2018-19

				Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
Risk No.	Risk Reference	Strategic Priority	Risk	Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
1	WCS 1	1,2,3,11	Negative impact of SFC funding changes including core-grant-in-aid, Credit model; reduction in European funding; changes in One Plus activity; changes to levels of student support funding; and impact of estates maintenance funding methodology.	6	4	24	<p>1) 2018-19 budget approved in conjunction with 5 year future financial scenario planning and detailed assumptions.</p> <p>2) Detail of 2018-19 final SFC funding received on 18 May 2018. This shows a level of core funding which is less than in 2017-18; a 1.9% reduction in the level of activity the College will be required to deliver; a change in the estates funding methodology which will impact upon College operations; and no specific funding in order to meet the cost of any annual pay increases. The College will continue to face a number of financial challenges arising from this settlement.</p> <p>3) Transition Plan created in conjunction with SFC to address future financial challenges. Final Plan submitted to SFC 24 August 2018.</p> <p>4) Robust forecasting including production and review of monthly management accounts.</p> <p>5) Estates Strategy including objective to improve / rationalise the College estate utilising estate maintenance funding.</p> <p>6) Commercial Development Group reporting to Corporate Development Committee with focus on maintaining and growing income including ESF activity.</p> <p>7) Robust monitoring of current and future curriculum delivery plans (CMAP) including staffing requirements.</p> <p>8) Significant work undertaken to embed Workforce Planning into College operations / planning.</p> <p>9) Active College representation and involvement in external SFC review groups - Director of Finance network; Access and Inclusion; Rural and remoteness Premium; Student Funding and SFC Funding Model review Group.</p>	6	4	24	VP Operations / VP Educational Leadership
2	WCS 2	1,2,3,11	Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure.	5	4	20	<p>1) College Estate Strategy submitted to SFC, reviewed by internal audit and Year 1 implementation update provided to Board of Management Estates Committee.</p> <p>2) 2018/19 final funding for estates now split into lifecycle maintenance and high priority maintenance. Reduction in lifecycle maintenance will present College with operational challenges as 5 year financial modelling assumes flat cash settlement in future years. Discussions on-going with the SFC on nature of spend under high priority maintenance heading. There is also a need to understand the basis of estates maintenance funding allocation beyond 2018-19 beyond the modelling that has been undertaken.</p> <p>3) WCS participation in SFC/sector Capital Working Group.</p> <p>4) Outline Business cases for Paisley and Greenock being progressed with SFC and wider partners.</p> <p>5) SFC issued the outcome of a national College estate condition survey in December 2017. SFC have advised this will now be used as the basis for prioritising future sector capital investment and the College requires further understanding from the SFC as to how this will be progressed and the processes and methodology behind it.</p>	4	4	16	VP Operations

				Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
Risk No.	Risk Reference	Strategic Priority	Risk	Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
3	WCS 3	1,2,3,11	Business cases for development of estate are delayed, impacting upon ability of College to recruit students / retain staff.	5	4	20	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 Cases for College estate in Greenock and Paisley submitted to the SFC. Response received from SFC in regard to Paisley OBC and College now working through making necessary changes and liaising with partners as required. College also meeting with Inverclyde Council in seeking to progress Greenock plans and liaising with the SFC and SFT on next steps regarding this. Revised OBCs are expected to be submitted to the SFC in latter half of 2018 / early 2019. 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 implementation of national estate condition survey review and future direction of travel.	4	4	16	VP Operations
4	WCS 4	1, 3, 5, 6	Intensification of the SFC Regional Outcome Agreement process requires the College to be more ambitious in delivering and sustaining outcomes at a time of limited resource and changing educational landscape, particularly in relation to schools.	5	4	20	1) Improving working relationships with local authorities and school head teachers in order to access attainment funding in support of College activities in this area. 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

				Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
Risk No.	Risk Reference	Strategic Priority	Risk	Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
5	WCS 5	3, 11	Impact and outcome of National Pay Bargaining for both teaching and support staff.	6	3	18	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) 2018-19 final SFC funding included an allocation in order to meet the initial costs of national bargaining. However further information and understanding of how this will be funded beyond 2018-19 is required. 4) Business Continuity Planning considers impact of industrial action, with specific plans in place. 5) 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. 6) Robust college sector and WCS communications plan. 7) Local workforce planning arrangements subject to positive internal audit review (June 2018).	6	2	12	Principal
6	WCS 6	2, 3	Failure to maintain or acquire and use IT systems and infrastructure to support the digital ambitions of the College.	4	4	16	1) IT Strategy, Policies / Procedures and system access processes in place. The Finance and General Purposes Committee have reviewed progress achieved in delivering the IT Strategy as at Year 2 and are satisfied with progress given the level of resource available to the College - although recognise that the College digital ambitions are being constrained by the level of SFC funding. Strategic dialogue with the SFC is therefore ongoing in an effort to secure the required level of funding in order to deliver College digital ambitions. 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) Review of College cyber resilience undertaken with a plan in development to secure Cyber Essentials Plus accreditation by October 2018 in accordance with Scottish Government guidelines. 6) Development of College Digital Strategy with assistance from external organisations. 7) Development of funding bid based on above work for submission to SFC to ensure IT systems are fit for purpose.	4	3	12	VP Operations
7	WCS 7	2, 11	Inadequate business continuity / cyber resilience planning leading to material interruptions to service delivery.	3	4	12	1) Internal audit report on Business Continuity Planning highlighted areas for development. Action has been taken to address the audit recommendations with update provided to Audit Committee. 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. 6) Risk assessment process well embedded at strategic level now being further embedded at operational level. Review of risk appetite undertaken by Board and SMT. 7) Planned preventative maintenance regime in place including fire and intruder alarms. 8) Engagement of external consultancy support to assist with addressing requirements of cyber resilience action planning and implementation.	3	3	9	VP Operations

				Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
Risk No.	Risk Reference	Strategic Priority	Risk	Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
8	WCS 8	2, 9, 11	Unable to develop and commence implementation of an Estate Strategy that achieves the agreed criteria for size, quality, flexibility and carbon emissions	3	4	12	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. 7) 2018-19 final SFC funding for estates now split into lifecycle maintenance and high priority maintenance. Reduction in lifecycle maintenance will present College with operational challenges as financial modelling assumed flat cash settlement in future years. Discussions have been had with the SFC on nature of spend under high priority maintenance heading and agreement reached on areas of spend. There is also a need to understand the basis of estates maintenance funding allocation beyond 2018-19.	3	3	9	VP Operations
9	WCS 9	3, 4, 11	Inability to maintain positive staff relations	4	3	12	1) Internal audit report (June 2018) on Workforce Planning confirmed substantial progress made in addressing Audit Scotland recommendations. 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
10	WCS 10	3, 4,	Failure to implement a systematic approach to workforce planning resulting in lack of appropriate resources and skills to achieve strategic priorities	4	3	12	1) 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 College CPD review process is ongoing 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 2017-18 audit plan.	3	3	9	VP Educational Leadership VP Operations

				Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
Risk No.	Risk Reference	Strategic Priority	Risk	Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
11	WCS 11	5, 6, 8, 11	Inability to specify, deliver and effectively implement an approach to generation of alternative income	3	4	12	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	3	9	VP Corporate Development
12	WCS 12	1,2,3,11	Failure to invest sufficient resource (financial / staff) into delivery of College Carbon Management Plan (CMP) resulting in negative publicity and failure to achieve ROA outcomes.	3	3	9	1) Approval of CMP by Board of Management in October 2016 with this subsequently being submitted to the 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
13	WCS 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	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 has 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. 7) Data protection Officer appointed to the College.	3	2	6	Principal
14	WCS 14	1, 3, 5, 6	Normal business activities are unduly affected due to the complexity of sequencing estates investment works	4	2	8	1) Detailed resource planning involving all relevant parties at an early stage 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

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: CHIEF EXECUTIVE'S REPORT

Action: The Principal has provided a report on a range of matters. This report is mainly for discussion and noting, however there is one action identified.

At its June meeting the Board confirmed that the high level priority 'themes' on the draft strategic framework reflected discussions from the Board and SMT strategic development day. This framework has been further developed into a draft Corporate Plan. Members are asked to approve this draft for further consultation with staff and stakeholders.

Lead: Liz Connolly, 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: Item 4.2 WCS Draft Corporate Plan

At its June meeting the Board confirmed that the high level priority 'themes' on the draft strategic framework reflected discussions from the Board and SMT strategic development day.

This framework has been further developed into a draft Corporate Plan.

Members are asked to approve this draft for further consultation with staff and stakeholders.

1 SFC engagement (including voluntary severance)

1.1 Following discussions at the last Board meeting, the Executive have continued to engage with the SFC over the summer regarding the financial sustainability of the College during 2018/19 and beyond, and to agree the actions required in order to achieve an underlying financial breakeven position on an ongoing basis. This is discussed in more detail under Agenda item 8 Financial Update: Budget 2018/19 and Financial Plan.

1.2 The College sought to progress an initial voluntary severance (VS) scheme prior to 1st August 2018, using College funds to support this, in order to secure an initial level of savings. This was agreed with SFC. The College VS scheme was issued to staff during June 2018, [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

- [REDACTED]
- 1.4 The current College VS scheme was opened on the 14th September with a closing date of 5th October.

2 Additional Funding Announcements

- 2.1 During the summer period additional funding announcements were made by SFC in relation to 2018/19 funding as follows;
- 2.2 Additional funding was announced for Universities and Colleges in relation to providing access to free sanitary products during 2018-19. West College Scotland received £143,254 for this purpose.
- 2.3 The 2018-19 final SFC funding announcement included an earmarked allocation of £5.2million for implementation of the student support funding review in Colleges. The Scottish Government have since confirmed that their priority for 2018-19 is to increase the rate of bursary funding for full-time Care Experienced students to £8,100 per year, and the allocation of £5.2million is to be ring fenced for this purpose. SFC will allocate the additional funding to Colleges on the basis of enrolments of Care Experienced students at the start of academic year 2018-19. Final allocations will be announced in late 2018 with adjustments to College budgets being made in early 2019.

As outlined both of these funding announcements relate to specific priorities and provide no additional resource which can be applied to meet general College operating costs during 2018-19

3 College Key Performance indicators

- 3.1 Earlier this year the Board agreed a range of Corporate KPIs that would be considered at Board level. It was recognised that individual Board committees would continue to monitor a wider range of indicators. Most of the Board level indicators will be reviewed on an annual basis.
- 3.2 An update on the indicators is attached to this paper. Due to reporting deadlines, final figures have yet to be confirmed for a number of

indicators. An updated report will be presented to the December Board meeting

4 Draft College Corporate Strategy

- 4.1 At its June meeting the Board confirmed that the high level priority 'themes' on the draft strategic framework reflected discussions from the Board and SMT strategic development day.
- 4.2 This framework has been further developed into a draft Corporate Plan. A copy of the draft plan is attached. Members are asked to approve this draft for further consultation with staff and stakeholders.

5 2018 College Evaluation Report

- 5.1 The updated SFC/Education Scotland 2017-18 guidance for the College Evaluative Reports and Enhancement Plans, specified that this year's report is to be an evaluative update on progress from the 2017 document, reporting on just seven Quality Indicators rather than all of them. The deadline for submission is again the end of October.
- 5.2 The College process undertaken to produce the report has again been to share involvement widely across senior staff. SMT and Heads worked in groups to access evidence and evaluate progress against the QIs. A full meeting was then held with all SMT and Heads to share findings and agree the overall high level evaluations. Janet Campbell our college HMI and Paul Travers from SFC attended this meeting and were complimentary about the approach. The draft text for the report is currently being produced for a pre-endorsement meeting with Janet on 5 October. The report will then be finalised for the Learning, Teaching and Quality Committee on 24 October and circulated to the Board. There will be an SFC/Education Scotland validation/independent scrutiny meeting in November/December before final publication.
- 5.3 This year, the grades for the three 'high level principles' will be published. Our grades last year were not required to be published but have been confirmed by Education Scotland as:
 - Leadership & Quality Culture - Very Good
 - Delivery of Learning & Services to support learning - Very Good
 - Outcomes and Impact - Good

We will discuss grades with Janet at the pre-endorsement meeting and report orally at the Board. It is likely that although there has been notable progress made in many areas, the grades will be as last session.

6 National Bargaining Update

- 6.1 As previously reported to the Board pay offers had been made to both side tables (EIS and Unison/Unite), and as at the date of the last Board meeting both offers had been rejected.
- 6.2 On the 11th September, EIS opened a consultative ballot to determine their members support for the offer. EIS are asking their members to reject the offer.
- 6.3 A revised multi-year offer covering the period 1st April 2018- 31st August 2020 has been made to support staff. The total cost of this to West College Scotland over this period is £1,120,726.
- 6.4 As reported previously the approach to pay strategy that has been taken by the sector was in part dependent on securing a mechanism to redistribute funding between Colleges and across the sector in order to mitigate against the disproportionate impact of the strategy on a small number of Colleges – including West College Scotland. SFC have now confirmed that redistribution of funding is not possible. The Executive will continue to discuss this with the Employers Association and SFC and report back further to the Board.

7 Programme for Government

- 7.1 On 4th September, the Scottish Government published Delivering for today, Investing for tomorrow: The Governments Programme for Scotland 2018-2019.

The Programme has 5 strategic themes;

- Building a Globally Competitive, Sustainable and Inclusive Economy
- A Healthy and Active Nation
- The Best Place to Grow up and Learn

- An Empowered, Equal and Safe Scotland
- A creative, Open and Connected Nation

7.2 A copy of the Programme can be found here
<https://beta.gov.scot/publications/delivering-today-investing-tomorrow-governments-programme-scotland-2018-19/>

TITLE: AUDIT COMMITTEE
Minutes of the meeting held on 6 September 2018

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

AM363 Internal Audit Reports - the Committee noted 2 Internal Audit reports:

.1 Procurement and Tendering – the Committee welcomed this report which confirmed that the College complied with all legislative requirements and had a robust procurement process in place.

.2 Workforce Planning - the Committee was pleased to note that the Internal Auditors had confirmed that good progress was being made with the People Strategy which included a workforce planning framework.

AM364 Internal Audit Annual Report – the Committee welcomed this report and the assurance that it brought. This report will be brought to the Board at its December meeting, along with the 2017-18 Financial Statements and other reports.

AM366 Internal Audit Annual Plan 2018-19 – the Committee approved the Internal Audit Annual Plan for 2018-19.

AM367 External Audit Progress Report – the Committee was pleased to note that the external audit work was on track and there were no matters to be raised with the Committee at this stage.

AM372 National Fraud Initiative – it was noted that the College would be participating in the National Fraud Initiative Exercise 2017-18.

AM374 Strategic Risk Register - the Committee welcomed and approved the revised Strategic Risk Register.

Lead: John McMillan, Chair of Audit Committee

Status: Open.

AUDIT COMMITTEE

MINUTES: 6 September 2018

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

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

Attending by

invitation: Elizabeth Young, Scott-Moncrieff, Internal Auditors;
Joanne Buchanan, Mazars, External Auditors.

Apologies: Liz Connolly, Lucy Nutley, Claire Stevenson.

AM355 WELCOME

The Chair welcomed everyone to the first meeting of the session.

AM356 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.

AM357 MINUTES

The minutes of the meeting held on 24 May 2018 were approved.

AM358 ACTIONS FROM THE MINUTES

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

- .1 SFC Funding Allocation for 2018-19 (AM345)** – the Committee noted that discussions with SFC regarding the funding allocated to the College for session 2018-19 were continuing. The College had developed a transition plan which considered the next five year period, with a focus on 2018-19 and 2019-20 for now, but needed funding from SFC to support this. Some actions in the plan had already been achieved while others were the subject of ongoing discussion with SFC. The Board and the Finance and General Purposes Committee were monitoring developments closely and an update on progress would be made to their next meetings.

AM359 REMIT, MEMBERSHIP AND DATES OF MEETINGS IN 2018-19

The Committee considered its current remit. It was noted that the Scottish Government had recently updated its Audit and Assurance Committee Handbook and some of the changes had implications for the remit and operation of the Committee. It was **agreed** that the revised Audit and Assurance Committee Handbook would be considered further and any proposed changes to the Committee's remit, which might be needed in order to ensure compliance with this Handbook, would be brought to the next meeting. **[Action: DA; AR; GMcA; EY]**

The Committee noted its membership and dates of meetings in session 2018-19.

AM360 MONITORING OF REGIONAL OUTCOME AGREEMENT (AM347)

The Vice Principal Operations provided a paper setting out background information in relation to the process for producing the Regional Outcome Agreement (ROA) and highlighting the College's key objectives that were contained within the ROA. The paper indicated the ROA objectives applicable to the Audit Committee and how these would be monitored during the year. The Vice Principal Operations also informed the Committee that the College had received a letter from the SFC setting out at a summary level the areas for consideration in producing the ROA for the next year. The Committee noted this information.

AM361 VALUE FOR MONEY POLICY (AM285)

The Committee had approved the Value for Money Policy in September 2017 and now had before it a report from the Director of Finance and Estates which set out the actions that had been taken during the year to secure value for money across all areas and activities. The Committee was aware that both the Internal and the External Auditors commented on value for money in their reports, which provided another level of assurance to the Committee. The Committee welcomed this report.

AM362 DRAFT ANNUAL REPORT FROM COMMITTEE TO THE BOARD

The Committee considered its draft Annual Report to the Board for 2017-18. It was noted that the report would be updated once the external audit process was complete. Some minor amendments to the report were proposed. The final edition of the Committee's Annual Report would be brought to the Joint meeting in November for approval.

AM363 INTERNAL AUDIT REPORTS

The Internal Auditors presented the findings and recommendations from the following reports:

.1 Procurement and Tendering

The Internal Audit report on Procurement and Tendering confirmed that the College complied with all legislative requirements and had a robust procurement process in place led by a dedicated team employed by the College. The report highlighted areas of good practice and proposed five recommendations for improvement which would further strengthen the process, all of which either had been actioned or were currently being actioned by management. The Committee noted the report and welcomed the findings. The report would now be forwarded to the Finance and General Purposes Committee for information and follow-up as necessary.

[Action: AR]

.2 Workforce Planning

The Internal Auditor presented the Audit Visit Memo on the work they had undertaken in relation to Workforce Planning. It was noted that the Workforce Plan had not as yet been finalised. The Internal Auditors had agreed with College Management that the audit review should therefore concentrate on particular aspects, and so had reviewed progress with the People Strategy, the Workforce Plan and the project plan to deliver improvements to the College HR system, iTrent. The Audit Visit Memo was therefore not a full audit report in the format the Committee was used to receiving.

The Internal Auditor was pleased to report that good progress was being made with the People Strategy which included a workforce planning framework. There had been some difficulties around the HR iTrent system, but further improvements were being made. Internal Audit had proposed a number of recommendations for improvement that would help management further develop the People Strategy and workforce planning approach. The Committee welcomed this report which showed that the College was making good progress. It was acknowledged there were a number of assumptions that had to be made in order to plan ahead to 2023. However, all the data provided contained clear explanations of the basis on which the assumptions were made.

It was **agreed** that the Organisational Development and HR (ODHR) Committee should continue to monitor progress with the People Strategy, including the Workforce Planning framework. One overall recommendation would be added to the rolling audit action plan to enable the Audit Committee to monitor progress. It was noted that the last implementation date for the recommendations was February 2019 and the ODHR Committee would report back to the Audit Committee on implementation of the recommendations in this report once it had reviewed the progress made, this was likely to be reviewed at its meeting in May 2019.

[Action: DG; GMcA]

AM364 INTERNAL AUDIT ANNUAL REPORT 2017-18

The Internal Auditors presented their draft Annual Report for 2017-18. The Internal Auditors had achieved their audit plan for the year and had provided their audit opinion which confirmed that 'West College Scotland has a framework of controls in place that provides reasonable assurance regarding the organisation's governance framework, internal controls, effective and efficient achievement of objectives and the management of key risks'. The report also identified the key strategic themes that they had reviewed during the year some of which would be continuing into the following year, these being: Cyber Essentials Plus accreditation to be achieved by October 2018; GDPR compliance; Workforce Planning; and Health and Safety. The Committee welcomed this report and the assurance that it provided. The final Annual Report would be brought to the Audit Committee Joint meeting with the Finance and General Purposes Committee in November.

The Committee also noted that the Internal Auditors had been subject to an external assessment of their Internal Audit Service. The Committee was pleased to note that this external assessment had been positive and had concluded that the Internal Audit Service provided by Scott-Moncrieff was in accordance with the standards set by the Institute of Internal Auditors' International Professional Practices Framework (IPPF) and the Public Sector Internal Audit Standards (PSIAS).

AM365 ROLLING AUDIT ACTION PLAN (AM343)

The Director of Finance and Estates presented the updated Rolling Audit Action Plan. This was the first full report in the new reporting format. The Committee **approved** the Rolling Audit Action Plan, including the removal of 13 completed recommendations and the extensions of time to three of the anticipated dates of completion in relation to Student Experience and to IT Security Healthcheck.

AM366 INTERNAL AUDIT ANNUAL PLAN 2018-19 (AM344)

The Committee received the Internal Audit Annual Plan 2018-19 which had been updated to reflect the current College Strategic Risk Register and following discussions with the Senior Management Team (SMT). It was noted that 55 days had been planned for session 2018-19. This would be monitored throughout the year and adjusted as necessary.

It was noted that one of the priority areas for review previously discussed was student mental health. The Scottish Government had allocated additional funding to support identified needs for this area. This would be linked to the work currently being taken forward by the Students Association.

The Committee welcomed this information and **agreed** that the Internal Audit Annual Plan for 2018-19 be approved. It also noted the developing Internal Audit Plan for 2019-20.

AM367 EXTERNAL AUDIT PROGRESS REPORT (AM340)

The External Auditor provided the Committee with a report on progress with the external audit of the annual accounts 2017-18. It was noted that the fieldwork was due to start the following week, but some preliminary work had already been undertaken. The External Auditor was pleased to report that the audit work was on track and there were no matters to be raised with the Committee at this stage. The Annual Audit Report and opinion on the financial statements would be provided to the joint meeting in November. The Committee welcomed this report.

AM368 ACCOUNTS DIRECTION FOR SCOTLAND'S COLLEGES 2017-18

The Committee noted the Accounts Direction for Scotland's Colleges 2017-18 which had been issued by the Scottish Funding Council. The Director of Finance and Estates provided the Committee with a summary of the main changes that had been made.

AM369 ACCOUNTABILITY REPORT – CORPORATE GOVERNANCE

The Committee considered the Corporate Governance Statement that would be published in the Accountability Report section of the annual accounts. It was noted that some information was not available yet but would be included in the final edition which the Committee would see at the Joint meeting in November. It was also noted that the new Principal would sign the annual accounts, along with the Chair of the Board, once finalised and approved by the Board. The Committee confirmed that it was satisfied with the information provided to date.

AM370 AUDIT SCOTLAND REPORT – SCOTLAND'S COLLEGES 2018

The Committee received the Audit Scotland Report – Scotland's Colleges 2018. The Vice Principal Operations provided a brief overview of the main recommendations emerging from this report. The Committee noted the information provided.

AM372 NATIONAL FRAUD INITIATIVE (AM286)

The Committee received a report from the Director of Finance and Estates which confirmed that the College would be participating in the National Fraud Initiative (NFI) Exercise 2017-18. The report set out the timetable for this exercise and the process to be followed. The Committee noted this information.

AM373 ANNUAL REPORT ON FREEDOM OF INFORMATION, DATA PROTECTION, REGISTER OF INTERESTS AND GIFTS AND HOSPITALITY (AM298)

The Committee noted the above Annual Report.

AM374 STRATEGIC RISK REGISTER (AM348)

The Committee noted the College Strategic Risk Register. No changes had been made to the risks or their rankings, but some adjustments had been made to the mitigations in light of actions taken by the SMT over the summer period. In discussion it was considered that a further mitigating action be added to the register – at item 13 Internal Audit had provided a report on GDPR and had provided further assurance that the College was on track to meet its obligations under the new regulations.

The Committee **approved** the revised Strategic Risk Register.

AM375 SCHEDULE OF BUSINESS 2018-19

The Committee noted its Schedule of Business 2018-19.

AM376 NEXT MEETINGS

The Joint meeting with the Finance and General Purposes Committee will be held on Tuesday 20 November 2018 at 4.00 p.m.

The next meeting of the Committee will be on Thursday 13 December 2018 at 4.00pm.

Both meetings to be held at the Paisley campus.

TITLE: **ESTATES COMMITTEE**
Draft Minutes of the meeting held on 11 September 2018

Action: There is 1 recommendation and a number of matters for report.

1. Recommendation

EM301 Greenock Outline Business Case – this will have been considered earlier in the meeting at agenda item 9.

2. Matters for Report

EM293.4 Disposal of Property at Drumry Road – the Committee was pleased to note that the Scottish Government had given approval for the College to dispose of the property at Drumry Road, Clydebank and could retain the receipt received for this to fund other estates requirements.

EM296 Estates Maintenance Plans 2018-23 and Carbon Management – the Committee noted the proposed allocation of the estates maintenance funding for 2018-19, the bulk of which would be used to meet operational estate requirements and bank interest costs, with a small sum being used to support carbon management planning. The Committee also noted the proposed allocation of the additional £3.004M the College had received from the SFC for 'high priority maintenance'. This proposed allocation assumed that the additional funding from the SFC was for 2018-19 only as there was no indication from SFC that the College would receive any such funding in subsequent years.

Additionally the College is in discussion with a number of other organisations, including Local Authorities, and potential partners regarding possible future developments.

Lead: Nick Allan, Chair of Estates Committee

Status: Open, except for items EM301 - 304 which are restricted as they are commercially sensitive.

DRAFT

ESTATES COMMITTEE

MINUTES: 11 September 2018

Present: Nick Allan (in the Chair),
Liz Connolly, Andrew Hetherington and John McMillan.

Apologies: Keith McKellar.

Attending: David Alexander (Vice Principal Operations), Stephanie Graham (Vice Principal Educational Leadership), Alan Ritchie (Director of Finance and Estates), Peter Thorne (Head of Estates) and Gwen McArthur (Secretary to the Committee).

EM290 WELCOME

The Chair congratulated Liz Connolly on her appointment as Principal and welcomed her to the meeting.

EM291 DECLARATION OF INTERESTS

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

EM292 MINUTES

The minutes of the meeting held on 29 May 2018 were approved.

EM293 ACTIONS FROM THE MINUTES

The Committee noted the actions taken since the last meeting and updates on the following matters:

- .1 Clydebank Functional Suitability Review (EM280)** – it was noted that the Working Group to consider the longer term development of the Clydebank Campus had not been set up yet due to the summer break. However, this would be actioned shortly and a report brought to the next meeting.

[Action: PT]

- .2 Clydebank District Heating System (EM263.2)** – the Director of Finance and Estates updated the Committee on progress with this development. West Dunbartonshire Council was the lead for this project and had contacted the College, as one of the interested parties in drawing heat from this system, to arrange a meeting to discuss this further. The Committee would be kept informed of progress.

[Action: AR]

.3 Estates Key Performance Indicators (EM250.6) – The Director of Finance and Estates informed the Committee that further consideration had been given to some of the key performance indicators (KPI's) that other organisations used. However, none of these had proved suitable for use by the College and so it was decided that the College would use its own internal KPI's as previously agreed. A report would be brought to the next meeting. **[Action: AR]**

.4 Disposal of Property at Drumry Road (EM276.2) – it was noted that the Scottish Funding Council (SFC) had confirmed that the Scottish Government had given approval for the College to dispose of the property at Drumry Road and it would be permitted to retain the receipt for this to be used to fund other estates requirements. However, the College was still waiting for official confirmation from the Government.

Secretary's Note: subsequent to the meeting the letter from the Government was received which confirmed that the College could dispose of the property and retain the receipt to fund other estates projects.

EM294 REMIT, MEMBERSHIP AND DATES OF MEETINGS 2018-19

The Committee **approved** its remit and noted its membership and dates of meetings for 2018-19.

EM295 EMERGING OPPORTUNITIES (EM277)

The Vice Principal Operations provided the Committee with an update on a range of estates matters. The College had undertaken, and continued to undertake, a significant programme of engagement with partners in seeking to progress emerging estates opportunities and models.

.1 Clydebank – the Committee was aware that West Dunbartonshire Council was undertaking a significant development programme at Queens' Quay on a site adjacent to the College. It was **agreed** that the Vice Principal Operations investigate the possibility of a representative from the Council attending the next meeting to inform the Committee of the nature and scale of this programme. **[Action: DA]**

.2 Paisley – it was noted that discussions with Renfrewshire Council were continuing regarding possible opportunities for partnership projects. However, the College had already prepared its outline business case for the development of the Paisley Campus which had been submitted to SFC.

.3 Greenock –

[REDACTED]

The Committee noted and welcomed the update on these developments and opportunities and supported the College team in continuing to work with partners in taking these forward.

EM296 ESTATES MAINTENANCE PLANS 2018-2023 AND CARBON MANAGEMENT (EM281)

The Committee noted a report which provided an update on Estate Maintenance Funding, the College's Estates Maintenance Plan 2018-2023 and progress with Carbon Management/Sustainability initiatives. The Director of Finance and Estates presented a paper showing the proposed allocation of the funding available for 2018-19. SFC had allocated £1.182M for estates maintenance and an additional £3.004M to be used to address 'high priority maintenance'. The information presented assumed that this additional funding was for 2018-19 only as there was no indication from SFC that the College would receive any such funding in subsequent years.

It was noted that the bulk of the estates maintenance allocation of £1.182M would be used to meet operational estate requirements and bank interest costs in 2018-19, with a small sum of £64k remaining being used to support carbon management planning. The Committee noted the planned expenditure of £3.004M for 'high priority maintenance'. These plans had to be confirmed before the end of March 2019 and completed over the summer months of 2019. The Committee welcomed and supported these plans.

EM297 STRATEGIC RISK (EM283)

The Committee considered the Strategic Risk Register and noted that there had been no change to the risk profile but the mitigations had been updated in light of the actions taken over the summer months. The Committee noted the strategic risk register and had no additions or amendments to propose.

EM298 AUDIT SCOTLAND REPORT – SCOTLAND'S COLLEGES

The Committee noted the Audit Scotland Report.

EM299 SCHEDULE OF BUSINESS 2018-19 (EM286)

The Committee noted its Schedule of Business for 2018-19.

EM300 NEXT MEETING

The next meeting will be held on Tuesday 11 December 2018. The venue would be confirmed later.

RESERVED BUSINESS

The following items are deemed to be restricted under the Freedom of Information Act as being commercially sensitive.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[illegible][illegible]

[REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

TITLE: FINANCE AND GENERAL PURPOSES COMMITTEE

Draft Minutes of the meeting held on 25 September 2018

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

FPM205 Voluntary Severance (VS) – the Vice Principal Operations updated the Committee on progress made with the implementation of the VS scheme. The Committee was pleased to note that, in August and September, the SFC had provided further funding, of £1M in total, to the College to support the VS scheme and thereby help the College achieve its savings targets. In light of this additional funding being made available the College had re-opened the VS scheme and further applications were being sought. The closing date for the VS scheme was 5 October 2018.

FPM207 2018-19 Budget and 5 Year Financial Plan – the Committee received the Future Plan for the College, 'Future Proofing Our College', - this will have been discussed at agenda item 8 on the agenda. The Committee welcomed this Plan which it thought was well thought out and well constructed. It also suggested that this Plan, once agreed by the Board, should be presented to each Board Committee so that they were clear how the targets would be achieved.

FPM208 College Cyber Action Plan – the Committee welcomed the progress report in relation to implementing the College Cyber Resilience Plan which confirmed that the College was progressing as required. It was noted that the College should achieve Cyber Essential Plus accreditation by October 2018.

FPM210 Financial Regulations – the Committee approved the revised College Financial Regulations.

FPM221 National Bargaining – it was noted that the Support staff were currently being consulted on a pay offer made by the Colleges Scotland Employers Association. In relation to the Teaching staff, the EIS had conducted a ballot of their members on the latest offer made by the Employers Association. Subsequent to the meeting this offer had been rejected by the members of EIS.

FPM222 College Finance System – [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Lead: Jim Hannigan, Chair, Finance and General Purposes Committee

Status: Open, except for FPM221 and FPM222, which are restricted items as they are deemed to be commercially sensitive.

DRAFT

FINANCE AND GENERAL PURPOSES COMMITTEE

MINUTES: 25 September 2018

Present: Jim Hannigan (in the Chair), Liz Connolly, John Leburn, Keith McKellar, Angela Wilson.

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

Apologies: Vivienne Mulholland.

FPM200 DECLARATION OF INTERESTS

David Alexander declared an interest as a Trustee of West College Scotland Foundation, a member of the Council of the Scottish Funding Council (SFC) and Chair of the SFC Audit and Compliance Committee.

FPM201 MINUTES

The minutes of the meeting held on 8 June 2018 were approved.

FPM202 ACTIONS

The Committee noted a report on actions taken since the last meeting.

FPM203 COMMITTEE REMIT, MEMBERSHIP AND DATES OF MEETINGS

The Committee noted its remit, membership and dates of meetings in 2018-19.

FPM204 MONITORING OF REGIONAL OUTCOME AGREEMENT (FPM194)

The Vice Principal Operations provided a paper setting out background information in relation to the process for producing the Regional Outcome Agreement (ROA) and highlighting the College's key objectives that were contained within the ROA. The paper indicated the ROA objectives applicable to the Finance and General Purposes Committee and how these would be monitored during the year. In discussion it was proposed that the links between the College's Future Plan ('Future Proofing our College') and the objectives set out in the ROA should be made more explicit within the final version of the Plan. It was acknowledged that the Future Plan looked 5 years ahead, while the ROA had to be produced in a particular format and only looked 3 years ahead. Some further consideration would be given to this.

[Action: LC]

FPM205 VICE PRINCIPAL UPDATE (FPM187, 190)

The Vice Principal Operations provided the Committee with an update on a range of matters relating to the financial position of the College and IT development. This included an update on Voluntary Severance.

A Voluntary Severance (VS) scheme had been run prior to 1 August 2018 which had attracted a number of applications, not all of which could be met.

[REDACTED]

[REDACTED] Further applications for VS have been sought and the closing date for applications is 5 October 2018. Further updates would be provided to the Committee throughout the session.

FPM206 YEAR END 31 JULY 2018 OUTTURN UPDATE

The Director of Finance and Estates informed the Committee that all audit work relating the financial year end 31 July 2018 was now complete. The External Auditors had confirmed that for the year-end financial audit they would be issuing an unqualified report and it was unlikely there would be any management recommendations. It was anticipated that this would be the same for the other audit reports, i.e. the student funding and the credit audit reports. However, this was subject to final review by the External Auditors when concluding their reports. The Committee welcomed this information.

FPM207 2018-19 BUDGET AND 5 YEAR FINANCIAL PLAN (FPM190)

The Committee received the following information: a paper from the Vice Principal Operations and Director of Finance and Estates that summarised the current financial position of the College; 'Future Proofing our College', a plan for the future that had been prepared by the Executive; SFC guidance on the Financial Forecast Return (FFR) for the period 2017-18 to 2022-23; the detailed College FFR return produced in light of this guidance; and two letters from the SFC confirming additional funding of up to £1M to support the implementation of the Voluntary Severance (VS) scheme.

In presenting this information the Vice Principal Operations highlighted the main points emerging. The information provided showed that the College's initial savings target for the first two years 2018-19 and 2019-20 remained the same. In light of the FFR guidance issued by the SFC there might be some change to the later years and this would be monitored closely. It was noted that the SFC was indicating through their FFR assumptions that the College would require to reduce its credit level activity by 5,000 towards the end of the five year period, although the levels of SFC funding would be reduced this

would mean that, in effect, towards the end of the 5 year period the SFC funding methodology would change, and the level of SFC funding received by the College would be more in line with that expected. In light of this the College Executive had prepared a Future Plan, 'Future Proofing our College', which showed how the savings over the first 2 years in particular could be achieved and also what changes could be made to the operation of the College and delivery of the curriculum to support this. The intention of the Plan was to allow the College to continue to develop during the next 5 years while still meeting its savings targets. Although the projects contained within the Plan were being progressed by members of the Senior Management Team (SMT), it had not been shared widely with the staff yet, as a final version had not been agreed with the SFC and Board agreement would be needed. Thereafter the Plan for the future would be shared with the staff.

The Committee welcomed the Future Plan for the College which it considered to be well thought out and well constructed. In discussion the Committee was aware of the level of cumulative savings that the College needed to achieve. However, it was pleased to note that the SFC had provided a further £1M to assist the College in implementing the VS scheme and achieving some of the savings required. This would help reduce the overall staffing costs of the College, which currently accounted for almost 75% of the total expenditure. The College would consider applications for VS on a case-by-case basis, and some might leave part way through the session while others would not leave until the end of the session, depending on their role and any changes required to support departure.

The opportunity to re-shape the curriculum would ensure that this remained relevant and competitive, and consideration would be given to using different delivery methods as well as the provision of new offerings. It was the aim to increase alternative income and a range of potential products had already been identified. While the Committee welcomed this approach it was concerned about the College's ability to deliver this and so this would be monitored closely. It was pleased to note that the College Executive would continue its dialogue with the SFC to ensure that it had their continued support for the Future Plan as it was implemented.

The Committee was aware that the College had to meet national priorities as well as its own priorities. The Future Plan set out how the College aimed to achieve this within the limited resources available. A number of projects had been identified. It was suggested that this Future Plan should be presented to each Board Committee, in addition to the Board, so that they were clear how the targets would be achieved.

The Committee welcomed the information that had been provided and supported the Future Plan for the College. This would now be presented to the next meeting of the Board in October. **[Action: LC]**

FPM208 COLLEGE CYBER ACTION PLAN: PROGRESS REPORT (FPM192)

The Director of IT updated the Committee with progress in relation to implementing the College Cyber Resilience Plan. He was pleased to report that the College Cyber Action Plan was progressing as required and the College should be able to achieve Cyber Essential Plus accreditation by October 2018. The Committee welcomed this update and would receive a further report at its next meeting. **[Action: DB]**

FPM209 ACCOUNTABILITY REPORT 2017-18

The Committee considered the draft Accountability Report 2017-18. The Audit Committee had already seen this and had been satisfied with it. It was currently with the External Auditors for their review and confirmation that they too were satisfied with it. Thereafter it would be finalised and brought to the Joint meeting with Audit Committee for final approval.

FPM210 FINANCIAL REGULATIONS

The Committee received the revised College Financial Regulations. These Regulations were reviewed annually, but this year had been a full review which had led to some updating, clarification and streamlining of the Regulations. The Committee welcomed these changes and **RESOLVED** that the revised Financial Regulations be approved.

FPM211 INTERNAL AUDIT REPORT – PROCUREMENT AND TENDERING

The Committee noted the Internal Audit Report on Procurement and Tendering. The report contained 5 recommendations, 4 of which had already been addressed and the fifth was currently being actioned. The Committee welcomed this report which confirmed that the College was compliant with legislation and that it had good systems in place.

FPM212 STRATEGIC RISK REGISTER (FPM195)

The Committee noted the College Strategic Risk Register. No changes had been made to the risks or their rankings, but some adjustments had been made to the mitigations in light of actions taken by the SMT over the summer period. In discussion it was considered that it might be helpful if the risk register was presented as a visual report on screen at the next Board meeting. This would be considered further. **[Action: AR]**

FPM213 ANNUAL UPDATE REPORT ON TAXATION MATTERS, BANKING ARRANGEMENTS AND BAD DEBT WRITE OFF

The Committee noted the annual report 2017-18 on taxation matters, banking arrangements and bad debt write off.

FPM214 AUDIT SCOTLAND REPORT – SCOTLAND’S COLLEGES 2018

The Committee noted the Audit Scotland Report, Scotland’s Colleges 2018. It was noted that the report highlighted the financial challenges facing the sector.

FPM215 2017-18 ACCOUNTS DIRECTION FOR SCOTLAND’S COLLEGES

The Committee noted the 2017-18 Accounts Direction for Scotland’s Colleges that had been issued by the SFC.

FPM216 EXTERNAL AUDIT PLANNING MEMORANDUM (FPM196)

The Committee noted the External Audit Planning Memorandum 2017-18 which had already been approved by the Audit Committee.

FPM217 INTERNAL AUDIT PLAN UPDATE 2018-19

The Committee noted the Internal Audit Plan 2018-19 which had already been approved by the Audit Committee.

FPM218 SCHEDULE OF BUSINESS 2018-19

The Committee noted its schedule of business for 2018-19.

FPM219 THANKS

On behalf of the Committee the Chair thanked the College Team for all their hard work and particularly for the production of the Future Plan for the College.

FPM220 NEXT MEETING

Tuesday 20 November 2018 at 2.00 p.m., followed by the Joint meeting with the Audit Committee at 4.00 p.m., both meetings to be held at the Paisley Campus.

RESERVED BUSINESS

The following items are deemed to be restricted under the Freedom of Information Act as being commercially sensitive.

[REDACTED]

[REDACTED]
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[REDACTED]

- [REDACTED]
- [REDACTED]
 - [REDACTED]
- [REDACTED]

TITLE: ORGANISATIONAL DEVELOPMENT AND HR COMMITTEE
Draft Minutes of the meeting held on 26 September 2018

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

OM206 Health and Safety Matters - the Committee was aware that asbestos dust and debris had been found in the boiler room of the Oakshaw building despite work being carried out in 2015 to have this removed. The company involved at that time had signed off that this work had been completed. The College had sought legal advice and a letter would shortly be issued to this company. Once a response was received from them then the College would decide its next course of action.

It should be noted that remedial action had been taken to remove the asbestos as soon as it was discovered. This work had been completed and a full report had been made to the Board in June.

OM208 National Bargaining – the Committee was updated on progress with National Bargaining and noted:

Teaching staff – a pay offer had been made by the Colleges Scotland Employers Association to the Teaching staff. The EIS had conducted a ballot of their members who had voted overwhelmingly to reject this offer.

Support staff – a pay offer had also been made to the Support staff and the Support staff unions were currently consulting their members on this matter.

OM209 People Strategy 2016-19 – the Committee welcomed the progress that had been made with the implementation of the People Strategy 2016-19. The Committee wished to draw the attention of the Board to the excellent work that was taking place and the achievements made so far.

OM210 Workforce Planning – the Committee was pleased to note that the Internal Auditors had reviewed the progress made with the development of a Workforce Plan. The Internal Auditors had confirmed that the College was making good progress and had provided some advice to help improve this further. The Committee considered the Workforce Plan 2019-2024 which it considered to be an excellent piece of work. The members of the Committee wish to consider this further and return to discuss this at its next meeting in November. Thereafter the Committee wished to make a presentation on this Plan to the Board at its December meeting.

OM211 Voluntary Severance (VS) Scheme – the Committee noted an update on progress with the implementation of the VS scheme.

OM212 EU General Data Protection Regulation (GDPR) - the Committee noted that the College had met the implementation date required for GDPR (25 May 2018). The Committee noted a report on progress that had been made since then.

OM213 Building Our Collective Future – the Committee was pleased to note that the behaviours framework had been finalised and the publication, 'Building Our Collective Future' had been launched via the staff intranet. The Committee welcomed this publication and commends this to the Board – see Annex 1.

Lead: Lyndsay Lauder, Chair, Organisational Development and HR Committee

Status: Open

DRAFT

ORGANISATIONAL DEVELOPMENT & HR COMMITTEE

MINUTES: 26 September 2018

Present: Lyndsay Lauder (in the Chair)
Liz Connolly, Linda Johnston, David Mark.

Attending: David Gunn (Director Organisational Development & HR), Gwen McArthur (Secretary to the Committee).

Apologies: Keith McKellar

OM203 WELCOME

On behalf of the Committee the Chair welcomed David Mark to his first meeting. The Chair also congratulated Liz Connolly on her appointment as Principal and welcomed her to the meeting.

OM204 DECLARATION OF INTERESTS

No interests declared.

OM205 MINUTES

The minutes of the meeting held on 21 May 2018 were approved.

OM206 ACTIONS FROM THE MINUTES

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

- .1 Health and Safety Matters (OM195)** – at its last meeting the Committee had been informed that a second incident involving the discovery of asbestos had occurred. Asbestos dust and debris had been discovered in the Oakshaw Boiler Room despite the College receiving a certificate of completion confirming the removal of asbestos from this area on the completion of earlier work carried out in 2015. The certificate of completion had been provided by a reputable company, [REDACTED], licensed to carry out such work. A series of actions had been undertaken by the College, including appointing a different specialist asbestos removal contractor to remove all asbestos from this area. This work was completed in May 2018 and a full report on the matter was provided to this Committee and to the Board at its meeting in June.

The College had sought legal advice and a letter to be sent to [REDACTED], the company that had carried out the earlier asbestos removal, had been prepared and would be sent to them shortly. Once a response was

received from the company then the College would decide its next course of action. The Committee would be kept informed of developments.

[Action: DG]

- .2 College Improvement Plan (OM168)** – the Principal informed the Committee that a Future Plan for the College had been developed over the summer months and would be considered at the next meeting of the Board in October. This would replace the Improvement Plan and so this could be removed from the actions list.

[Action: GMcA]

OM207 REMIT, MEMBERSHIP AND DATES OF MEETINGS IN 2018/19

The Committee noted its remit, membership and dates of meetings in 2018/19.

OM208 NATIONAL BARGAINING: UPDATE (OM193)

The Principal provided an update on the ongoing national bargaining negotiations with the Colleges Scotland Employers' Association and trade unions representing support and lecturing staff.

- .1 Teaching staff** – it was noted that the pay offer hadn't changed and was in line with that previously reported. The EIS were currently conducting a consultative ballot of their members but were recommending that the offer be rejected. If the membership voted to reject the offer then it was anticipated that the EIS would ballot their members regarding taking strike action. The EIS ballot would close the next day.

Secretary's Note: subsequent to the meeting the result of the EIS ballot was announced on 27 September 2018. The membership voted overwhelmingly to reject the offer.

The Committee was reminded that the Employers Association had made the offer to the Teaching staff without securing the approval of the sector or support from the SFC. This offer would have a significant detrimental impact on the financial position of a minority of colleges (5), of which West College Scotland was one. The Finance and General Purposes Committee of the College had discussed this matter the previous day and had agreed a course of action.

- .2 Support staff** – the Support staff had been made an offer over a 29 month period (1 April 2018-31 August 2020). The unions were conducting a consultative ballot of their members and had recommended that the offer be accepted. It was also noted that the remit for the national job evaluation exercise had been agreed.

The Committee noted this information and was of the view that it was essential to maintain good working relationships with the staff and with the unions, and communication would be key to achieving this. The Committee would be kept informed of developments.

OM209 PEOPLE STRATEGY: PROGRESS REPORT (OM194)

The Director, Organisational Development and HR, summarised the progress made in implementing the People Strategy 2016-19. The Committee welcomed this update and noted the excellent progress that had been made. The outcomes achieved from the implementation of the People Strategy action plan would be included in the HR Annual Report.

The Committee was also pleased to note that the staff were participating in the staff development programme and were taking the initiatives on board, e.g. health and wellbeing. In light of the good working relationships the management had with the relevant trade unions, the Local Joint Consultative and Negotiating Committees were helping to promote these activities.

The Committee praised the Director, Organisational Development and HR, and his team for the excellent work that they were doing and for the progress that had been made, particularly in securing staff buy-in to this important area of work. In light of the current financial constraints on the College it was even more important to ensure that the staff had the relevant skills to help the College develop in the future.

The Committee **agreed** that some minor adjustments be made to the wording of the People Strategy Progress Report and that the attention of the Board should be drawn to the excellent work that was taking place and the achievements made so far. Some further consideration would be given to this latter point – see OM210 below. **[Action: DG; GMcA]**

OM210 WORKFORCE PLANNING (OM198)

The Committee received the report from the Internal Auditors on their review of progress with the development of the Workforce Plan (Audit Visit Memo – Workforce Planning, June 2018) and the draft Workforce Plan 2019-2024 which had been developed. The Committee was pleased to note that the Internal Auditors had confirmed that the College was making good progress with the development of the Workforce Plan and had made a few recommendations to further assist the College with this. The Director, Organisational Development and HR, confirmed that they had found it useful to have the Internal Auditors visit and provide advice before the Workforce Plan was finalised. The recommendations from the Internal Auditors had been actioned and the Workforce Plan developed accordingly.

The Committee welcomed the Workforce Plan 2019-2024 which they considered to be an excellent piece of work. This plan had identified some issues and challenges that the Board might like to consider further. It was **agreed** that the members of the Committee consider the Workforce Plan further and feedback any comments to the Secretary. **[Action: All]**

The Committee further **agreed** it would return to discuss the Workforce Plan further at its next meeting with the intention that a presentation on this be made to the Board at its December meeting. **[Action: GMcA]**

OM211 VOLUNTARY SEVERANCE SCHEME (OM197)

The Director, Organisational Development and HR, informed the Committee that further funding had been provided by the SFC to fund the Voluntary Severance (VS) scheme. In light of this the scheme had been re-opened and further applications had been sought with a closing date for applications of 5 October 2018.

It was noted that in the first stage of implementing the VS scheme, which had closed at the end of June, [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] Some of those who had applied at the first stage had been rejected and would be automatically considered again at the next stage, plus the new applications received. The Committee noted this information and would receive a further update at the next meeting.

[Action: DG]

OM212 GENERAL DATA PROTECTION REGULATION (OM196)

The Committee received two papers: the Internal Audit Report on GDPR Readiness (March 2018) and an update on the implementation of the GDPR. The Committee was pleased to note that the Internal Auditors had confirmed that the College was ready to meet the GDPR requirements by the deadline set.

The Committee noted the report on progress that had been made since the implementation of the Regulation in May 2018. A Data Protection Officer had been appointed and training had been provided to all staff. Further actions had been identified and an action plan was now in place with clearly identified deadlines. The Steering Group was still in place and had oversight of the progress being made and any further adjustments that might be required. The Committee welcomed this report.

OM213 BUILDING OUR COLLECTIVE FUTURE (OM179.2)

The Committee was pleased to note that the behaviours framework had been finalised and the publication, 'Building Our Collective Future', had been launched via the staff intranet in August. Directors and Heads were being encouraged to use this framework in their staff meetings to promote this to all staff. A version for students was currently being developed.

The Committee welcomed this publication which it considered to be an excellent piece of work and commends it to the Board. **[Action: GMcA]**

OM214 RISK (OM199)

The Committee noted the Strategic Risk Register. There had been no change to the risk scores and no risk had been added or removed since the last meeting. The Senior Management Team (SMT) had taken various actions over the summer months and the mitigating actions had been updated to reflect this. The Committee noted the Risk Register and had no additions or amendments to propose.

OM215 REPORTS FROM SUB-COMMITTEES (OM201)

The Committee noted the reports from the following sub-committees:

- i. Equality, Diversity and Inclusion Committee meeting minutes of 17 May 2018;
- ii. Joint Consultative and Negotiating Committee for Lecturing Staff meetings of 9 May, 6 June, 18 June and 15 August 2018;
- iii. Joint Consultative and Negotiating Committee for Support Staff meetings of 9 May, 6 June, 18 June and 15 August 2018;
- iv. Health and Safety Committee meeting minutes of 12 September 2018.

OM216 AUDIT SCOTLAND REPORT – SCOTLAND'S COLLEGES 2018

The Committee noted the Audit Scotland Report – Scotland's Colleges 2018.

OM217 NEXT MEETING

The next meeting will take place on Wednesday 7 November 2018 at the Paisley campus.

TITLE: **MEMBERSHIP, SCHEDULE OF BUSINESS AND DATES OF MEETINGS IN 2018/19**

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

1. **Current Board membership** – see Annex 1. Three new members have joined the Board:
 - Liz Connolly, the new Principal;
 - Mac Murray, the new Student President; and
 - Danny Walls, the newly elected Support staff member on the Board.
2. **Proposed Schedule of Business for 2018/19** – see Annex 2.
3. **Dates of meetings in 2018/19** – see Annex 3. This includes the proposed dates of meetings of the Committees.

Action: The Board is asked to note this information.

Lead: Gwen McArthur, Secretary to the Board

Status: Open

Annex 1

WEST COLLEGE SCOTLAND BOARD OF MANAGEMENT

Under the terms of the Further and Higher Education (Scotland) Act 1992, as amended by the Post-16 Education (Scotland) Act 2013, the membership of the Board of Management 'shall consist of no fewer than 15 nor more than 18 members'. The current membership is:

Chair

Keith McKellar

Vice Chair

Jacqueline Henry

Principal

Elizabeth Connolly (*ex officio*)

Teaching staff – 1 elected

David Watson

Non-Teaching staff – 1 elected

Danny Walls (w.e.f. 8.10.18)

Students Association (2)

Mac Murray

Nicole Percival

Non-Executive Members

Nick Allan

Mike Haggerty

Jim Hannigan

Andrew Hetherington

Jenifer Johnston

Linda Johnston

Lyndsay Lauder

John Leburn

John McMillan

Mark Newlands

Angela Wilson

In Attendance

Stephanie Graham, Vice-Principal Educational Leadership

David Alexander, Vice-Principal Operations

Gwen McArthur, Secretary to the Board

Annex 2

SCHEDULE OF BUSINESS 2018/19

BOARD OF MANAGEMENT

Date of meeting	Agenda items	Deadline for Papers
8 October 2018 Clydebank Campus	<p>Main items of business Corporate Plan Dashboard/Key Performance Indicators Regional Outcome Agreement Review Report 2017/18</p> <p>Committee reports Audit; Estates; Finance & GP; Organisational Development & HR</p> <p>Development session (at 3.00 p.m.) Board Diversity and Action Plan</p>	26 September
3 December 2018 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 2018 Report from External Auditor Annual Report from Audit Committee Annual Report from Internal Audit</p> <p>Committee reports Corporate Development; Finance & GP; Learning, Teaching & Quality; Organisational Development & HR.</p>	21 November
4 February 2019 Greenock Campus	<p>Main items of business Draft Regional Outcome Agreement 2018-20 Key Performance Indicators update? Board Development Action Plan Update</p> <p>Committee Reports Audit; Estates</p>	23 January
25 March 2019 Paisley Campus	<p>Main items of business Final Regional Outcome Agreement 2018-20 HR Annual Report 2018 Proposed dates of meetings 2019/20</p> <p>Committee Reports Audit; Corporate Development; Estates; Finance & General Purposes; Learning,</p>	13 March

	Teaching & Quality; Organisational Development & HR	
17 June 2019 Paisley Campus	<p>Main items of business</p> <p>Management Accounts Budget 2019/20 and Financial Strategy (including Budget for Students Association) Review of Board Development Action Plan Report on outcome of annual effectiveness review</p> <p>Committee Reports on Progress against Regional Outcome Agreement</p> <p>Draft Schedule of Business 2019/20</p> <p>Committee reports</p> <p>Audit; Corporate Development; Estates; Finance & General Purposes; Learning, Teaching & Quality; Organisational Development & HR</p>	5 June

GMcA/17.07.18/v3

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Annex 3

Dates of Meetings in 2018/19

Committee	Aug	September	October	November	December	January	February	March	April	May	June
BOARD Mondays at 4.00 p.m.			8 C		10 G		4 P	25 P			17 P
Audit Thursdays at 4.00 p.m.		6			13			14		23	
Joint Audit & Finance				20 4.00 p.m.							
Finance and GP Tuesdays at 4.00 p.m.		25		20 2.00 p.m.				5			4
Corporate Development Tuesdays at 4.00 p.m.			23				19			7	
Estates Tuesdays at 4.00 p.m.		11 C			11 G		26 P			28 C	
OD&HR Wednesdays at 4.00 p.m.		26		7			13			15	
LTQ Wednesdays at 4.00 p.m.			24 C				20 P			22 G	

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

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