WEST COLLEGE SCOTLAND
BOARD OF MANAGEMENT

MONDAY 10 DECEMBER 2018 at 3.00 p.m. in
Ardgowan 1 & 2, Finnart Street, Greenock Campus

AGENDA

1.	**Presentation**		
	Workforce Planning: Workforce Plan 2019-2024	Paper 1	DG
General Business			
2.	Welcome		
3.	Apologies		
4.	Declaration of Interests		
5.	Minutes of the meeting held on 8 October 2018	Enclosed	KM
	.1 Actions from the minutes	Enclosed	KM
6.	Matters Arising from the minutes (and not otherwise on the agenda)		
	.1 BM483 Greenock Outline Business Case	Oral report	LC
Main Items for Discussion and/or Approval			
7.	Chief Executive's Report	Paper 7	LC
	.1 College Business Transformation Plan: Update		LC
	.2 Key Performance Indicators	Paper 7.2	LC
	.3 Brexit and Potential Impact on College	Paper 7.3	LC
8.	Financial Statements		
	.1 Internal Auditors Annual Report 2017-18	Paper 8.1	DA
	.2 Audit Committee Annual Report 2017-18	Paper 8.2	JM
	.3 External Auditors Report and Letter of Representation 2017-18	Paper 8.3	DA
	.4 Financial Statements for the period ending 31 July 2018	Paper 8.4	DA
9.	Strategic Risk Register Review	Paper 9	DA
10.	Students Association Report	Paper 10	MM
11.	Chair's Report	Paper 11	KM

Committee Reports

12. Corporate Development Committee Minutes of meeting of 23 October 2018	Paper 12	MN
13. Learning, Teaching and Quality Committee Minutes of meeting of 24 October 2018	Paper 13	JHe
.1 Student Satisfaction Survey 2017/18	Paper 13.1	SG
14. Organisational Development and HR Committee Minutes of meeting of 7 November 2018	Paper 14	LL
15. Finance & General Purposes Committee Minutes of meeting of 20 November 2018	Paper 15	JHa
.1 Management Accounts to 31 October 2018	Paper 15.1	DA
16. Joint Meeting of Audit and Finance & General Purposes Committee: Minutes of meeting held on 20 November 2018	Paper 16	JM

Items for Information

17. Board of Management: Committee Membership, Dates of Meetings and Schedule of Business 2018/19	Paper 17	GM

18. Report on Delegated Action Taken since last meeting
    None

19. Any other business

    The meeting will be followed by dinner in the Training Restaurant, Finnart Street, Greenock Campus at 6.30 p.m.

20. Next meeting: Monday 4 February 2019 at 4.00 p.m. at the Paisley Campus.

Gwen McArthur
Secretary to the Board

Board of Management
10.12.18
Paper 1

TITLE: WORKFORCE PLANNING: WORKFORCE PLAN 2019-2024

Background: Following consideration of the Workforce Plan at the Organisational Development and HR Committee on 7 November 2018, it was agreed that the final draft document would be submitted to the Board for information and discussion.

Action: If the Board is satisfied with this Workforce Plan it is asked to approve it.

Lead: David Gunn, Director, Organisational Development and HR

Status: Open

BOARD OF MANAGEMENT

Minutes: 8 October 2018

Present: Keith McKellar (Chair)
Nick Allan, Liz Connolly (except for item BM476) Mike Haggerty, Jim Hannigan, Jacqueline Henry, Andrew Hetherington, Linda Johnston, Lyndsay Lauder, John Leburn, John McMillan, Mac Murray, Mark Newlands, Nicole Percival, Danny Walls, David Watson, Angela Wilson.

Attending: Stephanie Graham (Vice Principal Educational Leadership), Alan Ritchie (Director of Finance and Estates), David Gunn (Director, Organisational Development and HR) – present for all items except BM476; Joe Rafferty (Head of Organisational Development and HR) for items BM477 & 478 only; Gwen McArthur (Secretary to the Board).

Apologies: Jenifer Johnston, David Alexander (Vice Principal Operations).

RESERVED BUSINESS

The Board members met in closed session to discuss a confidential report.

[redacted]

OPEN BUSINESS

BM477 WELCOME

On behalf of the Board the Chair welcomed the new members Liz Connolly (Principal), Danny Walls (Support staff member) and Mac Murray (Student President) to the meeting. He also welcomed Stephanie Graham (Vice Principal Educational Leadership), Alan Ritchie (Director of Finance and Estates), David Gunn (Director, Organisational Development and HR) and Joe Rafferty (Head of Organisational Development and HR) to the meeting.

BM478 BOARD DIVERSITY (BM468)

The Board had received the report and proposed action plan from the Short Life Working Group (SLWG) on Board Diversity at its last meeting. It had decided to return to discuss this matter at this meeting when it would have more time to consider the report in full. The Chair informed the Board that the action being taken had been highlighted to the Commissioner for Ethical Standards in Public Life in Scotland who was leading on increasing Board diversity on behalf of the Scottish Government. The Commissioner had asked the College to take part in its project and would forward information on the second phase of their research and invite Board members to take part in a survey. It was **agreed** that the link to this survey would be provided to Board members after the meeting. **[Action: GMcA]**

Secretary's Note: the link to the survey was sent to the Non-Executive Board members after the meeting.

Linda Johnson presented the report and action plan from the Short Life Working Group on Board Diversity. She highlighted the research that the Group had undertaken so far and how this had fed into the proposed actions. The Scottish Government had set the target of 50:50 gender balance on boards to be achieved by 2022 and the College was well on the way to achieve this. However, the Group was also aiming to diversify its membership in terms of other characteristics as well, not just gender, and to broaden out the skills range available to it. It was considered that more could be done in terms of visibility and raising awareness about the Board, both within the College and the wider community. The College already had a range of contacts in the community and consideration would be given to how best to access and build on these links.

It was acknowledged that some of the language surrounding the public sector recruitment process could be formal and off-putting and so a review of the Board recruitment literature had been undertaken. Improvements to the website had also been considered, to make it more informative and more attractive to individuals who might not otherwise consider joining a board. The Group was of the view that it might be more helpful to some individuals to join a committee first, and gain an insight into how that operated, before

considering joining the board. A strong induction process would be helpful to individuals, particularly those who had no previous board experience, and consideration could be given to providing mentors to those who would benefit from this. Additionally, on-going development for board members was key to ensuring that individuals got the most out of their board experience.
The Board welcomed the progress made so far and
RESOLVED that the action plan developed by the Short Life Working Group on Board Diversity be approved.

BM479 DECLARATION OF INTERESTS

John McMillan declared an interest as a Trustee of the West College Scotland Foundation.

BM480 MINUTES

The minutes of the meeting held on 18 June 2018 were approved.

BM481 ACTIONS FROM THE MINUTES

The Board noted the actions taken since the last meeting. In particular it was noted that

.1 Membership of the Board (BM471.8) - Ministerial approval had been received to extend the appointment of three Board members, namely Nick Allan, Jenifer Johnston and Mark Newlands for a further four years to 31 January 2023.

BM482 BUDGET 2018-19 AND FINANCIAL PLAN (BM463; FPM207)

The Board received a paper summarising the budget for 2018-19 and the five year financial strategy 2018-19 to 2022-2023; 'Future Proofing our College', a plan for the future that had been prepared by the College Executive and a draft of which had been submitted to the Scottish Funding Council; [redacted] These documents had been discussed in some detail at the recent meeting of the Finance and General Purposes Committee.

The Principal and Director of Finance and Estates presented the main points emerging from these documents. Discussions with the SFC had taken place over the summer months and were continuing in order to address the challenges facing the College. [redacted] It was noted that the savings target for sessions 2018-19 and 2019-2020 remained the same as previously reported to the Board.

The Board noted the plan, 'Future Proofing our College', which had been prepared by the Executive and had been welcomed by the Finance and General Purposes (FGP) Committee. It was noted that the FGP Committee would be

monitoring the financial aspects relating to the implementation of this plan to ensure that the milestones were achieved. In presenting this plan to the Board the Principal was keen to point out that, although there were a number of challenges facing the College, it had to move forward. In addition to making savings the College had to seek ways of increasing alternative income to allow the College to do different things and to do things differently. It was recognised that the College could not continue to cut budgets indefinitely as this approach was already impacting the delivery of services.

The Board commended the plan, 'Future Proofing our College', which was well written and clearly set out the future direction of the College. It was acknowledged that increasing alternative income would be a challenge but there was a strong and capable team within the College. The Principal would use the forthcoming staff meetings to inform all staff of the challenges ahead and the steps being taken to meet them. Once approved by the Board, the plan would be presented to the SFC to underpin the discussions taking place over the future direction of the College.

The Board
RESOLVED that the plan, 'Future Proofing our College', be approved and be forwarded to the SFC to aid discussions with them. It was also **agreed** that the Board would focus on different areas covered within the plan at each meeting and that for the next meeting it would concentrate on staffing, this would tie in with the development of the Workforce Plan (see also BM488.4).

BM483 GREENOCK OUTLINE BUSINESS CASE (BM465(v); EM301)

The Board noted that further discussions with Inverclyde Council had taken place and, in the light of these, the Options Appraisal and Outline Business Case (OBC) for the Greenock Campus had been revised. The Estates Committee had discussed the revised OBC at its recent meeting and was clear that the preferred option for development was the site at East India Docks. If this was approved it would represent a significant investment, of some £100M, in the development of the College's Greenock Campus. However, it was dependant on Inverclyde Council revising their Local Development Plan to allow the College to develop on this site and on the funding being secured.

On the recommendation of the Estates Committee, the Board
RESOLVED that the revised Options Appraisal and Outline Business Case for the development of the Greenock Campus at the East India Docks site be approved and, once confirmation was received from Inverclyde Council that they would support this development, the revised OBC be submitted to the SFC. **[Action: LC; AR]**

BM484 STRATEGIC RISK REGISTER (BM464)

The Board considered the Strategic Risk Register. It was noted that there had been no change to the risk profile of the College but a number of the mitigating

factors had been updated to reflect the actions taken over the summer months. In discussion it was noted that the College had raised with the SFC the matter of its needs in relation to capital funding and for investment in the College IT Infrastructure, amongst other priority areas. The SFC was aware of the College's needs and discussions would continue. The Board **agreed** that the Strategic Risk Register be approved.

BM485 CHIEF EXECUTIVE'S REPORT (BM465)

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

i. **Corporate Strategy –** at its last meeting the Board had considered the draft Corporate Planning framework which had emerged following the corporate planning session in April. The Board now had before it the draft Corporate Strategy 2018-2025 which had been developed in light of this earlier discussion. The Board welcomed this Corporate Strategy document which it considered to be excellent and complemented the other strategic documents that were coming forward, e.g. Building Our Collective Future, Workforce Planning, Future Proofing Our College. It was the intention that the draft Corporate Strategy would now be issued to all staff and would form part of the staff consultation events that the Principal had planned over the next few weeks. The Board

RESOLVED that, subject to some minor editorial amendments, the draft Corporate Strategy 2018-2025 be approved for wider staff and stakeholder consultation.

ii. **Key Performance Indicators (KPI's) –** the Board noted the draft key performance indicators (KPI's) that had been updated. However, due to reporting deadlines, final figures for some of the KPI's had yet to be confirmed. An updated report would be brought to the next meeting. **[Action: LC]**

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. The Teaching staff who had taken part in the EIS ballot had voted to reject the offer. The offer made to Support staff was currently the subject of a ballot, the outcome of which was not yet known. The Board would be kept informed of developments.

iv. **College Evaluation Report –** it was noted that the Evaluative Report and Enhancement Plan had to be submitted to the SFC by 31 October. The draft report had already been discussed with Education Scotland and some revisions were currently being made to it. It was the intention that the Evaluative Report and Enhancement Plan would be considered at the next meeting of the Learning, Teaching and Quality Committee on 24 October 2018 after which it would be finalised and sent to the SFC by the end of October. **[Action: SG]**

BM486 STUDENTS ASSOCIATION REPORT (BM466)

Mac Murray, President of the Students Association, updated the Board on the activities of the Students Association, and particularly the following:

- The new team of Executive Officers was now in place and working well. The team had already taken part in a number of training and development events and attended various NUS sessions.
- There were also a number of Volunteer Officers working with the Students Association who were located at each of the Campuses.
- The Students Association had taken part in the NUS campaign, 'Healthy body, healthy mind' and had received a rating of 1 star, having narrowly missed out on a 2 star rating. However, this year the Students Association and the Student Services and Communities Team were working together to progress this within the College. A Health and Wellbeing Adviser had been appointed to work in this area and the support available to students would be communicated widely.
- A Mental Health Agreement had been produced by the Students Association and agreed with the Principal and other appropriate staff. This would be launched shortly and would appear on various forms of social media to ensure students were aware of it.
- Support café's had been opened on each of the campuses and were open to everybody, not just students. Staff and Board members would be welcome at these.
- Training for Class Representatives was now well underway with a high attendance at these courses. The feedback from the students attending had been very positive.

The Board welcomed this report and was pleased to note that the Students Association had achieved significant momentum with a number of activities which were being well received by the student body.

BM487 CHAIR'S REPORT (BM467)

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

i. **New Minister -** Richard Lochhead had been appointed as the new Minister for Further Education, Higher Education and Science, and the Chair had contacted him to invite him to visit the College. The Board was pleased to note that the Minister had accepted this invitation and a date was being sought.

ii. **Staff Meetings -** The Principal reported that she would be holding staff sessions over the next few weeks to discuss progressing the draft Corporate Strategy 2018-2025. The Chair confirmed that he would be attending some of these sessions and invited other Board members to join them if available. The dates of these sessions would be provided to the Board members.

[Action: GMcA]

iii. **Brexit –** it was noted that consideration was being given to the potential impact Brexit could have on the College. It was known that the SFC had set

up a group to consider the implications of Brexit and the College was represented on this group by Sara Rae, Director of Business, Enterprise and Innovation. It was also known that the universities were well ahead in terms of assessing the potential impact of Brexit and it would be useful if the colleges were to take a sectoral approach. However, as this had not happened yet, it was **agreed** that a small working group be established to consider the potential impact of Brexit on the College and what mitigating actions the College could take. **[Action: KM; LC]**

BM488 COMMITTEE REPORTS

The Board noted the following reports:

.1 Audit Committee

The Board noted the minutes of the meeting of the Audit Committee held on 6 September 2018, and particularly the following:

i. **Internal Audit Reports (AM363) –** the Internal Auditors had presented two Audit Reports: one on Procurement and Tendering and the other on Workforce Planning. These were very positive reports which provided assurance to the Committee.
ii. **External Audit Progress Report (AM367) –** the Committee had been pleased to note that the external audit work was on track and would be finalised in due course.

.2 Estates Committee

The Board noted the minutes of the meeting of the Estates Committee held on 11 September 2018 and particularly the following:

i. **Disposal of Property (EM293.4) –** the Board 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.
ii. **Developments at Queens' Quay, Clydebank (EM295.1) –** it was noted that the Committee had invited the Head of Regeneration Services of West Dunbartonshire Council to the next meeting to inform them of the developments currently underway at Queens' Quay, adjacent to the College campus. Once this was confirmed Board members would be invited to attend this session to hear for themselves about these developments. **[Action: GMcA]**
iii. **Paisley Campus Developments (EM303)** – it was noted that discussions with the University of the West of Scotland regarding curriculum developments were taking place that might impact on the future development of the Paisley campus.

.3 Finance and General Purposes Committee

The Board noted the minutes of the meeting of the Finance and General Purposes Committee held on 25 September 2018, and particularly the following:

i. **College Cyber Action Plan (FPM208)** – the Board was pleased to note that good progress was being made in relation to implementing the College Cyber Resilience Plan. It was the aim that the College should achieve Cyber Essential Plus accreditation in October 2018.
ii. **College Finance System (FPM222)** – it was noted that there were further delays in implementing the new Finance system. The current system was still in place and being used while discussions were taking place with the suppliers of the new system in order to resolve the issues and challenges that had arisen.

.4 Organisational Development and HR Committee

The Board noted the minutes of the meeting of the Organisational Development and HR Committee held on 26 September 2018 and particularly the following:

i. **Health and Safety Matters (OM206) –** it was noted that remedial action had been taken and the asbestos discovered in the boiler room of the Oakshaw building had been removed.
ii. **Workforce Planning (OM210) –** the Board was pleased to note that the Internal Auditors had reviewed progress with the development of the Workforce Plan and had commented favourably on this. This Plan would be integrated with the People Strategy in due course. The Committee was of the view that this was an excellent piece of work and would tie in with the 'Future Proofing our College' plans. It was **agreed** that the Workforce Plan 2019-2024 be presented to the Board at its next meeting and that the next meeting would start earlier to allow full discussion of this matter.

[Action: GMcA]

iii. **Building Our Collective Future (OM213) –** the Board noted the document, 'Building Our Collective Future', which it considered to be an excellent piece of work. Members of staff had been involved in the development of this document and it had been well received when rolled out across the College. A similar document was under development for students.

BM489 BOARD: COMMMITTEE MEMBERSHIP, SCHEDULE OF BUSINESS AND DATES OF MEETINGS 2018/19 (BM472)

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

BM490 REPORT ON DELEGATED ACTION TAKEN SINCE LAST MEETING

Since the last meeting the Chair had taken the following actions:

.1 appointed John McMillan as Independent Verifier for the Support Staff Election to the Board; and

.2 authorised a leave of absence for Jenifer Johnston for the period 10 September – 22 October 2018.

The Board homologated these actions.

BM491 SECURITY AND FIRE PREVENTION

In light of the recent, and second, fire at the Glasgow School of Art it was queried if the Board would consider conducting a review into security and fire prevention at all its campuses and other buildings. It was noted that fire risk assessments were conducted periodically across all the College buildings, and other required measures were in place to ensure compliance with legislation. It was **agreed** that the Organisational Development and HR Committee consider this matter further (as this fell within the remit of that Committee).

[Action: ODHR Committee]

BM492 BOARD DINNER

The Board members wished to commend the staff and students who had been involved in the recent Board dinner held at the Paisley Campus to mark the departure of the previous Principal. The quality of the food and standard of service had been quite exceptional.

BM493 NEXT MEETING

Monday 10 December 2018 at 3.00 p.m. at the Greenock Campus. This would be followed by the Board Christmas dinner at 6.30 p.m.

GMcA/16.10.18/Final

Board of Management: Meeting of 8 October 2018

Actions from the Minutes

Date of meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
8 Oct 2018	BM478 468	Board Diversity – Non-Executive members to take part in survey on diversity from Commissioner in Ethical Standards in Public Life	G McArthur	Link to survey emailed to all Non-Executive Board members on 10 October. Reminder sent 5 November.	Complete
	BM483 465	Greenock Outline Business Case – revised OBC to be submitted to SFC once confirmation of use of site at East India docks is received from Inverclyde Council	L Connolly A Ritchie	Inverclyde Council did not approve change of use for this site. Further discussions with Council and SFC to take place and a report to be provided	Future meeting
	BM485 ii 432	Principal's Report: Key Performance Indicators (KPI's) – update report to be brought to next meeting	L Connolly		December meeting
	BM485 iv	Principal's Report: College Evaluation Report – to be considered at LTQ Committee	S Graham	Discussed at LTQ meeting on 24 October, following which it was finalised and submitted to SFC.	Complete
	BM487 ii	Chair's Report: Staff meetings – Board members to be invited to attend Principal's series of staff meetings	G McArthur	Invitation and dates of meetings issued to Board members	Complete
	BM487 iii	Chair's Report: Brexit – small working group to be established to consider potential impact of Brexit on College	K McKellar L Connolly	Discussions taking place regarding this. Report on actions to next meeting	December meeting
	BM488.2	Estates Committee Report: Development at Queens' Quay, Clydebank – Board members to be invited to next meeting of Estates Committee to hear about these developments	G McArthur	All Board members invited to next meeting of Estates Committee on 11 December	Complete
	BM488.4	ODHR Committee: Workforce Planning – Workforce Plan 2019-2024 to be presented to next meeting of the Board in December	G McArthur	Arrangements made for next meeting to start earlier for presentation of Workforce Plan 2019-2024	December meeting

	BM491	Security and Fire Prevention – ODHR to consider this matter further	ODHR Committee	This will be discussed at ODHR meeting on 7 November	December meeting
		Actions from previous minutes			
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 Board notified of action taken (no transfer to Foundation) at October meeting (BM482)	Complete
	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	Budget and Financial Plan approved at October meeting (BM482)	Complete
	BM465 iv	Chief Executive's Report Corporate Planning Session – Corporate Strategy to be developed and brought to next meeting in October	L Connolly	Draft Corporate Strategy approved at October meeting	Complete
	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	L Johnston presented report and Action Plan approved (BM478)	Complete
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

Board of Management

10.12.18

Paper 7

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.

Lead: Liz Connolly, Principal and Chief Executive

Status: Open

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1 SFC Engagement (including voluntary severance)

1.1 [redacted]

1.2 Further to the last correspondence with SFC a number of adjustments have been made to the Business Transformation Plan 'Future Proofing Our College', [redacted]. The College met with SFC on 12 November to continue discussions on the Plan. [redacted]

2 College Key Performance indicators

2.1 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.

2.2 A draft report on progress against these indicators was provided to the October Board, a final report is attached to this paper.

3 2018 College Evaluation Report

3.1 As reported at the October Board meeting, 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 was the end of October.

3.2 The College Evaluation Report was discussed at the Learning, Teaching and Quality Committee on the 24th October, and the final document was circulated to LTQ members. We still await feedback from Education Scotland on the document submitted and whether they endorse our grades. A copy of the final document can be found by double clicking the image below.

4 Brexit

4.1 At the October Board meeting it was agreed that the Board would establish a Short Life Working Group to examine the implications of Brexit for the College. Subsequent to this, the Scottish Government and SFC have established a Brexit Group to examine the implications for the Further and Higher Education sectors in Scotland. Sara Rae, Director Business Enterprise and Innovation sits on this Group. The Group has

undertaken some work analysing the impact of Brexit on the sector, they are also producing a Brexit checklist for the sector. WCS has undertaken further analysis to better understand the implications for the College. These documents should help shape the Boards work on this area.

5 Enterprise and Skills Review

5.1 The Enterprise and Skills Strategic Board published their detailed Strategic Plan Working Collaboratively For a Better Scotland on Wednesday 17 October 2018, www.gov.scot/abetterscotland. The plan outlines four missions; Skills for the Future; Business Models and Workplace Innovation; Business Creation and Growth; and Exports. Around these Missions are 14 actions directed towards the enterprise and skills agencies and 18 recommendations for the Scottish Government.

6 Draft College Corporate Strategy

6.1 Further to the Board approving the draft Corporate Plan at its October meeting, the document has been shared with staff at sessions held with myself and the Chair and Vice Chair. The document has also been posted on the staff intranet with an invitation to staff to submit any comments and suggestions by the end of December.

6.2 The draft Corporate Plan has also been circulated to stakeholders, again inviting any comments by the end of December. A revised plan taking account of comments, as appropriate, will be presented to the February Board for approval. The final document will also take account of any relevant themes from the Enterprise and Skills Strategic Board's Strategic Plan Working Collaboratively for a Better Scotland.

7 National Bargaining Update

Support Staff

Following a consultative ballot, which took place between Tuesday, 25 September and Wednesday, 3 October 2018 a two and a half year pay

deal for support staff in the college sector was agreed. The detail of this is as follows:

Year One - 1 April 2018 - 31 March 2019

- 3% increase for staff earning less than £36,500 with a minimum payment of £650 (FTE)
- 2% increase for staff earning more than £36,500, with a maximum payment of £1,600 (FTE) for those earning more than £80,000.

Year Two - 1 April 2019 - 31 March 2020

- 3% increase for staff earning less than £36,500 with a minimum payment of £650 (FTE)
- 2% increase for staff earning more than £36,500, with a maximum payment of £1,600 (FTE) for those earning more than £80,000.

Year Three - 1 April 2020 – 31 August 2020

- £300 or 5/12ths of Public Sector Pay Policy, whichever is greater.

Support Staff – National Job Evaluation

While there is ongoing discussion with support staff trade unions regarding national job evaluation – the outcomes of which are to take effect from September 2018 - Colleges Scotland Employers Association members are yet to be provided with detail on the processes and timelines associated with this.

Teaching Staff

The EIS received a final pay offer from the Colleges Scotland Employers Association on 18 April 2018, and this remains unchanged. The detail of the offer is as follows:

Year One – 1st April 2017 – 31st March 2018

All lecturers that received less than £600 during the first 25% of national harmonisation will receive an additional unconsolidated payment to ensure that every employee will receive a minimum of £600.

Year Two – 1st April 2018 – 31st March 2019

All lecturers that received less than £1000 during the second 25% of national harmonisation will receive an additional unconsolidated

payment to ensure that every employee will receive a minimum of £1000.

Year Three – 1st April 2019 – 31st March 2020
Immediately following the final national migration payment, a consolidated pay award of 2.5% for all unpromoted and promoted lecturer scale points.

On 21 November 2018 the EIS provided all colleges with a notice of a statutory ballot for industrial action in relation to the pay offer. The ballot opened on 28 November 2018 and has a closing date of 19 December 2018.

West College Scotland has ongoing concerns surrounding the governance and funding mechanics of the pay offer that has been made to the EIS, and along with three other colleges has written to the Chair of The Colleges Scotland Employers Association - the correspondence regarding this matter is enclosed and discussions remain ongoing.

8 Our Workforce Our Future

8.1 As previously reported to the Board, 231 organisations employing 65,000 people responded to the West of Scotland Skills survey which was conducted between January and March 2018. The final report was written and designed entirely in-house.

8.2 The West of Scotland skills survey was launched as Our Workforce, Our Future (OWOF) on 1 October 2018.

The report was launched simultaneously on the College's website www.westcollegescotland.ac.uk/OWOF, on the staff intranet and by e-copy and hard copy to nearly seven-hundred partner-organisations, individuals, local and national politicians, and news outlets.
In addition, the report was posted to our social media platforms (Facebook, LinkedIn and Twitter).

8.3 In advance of publication, the Director Communications, Policy and Planning, sought the endorsement of a number of organisations and was pleased that Ronnie Quinn, Acting CEO of the Scottish Council

(Development & Industry), provided a positive quote for inclusion in local and national news releases.

Bespoke news releases, including Mr Quinn's comments and those from the leaders of Renfrewshire, Inverclyde and West Dunbartonshire Councils, as well as from Renfrewshire and Dunbartonshire Chambers of Commerce, were issued to local media outlets.

Media coverage was good: the Principal was interviewed "live" in the peak 0745 slot on BBC Radio Scotland's Good Morning Scotland programme, and the survey's findings were also covered in the business pages of The Times.

Locally, the story was mentioned in the Evening Times, ran as a page lead in the Paisley Daily Express and as a sidebar in the Greenock Telegraph.

8.4 To accompany the social media launch, the College's Policy Officer created a short animated film, highlighting the purpose and main findings of OWOF. It can be viewed here: www.vimeo.com/290685758 The Directorate also ran a paid-for social media campaign on Facebook and Twitter to maximise exposure. For a total spend of £240, the College reached 28,000 people on Facebook and made nearly 40,000 impressions on Twitter.

9 Annual Review

The Annual Review 2018 has now been published. It gives a sense of the breadth of the College's activities, our commitment to our students, staff and communities, and our engagement with employers. It also highlights the achievements of students and staff throughout the 2017-18 academic year. This document has been shared with our stakeholders and can be accessed by double clicking the image below.

ANNUAL
REVIEW
2018
WEST COLLEGE
SCOTLAND

TITLE: **INTERNAL AUDITORS ANNUAL REPORT 2017-18**

Background: The Scottish Public Finance Manual requires that:

- Internal audit should provide an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It should provide an appraisal of an organisation's internal control system and take the action needed to provide the Accountable Officer with a continuing assurance that the organisation's risk management, control and governance arrangements are adequate and effective.

- Annual audit assurance is provided to the Accountable Officer through the professional opinion of the Head of Internal Audit (or equivalent) on the adequacy and effectiveness of the internal control system and the extent to which it can be relied upon. That opinion is contained in an annual report from the Head of Internal Audit to the organisation's Audit Committee, and forms part of the assurance required by the Accountable Officer to enable them to sign a Governance Statement to be provided alongside the accounts for which they are directly responsible.

To meet the above requirement the Internal Auditors Annual Report summarises the conclusions and key findings from the internal audit work undertaken at the College for the year ended 31 July 2018, and provides an overall opinion on the College's internal control system.

Basis of opinion

The Internal Auditor of West College Scotland, Scott Moncrieff, are required to provide the Board of Management and Audit Committee with assurance on the whole system of internal control. In giving their opinion it should be noted that assurance can never be absolute. The most that the internal audit service can provide is reasonable assurance that there are no major weaknesses in the whole system of internal control.

In assessing the level of assurance to be given, Scott Moncrieff have taken into account:

- All reviews undertaken as part of the 2017-18 internal audit plan;
- Any scope limitations imposed by management;
- Matters arising from previous reviews and the extent of follow-up action taken including in year audits;
- Expectations of senior management, the audit committee and other stakeholders;
- The extent to which internal controls address the client's risk management /control framework;
- The effect of any significant changes in West College Scotland's objectives or systems; and
- The internal audit coverage achieved to date.

Internal Audit Opinion

In the opinion of Scott Moncrieff, 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.

Review and Approval Process

The Internal Auditor's 2017-18 Annual Report was considered by:

- the Audit Committee on 6 September 2018 and;
- the joint Audit/Finance and General Purposes Committee on 20 November 2018.

Action: The Board of Management is requested to approve the Internal Auditors Annual Report.

Lead: David Alexander, Vice Principal Operations

Status: Open

TITLE: **AUDIT COMMITTEE ANNUAL REPORT 2017-18**

Background: The Annual Report from the Audit Committee to the Board of Management details the work carried out by the Committee during 2017-18 and how this relates to its core remit responsibilities of:

- General
- Internal Audit
- External audit
- Risk
- Other Reporting

The Annual Report is a requirement of both the Scottish Funding Council (SFC) Financial Memorandum and the Scottish Public Finance Manual.

The Report was considered by the September 2018 Audit Committee who were satisfied that it presents a fair representation of the work undertaken during 2017-18. The report was further considered by the Joint Audit/Finance and General Purposes Committee in November 2018 as part of the 2017-18 financial statement considerations, and the attached version was agreed as a fair representation of the work undertaken by the Committee.

Action: The Board of Management is requested to approve the Annual Report from the Audit Committee for the year ended 31 July 2018.

Lead: John McMillan, Chair of the Audit Committee

Status: Open

2017-18 Annual Report from the Audit Committee to the Board of Management

This report covers the activities of the Audit Committee of West College Scotland over the year to 31 July 2018.

Membership and Attendance

The Audit Committee membership and attendance for 2017-18 was as follows:

Name	Status	Appointed	Attendance	
			Possible	Actual
J McMillan	Chair Audit Committee Non-Executive Member	1 February 2015	5	5
R Downie	Co-opted Member of Audit Committee	26 September 2013	3	3
S Vere	Co-opted member of Audit Committee	1 March 2014	5	5
A Hetherington	Non-Executive Member	1 February 2015	5	5
Graeme Bold	Co-opted member of Audit Committee	1 July 2017	5	5

The following were in regular attendance at Committee meetings:

- Audrey Cumberford (Principal and Chief Executive)
- David Alexander (Vice Principal Operations)
- Alan Ritchie (Director of Finance and Estates)
- Gwen McArthur (Secretary to the Committee)

The internal auditors, Scott Moncrieff LLP, attended all Committee meetings during 2017-18 with this representing their third year of appointment. The contractual option to extend the Scott Moncrieff internal audit appointment for a further two years to July 2020 was considered and approved by the Committee at the December 2017 meeting.

The external auditors, Mazars LLP, were appointed by Audit Scotland to undertake the audit of the Annual Report and Accounts for five years commencing from 2016-17. Mazars have attended four meetings throughout the year as the business of the Committee required.

At the May 2018 Committee meeting Scott Moncrieff LLP were appointed to undertake the audit reviews of SFC student activity, student support funds, educational maintenance allowances and SAAS discretionary funds for 2017-18. This appointment was for one year only after which the College will look to review the ongoing audit arrangements for these areas.

Meetings

Audit Committee meetings were held on the following dates:

- 7 September 2017
- 14 December 2017
- 8 March 2018
- 24 May 2018

Additionally a joint meeting of the Audit Committee and Finance and General Purposes Committee was held on 21 November 2017 to approve the Annual Report and Accounts for Board of Management consideration for the year ended 31 July 2017.

Terms of Reference

The Audit Committee Terms of Reference applicable during the period are attached for information purposes at Appendix B. The Terms of Reference had been reviewed and updated previously and approved by the Board in March 2017. They were reviewed again by the Committee in September 2017 where it was agreed that no further changes were required.

GENERAL EFFECTIVENESS REPORT

Assessment of the effectiveness of the College's financial and other internal control systems

Members have received assurance on the College's control systems through internal and external auditors. The following reports have been considered by the Committee in the current year:

- Internal Audit Reports have been reviewed by the Committee and these are outlined in Appendix A;
- The Publication Scheme for Board and Committee papers was reviewed by the Committee with no further action considered as being required;
- Update reports on the Monitoring of the Regional Outcome Agreement as it pertained to the remit of the Committee were considered during the year;
- A number of policies and procedures were reviewed and approved by the Committee including:
    - Public Interest Disclosure (Whistleblowing) Policy
    - Fraud and Corruption Policy
    - Value for Money Policy
- The College Articles of Governance, Scheme of Delegation and Standing Orders to Committees were reviewed by the Committee;
- The Annual Internal Audit Report 2017-18 confirmed that the auditors were satisfied with the control framework in place;
- EMA Audit (Education Maintenance Allowance) 2017-18: the audit confirmed that College systems of control were adequate;
- SFC Aggregated Student Funding Audit 2017-18: the audit confirmed that College systems of control were adequate;

- Student Credit Audit 2017-18: the audit confirmed that College procedures were adequate to ensure the accurate collection and recording of the data;
- Members of the Committee had the opportunity to meet in closed session with both sets of appointed auditors during 2017-18, enabling the auditors to raise any matters with members without the College management present;
- The Committee met in closed session with members of the College Executive and identified no issues with either the internal / external auditors or audit arrangements;
- The Financial Statements Management Letter for 2017-18 was unqualified and the auditors have made no recommendation in relation to the internal controls operated by the College;
- The review of the 2017-18 Report and Financial Statements highlighted no significant issues arose during the review of the 2017-18 Report and Financial Statement; and
- A report on the implementation and outcomes from the College participation in the 2017-18 National Fraud Initiative.

Public Interest Disclosure (Whistleblowing) Policy

As part of the Committee schedule of business the Public Interest Disclosure (Whistleblowing) Policy and Procedure were approved in September 2017. During the September meeting the Committee received a report on the number and type of items reported under the College Public Interest Disclosure (Whistleblowing) Policy. The report did not highlight any reportable instances.

Compliance with corporate governance requirements

The Board undertook the annual review of its effectiveness in May 2018. This followed on from the external effectiveness review that had been conducted by Scott Moncrieff the previous year, and whose report had been approved by the Board in March 2017. The feedback obtained was positive and highlighted areas of good practice as well as identifying areas where improvements could be made. The Board approved the report at its June meeting and, in line with the Code of Good Governance, forwarded this report to the SFC. The recommendations for improvement contained within the report have been incorporated into the Board Development Action Plan and the Board will monitor progress with these throughout the year. Both the Annual Effectiveness Review Report and the Board Development Action Plan have been published on the College website at the following link http://www.westcollegescotland.ac.uk/about-us/board-of-management/

Review of Committee effectiveness

The key findings of the Committee Effectiveness review were considered at the May 2018 meeting, which confirmed that the members were satisfied with the operation and effectiveness of the Committee, and the level and quality provided in support of agenda items.

INTERNAL AUDIT SERVICE

Provider

During 2017-18 this service was provided by Scott Moncrieff LLP who has been contracted by the College to provide an internal audit service for an initial period until July 2018, with there being a contractual option to extend this for tow further years. After consideration by the Committee the internal audit contract was extended for a further two years to July 2020.

Report 2017-18

Appendix A contains a table of the internal audit reports presented by Scott Moncrieff during the year to 31 July 2018.

The Audit Committee has reviewed the key findings of the internal audit reports and considered the recommendations and findings contained therein.

The Internal Auditors' Annual Report for 2017-18 was considered at the September meeting of the Committee, where it was noted that the programme of internal audit activity for 2017-18 was delivered against the plan. There were no unplanned audit assignments during the year.

Monitoring

The Audit Committee, through the Rolling Audit Action Plan, reviews the progress made by the College in addressing the recommendations made by both internal and external auditors. This systematic approach, which is monitored at each Committee meeting, ensures timely closure of recommendations, which is key in maintaining internal control of identified risks. The Committee also reviews and monitors the College management of risk throughout the year and sees this as an essential requirement in providing assurance on audit activity to the Board of Management.

The introduction during the latter part of 2017-18 of an electronic register of internal audit recommendations enables the status of the audit recommendations to be updated on a live basis with the relevant College Director now uploading audit evidence directly to the electronic system. This enables the auditors to monitor progress on an ongoing basis via the electronic portal and report on the status of all recommendations on an ongoing basis. The process allows the internal auditors to recommend to the Committee the removal of recommendations during the year rather than waiting to carry out an annual Follow up Review at the year end. External audit also review the recommendations made in the prior year external audit reports and confirm that these have been addressed.

Effectiveness Review

Following a review in May 2018 the Committee was satisfied as to the effectiveness of the work carried out by Scott Moncrieff and also with their general performance during the period.

Closed Meeting

The Committee met in closed session with Scott Moncrieff at the May 2018 meeting. This is considered to be good practice. There were no issues to be reported to the Board following this meeting.

Internal Audit Plan

The Internal Audit Plan for 2017-18 was approved by the Audit Committee during the May 2017 meeting subject to the continuous updating of the strategic risk register.

At the May 2018 meeting, Scott Moncrieff presented an Internal Audit Plan for 2018-19 and an indication of the potential work to be carried out in 2019-20. The plan was based upon a process and risk analysis exercise carried out by Scott Moncrieff in conjunction with discussions held with the College Senior Management Team. The aim of the plan is to provide the Board of Management with the assurance on the effective management of the College's key risks. This means that the plan covers the full range of systems within the College, not just the financial systems.

EXTERNAL AUDITORS

Mazars LLP were appointed by Audit Scotland as the external auditors of West College Scotland with effect from 1 August 2016 until 31 July 2021.

The Committee received and accepted Mazars Audit Strategy Memorandum for the year ending 31 July 2018 at the May 2018 meeting. The Strategy may require to be updated following the conclusion of the process to appoint a new Principal.

The External Auditors presented their Annual Report to the Board of Management and the Auditor General for Scotland on the External Audit for the year ending 31 July 2018 to the joint Audit / Finance and General Purposes Committee meeting held on 21 November 2018. Their external audit annual report had an unqualified opinion in regard to the financial statements for the year to 31 July 2018.

Cost

The cost of providing the external audit service to the Board of Management for the year to 31 July 2018 was £29,290 (2016-17: £28,990).The agreed external audit fee is within the parameters stipulated by Audit Scotland.

Effectiveness Review

Following a review in May 2018 the Committee was satisfied as to the effectiveness of the work carried out by Mazars LLP and also with their general performance during the previous period. This review was based upon the Audit Scotland 'Audit Quality Survey' which was considered by the Committee during the March 2018 meeting.

Closed Meeting

The Audit Committee met in closed session with Wylie and Bisset LLP and Mazars LLP at the November 2017 Joint meeting with the Finance and General Purposes Committee. This is considered to be good practice. Both sets of auditors confirmed that the information provided to them by the College had allowed them to reach their opinions with confidence. Both audit firms were of the opinion that the Senior Management Team at West College Scotland worked together well, and were diligent and professional.

Other Audit Coverage

Additional audit work is undertaken to validate a number of mandatory returns required each year by the Student Awards Agency for Scotland (SAAS) and the SFC. This work was for 2017-18 carried out by Scott Moncrieff LLP. The College is required to submit audit certificates relating to:

1. **HE Student Support Funds Return 2017-18**

   Audit certificated submitted to SAAS in line with required deadline.

2. **SFC Aggregate Student Support Return 2017-18**

   Audit certificated submitted to SFC in line with required deadline.

3. **EMA Return 2017-18**

   Audit certificated submitted to SFC in line with required deadline.

4. **SFC Credit Return 2017-18**

   Audit certificated submitted to SFC in line with required deadline.

RISK MANAGEMENT

The College Risk Management Strategy was approved by the Board of Management at the January 2017 meeting. An updated Risk Management Strategy was approved by the Audit Committee in December 2017 and approved by the Board in February 2018.

The College continues to develop a Risk Management Strategy in order to embed the process of risk management within the College. During 2017-18 a number of actions have been taken including:

- Board of Management refresher training was undertaken in March 2018;
- The Board of Management considered the outcome of the training and also the timing at which risk is considered at each Board meeting;
- This training will be cascaded to the College Heads of Sectors during the first half of the 2018-19 academic year;
- The consideration of risk continues to be a standing item at Senior Management Team meetings;
- The Strategic Risk Register is considered at all Board and Committee meetings; and
- The College operational planning process has been updated to include consideration of risk and mitigations.

OTHER REPORTING

At the September 2018 meeting the Audit Committee received an Annual Report on:

- Freedom of Information and Data Protection Acts requests;
- Register of Interests; and
- Hospitality/Gifts Registers

The Committee was satisfied with the content of the reports and had no issues to report to the Board of Management.

COMMITTEE OPINION

The role of the Audit Committee is to support the Board in its responsibilities of risk, control and governance by reviewing the comprehensiveness of assurances in meeting the assurance needs of the Board, and by reviewing the reliability and integrity of these assurances through a process of constructive challenge.

Based on the assessments and reports provided by the internal / external auditors and the College management the Audit Committee is satisfied that its responsibilities to the Board of Management have been satisfactorily discharged.

Signed:

Chair of Audit Committee

Date:

Appendix A - Internal Audit Reports issued during 2017-18

Reference and Name of Report	Audit Sponsor	Status	Quarter	Planned Audit Committee	Actual Audit Committee
Payroll and Expenses	Director of Organisational Development and HR	Complete	Q3	March 2018	March 2018
Procurement and Tendering	Director of Finance and Estates	Complete	Q3	September 2018	September 2018
Student Experience	Director of Student Services and Communities	Complete	Q3	May 2018	May 2018
Workforce Planning	Director of Organisational Development and HR	Complete	Q4	September 2018	September 2018
Health and Safety	Director of Organisational Development and HR	Complete	Q1	December 2017	December 2017
IT Security Healthcheck	Director IT	Complete	Q1	December 2017	December 2017
GDRP Compliance	Director of Organisational Development and HR	Complete	Q3	May 2018	May 2018

Appendix B – Audit Committee Terms of Reference

Statement of Purpose

The Board provides the principal governance mechanism through which activities are managed in accordance with legislation and regulations, as well as ensuring that systems are in place to provide efficiency, effectiveness and economy. However, the Board has delegated some of its responsibilities to certain committees.

The role of the Audit Committee is to support the Board in its responsibilities of risk, control and governance by reviewing the comprehensiveness of assurances in meeting the assurance needs of the Board, and by reviewing the reliability and integrity of these assurances through a process of constructive challenge.

1. Remit

.1 General

- To provide advice to the Board on the strategic processes for risk, control and governance;
- To review and advise the Board of the Internal Auditor's and External Auditor's assessment of the effectiveness of the College's financial and other internal control systems, including controls specifically designed to prevent or detect fraud or other irregularities as well as those for securing economy, efficiency and effectiveness (value for money);
- To advise the Board on the adequacy of the whistle blowing process and to receive an annual report on any matters raised through this process;
- To consider and advise the Board accordingly on any arrangements for special investigations and the outcomes of such investigations;
- To advise the Board on its compliance with corporate governance requirements and good practice guidance, and in particular its compliance with the Financial Memorandum with SFC, the SPFM and the Code of Good Governance for Scotland's Colleges;
- To consider the College's Annual Financial Statements at a joint meeting with the Finance and General Purposes Committee, and to recommend to the Board for approval;
- To provide an annual report to the Board, timed to support the finalisation of the accounts and the Statement on Internal Control, and summarising its conclusions from the work it has done during the year;
- To report to the Board after each meeting;
- To review its own effectiveness at least annually and to report the results of that review to the Board.

.2 Internal Audit

- To advise the Board on the selection, appointment or re-appointment and remuneration, or removal of the Internal Auditors. The responsibility for selection of the Internal Auditor may be delegated to a Selection Committee as agreed by the Committee;
- To advise the Board on the terms of reference for the Internal Auditors;
- To review the scope, efficiency and effectiveness of the work of the Internal Auditors and to advise the Board on these matters;
- To agree the Internal Audit Plan and review the Internal Audit Annual Report;
- To review the Internal Audit reports, the management response to them and to review implementation of the actions required;
- To review the Rolling Audit Action Plan at each meeting;
- To encourage appropriate liaison and co-ordination between internal and external audit;

- To establish appropriate performance measures and indicators to monitor the effectiveness of the Internal Auditors

.3 External Audit

- To receive information on the general terms and conditions of appointment of the External Auditors who are engaged by Audit Scotland to provide audit services to the College;
- To consider the External Auditors report on the Financial Statements and the management letter prior to submission to the Board, and to review the implementation of the recommendations;
- To review the Statement of Corporate Governance;
- To review the External Audit strategy and plan;
- To establish appropriate performance measures and indicators to monitor the effectiveness of the External Auditors;
- To consider the objectives and scope of any non-statutory audit work to be undertaken by the External Auditors firm and advising the Board of any potential conflict of interests.

.4 Risk

- To review the Risk Management Strategy and recommend to the Board for approval;
- To consider the Strategic Risk Register and to advise the Board accordingly;
- To consider matters of risk at each meeting and to satisfy itself that risks are being managed, including seeking assurances from internal and external audit on the adequacy of their management, and to report to the Board.

.5 Other

- To receive annual reports on Freedom of Information and Data Protection Acts requests; Register of Interests; and Hospitality/Gifts Registers;
- To request any member of the College staff to attend and/or to provide a written report on any matter that falls within the remit of the committee;
- To procure ad-hoc specialist advice at the expense of the College as appropriate and when necessary, subject to budgets being agreed by the Board.

2. Membership

Four Members, at least two of whom shall be members of the Board of Management, one of whom will Chair. The Chair of the Committee shall be a member of the Board of Management.

At least one member should have a background in finance, accounting or auditing but membership should not be drawn exclusively from people with such a background.

The Committee will **not** include any of the following as members:

- The Principal or other senior post holders
- The Chair of the Board of Management
- Members of the Finance and General Purposes Committee
- Connected parties such as the employee, partner, spouse or family member of the College's solicitors, bankers, auditors, insurers or other professional advisers.

Attending:

The Principal.
Vice Principal Operations
The Director of Finance and Estates
The College's Internal Auditor.
The College's External Auditor.

The Committee is empowered to invite other members of the Senior Management/Executive team to attend meetings of the Committee.

The Committee is empowered to co-opt additional members, subject to approval by the Nominations Committee. Such members will normally be appointed for one year, will be subject to annual review, and may be re-appointed annually up to a maximum of 8 years.

Chairs of other Committees, other than the Chair of the Board of Management, can attend the meetings, with the approval of the Chair of the Audit Committee.

Committee members will be appointed to serve a four- year term, or for the period of their term of office.

Committee members may sit privately without any non-members present for all or part of a meeting if appropriate.
Committee members will meet with the Internal and External Auditors without the Executive Team present at least annually.

External and Internal Auditors will have the right to unrestricted and confidential access to Chair of the Audit Committee.

3. Frequency of Meetings

The committee will meet at least four times per year and will also hold an annual joint meeting with the Finance and General Purposes Committee. Additional meetings will be convened as necessary.

4 Quorum

A quorum will be two Members of the Committee, one of whom must be a member of the Board.

5 Secretariat

Secretary to the Board of Management

Papers for meetings will be sent out 7 days in advance of the meeting

The Committee will report to the Board of Management and the minutes of its meetings will be circulated to the Board for information.

6 Review

The Remit will be subject to review annually.

Approved by Board - 15 March 2017

TITLE: **EXTERNAL AUDITORS REPORT AND LETTER OF REPRESENTATION 2017-18**

Background: The purpose of this report is to present to the Board of Management the external auditors (Mazars LLP) report on the Financial Statements for the year ended 31 July 2018.

The report highlights the outcome from the audit and any recommendations made. The annual report includes the letter of representation that the Board of Management will be requested to approve for signature.

The content of the letter of representation confirms to the auditors the validity of representations made by the College on which they have relied in arriving at their audit opinion and is enclosed along with this report.

Action: The Board of Management is requested to approve:

- Mazars Annual Report to the Board of Management and the Auditor General for Scotland on the external audit for the year ended 31 July 2018; and
- The Letter of Representation for signing by the Chair of the Board of Management and the Principal.

Lead: David Alexander, Vice Principal Operations

Status: Open

1. Introduction

1.1 Audit Scotland appointed Mazars LLP to undertake the external audit of the College Financial Statements for a 5-year period commencing in 2016-17. Mazars presented their report on the audit of the financial statements for the year ended 31 July 2018 to the Joint Audit/Finance and General Purposes Committee on 20 November 2018.

1.2 The Joint Audit/Finance and General Purposes Committee concluded the following:

The Committee agreed that the External Auditors report be approved and be forwarded to the Board for consideration, and
***RECOMMENDS** to the Board that the Letter of Representation be approved and the Chair and the Principal be authorised to sign this on behalf of the Board.*

2. Audit Opinion and Other Conclusions

2.1 In asking the Board of Management to consider this report the external auditors highlighted the following matters:

- They will issue an unqualified opinion, without modification, on the financial statements for the year ended 31 July 2018;
- They will issue an unqualified regularity opinion, meaning that, in all material respects the expenditure and income recognised in the financial statements have been applied for the purposes intended; and
- They will issue an unqualified opinion on the matters prescribed by the Auditor General for Scotland namely that the remuneration and staff report, performance report and governance statement have been properly prepared in accordance with the relevant legislation.

2.2 Mazars audit work also considered the following areas and concluded that:

- The College has effective financial management arrangements, including budgetary control, that help the Board members scrutinise finances;
- The College has adequate financial planning arrangements in place. A long-term operational funding gap has been identified by the College as well as a need for significant capital investment. Efficiency saving requirements have been assessed over a five-year period and work has begun to implement identified efficiency savings;
- The College has governance arrangements in place that provide appropriate scrutiny of decisions made by the Board; and
- The College has an effective performance management framework in place that supports progress towards the achievement of value for money.

2.3 The report is written in the future tense until such point as the College signs the Financial Statements. At this point Mazars will update their report to the present tense and submit it to Audit Scotland.

3. Audit Recommendations

3.1 There are no management recommendations made as a result of the 2017-18 external audit work.

4. Areas of Significant Risk – The College Operating Environment

4.1 In planning and undertaking the external audit review consideration was also given to the risks facing the College, the challenges arising from these and the wider operating environment in which the College is seeking to achieve Regional Outcome Agreement outputs and impacts. The audit report includes a commentary on these identified risks and the College has noted below how it is addressing these identified matters. These issues were discussed by the Joint Audit/Finance and General Purposes Committee on 20 November 2018.

4.1.1 Financial Sustainability

The College has identified that in order to deliver a balanced budget for 2018/19 and beyond, it will require to achieve significant savings over the 5-year period from 2018/19. A Transition Plan has been developed in order to address the financial and operating challenges the College is facing, and following consideration by the Board of Management in October 2018, this document was submitted to the SFC. The SFC have now sought further information in relation to some areas of the Plan, and how the proposed approaches within it will enable financial sustainability, Regional Outcome Agreement objectives and ongoing development of the organisation to be achieved, and dialogue is ongoing to consider these matters further.

4.1.2 Financial Planning

The external auditors report concludes:

'The College is very clear on the risks to financial sustainability it faces and the uncertainty of funding over the medium and long term associated with the ending of ESF funding, the funding support impacts of national bargaining and estates maintenance funding.'

The College continues to engage with the SFC in regard to the assumptions used for future financial planning models over the next 5 year period. As part of the Transition Plan creation, the College has clearly stated the impact of the College assumptions compared to the SFC requested assumptions. The SFC assumptions are clearly more optimistic than those adopted by the College and these assumptions will be kept under constant review in order to ensure that the most realistic set of assumptions are utilised for forecasting purposes.

4.1.3 Asset Management and Estate Strategy

The report clearly identifies the challenges faced by the College by operating from an estate that is aging and in some cases not fit for purpose. The report states:

'*The College estate requirements cannot be met through the SFC core funding. If the condition of the estate deteriorates to the extent that students cannot be attracted, there is likely to be a reduction in student numbers, which will in turn reduce the funding received by the College.'*

As reported to the Board, the College continues to pursue Outline Business Cases for the redevelopment of the Paisley and Greenock campuses. The approval of the Outline Business Cases represent significnat campus developments critical to the addressing the scale of the estates challenge that the College faces. The College also has a further meeting scheduled with the SFC during December 2018 to consider how annual estates maintenance funding might be more directed towards recognised areas of need in future years.

4.1.4 Review of useful economic life of revalued assets

The College revalued its land and buildings as at 31 July 2018 and the audit report included an estimation by valuers of the remaining life of each asset. At this point:

- the revalued element can be depreciated over the new useful life obtained with the original value being depreciated over the original life; or
- the full value of the asset, including revaluation, can be depreciated over the new useful life.

Both are acceptable methods and the College has adopted the former policy. In discussion with the auditors it was noted that this can lead to a number of different depreciation elements for long standing assets. Accounting standards requires that management review both policies and form a judgement over the most practical policy, ensuring that the most relevant useful life is used for the depreciation of the asset. It was agreed that there should be a management review during 2018/19 to assess the most practical way forward.

4.1.5 Risk Management

The College Strategic Risk Register – which is considered at every Board of Management and Board of Management Committee meeting – already recognises the key risks that the external auditors have highlighted above in relation to financial sustainability, financial planning and asset management and Estate Strategy. The auditors have also recognised with this that the College has in place an adequate control framework in relation to risk management.

5. Conclusion and Next Steps

5.1 The content of the letter of representation confirms to the auditors the validity of representations made by the College on which they have relied in arriving at their audit opinion and is enclosed along with this report.

5.2 The Board of Management is requested to approve:

a) Mazars Annual Report to the Board of Management and the Auditor General for Scotland on the external audit for the year ended 31 July 2018; and
b) The Letter of Representation for signing by the Chair of the Board of Management and the Principal.

TITLE: **STRATEGIC RISK REGISTER REVIEW**

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 the considerations of Board of Management Committees and 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 revised risk rating both pre and post mitigation;
- Whether any other risks should be considered for removal;
- Whether any new risks should be considered for inclusion; and
- Approve the Risk Appetite Statement and diagram for inclusion in the Strategic Risk Register.

Lead: David Alexander, Vice Principal Operations

Status: Open

1. Risk Management Strategy

1.1 The West College Scotland Risk Management Strategy was approved by the Board of Management and the College Strategic Risk Register is subject to ongoing review by all Board of Management Committees with oversight being provided by the Audit Committee.

2. College Strategic Risk Register Update

2.1 The Board of Management reviewed and approved the College Strategic Risk Register on 8 October 2018. Since that meeting Board Committees have considered any amendments required and these amendments were taken into account during the Senior Management Team (SMT) risk review meetings.

2.2 Each Board Committee is 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.

2.3 The SMT have made the following amendments to the Strategic Risk Register:

- **Risk 1 (WCS 1) – SFC Funding.** It was felt that the focus of this risk required review and updating. The risk has therefore been amended from:

  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.

  to

  Inability to clearly forecast the volatility and impact of SFC funding and funding methodology changes in relation to core-grant-in-aid, credit activity model; reduction in European funding; student support funding; and estates maintenance.

  The overall risk score both pre and post mitigation remains the same as in the previous risk register update.

- **Risks 2 (WCS 2) / 3 (WCS 3) / 4 (WCS 4), 5 (WCS 5) and 6 (WCS 6)**
  The profile of these risks has remained unchanged. A number of mitigating factors have been updated to account for the outcome of recent or ongoing matters. The risk scores both pre and posy mitigation remain unchanged.

- **New Risk - Risk 7 (WCS 15) – Transition Plan**
  Given the prominence of the College Transition Plan with the Scottish Funding Council and the integral nature of the achievement of the planned savings/efficiencies in creating a sustainable College, the failure to achieve the objectives of the Plan have been included in the risk register, with this risk being defined as follows:

  Failure to deliver the financial and/or non-financial objectives outlined in the College transition plan "Future Proofing Our College".

  Failure to deliver on the objectives of the plan in 2018/19 has been evaluated as 16 (Probability 4 – Impact 4), recognising the impact that this would have on the sustainability of the College in future years. The SMT believe that the actions taken to date will allow the plan objectives to be achieved hence the post mitigation score has been set at 12 (Probability 3 – Impact 4).

- **New Risk – Risk 8 (WCS 16) - Brexit**
  The SMT consider that the uncertainty surrounding the potential impact on the College sector of Brexit requires to be recognised in the risk register. This has already been highlighted by the Board of Management, which has set up a working group to consider the likely impact upon the College. This risk has been defined as follows:

  Failure to prepare for the anticipated impact upon the College of Brexit including loss of European funding, loss of students / staff and access to exchange programme funding (Erasmus / Leonardo).

  The pre mitigation score has been set at 15 (Probability 5 - Impact 3) which reflects the view that there will be an impact upon the College from Brexit, with any loss of credit activity and associated income which is currently received being of particular significance. Although the College is taking a number of mitigating actions the ability of the College to influence the probability of the risk or to manage the impact is low, so the post mitigating score has not been changed at this time.

- **Risk 13 was 10 (WCS 10) – Workforce Planning**
  The work undertaken by the College following the internal audit report has resulted in a comprehensive Work Force Plan. The register has a post mitigation score of 9 (Probability 3 – Impact 3), it should be noted that there still are a number of work force variables which will require to be addressed in the coming year – voluntary severance, structural changes and transition planning – that may require this risk to be revisited in the near future.

2.4 The overall risk profile of the College has changed with the introduction of one risk with a score of 15 (risk 8) and the increase in the number of risks with a score of 12. This is representative of the challenging operating environment in which the College finds itself.

3. Development of the College Risk Management Framework

3.1 The Audit Committee meeting in December 2018 will consider the progress that has been made in relation to the work carried out following the Board of Management risk training session undertaken in March 2018. The training session agreed that the following should be considered and progressed:

1) The introduction of a formal risk management appetite statement

Risk appetite is defined as:
'the amount and type of risk that an organisation is willing to take in order to meet their strategic objectives.

Understanding and agreeing the College risk appetite will enable a consistent approach to be taken in determining risk mitigation and the extent to which the College may be willing to tolerate more risk in particular areas and circumstances in assessing what opportunities to pursue. The creation of an overall statement broadly defining the Board of Management's Risk Appetite will provide a high level guide for this. The following statement and diagram are proposed as a representation of the risk appetite of the Board of Management:

The College's approach is to minimise its exposure to reputational, compliance and financial risk, whilst accepting an increased degree of risk in pursuit of transformation and innovation objectives. The College recognises that its appetite for risk varies according to the activity undertaken, and that its acceptance of risk is subject always to ensuring that potential benefits and risks are fully understood, and that sensible measures to mitigate risk are established.

In line with this statement, the proposed College appetite for risk across activities can be illustrated as follows:

	Unacceptable to take risk					Higher willingness to take risk				
	1	2	3	4	5	6	7	8	9	10
Reputation										
Compliance										
Financial										
Education/Student Experience										
International Development										
Major change activities										
Environment and Social Responsibility										
People and culture										

The College is proposing the addition of the risk appetite statement and diagram to the Strategic Risk Register to assist Board members and College staff to assess the risks that they are reviewing.

2) Revisions to the Strategic Risk Register from updating of Corporate Plan

The updated Corporate Plan will require the College to update the Strategic Risk Register due to the changes in Strategic Priorities. This will be undertaken once the revised Corporate Plan has been agreed and approved by the Board of Management.

3) The introduction of a target risk score

A recommendation arising from the risk management workshop was to consider introducing a third risk score. This would result in a:

1) Pre mitigation score - the level of risk the College is exposed to before taking any form of risk mitigation.
2) Post mitigation score - 'where we are today' in managing the risk.
3) Target risk score - the level of risk remaining after the College has done all it can to reduce the risk and / or the point where the benefit of any further mitigation would be outweighed by the cost of implementation.

At this stage a target risk score has not been introduced and this will be given further consideration in the coming period.

4) Prioritisation of risk management on Board and Committee agendas

Risk management is now prioritised on all Board and Committee agendas.

4. Conclusion

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

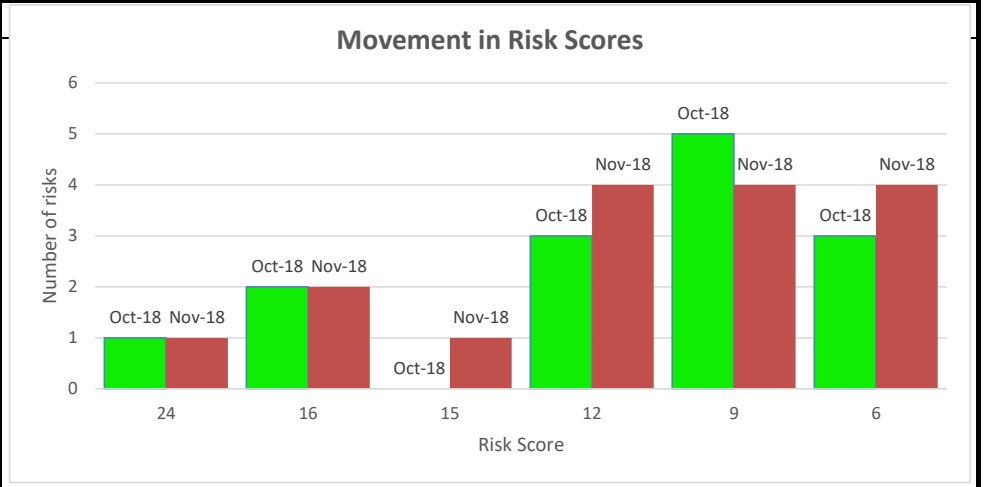
- The risks included in the register;
- The revised risk rating both pre and post mitigation;
- Whether any other risks should be considered for removal;
- Whether any new risks should be considered for inclusion; and
- Approve the Risk Appetite Statement and diagram for inclusion in the Strategic Risk Register.

Strategic Risk Register Dashboard Report

Risk register reference date: Oct-18
Board / Committee review date: Nov-18

Top 5 risks this period

Ref	Risk	Probability	Impact	Score
WCS 1	Inability to clearly forecast the volatility and impact of SFC funding and funding methodology changes in relation to core-grant-in-aid, credit activity model; reduction in European funding; student support funding and estates maintenance.	6	4	**24**
WCS 2	Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure.	4	4	**16**
WCS 3	Business cases for development of estate are delayed, impacting upon ability of College to recruit students / retain staff.	4	4	**16**
WCS 4	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.	4	3	**12**
WCS 5	Impact and outcome of National Pay Bargaining for both teaching and support staff.	6	2	**12**



Risk 1 in relation to the volatility of SFC funding remains as the most significant risk faced by the College.

As can be seen from the above graph the higher rated risks have not changed in the last quarter. The risks associated with Brexit (risk 8) has been included in the register with a risk score of 15. The risk associated with delivery of the College Transition Plan has also been added into the register at risk 7.

WEST COLLEGE SCOTLAND STRATEGIC RISK REGISTER 2018-19

				Assessment pre mitigation				Assessment post mitigation			
Risk No.	Risk Reference	Strategic Priority	Risk	Risk Probability	Risk Impact	Risk Score	Mitigating Controls and Actions	Risk Probability	Risk Impact	Risk Score	Executive Responsible
1	WCS 1	1,2,3,11	**Inability to clearly forecast the volatility and impact of SFC funding and funding methodology changes in relation to core-grant-in-aid, credit activity model; reduction in European funding; student support funding and estates maintenance.**	6	4	24	1) Detail of 2018-19 final SFC funding received on 18 May 2018. This shows a level of core funding which is not greater than in 2017-18; a 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. 2) 2018-19 budget approved in conjunction with 5 year future financial scenario planning and detailed assumptions. 3) Transition Plan created in conjunction with SFC to address future financial challenges. Initial version of Plan submitted to SFC in August 2018 with further update provided to SFC in November 2018 following on from Board of Management consideration in October 2018.. 4) Robust financial forecasting including production and review of monthly management accounts. 5) Estates Strategy including objective to improve / rationalise the College estate utilising estate maintenance funding. 6) Commercial Development Group reporting to Corporate Development Committee with focus on maintaining and growing income including ESF activity. 7) Robust monitoring of current and future curriculum delivery plans (CMAP) including staffing requirements. 8) Significant work undertaken to embed Workforce Planning into College operations / planning. 9) Active College representation and involvement in external SFC review groups - funding methodology, Director of Finance network; credit review; access and inclusion; rural and remoteness premium; and student funding.	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	1) College Estate Strategy submitted to SFC, reviewed by internal audit and subject to annual review on implementation and progress by Board of Management Estates Committee. 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 financial modelling assumed flat cash settlement in future years. There is also a need to understand the basis of estates maintenance funding allocation beyond 2018-19. 3) WCS participation in SFC/sector Capital Working Group. 4) Outline Business Case (Greenock) updated following SFC feedback approved by Board of Management in October 2018. Implications of recently published Inverclyde local development plan now being considered and College is engaging with local councillors.. 5) Outline Business Case (Paisley) submitted to the SFC and feedback received. OBC amended and discussion with partner organisations on-going. Intention is to re-submit OBC (Paisley) in 2019. 6) SFC have issued the outcome of a national College estate condition survey. College has discussed and obtained agreement with SFC as to how the 2018-19 high priority maintenance funding will be applied.	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) Outline Business Case for College estate in Greenock and Paisley submitted to the SFC. Response received from SFC in regard to Paisley OBC and College has updated both OBS documents. Implications of recently published Inverclyde Local Development Plan now being considered. Updated OBC documents are expected to be submitted to the SFC during 2018-19. 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 subject to ongoing discussion with the SFC. 3) 2018-19 final SFC funding included an allocation in order to meet the cost of national bargaining. 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). 8) Support staff pay award for 2018/19 has now been settled.	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 and significant work carried out to ensure college gains Cyber Essentials Plus accreditation by required deadline in accordance with Scottish Government guidelines. 6) Development of College Digital Strategy. 7) Funding bid developed based on above work for submission to SFC to ensure IT systems are fit for purpose.	4	3	12	VP Operations
7	WCS 15	1,2,3,11	**Failure to deliver the financial and/or non-financial objectives outlined in the College transition plan "Future Proofing Our College".**	4	4	16	1) Transition plan has been developed by the College and discussed in detail with the SFC. 2) Board of Management have approved the Transition Plan and financial objectives are monitored through the F&GP Committee. Board of Management monitor overall plan achievement. 3) Projects have been initiated in line with the plan and are directed by a specific member of SMT. 4) Detailed delivery plan has been created to allow milestones to be set and monitoring to take place.	3	4	12	Principal

				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 16	1, 3, 5, 6, 11	**Failure to prepare for the anticipated impact upon the College of Brexit including loss of European funding, loss of students / staff and access to exchange programme funding (Erasmus / Leonardo).**	5	3	15	1) Board of Management has established a working group to review the available data on the impact of Brexit and to make recommendations to the Board. 2) College is a member of a Colleges Working Group on Brexit allowing access to latest intelligence specific to the College sector. 3) Close liaison with SFC on future funding arrangements post 2021 when current funding due to end. 4) SMT briefing paper discussed and checklist of likely impacts being completed to identify potential risk areas.	5	3	15	Principal
9	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 and now being implemented. 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 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 with the SFC on nature of spend under high priority maintenance and agreement reached on areas of priority spend. There is also a need to understand the basis of estates maintenance funding allocation beyond 2018-19.	3	3	9	VP Operations
10	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

				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	Principal
12	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
13	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	2	6	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	
14	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
15	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
16	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 four 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

Board of Management

10 December 2018

Paper 10

TITLE: **STUDENTS ASSOCIATION REPORT**

Action: The Board is invited to consider and note the report from the Students Association.

Lead: James Morrison, Vice President, Students Association

Status: Open

The Student Association Board Report December 2018

The Students' Association {SA} continues to work for the benefit of all students. At the time of writing, The SA consists of Student President– Mac Murray and three Vice Presidents at Paisley - Marek Gorecki, at Clydebank - James Morrison and at Greenock – Nicole Percival. Executive officers for the following posts have been filled, LGBT student@ all 3 campuses, Mental Health@ all 3 campuses, Disability@Greenock , Parent@Greenock, Carers@Greenock and supported learning @ Clydebank, Clubs and societies officer at Greenock. It is hoped further Officer roles will be filled.

During October we had our first session of class rep training which was carried out by both the SA and the student experience assistant, we would like to take this opportunity to that the SEA team for all their wonderful help and support they give us throughout this training. We will be carrying out some follow up training in January/February for student whom weren't able to make it to the training and for our January start students. In total we have 122 class reps within WCS at this moment however, we are going out to speak to classes whom we are aware have not submitted a class rep for training.

Our first round of Student Rep Council (SRC) meetings happened last week within all 5 of our campuses and we are hoping to get the information we gathered from these to our SMT teams within the next week and the 'You Said, We Did' document out as soon as the students are back after the Christmas break.

We are working closely with the Student Advisory team, in particular Scott Campbell with regards to the Care Experienced and Carers Support which we are also ambassadors for. James Morrison is the Care Experienced Ambassador for the college and has attended many events representing the college. These events were Celebrating Carer Experience and their corporate partners which was held within Edinburgh and we were the only college and university to have a Care Experience officer whom had actually experienced the care system in attendance that day. James also attended an event within Strathclyde University and he was to only college to attend, this event was Accessing Higher Education the experience of estranged students beyond entry point. I feel this is a fantastic achievement for West College Scotland as a whole. Nicole Percival is our Carers ambassador and has worked closely with Scott and Inverclyde Carers Centre on putting a Carers Support Plan in place for all our students whom have Carer responsibilities.

The Student Association are also going to be working on the respect campaign and are looking to set up focus groups with student and staff set up before the end of the year and will look to launch this by March. We are also continuing to work with the Quality department on the development of the new student behaviour framework so we can get this out the start of next year.

Healthy Body, Healthy Mind is an ongoing campaign we are running with the new Health and Wellbeing Advisor Kirsty. We are feeling this is going very well and we are confident we will achieve our aim of 3 stars this year. In January we are looking to start fitness classes in all 3 main campuses

which will run once a fortnight as well as having a quiet room for lunch breaks for our student whom experience anxiety to go to. James has also set up a football team which is based around wellbeing within Clydebank and is doing this with fantastic support from Pat the CQL for sports in Clydebank.

The SA has continued to have internal department meetings every month and this involved representation from various different departments within the college. This is also a great way to work in partnership with other departments on the issue and campaigns that the SA are planning to run.

There has also been some issues with the Paisley common areas with students vandalising this area and it has been closed down. The SA are working closely with the estates team on how we move forward with this.

Finally, the planning for elections next year is underway and Nicole has met with Angela Pignatelli for ideas with regards to being creative with this as well as running some ideas we have past Angela, whom has been very supportive and will be ensuring we get all the support we need for this from her departments. We would like to express our appreciation with regards to this.

Any questions are welcome.

Board of Management
10.12.18
Paper 12

TITLE: CORPORATE DEVELOPMENT COMMITTEE
Minutes of the meeting held on 23 October 2018

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

CDM181 Ethical Approach to Business/Sustainability and CSR - the Committee considered the College's statement on Sustainability and Corporate Social Responsibility (CSR) which would also now include a statement on the College's ethical approach to business. The Committee approved this statement subject to some minor amendments. The revised statement is attached at **Annex 1**.

CDM182 Awards Central Update – an Awards Central page had been developed for the staff intranet. This would provide information to all staff about the various awards that they could apply for and also provide updates on progress with applications that had been made and awards achieved.

CDM187 Customer Relationship Management System – the Committee has been considering investment in a Customer Relationship Management (CRM) System and had asked that further information be gathered before a decision was taken. In light of the information gathered the Committee supported the proposed investment in a CRM system which would allow the College to take a more informed approach to business. It was also recognised that there might be benefits in taking a joint approach to this with others in the sector.

CDM188 Flexible Workforce Development Fund – the Committee welcomed the report on the outcomes of the pilot year of the Flexible Workforce Development Fund (2017-18). This showed that the College had achieved 75% of its target activity with the shortfall being due to the timing of reporting deadlines. The College would receive the same level of funding again in 2018-19.

CDM189 Alternative Income Update – the Committee congratulated the College on exceeding its target for alternative income in 2017-18. [redacted]

Lead: Mark Newlands, Chair of the Corporate Development Committee

Status: Open, except for items CDM187, 188 & 189 which are restricted as they are commercially sensitive.

CORPORATE DEVELOPMENT COMMITTEE

MINUTES: 23 October 2018

Present: Mark Newlands (in the Chair), Liz Connolly, Jim Hannigan and Jennifer Johnston.

Attending: Sara Rae (Director of Business, Enterprise and Innovation), Diarmid O'Hara (Director of Communications, Policy and Planning) and Gwen McArthur (Secretary to the Committee).

Apology: Keith McKellar.

CDM175 WELCOME

The Chair welcomed the members and attending officers to the meeting, and particularly Liz Connolly, in her new role as Principal.

CDM176 DECLARATION OF INTERESTS

None.

CDM177 MINUTES

The minutes of the meeting held on 22 May 2018 were approved.

CDM178 ACTIONS FROM THE MINUTES

The Committee noted the actions taken since the last meeting.

CDM179 REMIT, MEMBERSHIP AND DATES OF MEETINGS IN 2018/19

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

CDM180 WEST OF SCOTLAND SKILLS SURVEY (CDM 167, 157)

The Director of Communications Policy and Planning informed the Committee that the report, 'Our Workforce, Our Future', had been published on 1 October 2018 and copies had been sent to all Board members. This report provided an analysis of the feedback obtained from the survey of organisations in and around the West region. The Committee was pleased to note that this report had been well received by a range of stakeholders and organisations and had been picked up in various press and media outlets.

The Committee was pleased that the report had received such wide coverage and had been so well received and congratulated the team on producing such a clear and useful report. In particular the Committee commended Drew McGowan, Policy Officer, for his significant input to the survey and the analysis of the feedback obtained; and Lyndsay Crawford who undertook the graphic design for this publication.

CDM181 ETHICAL APPROACH TO BUSINESS/SUSTAINABILITY AND CSR (CDM117)

The Committee noted a paper proposing a way forward for the College to make clear its ethical approach to business. It was proposed that a general statement on business ethics should be included within a statement on the College's approach to Sustainability and Corporate Social Responsibility (CSR).

In considering this matter the Committee was of the view that the College needed to have a robust framework in place, but one that could also be flexible enough to allow the College to adapt to changing circumstances. It was acknowledged that external circumstances and perceptions could change rapidly. It was considered that there were some political aspects that needed to be taken into account in this framework, and it would also benefit from the inclusion of a statement on safety, which was wider than health and wellbeing.

The Committee welcomed this statement on Sustainability and Corporate Social Responsibility and, subject to some minor amendments, **approved** this. **[Action: DOH]**

CDM182 AWARDS CENTRAL UPDATE (CDM168)

The Director of Communications, Policy and Planning provided the Committee with an update on progress in developing a West College Scotland Awards Central portal. An Awards Central page was under development for the staff intranet and a test page was already in place. This would provide information to all staff about the various awards that they could apply for and also provide updates on progress with applications that had been made and awards achieved. The success of this approach would depend on staff buy-in and it was the intention to take this to the Senior Management Team (SMT) next, to get their support, and then to roll-out to staff across the College to let them see the benefits this site offered.

The Committee welcomed this initiative and supported the approach being taken. It was suggested that there should be a page on the College website that showcased the successful awards achieved by staff and students in the College. It was also suggested that more information could be included on the site highlighting the benefits this approach could bring. **[Action: DOH]**

CDM183 STRATEGIC RISK REGISTER

The Committee noted the Strategic Risk Register. In discussion the Committee queried if Brexit should be included as a separate risk on the Strategic Risk Register. It was noted that the Director, Business, Enterprise and Innovation, was a member of a group established by the Scottish Funding Council (SFC) which was looking into this matter and particularly the impact this could have on colleges. The SFC had provided some data on this matter but some further research would need to be conducted to fully assess the potential impact this

could have on West College Scotland. It was acknowledged that there were still a number of uncertainties around Brexit which would not be clarified until it was known what deal, if any, the UK Government agreed with the European Union.

As a first step it was proposed that the Principal and Director produce a paper highlighting the potential impact of Brexit on the College based on the information known at present. This paper could be presented to the Board at its December meeting where a decision could be taken about how the Board wished to take this matter forward and if it should be a separate risk on the Strategic Risk Register. The Committee **agreed** with this approach.

[Action: LC; SR]

CDM184 SCHEDULE OF BUSINESS 2018/19(CDM171)

The Committee noted its proposed schedule of business for session 2018/19 and **agreed** the following adjustments:

- An update report on Customer Relationship Management be brought to the May meeting;
- The discussion on WCS Brand be moved from the February to the May meeting. **[Action: LC]**

CDM185 AUDIT SCOTLAND REPORT: SCOTLAND'S COLLEGES 2018

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

CDM186 NEXT MEETING

Tuesday 19 February 2019 at 4.00 p.m. at the Paisley Campus.

RESERVED BUSINESS

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

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

GMcA/5.11.18/Final

Annex 1

SUSTAINABILITY AND CORPORATE SOCIAL RESPONSIBILITY

As a largescale educator and employer, West College Scotland enjoys a prominent regional and national profile. The College recognises and accepts a special responsibility for sustainable development and corporate social responsibility across its activities.

Our Business

West College Scotland conducts its business in an ethical way, protecting the College's reputation at all times. We work with many businesses and organisations, some of which provide the College with important commercial income through the purchase of training, development and other products.

Before engaging with any third party West College Scotland will undertake due diligence to ensure any formal or informal associations with business, commercial, financial or voluntary organisations are socially responsible and align with our Strategic Objectives; that they promote educational, economic, social or cultural opportunities to our students, staff and local communities; and that they support the regional economy.

Our Students

As a socially responsible organisation, West College Scotland accepts a special duty for the safety, care and wellbeing of all our students.

Nearly half of our teaching supports students from among the 20 per cent most deprived communities in Scotland. We understand that some of our students will have issues surrounding family breakdown, generational unemployment, poverty and mental health. We respond to these by providing professional services, including Time4U, West College Scotland's free counselling service.

Our Corporate Parenting team supports looked-after young people at College, care-leavers and care-experienced students. In March 2018, our College became the first in the UK to take the **Stand Alone Pledge.** This commits us to promoting greater awareness of and support for students who are estranged from their families.

The College has a range of initiatives and interventions designed to safeguard students, including those with protected characteristics, as defined by the **Equality Act 2010.**

Our Staff

West College Scotland is one of the largest employers in the West Region and recognises a duty of care to the many teaching and other professional staff who work for us. Their health and wellbeing is a major organisational priority.

The College is a proud recipient of the Healthy Working Lives (HWL) Gold Award and uses HWL's programmes and framework to provide a multi-layered response to the needs of our employees, including physical and mental health. Through events, initiatives and CPD activities, the College promotes a healthy lifestyle to all staff. In 2017, the College won the College Development Network Gold Prize in the Health-Promoting College category.

We are committed to equality, diversity and inclusion and support an EDI manager and active committee. We are also committed to an open and honest culture, so that all staff feel comfortable questioning and challenging senior management.

The Poverty Alliance has awarded the College the **Living Wage Employer Mark**. We are also an accredited **Disability Confident Employer** and a **Carer Positive Employer.**

Our Environment

West College Scotland is committed to environmental sustainability, through its policies, its actions and its role as an educator. The College strives to embed sustainability through knowledge, engagement, collaboration and innovation.

The **Climate Change (Scotland) Act 2009** imposes on Scottish public bodies certain responsibilities to tackle climate change. Working with the Carbon Trust, the College has agreed a **Carbon Management Plan 2016-21**, designed to reduce our carbon footprint through the reduction of emissions, by recycling materials and improving energy efficiency. We have also adopted a **Sustainability Policy** which describes our operational targets and how we mean to achieve them.

Our approach is supported through procurement policies, staff awareness-raising efforts, the management of our estate and a commitment to reduce staff travel.

Board of Management
10.12.18
Paper 13

TITLE: LEARNING, TEACHING AND QUALITY COMMITTEE
Draft Minutes of the meeting held on 24 October 2018

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

LM281 'I Reflect' Software – the Committee received a presentation on the 'I Reflect' software that had been developed in-house which allowed students to provide feedback to staff teaching the course during the class time. Feedback from the teaching staff who used this was positive and ideas for further development were now coming forward. This software also allowed staff from the Quality, Learning and Teaching Team to access the anonymised data which could then be used to inform the key performance indicators for this area and the staff development programme.

LM286 Update from Vice Principal Educational Leadership – a number of matters were reported at the meeting including:

- There had been a number of changes in the curriculum area with the curriculum now being split between two Assistant Principals, rather than three following the departure of Peter Pringle. There had been a number of changes at Sector Heads and Curriculum Quality Leaders as well, and some areas had moved into different Sectors.
- The Students Association had a presence in support team evaluation meetings so that the student voice was influential in action planning.
- There had been an increase in the uptake of the College Development Network Teaching in Colleges Today award, as well as improved induction for new staff and referral to Teaching Enhancement Lecturers who provided pedagogical support.
- The Student Counselling Team was now in-house with three members of staff offering counselling services across all three campuses. It was noted that there is a high demand for this service. A Student Wellbeing Adviser had also been appointed.
- The schools activity recruitment to the programmes offered remained strong, with more training and delivery being provided in schools.

LM288 Student Enrolment – the Committee was pleased to note that the College was on track to achieve this year's credit target. However, this data showed that there was a continuing reduction in full-time student numbers being recruited to the Greenock Campuses. This was partially off-set by the increase in part-time student numbers. It was the intention to conduct further research into this matter in order to identify the reasons behind this change and if any further re-shaping of the curriculum offerings needed to be undertaken.

LM291 College Leaver Destination Report – the Committee was pleased to note that the positive leaver destinations for West College Scotland students had improved over the previous year.

LM292 Student Survey 2017-18 – a copy of this report is provided at Paper 13.1.

Lead: Jacqueline Henry, Vice Chair of the Learning, Teaching and Quality Committee

Status: Open

DRAFT

LEARNING, TEACHING AND QUALITY COMMITTEE

MINUTES: 24 October 2018

Present: Mike Haggerty (in the Chair), Jacqueline Henry, Liz Connolly, Mac Murray, Peter Macleod, Danny Walls, David Watson.

Attending: Stephanie Graham (Vice Principal Educational Leadership), Cathy MacNab (Director of Quality, Learning and Teaching), Iain Forster-Smith (Director of Student Services and Communities), Gwen McArthur (Secretary to the Committee).

Apologies: Keith McKellar.

LM280 WELCOME

The Chair congratulated Liz Connolly on her appointment as Principal and welcomed her to the meeting. He also welcomed the new members Danny Walls and Mac Murray to their first meeting, and Peter Macleod who had been re-appointed to membership of the Committee.

LM281 'I REFLECT' SOFTWARE (LM2682)

At its last meeting the Committee had been informed of the development of the 'I Reflect' software which allowed students to provide feedback to staff teaching the course during the class time. The Committee viewed a video produced by staff in the College that demonstrated how the software worked and what feedback it could provide. This software was now available to all teaching staff and was being rolled-out across the College. Feedback from the teaching staff who used it was positive and ideas for further development were coming forward. The Quality, Learning and Teaching team staff could access the anonymised data this software provided which could be used to inform the various reports they produced including developing the key performance indicators for this area. This data would also be used to inform the staff development programme and for inclusion in the Education Scotland Review and Enhancement Plan. The Committee welcomed this information and would receive a progress report at its next meeting. **[Action: CM]**

LM282 DECLARATION OF INTERESTS

None

LM283 MINUTES

The minutes of the meeting held on 23 May 2018 were approved.

LM284 ACTIONS FROM THE MINUTES

The Committee noted the actions from the minutes.

LM285 REMIT, MEMBERSHIP AND DATES OF MEETINGS

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

LM286 UPDATE FROM VICE PRINCIPAL EDUCATIONAL LEADERSHIP (LM268)

.1 Activity Update

Stephanie Graham, Vice Principal Educational Leadership, provided a report to the Committee on a range of activities, including the following:

- Since the last meeting there had been a number of changes in staffing, including the departure of Peter Pringle, Assistant Principal. The curriculum was now split between two Assistant Principals, rather than three. There had also been a number of changes at Sector Heads and Curriculum Quality Leader levels as well, and some areas had moved into different Sectors.
- The curriculum portfolio reviews were currently underway and the Assistant Principals were attending these meetings to discuss any changes in provision that might be required. This would inform the Curriculum Planning and Review meetings about to take place.
- The Vice Principal provided an update on the outcome of the appeal at national level regarding the matching of WCS promoted teaching posts. The Appeal Panel had not upheld the view of the EIS and the salaries of the Curriculum Quality Leaders (CQL's) would not be increased. The Vice Principal was currently in discussion with the EIS regarding the workload for the CQL's. It was acknowledged that this situation would need to be closely monitored, particularly in terms of staff morale and student feedback over the year. Consideration would be given to conducting another staff survey in the future which would help identify any issues arising or action that needed to be taken.
- The Vice Principal provided a report on a number of successes and events that students had been involved in that showcased their work. This included three photography students who had been selected for an event in France organised by Cannon. The Committee welcomed this information.
- The British Council had assessed the work undertaken by the College for its international students. The College was awaiting the formal report but the oral feedback had been very positive.
- The Committee was pleased to note that the Scottish Funding Council (SFC) had agreed with the College regarding the funding and support for its One Plus activity. This was in recognition of the achievements made by the students undertaking this activity.

.2 Quality, Learning and Teaching

Cathy MacNab, Director of Quality, Learning and Teaching, provided a report on the following:

- It was noted that the SQA and other accrediting bodies had confirmed that they were satisfied with the arrangements and processes in place at the College.

- It was reported that there had been an incident in June around an HNC programme at one campus where students had been downgraded after being issued their graded unit outcome. The external verifier had been of the view that the marks awarded to the students had been too generous and so all scripts had been re-assessed and revised marks issued. Students had been provided with an opportunity to re-sit this unit to mitigate against any risk to student progression. The issue was quickly dealt with and resolved. Lessons had been learned from this experience and more work would be done in terms of more robust cross campus assessment verification and support for the staff involved.
- ELT and Heads of Sector undertook a mentoring role to support the development of evaluative reporting with assigned groups of CQL's. This would be taken forward in order to improve the standard and consistency of course evaluations.
- The Students Association had a presence in support team evaluation meetings so that the student voice was influential in action planning. This will further strengthen the evaluation process and result in continual improvement to the student experience.
- The College CPD programme for the continuing professional development of teaching staff was now in place for the year ahead. There had been an increase in the uptake of the College Development Network (CDN) Teaching in Colleges Today award, improved induction for new staff and referral to the campus Teaching Enhancement Lecturers who provide pedagogical support. The College will continue to engage with Education Scotland in the use of Associate Assessors to observe teaching practices.

.3 Student Services and Communities

Iain Forster-Smith, Director of Student Services and Communities, provided a report on the following:

- The Committee was pleased to note that one of the Foundation Apprenticeship students at the College had been short-listed for the Foundation Apprenticeship of the Year Award. The award ceremony would be held on 15 November 2018.
- The Foundation Apprenticeship bid 2019-2021 had been submitted and a letter of intent to award as requested had been received by the College. The College currently provided offerings across 6 sectors, but was looking to reduce the number of offerings and consolidate the provision. Consideration was also being given to reducing the time commitment of these programmes from 2 years to 15 months. The College was continuing to work closely with Local Authorities and employers in order to provide the courses sought and improve overall recruitment to these programmes. The Principal had raised the matter of recruitment at a national level so that a national approach could be taken to address this matter and better promotion of the value of these programmes could be achieved.

- The Student Counselling team was now in-house with 3 members of staff (2.0 FTE) offering counselling services across all 3 campuses. It was noted that there was a high demand for this service.
- A Student Wellbeing Adviser had also been appointed who operated across all 3 campuses. 'Gie us a Break Café's' had been launched, which the Wellbeing Adviser attended, and these had been well received by students with some 150 students attending them to date.
- The Committee welcomed the joint approach being taken by the Students Association and HR in relation to mental health and wellbeing support provision for staff and students.
- There had been changes to the staffing in the Directorate with MIS and Data Services moving into the Directorate while Library services moved out to Enabling Services and Essential Skills.
- In relation to schools activity recruitment to the programmes offered remained strong, with more training and delivery being provided in schools. A new programme had been launched recently which worked with students who had become disengaged with school. This was offered in all schools across Inverclyde, two in West Dunbartonshire and interest had been shown by schools in other local authority areas.
- The College had played an integral role in the development of Community Learner Development Plans for each of the Local Authorities in its region. There had been a growth in activity in these programmes.
- The College was part of the development team for a Scottish wide survey of care experienced students, this was being conducted in partnership with SFC, Napier University and CELCIS.
- The College was the only College member of the Standalone Key Stakeholder Group Scotland. This Group had been set up to develop and take forward with Stand Alone a national strategy for change for estranged higher education students in Scotland.

The Chair thanked the Vice Principal and the Directors for their reports. The Committee noted that the Board had agreed to hold themed meetings in the future and it was considered that the work coming through this Committee would make an ideal theme for a future Board meeting. **[Action: LC]**

LM287 STUDENTS ASSOCIATION UPDATE (LM269)

Mac Murray, President of the Students Association, provided the Committee with a report from the Students Association (SA) which included the following:

- The new team of Executive Officers was now in place and working well. The team had already taken part in a number of training and development events and attended various NUS sessions.
- The Students Association had taken part in the NUS campaign, 'Healthy body, healthy mind' and had received a rating of 1 star, having narrowly missed out on a 2 star rating. However, this year the Students Association and the Student Services and Communities Team were working together to progress this within the College, with the aim of achieving a higher rating

next time. As mentioned above a Health and Wellbeing Adviser had been appointed to work in this area and the support available to students would be communicated widely.

- The Student Officers had attended a number of events, including the SPARQS event 'How good is my College', College Improvement event. The Director of Quality, Learning and Teaching had also attended this event and confirmed that the contribution from the West College Scotland (WCS) students had been particularly well received.
- The Respect campaign was being developed and was on track to be launched before Christmas.
- Training for Class Representatives was now well underway with a high attendance at these courses. The feedback from the students attending had been very positive.
- A review of the Students Association Constitution was underway and would come forward in due course.

The Chair thanked the Student President for her report which clearly showed the progress being made.

LM288 STUDENT ENROLMENT 2018-19

The Committee noted a report on full-time student enrolments 2018-19 and data on how this compared with enrolments in previous years from 2015. This data had been provided by subject area and by campus. The Committee was pleased to note that the enrolment numbers to date showed that the College was on track to achieve this year's credit target (assuming additional part-time and January start courses recruited as planned). This data showed that the pattern and variation in recruitment within curriculum areas and on each Campus varied. Of particular concern was recruitment to the Greenock Campuses where there was a continuing reduction in full-time student numbers. This was partially off-set by an increase in part-time student numbers. However, it was the intention to conduct further research into this matter in order to identify the reasons behind this change and if any further re-shaping of the curriculum offerings needed to be undertaken. This matter had already been discussed with members of the EIS in the College so that they were aware of the position and the steps being taken to try and address it. The Committee welcomed this report.

LM289 EDUCATION SCOTLAND EVALUATION REPORT AND ENHANCEMENT PLAN (LM273, 274)

The Director of Quality, Learning and Teaching tabled the Evaluative Report 2017-18 and Enhancement Plan 2016/17 – 2020/21. This was the near final version of the report which had been updated following a recent meeting with Education Scotland where their feedback had been taken into account in the report. In presenting this report the Director drew the Committee's attention to the Enhancement Plan and the progress that had already been made. This was a rolling action plan that covered a 4 year planning cycle. It was noted

that the Enhancement Plan did indicate that further investment in ICT would be required if the College was to further improve the overall learning experience of the students.

The Director also drew attention to the areas of positive practice and the successes that had been achieved. It was noted that Education Scotland were satisfied with the evidence provided to demonstrate the improvements achieved. Some further data was awaited before the report could be finalised. The summary grades provided in this report were the same as had been achieved last year and Education Scotland would decide if these grades remained the same or if they were satisfied that further improvement had been achieved, as they would have sector benchmarking completed by then and would take their decision based on the sector information.

The Committee **agreed** that it was satisfied with the Evaluative Report and Enhancement Plan and that, once finalised, it be submitted to SFC by the end of October. The final report would be circulated to the Committee for information. **[Action: CM]**

Secretary's Note: the final Evaluative Report and Enhancement Plan was submitted to SFC by the deadline and circulated to the Committee.

LM290 REGIONAL OUTCOME AGREEMENT 2017-20 MONITORING (LM272)

The Committee noted the monitoring report on the Regional Outcome Agreement (ROA) 2017/18 – 2019/20. The Committee noted a paper provided by the Vice Principal Educational Leadership which summarised the changes to the ROA and confirmed where the College had met its targets. The next edition of the ROA had to be submitted to the SFC by 15 December 2018. Changes would be minimal and, therefore, a more finalised draft would be provided to the Board meeting in February 2019, after SFC feedback on the first draft. **[Action: SG]**

LM291 COLLEGE LEAVER DESTINATION REPORT 2016-17 (LM248)

The Committee noted the College Leaver Destination Report 2016-17 which had been conducted in line with the guidance from the Scottish Funding Council (SFC). The Committee was pleased to note that the positive leaver destinations for West College Scotland students had improved over the previous year.

LM292 STUDENT SURVEY 2017-18 (LM268)

The Committee noted the report on the feedback obtained from the Student Survey 2017-18. It was noted that more detailed feedback had been supplied to each of the areas and this information was being taken into account in the curriculum review that was currently taking place.

LM293 EQUALITY CHALLENGE UNIT: ATTRACTING DIVERSITY PROJECT (LM254)

The Committee noted the End of Project Institutional Report which had been prepared following completion of the College's participation in a two year project with the Equality Challenge Unit (now called HE Advance) on Attracting Diversity.

LM294 RISK (LM276)

The Committee noted the Strategic Risk Register which had been approved by the Board at its meeting on 8 October 2018. The Committee noted the information and had no changes to make.

LM295 INTERNAL AUDIT REPORT: STUDENT EXPERIENCE

The Committee noted the Internal Audit Report on Student Experience. This was a positive report which had been well received. The Committee was pleased to note that all the actions had now been completed.

LM296 AUDIT SCOTLAND REPORT: SCOTLAND'S COLLEGES 2018

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

LM297 NEXT MEETING

Wednesday 20 February 2019 at 4.00 p.m. at the Paisley Campus.

GMcA/9.11.18/DRAFT v2

WEST COLLEGE SCOTLAND

Student Survey 2 17-18 College Report

Introduction

In March/April, students were invited to participate in the second survey of our academic session. The survey also included questions from the Scottish Funding Council's nationally issued Student and Satisfaction Engagement Survey which aims for a target response rate of 50%. The SFC return excludes any courses which deliver less than 4 credits.

The SSES is a national approach to monitoring student satisfaction and engagement that over time will provide a consistent basis for college regions to evidence impact and improvement within their outcome agreements. (Source: http://www.sfc.ac.uk)

Below are the response rates for the SFC return:

- **Full Time FE - 31%**
- **Full Time HE - 22%**
- **Part Time FE - 38%**
- **Part Time HE - 27%**
- **Distance FE - 17%**
- **Distance HE - N/A**

The survey was open between Monday 26th March and Friday 27th April and was circulated electronically to all students studying with West College Scotland.

Below are the response rates for the West College Scotland:

- **Full Time - 26%**
- **Part Time - 32%**
- **Distance - 17%**
- **Total - 26%**

REPORT

The inclusion of a 'Comments' section within the report is effective in highlighting any concerns and positive experiences identified within the survey. The comments are categorised, summarised and then reported 'verbatim' to ensure accurate representation. The sector comments are provided with this report.

Data for similar survey data sets in sessions 2015-2016 and 2016-2017 have been included to allow for comparative trends to be identified.

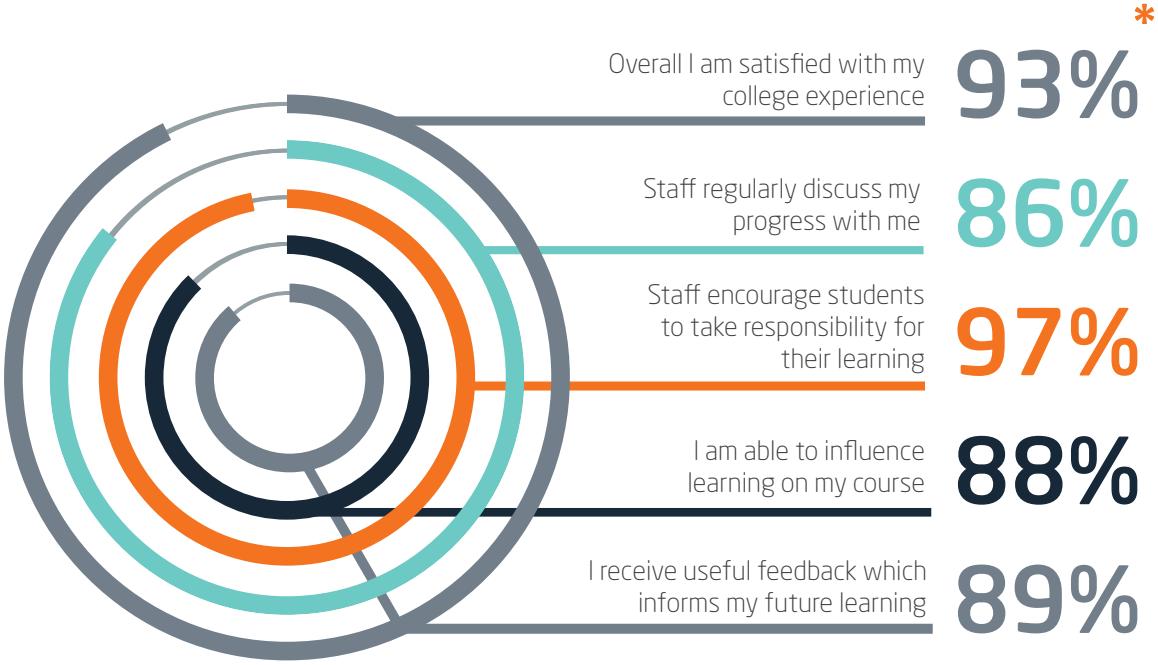
2017 - 18 Student Survey 2

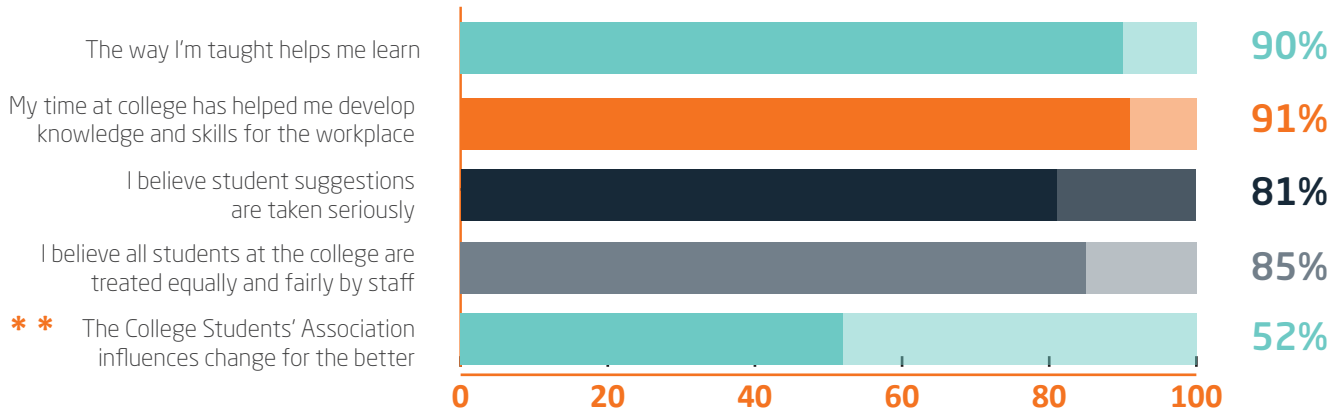
COLLEGE REPORT

All Campuses

2824 Responses

Student Satisfaction and Engagement





* Participants were asked to select an option between Strongly Agree and Strongly Disagree (4 options in total). The percentages detailed in this report reflect those who selected Agree or Strongly Agree.

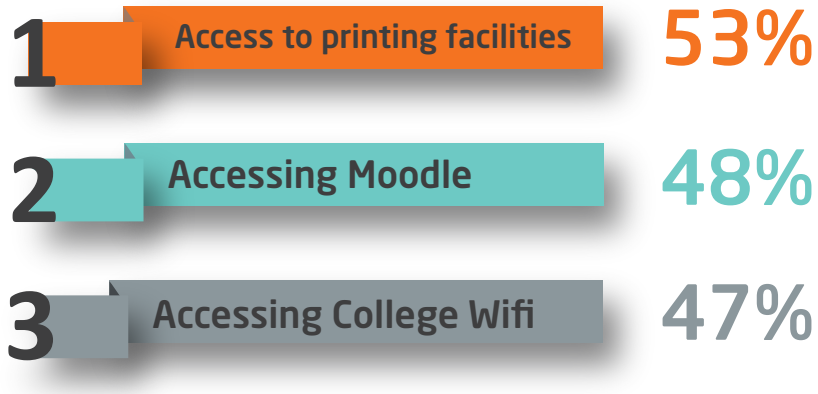
* * Question 10 of the Student Satisfaction and Engagement Survey included a 'don't know' answer option. 43% of respondents chose this option..

2017 - 18 Student Survey 1

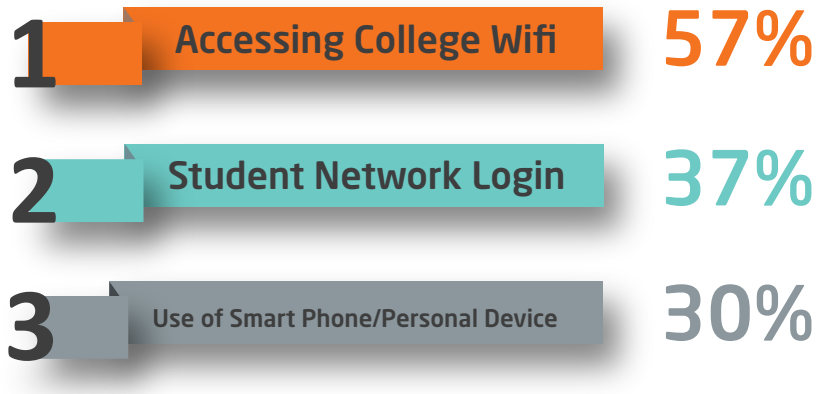
COLLEGE REPORT

Access to I.T.

The following three IT related items were selected as working well for students



The following three IT related items were selected as not working well for students

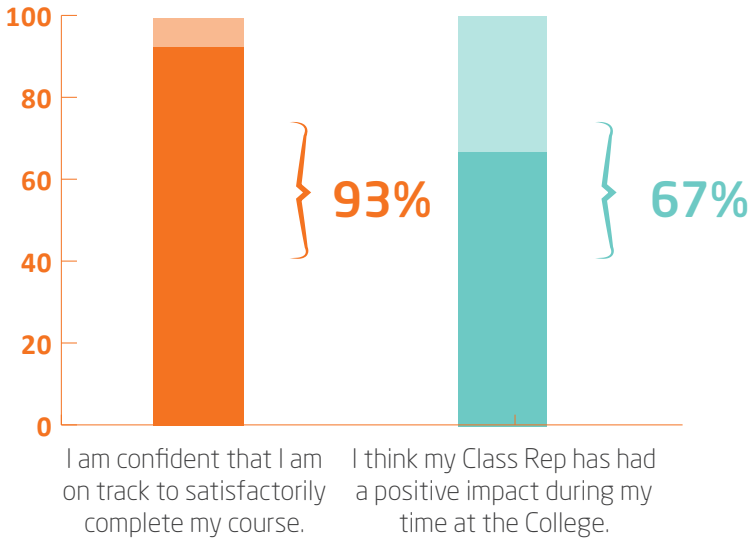


N.B. Students were asked to select three options in the questions above . Thus, the total %age values exceed 100%

2017 - 18 Student Survey 2

COLLEGE REPORT

Thinking about my college experience



94% of Students found their course Interesting

87% of Students found their course Motivating

90% of Students found their course Positively Challenging

2017 - 18 Student Survey 2

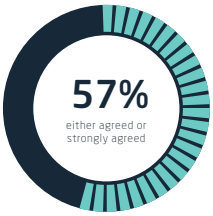
COLLEGE REPORT

Student Progression

The following three options were selected by students as being what they felt their course helped them the most with

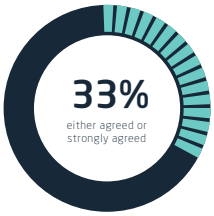
1. Meet people and make friends — 53%
2. Learn/develop my work related skills — 51%
3. Progress to a higher level course — 49%

The following results show what students plan to do after they have completed their course.



Enrol on another course at this College

Enrol on another course at a different College



Seek employment

Progress to University

Get advice on what I should do next

Not known at this time

N.B. Students were able to select multiple options in these questions. Thus, the total %age values exceed 100%

COMMENTS

There were 145 comments left by full time students who completed the survey and 106 comments left by part time students. Various topics were brought up in the comments and as such, there is no particular theme which can be identified.

Curriculum

Several issues with curriculum were highlighted by student. The comments included – 'Work in class can be very tight with time', 'I think the college course has been a shambles and not been the best managed course', 'Should be more workshop time' and 'I would prefer more than 2 days at the college for a full-time course'. There were however, some comments which were quite upbeat – 'learned a lot on my course', 'The course is easy to do, and the subjects are brilliant' and 'Overall, a good course'.

Funding

The majority of the students whose comments mentioned funding, expressed concerns. The comments included – 'If you miss one day of college having a full week bursary taken off I find is extremely harsh and could potentially put students into financial crisis', 'More people should be entitled to bursary', 'Not being able to access self certs all at once really has an impact on keeping the course going'.

Learning Resources

Students provided several suggestions on how to improve resources. Comments included – 'There could be more notes/tutorial sheets handed out for home study', 'Some of the equipment is out of date & broken this has hindered the class process', 'use moodle', 'make wifi better and faster', 'the equipment in the class room are appalling the backs of chairs are broken some completely missing', 'The lack of internet in some parts of the building is infuriating', 'problems have arisen with lack of proper facilities and functioning equipment within the department', 'Teaching is fine when the computer you need actually works', 'The resources available are pretty poor and out of date, resources mainly no access from college to use academic research papers and journals which is poor for level 7 and 8 courses' and 'Classrooms could have better ventilation as some classes are too small for the class size'.

Learning and Teaching Process

The majority of students had positive things to say regarding their learning and teaching experience however, there were a few who were not as happy with their experience. Comments included – 'I appreciate the effort and support of the science teachers', [Name Removed is excellent teachers. Apart from her I would say Teaching standards could have been lot better than that', 'They made all difference and helped me all the way to achieve my goals', 'I would like to thank all the teachers for their efforts with us', 'Some lecturers seem to struggle to teach their subject and continue to make mistakes', 'Dreadful teacher on my course How on earth she is a teacher is beyond me', 'recently there has been seriously lack of organisation on the part of my lecturers on my course', 'I have been left feeling extremely disappointed and discouraged with my lecturer', 'Someone have not enough qualifications as a critical malign person and not prepared for dialogue and teaching' and 'Classes are spent not learning, as staff see you is in and then leave to push devices, Therefore no work is done'.

Assessment and Feedback

Most of the comments in this area were from students who wanted to highlight the weaknesses in the assessment and feedback process. These comments included 'Teachers need to ensure their students are properly prepared before being given assessments and must ensure their students have been taught enough for the assessments', 'I would say some of the written assessments are not very helpful for me to be able to demonstrate the skills I have learned so far', '5 plus week turn around for feedback on assessments causes a lot of students stress', 'I was disappointed with the length of time work took to be marked', 'our work seemed to be marked very inconsistently, seemingly choosing when something was right and wrong' and 'I believe that a way we/the course could improve is that we are given consistent feedback on our work'.

Guidance and Support

The comments in this area were mixed, with some students praising the support given to them and others highlighting areas for improvement. Comments included – 'Our lecturers regularly encourage us to influence our own learning', 'I love that my lecturer [Name Removed] helps me to make a personalised timetable to suit my needs and interests', 'The staff I have been taught by have been very supportive and encouraging, very pleasant to work with', 'There is sometimes a dismissiveness towards mature students for experience gained through life', 'I think the college lecturers need to work on treating all students the same' and 'A way to contact a lecturer with a guaranteed response would prove useful'.

Other

Many students mentioned their overall experience, whilst others highlighted some issues which did not fall in to any of the other categories. The comments included – 'Fantastic', 'It's been an most pleasant experience', 'not familiar with the Students Association', 'I feel there should be an option to say "I don't know" because I don't know if students suggestions are taken seriously', 'our class rep has done a lot for us, 5 stars', 'Overall experience with West college Scotland is atrocious and is highly unprofessional in so many manners. Main source of communication between staff and students is Facebook', 'I just wish the college catered for vegans' and 'I've never heard of the students association until this survey'.

2017 - 18 Student Survey 2

COLLEGE REPORT

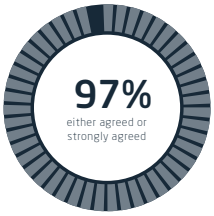
Clydebank

1458 Responses

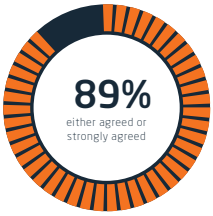
Student Satisfaction and Engagement

Overall, I am satisfied with my college experience.

Staff regularly discuss my progress with me.

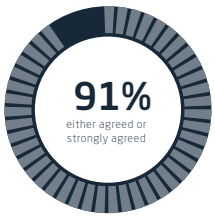


Staff encourage students to take responsibility for their learning.



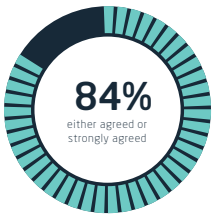
I am able to influence learning on my course.

I receive useful feedback which informs my future learning.



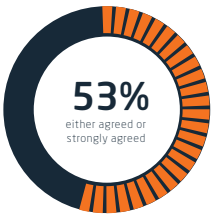
The way I'm taught helps me learn.

My time at college has helped me develop knowledge and skills for the workplace.



I believe student suggestions are taken seriously.

I believe all students at the college are treated equally and fairly by staff.



The College Students' Association influences change for the better.*

*43% 'Don't Know'

Access to I.T.

From the following list of I.T. related items, please select 3 which have worked well:

48% Accessing College Wifi

43% Accessing Moodle

26% Online Assessments

50% Access to printing facilities

19% Storage

45% Student Network Login

31% Use of smart phone/personal device

22% Access to YouTube

18% Access to social media

N.B. Students were asked to select three options in the question . Thus, the total %age values exceed 100%

2017 - 18 Student Survey 2

COLLEGE REPORT

From the following list of I.T. related items, please select 3 which haven't worked well:

54% Accessing College Wifi

29% Accessing Moodle

24% Online Assessments

22% Access to printing facilities

27% Storage

38% Student Network Login

28% Use of smart phone/personal device

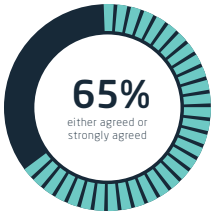
21% Access to YouTube

25% Access to social media

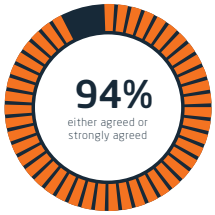
N.B. Students were asked to select three options in the question above . Thus, the total %age values exceed 100%

Thinking about my College Experience

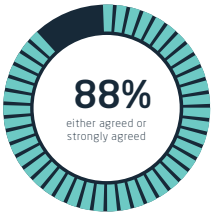
I am Confident I am on track to satisfactorily complete my course



I think my Class Rep has had a positive impact during my time at the college



Lessons on my course have been Interesting



Lessons on my course have been Motivating

Lessons on my course have been Positively Challenging

2017 - 18 Student Survey 2

COLLEGE REPORT

My course has helped me:

- 46% Progress to a higher level course
- 39% Improve my social skills
- 13% Get a job
- 27% Do my job better
- 50% Learn/develop my work related skills
- 49% Meet people and make friends
- 30% Improve my employability skills
- 26% Challenge my ideas
- 26% Meet people from different backgrounds

Progression

After you have completed this course, what do you plan to do next?

- 37% Enrol on another course at this college
- 6% Enrol on a course at a different college
- 16% Seek employment
- 10% Progress to university
- 10% Get advice on what I should do next
- 16% Not known at this time

N.B. Students were asked to select three options in the questions above . Thus, the total %age values exceed 100%

2017 - 18 Student Survey 2

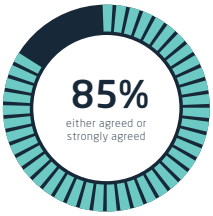
COLLEGE REPORT

Greenock

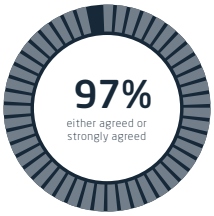
756 Responses

Student Satisfaction and Engagement

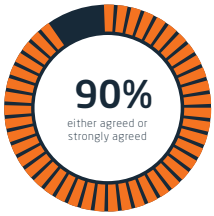
Overall, I am satisfied with my college experience.



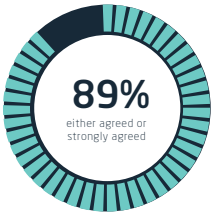
Staff regularly discuss my progress with me.



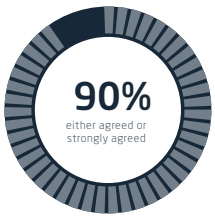
Staff encourage students to take responsibility for their learning.



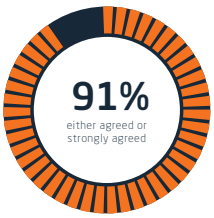
I am able to influence learning on my course.



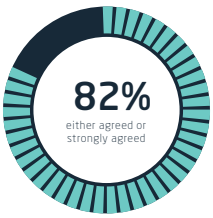
I receive useful feedback which informs my future learning.



The way I'm taught helps me learn.

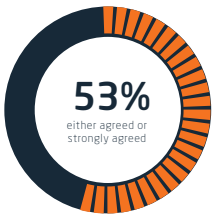


My time at college has helped me develop knowledge and skills for the workplace.



I believe student suggestions are taken seriously.

I believe all students at the college are treated equally and fairly by staff.



The College Students' Association influences change for the better.*

*42% 'Don't Know'

Access to I.T.

From the following list of I.T. related items, please select 3 which have worked well:

- **56%** Accessing College Wifi
- **48%** Accessing Moodle
- **33%** Online Assessments
- **47%** Access to printing facilities
- **16%** Storage
- **41%** Student Network Login
- **34%** Use of smart phone/personal device
- **23%** Access to YouTube
- **17%** Access to social media

N.B. Students were asked to select three options in the question . Thus, the total %age values exceed 100%

2017 - 18 Student Survey 2

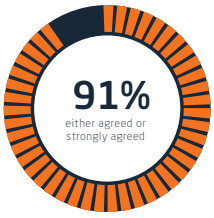
COLLEGE REPORT

From the following list of I.T. related items, please select 3 which haven't worked well:

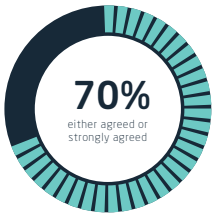
- **46%** Accessing College Wifi
- **28%** Accessing Moodle
- **28%** Online Assessments
- **28%** Access to printing facilities
- **33%** Storage
- **36%** Student Network Login
- **26%** Use of smart phone/personal device
- **20%** Access to YouTube
- **22%** Access to social media

N.B. Students were asked to select three options in the question above . Thus, the total %age values exceed 100%

Thinking about my College Experience

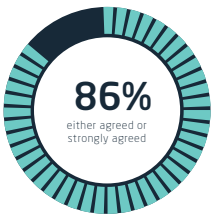


I am Confident I am on track to satisfactorily complete my course

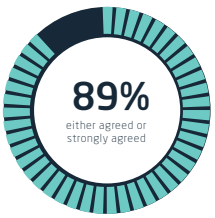


I think my Class Rep has had a positive impact during my time at the college

Lessons on my course have been Interesting



Lessons on my course have been Motivating



Lessons on my course have been Positively Challenging

2017 - 18 Student Survey 2

COLLEGE REPORT

My course has helped me:

- 46% Progress to a higher level course
- 42% Improve my social skills
- 12% Get a job
- 13% Do my job better
- 46% Learn/develop my work related skills
- 56% Meet people and make friends
- 33% Improve my employability skills
- 27% Challenge my ideas
- 30% Meet people from different backgrounds

Progression

After you have completed this course, what do you plan to do next?

- 37% Enrol on another course at this college
- 7% Enrol on a course at a different college
- 21% Seek employment
- 11% Progress to university
- 9% Get advice on what I should do next
- 11% Not known at this time

N.B. Students were asked to select three options in the questions above . Thus, the total %age values exceed 100%

2017 - 18 Student Survey 2

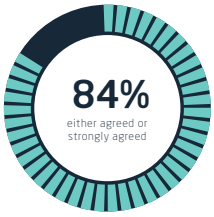
COLLEGE REPORT

Paisley

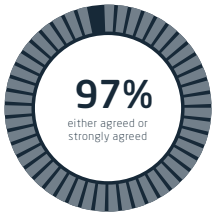
987 Responses

Student Satisfaction and Engagement

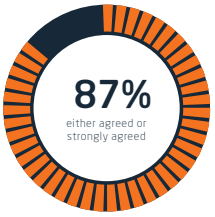
Overall, I am satisfied with my college experience.



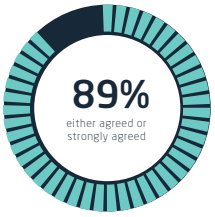
Staff regularly discuss my progress with me.



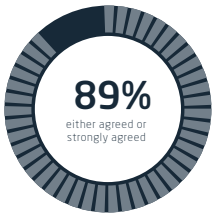
Staff encourage students to take responsibility for their learning.



I am able to influence learning on my course.



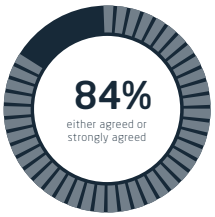
I receive useful feedback which informs my future learning.



The way I'm taught helps me learn.

My time at college has helped me develop knowledge and skills for the workplace.

I believe student suggestions are taken seriously.



I believe all students at the college are treated equally and fairly by staff.

The College Students' Association influences change for the better.*

*45% 'Don't Know'

Access to I.T.

From the following list of I.T. related items, please select 3 which have worked well:

- **37%** Accessing College Wifi
- **49%** Accessing Moodle
- **26%** Online Assessments
- **56%** Access to printing facilities
- **16%** Storage
- **41%** Student Network Login
- **32%** Use of smart phone/personal device
- **24%** Access to YouTube
- **20%** Access to social media

N.B. Students were asked to select three options in the question . Thus, the total %age values exceed 100%

2017 - 18 Student Survey 2

COLLEGE REPORT

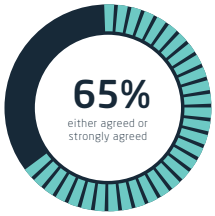
From the following list of I.T. related items, please select 3 which haven't worked well:

- **67%** Accessing College Wifi
- **24%** Accessing Moodle
- **25%** Online Assessments
- **22%** Access to printing facilities
- **27%** Storage
- **39%** Student Network Login
- **33%** Use of smart phone/personal device
- **20%** Access to YouTube
- **18%** Access to social media

N.B. Students were asked to select three options in the question above . Thus, the total %age values exceed 100%

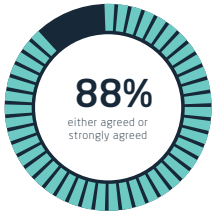
Thinking about my College Experience

I am Confident I am on track to satisfactorily complete my course

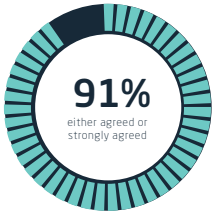


I think my Class Rep has had a positive impact during my time at the college

Lessons on my course have been Interesting



Lessons on my course have been Motivating



Lessons on my course have been Positively Challenging

2017 - 18 Student Survey 2

COLLEGE REPORT

My course has helped me:

- 50% Progress to a higher level course
- 34% Improve my social skills
- 11% Get a job
- 17% Do my job better
- 50% Learn/develop my work related skills
- 56% Meet people and make friends
- 32% Improve my employability skills
- 28% Challenge my ideas
- 25% Meet people from different backgrounds

Progression

After you have completed this course, what do you plan to do next?

- 36% Enrol on another course at this college
- 7% Enrol on a course at a different college
- 21% Seek employment
- 17% Progress to university
- 7% Get advice on what I should do next
- 11% Not known at this time

N.B. Students were asked to select three options in the questions above . Thus, the total %age values exceed 100%

SECTOR COMMENTS

Appendix A

BUSINESS & COMPUTING COMMENTS

There were 16 comments left by Full Time Business and Computing Students and a further 5 left by Part Time Students and they varied in content.

Curriculum

There were a few comments made regarding the curriculum on the Business and Computing courses. These included 'learned a lot on my course' and 'Everything my classes lecturers have taught us is well revived'. There were also a few students who commented on timetabling – 'Having a stable rota would be ideal also for technical support...we spent a long time in three different classes doing the same writing report task' and 'This whole year my course didn't get a time table until we were in that block, further more, the amount of times that we turned up to a class and it's double booked. I think this college needs to focus on actually providing information to students like emailing time tables instead of leaving them completely in the dark'.

Learning Resources

Various issues were highlighted by students in this area. The comments included – 'For the laptops we have been given though is that what is the point there is no reason to have them given to us for homework when it does not work at home !!!!', 'the equipment in the class room are appalling the backs of the chairs are broken some completely missing sometimes not enough chairs and a lot of the pcs cut out or don't work' and 'the amount of times that we turned up to a class it's double booked'.

Learning and Teaching Process

Several students expressed concern regarding the lecturers and the behaviour displayed. These comments include – 'The lecturers are seriously unprofessional and try to bully and intimidate students', 'While some lecturers are excellent, motivated and care for our learning, some come to work with a horrible attitude. It really shows when a lecturer walks into a computer games development class and says most of us won't become game developers', 'Far too many students want spoon fed the course work, and unfortunately many lecturers pander to this', 'There are a number of lecturers that are disengaged and the classes lack structure', 'I feel like the college needs to step up with both how the lecturers treat students as well as keeping students informed' and 'Teaching techniques were very basic (reading a handout aloud)...No terminology explained'. There were, however, some students who praised the lecturers and their learning and teaching experience. Comments included – '[Name Removed] came in on week 4 of 6 and completely turned out learning experience around', These comments above do not reflect how [Name Removed] has help over the last few weeks', 'I believe that my lecturer has helped me motivate myself in my learning. his teaching style is very unique!' and '[Name Removed] is excellent teacher. Apart from her I would say Teaching standards could have been lot better than that.'

Assessment and Feedback

Most of the comments highlighted areas which need improved. Comments included – 'Many of our class have complained heavily about one of our lecturers, as our work seemed to be marked very inconsistently, seemingly choosing when something was right and wrong', 'Marking is inconsistent', 'Teachers need to ensure their students are properly prepared before being given assessments and must ensure their students have been taught enough for the assessments'. However, there was one student who shared a positive view – '...highlighted by the 1 lecturer that does give very good feedback',

Guidance and Support

A few comments fell under this category and they highlighted areas in which the college can improve. These comments included – 'lack of consistency gas affected many of my classmates' learning', 'I have been left feeling extremely disappointed and discouraged with my lecturer. I feel that I am belittled in the class' and 'this year I feel like I have been completely let down by the course'.

Other

Comments included – 'I've never heard of the students association until this survey', vending machines sometimes takes people money and then break', I have seen no evidence of the student association at all' and 'My experience at the College so far is very good'. A couple of students commented on progression – 'This year has personally left me completely burnt out and I absolutely do not plan on continuing my further education', '...this experience has completely put me off college. Will not be returning next year' and ' 'There are not enough opportunities for people over retirement age'.

CARE COMMENTS

There were 21 comments left by Full Time Care Students. A further 4 were left by Part Time Students and the content of them varied.

Curriculum

Comments related to the curriculum varied in nature. They included 'The HNC Childhood Practice course has a ridiculous amount of work that is extremely stressful !!', 'Some classes there is far too much information that it is merely impossible to gain knowledge and understanding of all that is being taught (HNC Childhood Practice). It is a great course to do however, there is far too much content for and HNC' and 'Overall,a good course'.

Funding

There was just one comment left buy a full time student related to Funding – 'If you miss one day of college having a gull week bursary taken off I find is extremely harsh and could potentially put students into financial crisis'.

Learning Resources

Several resources were mentioned in this area including IT, car park and classrooms. Comments included – 'I'm dyslexic and with the support of my head lecturer and enabling support I'm able to try and achieve my dream of becoming a nurse', 'The resources available are pretty poor and out of date', 'Classrooms could have better ventilation as some classes are too small for the class size' and 'Car parking at waterfront campus is terrible. Hearing is unpredictable and WiFi is poor'.

Learning and Teaching Process

Comments left by students in this area were mixed, with some being positive whilst others were highlighting some changes they would like to see. They included comments such as – 'Special thanks to [Name Removed], [Name Removed] and [Name Removed] for their encouragement, they made all difference and helped me all the way to achieve my goals', 'The staff I have been taught by have been very supportive and encouraging, very pleasant to work with', 'Fantastic lecturers on childhood practice' and 'The lecturers are approachable, patient and encouraging'. Other comments which were not as encouraging included – 'Dreadful teacher on my course How on earth she is a teacher is beyond me', 'Some lecturers seem to struggle to teach their subject and continue to make mistakes on worksheets they give out making it harder to learn the information' and 'Planning from the lecturer has been appalling'

Assessment and Feedback

Just one student commented on this area – 'Some students are given multiple chances to hand work in late'.

Guidance and Support

Most of the comments in this section were of a positive nature, with students praising the staff for the guidance and support they have received. Comments include – 'The guidance and help I have received throughout my NC course last year and HNC this year has been excellent in every way' and 'Every one of my lecturers have been first class and really support me' . There were, however, a few students who were not as positive in their comments – 'I would like to see more support for mature students. I feel there is a lot of support for younger students but not enough structure to the support for mature students' and 'I feel that lecturers do not always understand that you choose to study on a part time basis because you are working full time'.

Other

Several of the comments in this section mentioned the Students' Association – 'the student association haven't brought any of the daily problems or struggles for students to the light with the president of the college', 'It would be nice if the student association had a meeting

CONSTRUCTION COMMENTS

Comments

There were four comments left but Full Time students and three left by Part Time students. A couple of the comments were not applicable and of those left, students mentioned IT, the staff and the course. Comments included – 'WHEN MY COURSE STARTED AS A CLASS WE WERE REALLY DISSATISFIED WITH THE LAYOUT OF IT BUT YOU'SE LISTENED TO US AND CHANGED AS MUCH AS YOU'SE COULD...KEEP UP THE GOOD WORK AS A GREAT COURSE', 'Staff didn't communicate with students', 'College needs more computers in the construction department' and 'The lecturers are fantastic and enthusiastic, I would like to see lecturers given more to time to the future of the construction industry, maybe expert or specialist trade talks'.

CREATIVE INDUSTRIES COMMENTS

There were 21 comments left by full time students and a further 2 left by part time students and there were various topics mentioned.

Curriculum

Several of the comments left here were highlighting areas for improvement. These included – 'There is nothing I've learned in the HND which I didn't know last year leading me to believe that this course has been an absolute waste of time for all involved' and 'I feel like I would have been better off taking the course at another college with a more hands-on approach'. One student did praise the curriculum by saying 'Since commenting my course I have learned loads of amazing new skills, should've done it sooner'.

Funding

Just one student commented on funding – 'I feel there should be more employment opportunities given to us in the creative industries, I feel like we are financially limited and don't get enough of that'.

Learning Resources

Various resources were mentioned in this section including equipment, student accounts and estates. The comments included – 'for the last three months last winter we had no heating in our building, and for three years we have been asking for a microwave which we have never been given', 'Please get new computer in 611 as they take 30 min to load and they are slow', 'I have been locked out my account most of the year and has been totally annoying' and 'problems have arisen with lack of proper facilities and functioning equipment within the department'.

Learning and Teaching Process

Many of the comments left by students mentioned areas in which improvements could be made. These include – 'I had issues with one lecturer whose style was not one of nurturing and was in fact the reason I left', 'Classes are not spent learning, as staff see you is in and then leave to push devices, Therefore no work is done', 'lecturers got by with handing out papers of what I should be researching. I feel like I would have been better off taking the course at another college with a more hands-on approach' and 'As a senior student My tutor makes me feel comfortable within the group of students who are of a younger generation than me...He makes constructive criticism and praise my work as warranted'.

Assessment and Feedback

Students who mentioned assessments and feedback mostly believed that work took too long to come back. Comments include – 'I also handed in work in November which was lost so I provided another copy which still has not been marked', 'I was disappointed with the length of time work took to be marked' and 'I would say some of the written assessments are not very helpful for me to be able to demonstrate the skills I have learned so far...Although I completely understand why these are done'.

Guidance and Support

Several comments were left here in which students expressed their dissatisfaction with the support available. Comments included – 'More teaching and guidance and less "self-research" on NC Photo course would assist students in honing their skill', 'The course is completely unorganized and the lecturers seem like they don't care', 'I feel like my class is completely forgotten about several occasions this year', 'I was encouraged in every way to produce my best', 'The lecturers try their very best, but you can see they are spread thin trying to accommodate us all in the learning experience' and 'I had awful anxiety and some lecturers didn't understand that I need sometime out to deal with my situations...'.

Other

Students mentioned their overall experience in this section. Comments included – 'Overall experience with West college Scotland is atrocious and is highly unprofessional in so many manners', 'I feel at the new street campus is very isolated from the main college campus, and for the tech students we have the workshop however we are unable to do graded unit work in there as there is lots of different things in the way...Also at lunch it gets very crowded as there is lots of people in the canteen we don't have enough space as there is lots of computers taking up the space', 'I am disappointed in my experience at west college scotland that I have decided not to go back and work full time' and 'I'm sorry but I had to either disagree or strongly disagree because a lot of problems brought in past 4 years'.

ENERGY & ENGINEERING COMMENTS

There were 29 comments left by full time students and a further 11 comments left by part time students and they varied in content.

Curriculum

Most of the students who commented here, highlighted areas in which they were dissatisfied. Comments included 'I think the college course has been a shambles and not been the best managed course', 'Should be more workshop time', 'I would prefer more than 2 days at the college for a full-time course', 'The curriculum we have been given over the last two years holds very little relevance to our specific trade. Valuable time wasted' and 'College is very unorganised and the curriculum is very irrelevant'.

Funding

Just one student commented on funding – 'More people should be entitled to bursary'.

Learning Resources

Comments in this area were varied in nature and included – 'Tools supplied are good', 'Computer speeds/internet speeds in general extremely slow not just You Tube', 'none of the IT related items have worked well', 'Some of the equipment is out of date & broken this has hindered the class process', 'HNC we need a set car to work on to test systems yet we end up using about 5 different cars to get the job done. we should have 1 car off limits to other classes. By the end of the course all the pico-scopes broken' and 'I believe if every lecturer used moodle then this would be a big advantage'.

Learning and Teaching Process

Comments in this section were mixed, with one praising the staff and the others mentioning areas for improvement. Comments include – 'Lecturers have been very helpful', 'No support/help from lecturer who are trying to get a qualification instead of teaching. Lied to on many occasions', 'The organisation skills are extremely disappointing and a number staff commonly act in a rather unprofessional manner' and 'With the course some of the teachers are more focused on their own progress than the students'.

Assessment and Feedback

Just 3 comments were left which related to assessment & feedback and all of them highlighted areas in which improvements could be made. The comments were – 'it would have been better if we had the correct and appropriate equipment which was in correct working equipment to assist us in assessments', 'I believe that a way we/the course could improve is that ewe are given consistent feedback on our work' and '[Name Removed] in particular used shobie or his own website. I believe this has nothing but hassle and slowed down the whole marking process'.

Other

Comments in this section varied and included – 'College is very unorganised', 'No contact from Students Association', 'I think the college course has been a shambles' and 'What is the college student association?'.

HAIRDRESSING, BEAUTY & MAKE-UP ARTISTRY COMMENTS

There were 11 comments from full time students and one from a part time student and the majority of the comments made suggestions on how to improve their student experience.

Curriculum

Four students made comments related to the curriculum and they all indicated some level of dissatisfaction with their learning. Comments included 'Make up is about being creative and I feel as though that one we hardly done any at the beginning', 'I had been happy with the experience I have been having at West College Scotland, however, recently there has been seriously a lack of organisation on the part of my lecturers on my course', 'The evening course was not thought out properly, no class structure, and not as advertised', 'Certain students are preferred to work on clients and others are being left behind in one class. The other class concentrates too much in theory' and 'Over half of the course work to date has been repeated and learning for class in general has been slow which holds you back from learning more as have to stay at their level'.

Funding

Just one student made a comment related to funding – 'staff should be more understanding when family death or emergences happen and help when bursary dont'.

Learning and Teaching Process

Most of the comments in this section were discouraging. They included – 'I also feel that they dont allow you to be as creative', 'a lack of coherent, consistent communication between staff and students that has caused unnecessary stress not only to myself but to others in the class with me', 'The majority of educators, are amazing & did a brilliant job. Unfortunately there are a small percentage who behave in a manner which is entirely unacceptable'and 'I find some lectures ate really well organised and learning with them is more fun and easier, were a few are very scatty, not organised, never on time and when in classes you can sit about doing nothing for about an hour, bored'. There was one student who was positive in their outlook – 'My tutor is best ! Life changing experience!'

Guidance and Support

Areas for improvement were highlighted in this area – 'I have 4 tutors 2 of them are not interested in my work, and couldn't care less about how I am doing...I feel as though they look straight through you and not encouraging...have had one actually humilate me in class for stepping outside the box'.

Other

Comments here included – 'No awareness of the student association', 'Senior members of faculty are made aware & situations are pushed under the carpet. This disrupts the general learning process & makes students lose faith in the system. Back are protected & bad situations aloud to continue' and 'I chose James Watt to support local but really the standard was not what James Watt College used to known for'..

HOSPITALITY, TOURISM & LANGUAGES COMMENTS

There were 5 comments left by full time students and a further 6 left by part time students.

Curriculum

Just one student commented by saying 'Excellent course content'.

Funding

One student commented on funding. They said 'one thing I am not happy about, I have been pay my council tax for almost a year, recently I was told by the person at the college office, that I should not be paying this as I am attending college, why was I not told.'

Learning Resources

Another sole student made reference to learning resources by commenting 'Teaching is fine when the computer you need actually works. Some items have been getting complaints now for two years and nothing ever changes'.

Learning and Teaching Process

The comments left regarding learning and teaching were mixed. They included – 'Some people aren't treated fairly within the class' and 'tutor made the learning experience very enjoyable and interesting'.

Other

Several students mentioned progression routes in their comments – 'Would love a "next stage" after Nat 5', 'Would love to continue next year. Pre – Higher course', 'Would like to continue on a course speaking, empathised Spanish but feel all I have learned will go to waste' and 'Would like to be able to go beyond Nat 5'.

LEARNER DEVELOPMENT COMMENTS

There were 14 comments left by Full Time Learner Development students and a further 22 left by Part Time students. Most of the comments were positive in nature, with the students praising the staff, their course and the college.

Curriculum

Most of the students were happy with the curriculum. Comments included – 'I enjoy being at college and like the campus. I think this college challenges me more than other colleges', 'I love the courses we are doing learning a lot and meeting new people', 'Learn new skills, would love more dancing classes. Looking forward to getting the choices booklet to choose courses for next year', 'The course is easy to do, and the subjects are brilliant' and 'I went go to college more days & learn about makeup fxs, art & ICT'.

Learning Resources

Most of the comments here mentioned IT resources, however, that was not the only resource which was touched on. Comments included – 'We need new PC's I suggest HP computers', 'able to acsses wifi eaisier and faster wifi' and 'a dyslexia overlay would help for some classes & visual diagrams for some classes'.

Learning and Teaching Process

The majority of the comments in this area were extremely positive, with the students commending the staff for the work they have done. Comments included – 'teaching at the college successful and helpful', 'Staff go above and beyond the call of duty', the tutors are really nice, helpful & creative when teaching me' and 'the teaching is good in the college'.

Guidance and Support

There were two comments left in which students mentioned guidance and support – 'I love that my lecturer [Name Removed] helps me to make a personalised timetable to suit my needs and interests' and 'I think the college lecturers need to work on treating all students the same, a lot of times I've felt segregated from other students. It's definitely something that has to be addressed'.

Other

A few students mentioned the progression routes. Comments included – 'I'm finding very helpful in my footsteps into employment and I hope to achieve this' and 'Teaching students to understand what and how work experience, our course choices can help of effect their CV's'. Students had positive things to say , such as 'I HAVE ENJOYED MY TIME AT COLLEGE' and 'I enjoy being at college and like the campus'. However, one student had this to say – 'Could improve on actually running the college. 1 stop bullying & harassment. 2. Show discipline. 3. Try to hear students out. 4.'.

SOCIAL SCIENCE, SCIENCE & SPORT COMMENTS

There were 32 comments left by Full Time students and a further 4 by part time students. Many of these were positive in nature, with one even complimenting the use of Gaelic in the survey – 'As a speaker and literate in Scots Gaelic I can highly appreciate the use of Gaelic' and another complimenting their experience – 'I have had and excellent experience at west collage Scotland, could not fault it in anyway! Keep up the good work, looking forward to next year'.

Curriculum

There were two students who mentioned the curriculum in their comments, both of whom were on the same course – 'Unfortunately ICT was not related to dental nursing. –Communication lessons should be run by dental nurse teacher (to know how exactly communicate with patient and dental staff)', 'Dental nursing, full curse if really self study at home, Communication and IT lessons are not connected and relevant to dental nursing'.

Funding

Just one student commented on funding – 'not being able to access self certs all at once really has an impact on keeping the course going because sometimes parents need more time of at certain times of year because children tend to be ill more at some times then other'.

Learning Resources

Just two students commented on learning resources, however, they each raised quite a few points. The comments were – 'The resources at the Waterfront are long overdue investment, both library and IT equipment for teaching, teaching staff struggling to access moodle tools due to slow speed and constant disconnection. Student wifi.... is there any? e-books are so out of date. Access to online journal articles non-existent which is appalling for HNC & HND courses. No where to heat own food or make tea or coffee' and 'The lack of internet in some parts of the building is infuriating – especially when the internet is required for class work! The broken tables, chairs and ceilings in our class rooms is dreadful. They were reported in September, October AND November. We are still putting up with them'.

Learning and Teaching Process

Several of the comments in this section were positive, giving praise to the staff and the methods used. Comments included – 'I appreciate the effort and support of the science teachers, especially the pharmacy course', 'I would like to thank all the teachers for their efforts with us and especially [Name Removed] physics teacher because she is already doing her best with us', 'My teacher [Name Removed] was fantastic. She made learning maths really easy & simple' and 'couldn't recommend staff enough. So helpful and masters of their trade'. However, there were some which we not so positive such as – 'I think complaints about college teachers should be taken more seriously or something should be done to help' and 'I've witnessed a lack of professionalism with some lecturers, and it's somewhat unsettling. Education needs people who genuinely care about what it is they do, regardless of how much pay is on offer'.

Assessment and Feedback

One student mentioned the time taken for feedback to be given – '5 plus week turn around for feedback on assessments causes al lot of student stress'.

Guidance and Support

The comments here were mixed, with some praising the staff whilst others made suggestions on how to improve the experience. Comments included – 'Clydebank Campus in my experience has a wider range of lecturers knowledge base & support for students than Paisley campus does', 'Our lecturers regularly encourage us to influence our own learning...[Name Removed]. She encourages us to plan our own experiments and take responsibility for them, if they don't go as well as expected then she helps us think of ways to fix them without telling us how to. She is really supportive when it comes to revising for assessments and really goes the extra mile where she can', 'A dedicated human resource number would be useful, as one is not on the website. I realise there are student counsellors but it doesn't fulfil the same role'.

Other

Various issues were raised which did not fit in to the previous categories such as the Hep B vaccination, class reps, the Students' Association and lack of cash machines. Comments included – 'Hep B vaccination supposed to be in August (then in January) but until now we still have a problem', 'The college left Student to do HB vac themselves', 'Personally I feel our class reps do not represent how the class feels they only put across their own opinions and there is no talking to them because they shoot you down. I dont feel they are useful', 'I find sitting at the broken desks incredibly uncomfortable and distracting', 'The SA is only now proving effective, with an always dedicated team finally getting leadership and direction it needed but reputational damage had occurred. Suggest SMT fully support the SA for 2018 by endorsing it front n centre through any Keep Warm Campaigns over summer months', 'Don't feel the student association interact much if at all with the student body', 'There is no cash points which is ridiculous and there are many disabled toilets which are unable to lock', 'I would there is a survey that is more specific than this – to each teacher/module/unit', 'I feel the college could use a place with kettles and microwaves so students can bring in their own meals to heat up, not everyone can afford to use the café' and 'I believe that my (Access Humanities A) class reps did not do enough to merit their being class reps. This could have been affected by lack of information and support they received from the student bod'.

ANNUAL TRENDS

Appendix B

2017 - 18 Student Survey 2

COMPARATIVE REPORT

Below are response rates to questions which featured in each annual survey. We have highlighted those which experienced a significant increase or decrease within the data set.

SFC Student Satisfaction and Engagement Survey

	2018	2017	2016
Overall, I am satisfied with my college experience.	93%	95%	94%
Staff regularly discuss my progress with me.	86%	86%	91%
Staff encourage students to take responsibility for their learning.	97%	97%	90%
I am able to influence learning on my course.	88%	91%	87%
I receive useful feedback which informs my future learning.	89%	90%	85%
The way I'm taught helps me learn.	90%	90%	85%
My time at college has helped me develop knowledge and skills for the workplace.	91%	92%	85%
I believe student suggestions are taken seriously.	81%	83%	81%
I believe all students at the college are treated equally and fairly by staff.	85%	87%	78%
The College Students' Association influences change for the better.	52%	53%	55%

2017 - 18 Student Survey 2

COMPARATIVE REPORT

Thinking about my college Experience

	2018	2017	2016
I am Confident I am on track to satisfactorily complete my course	93%	94%	90%
I think my Class Rep has had a positive impact during my time at the college	67%	75%	70%
Lessons on my course have been Interesting	94%	95%	94%
Lessons on my course have been Motivating	87%	88%	87%
Lessons on my course have been Positively Challenging	96%	91%	91%

Progression

Enrol on another course at this college	57%	52%	53%	
Enrol on a course at a different college	11%	10%	10%	
Seek employment	33%	30%	30%	
Progress to university	27%	17%	22%	↑
Get advice on what I should do next	11%	14%	12%	
Not known at this time	3%	20%	15%	↓

COMPARATIVE REPORT

SURVEY RESPONSE RATES

2016

CATEGORY	POTENTIAL RESPONDENTS	RESPONSES	RESPONSE RATE
Full Time	6002	1875	31%
Part Time	4037	914	23%
Distance/Flexible	1638	247	15%
Total Responses	11677	3036	26%

2017

CATEGORY	POTENTIAL RESPONDENTS	RESPONSES	RESPONSE RATE
Full Time	5584	1824	33%
Part Time	4080	1638	40%
Distance/ Flexible	3017	579	19%
Total Responses	12681	4041	32%

2018

CATEGORY	POTENTIAL RESPONDENTS	RESPONSES	RESPONSE RATE	INCREASE/DECREASE
Full Time	6017	1545	26%	-7%
Part Time	3633	1148	32%	-8%
Distance/Flexible	2287	384	17%	-2%
Total Responses	11937	3077	26%	-6%

Board of Management
10.12.18
Paper 14

TITLE: ORGANISATIONAL DEVELOPMENT AND HR COMMITTEE
Minutes of the meeting held on 7 November 2018

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

OM222 Strategic Workforce Plan 2019-2024 – the Workforce Plan 2019-2024 will have been discussed at agenda item 1.

OM224 Security and Fire Prevention – at its meeting on 8 October 2018 the Board had asked the Committee to consider the security and fire prevention systems in place within the College. The Committee considered a report on the systems and processes in place in relation to fire safety and prevention in the College. The Committee agreed that it was satisfied with the current arrangements.

OM228 Annual Effectiveness Review of the Board of Management - it was noted that consideration was being given to the possibility of conducting the next external effectiveness review of the Board of Management in 2019. Further information was being sought from the SFC on the process to be followed and further information would be provided once available.

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

Status: Open

ORGANISATIONAL DEVELOPMENT & HR COMMITTEE

MINUTES: 7 November 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

OM218 DECLARATION OF INTERESTS

No interests declared.

OM219 MINUTES

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

OM220 ACTIONS FROM THE MINUTES

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

.1 Health and Safety Matters (OM206.1) – it was noted that the letter to Damada, regarding the discovery of asbestos in the Boiler room of the Oakshaw building, had been sent. The company had passed this matter to their Insurers. The College was waiting for feedback from the Company.

OM221 NATIONAL BARGAINING: UPDATE (OM208)

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 Support staff – the Support staff had accepted the pay offer previously reported to the Committee.

.2 Teaching staff – following the outcome of the consultative ballot, the EIS was now moving to a statutory ballot of its membership regarding what action to take next, which might include the possibility of strike action. Further information would be forthcoming in due course and the Committee would be kept informed of developments. **[Action: DG]**

OM222 STRATEGIC WORKFORCE PLAN 2019-2024 (OM210)

The Committee had considered the draft Workforce Plan 2019-2024 at its last meeting and had invited further feedback and input from

Committee members. It was noted that the Board had agreed that the updated Strategic Workforce Plan 2019-2024 should be presented to it at its next meeting on 10 December 2018.

Some feedback had been obtained from members and this would be taken into account in updating the Workforce Plan before it was presented to the Board. The Committee was clear that the Workforce Plan was more operational in its focus but was reflected in the People Strategy as it set out what the College was looking for from its staff in the future. It was noted that the Internal Auditors had complimented the College on the progress made in developing this Plan.

It was **agreed** that the Director, Organisational Development and HR, would prepare the presentation for the Board and would circulate this to the Committee members for comment before finalising. One of the matters that would be highlighted in the presentation would be the challenge of recruiting suitable staff to meet the future needs of the College. **[Action: DG]**

OM223 VOLUNTARY SEVERANCE SCHEME (OM211)

The Director, Organisational Development and HR, provided the Committee with an update on progress with the implementation of the Voluntary Severance (VS) scheme within the College. [redacted]

The Committee was aware that there had been more applications for VS than could be accepted and that the College had further savings still to make. The overall financial position had been discussed with staff through a number of staff meetings that the Principal had held recently. All options for achieving a balanced budget would be considered.

OM224 SECURITY AND FIRE PREVENTION (BM491)

At its meeting in October the Board had discussed security and fire prevention, a matter that had been raised in light of the recent, and second, fire at Glasgow School of Art. The Committee noted a report on fire safety which had been provided by the College Health and Safety Manager. This provided a comprehensive report on all the systems and

processes in place and all the actions currently undertaken by the College in relation to fire safety and prevention. These met all legal and statutory responsibilities placed on the College. The Committee also received regular reports from the College Health and Safety Committee. The Committee **agreed** that it was satisfied with the current arrangements in place.

OM225 RISK (OM214)

The Committee noted the Strategic Risk Register and had no additions or amendments to propose.

OM226 REPORTS FROM SUB-COMMITTEES (OM215)

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

i. Joint Consultative and Negotiating Committee for Lecturing Staff meeting of 5 September 2018;
ii. Joint Consultative and Negotiating Committee for Support Staff meeting of 5 September 2018.

OM227 FINNART STREET BUILDING

It was noted that there had been an incident at the Finnart Street building in Greenock, where a small piece of cladding had fallen off the building. Action had been taken immediately to secure the area. Specialist contractors had been hired to examine the cladding in more detail and to determine the best course of action. Once their report was available action would be taken as appropriate.

OM228 ANNUAL EFFECTIVENESS REVIEW OF THE BOARD OF MANAGEMENT

It was noted that consideration was being given to the timing of the next external evaluation of the effectiveness of the Board. The last external review had been conducted in 2017, which meant that the next one should be held in 2020. However, the Chair would complete his term of office in 2020 and so consideration was being given to conducting the external review in 2019 before he completed his term of office. Further information and guidance was currently being sought from the SFC and the Scottish Government and an update would be provided at the next meeting. **[Action: GMcA]**

OM229 NEXT MEETING

Wednesday 13 February 2019 at 4.00 p.m. at the Paisley campus.

GMcA/12.11.18/Final

Board of Management
10.12.18
Paper 15

TITLE: FINANCE AND GENERAL PURPOSES COMMITTEE
Minutes of the meeting held on 20 November 2018

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

FPM226 Vice Principal Update – the Vice Principal Operations updated the Committee on a number of matters including:
Engagement with the SFC – the SFC had welcomed the College business transformation plan, 'Future Proofing our College'. An update on this matter will have been provided under the Chief Executive's report at agenda item 7.

FPM227 College Cyber Action Plan – the Committee noted the progress report and particularly that the assessment to achieve Cyber Essential Plus accreditation had not been able to take place before the end of October 2018 due to the unavailability of the accreditation company who were undertaking such assessments for a number of public sector bodies. However, the accreditation had taken place in early November and the College was now in a 30 day remedial phase which allows it to address any issues raised during the assessment. It was the aim of the College to achieve this accreditation in December.

FPM228 Procurement Annual Report and Strategy Update – the Committee welcomed the Procurement Annual Report for the year ended 31 July 2018 and the Strategy update.

FPM229 Management Accounts to 31 October 2018 – these are provided at Paper 15.1.

FPM230 Financial Statements to 31 July 2018 – the Committee agreed that it was satisfied with the Annual Report and Financial Statements for the year ended 31 July 2018.

[redacted]

[redacted]

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

Status: Open, except for FPM235 and FPM236, which are restricted items as they are deemed to be commercially sensitive.

FINANCE AND GENERAL PURPOSES COMMITTEE

MINUTES: 20 November 2018

Present: Jim Hannigan (in the Chair), John Leburn, Angela Wilson.

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

Apologies: Liz Connolly, Keith McKellar.

FPM223 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.

FPM224 MINUTES

The minutes of the meeting held on 25 September 2018 were approved.

FPM225 ACTIONS

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

FPM226 VICE PRINCIPAL UPDATE (FPM205)

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 developments. This included an update on the following:

.1 Engagement with the SFC – the Committee noted that discussions with the SFC were continuing in relation to the College business transformation plan, 'Future Proofing our College'. The Principal and Director of Finance and Estates had attended a meeting with officers of the SFC the previous week to discuss this plan in more detail. The SFC had welcomed the plan and particularly that it was owned by the Board and the Executive. A number of matters had been raised and further information was being sought from the College. In particular the SFC wished to have more information on the key priorities and projects within the plan, as well as the timescales and milestones.

[redacted]

[redacted]

.2 National Bargaining – it was noted that the EIS had rejected the pay offer made by the Employers Association and had now written formally to the College to lodge a trade dispute indicating that they might move to a statutory ballot of their members if the Employers Association did not re-open negotiations. It was now for the Employers Association to decide how it would respond to this and the Committee would be kept informed of developments.

In relation to Support staff agreement had been reached on the pay award. However, there had been no further information provided on the national job evaluation scheme.

.3 Information Technology – the Committee was aware that the College was seeking strategic investment from the SFC for ICT infrastructure.

The Committee noted the Scottish Government publication 'Cyber Resilience – The Economic Opportunity, Key Actions 2018-2021'. This set out two key actions for the College around the economic opportunity in delivering a cyber resilience strategy for Scotland.

FPM227 COLLEGE CYBER ACTION PLAN: PROGRESS REPORT (FPM208)

The Director of IT updated the Committee with progress in relation to implementing the College Cyber Resilience Plan. It was noted that the assessment required for the Cyber Essential Plus accreditation had not been able to take place before the end of October due to the unavailability of the accreditation company, SERIC Systems. The accreditation had taken place over the period 6 – 8 November 2018 and some further actions had been identified that the College would need to undertake before it could achieve the accreditation. A 30 day remediation period was in place and SERIC Systems was working with the College to help address the issues raised. The final outcome of the accreditation process would not be known until 9 December 2018. The Scottish Government would be contacting the Principal to seek a progress report on this matter.

In discussion it was noted that a staff training programme in relation to cyber security would be developed and could potentially start to be rolled out in early 2019. All staff would receive training in this matter.

The Committee welcomed this update and would receive a further report at its next meeting. **[Action: DB]**

FPM228 PROCUREMENT ANNUAL REPORT AND STRATEGY UPDATE (FPM155)

The Committee received an update on the implementation of the Procurement Strategy 2016 – 2020 and the Annual Procurement Report which covered the year to 31 July 2018. The Annual Report was a requirement of the Procurement Reform Act and required to be made publicly available. In considering this Annual Report the Committee discussed the following:

- The new Procurement Manager, who had taken up post during 2018, had been focussed on communicating and embedding the procurement process throughout the College.
- A RAG table had been provided showing progress against the strategic objectives 2017-18. It was considered that for future reference this table could be expanded to include 'impact'.
- It was considered that more could be done in terms of hiring contractors who provided community benefits. It was the intention that the College would set out what it was looking for in terms of community benefits so that potential contractors were clear what was required.
- It was noted that the Strategy would be revised next year, in advance of the 2020 date.
- The date of the next PCIP review was not known yet.

The Committee welcomed this Annual Report and was pleased to note the progress made in relation to the Procurement Strategy objectives.

FPM229 MANAGEMENT ACCOUNTS TO 31 OCTOBER 2018 (BM428, 463; FPM189)

The Committee received the Management Accounts for the first quarter to 31 October 2018. The Management Accounts presented forecast a financial deficit of £3,010k against an underlying operating surplus of £8k. The Management Accounts showed the progress made to date in achieving the savings target agreed by the Board at its June meeting. It was also noted that the College had received £1m in funding from the SFC to support the operation of a Voluntary Severance (VS) Scheme. Discussions with the SFC were on-going regarding the implementation of the College Transition Plan and the savings to be achieved. One further matter brought to the attention of the Committee was the fact that the College had been advised that there might be a 30% increase in the teaching pension employer contributions with effect from 1 April 2019. This was currently out for consultation but, if agreed, would have a significant impact on the financial position of the College.

The Committee noted this information and **approved** the Management Accounts for the period to 31 October 2018 which would be presented to the Board at its meeting in December for information. **[Action: DA; AR]**

FPM230 FINANCIAL STATEMENTS TO 31 JULY 2018 (FPM206, 207; 157)

The Committee considered the Annual Report and Financial Statements for the year ended 31 July 2018. A paper setting out the reporting requirements, the main movements in the accounts over the past year, the final year end position and the underlying financial operating position at 31 July 2018 was noted. The Committee noted that, despite facing a significant deficit, the College continued to generate a small operating surplus. The Financial Statements had been audited by the External Auditors who would be issuing an unqualified audit report with no recommendations.

In discussion it was noted that the College financial performance was measured in a number of different ways which might not be clear to those outside the sector who would not be so familiar with the reporting requirements. While there was information provided on the measures used in the body of the report it was suggested that some further explanation on these measures could be included at an earlier stage in the report, e.g. following on from the Introduction by the Principal. Further consideration would be given to this.

The Committee **agreed** that it was satisfied with the information provided and that the Annual Report and Financial Statements 2018 be approved for presentation to the Joint meeting of the Audit Committee and this Committee. **[Action: DA; AR]**

FPM231 STRATEGIC RISK REGISTER (FPM212)

The Committee noted the College Strategic Risk Register and, in particular, the movement that had occurred in relation to two matters:

- The publication of the Inverclyde Local Development Plan which would impact on the College's estates plans at Greenock. This matter would be discussed further at the next meeting of the Estates Committee.
- The on-going discussions with SFC regarding the development of a Transition Plan to address the financial challenges facing the College. Consideration would need to be given to whether this should be included as a separate risk on the Strategic Risk Register.

In discussion, it was noted that at the recent meeting of the Corporate Development Committee some concerns had been raised about the potential impact of Brexit on the College. There was mention of the impact this might have on future levels of European funding already contained within the Strategic Risk Register and a paper setting out some of the challenges would

be brought to the next meeting of the Board. The Board would consider if this should be a separate risk on the register.

FPM232 SCHEDULE OF BUSINESS 2018-19

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

FPM233 THANKS

On behalf of the Committee the Chair thanked the College Team for all their hard work and particularly in relation to the production of the Financial Statements for the year ended 31 July 2018.

FPM234 NEXT MEETING

Tuesday 5 March 2019 at 4.00 p.m. 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]

[redacted]

GMcA/22.11.18/Final

Board of Management
10.12.18
Paper 16

TITLE: JOINT MEETING OF AUDIT AND FINANCE AND GENERAL PURPOSES COMMITTEES
Minutes of the meeting held on 20 November 2018

Action: There are 2 recommendations and a number of matters for report.

1. Recommendations

.1 AFM10 External Audit Report/Letter of Representation 2017-18 – the Committee agreed that the External Auditors report be approved and be forwarded to the Board for consideration, and
RECOMMENDS to the Board that the Letter of Representation be approved and the Chair and the Principal be authorised to sign this on behalf of the Board.

.2 AFM11 Performance and Accountability Report/Financial Statements 2017-18 – the Committee
RECOMMENDS to the Board that the Financial Statements for the year ended 31 July 2018 be approved and that the Chair of the Board and the Principal be authorised to sign these on behalf of the Board.

Both of these matters will have been discussed earlier at agenda item 8.

2. Matters for report

The Committee considered and approved the following reports:
- SFC Credit Activity 2017-18: Audit Report and Certificate (AFM6)
- Student Support Funds 2017-18: Audit Reports and Certificates (AFM7)
- Internal Auditor Annual Report 2017-18 (AFM8)
- Audit Committee Annual Report 2017-18 (AFM9).

The Committee considered one further item of business:

AFM13 Fraud Report – the Committee noted a report on a fraud investigation currently underway within the College. An update on progress with this matter will be provided to the Board at its meeting.

Lead: John McMillan, Chair of the Joint meeting of the Audit Committee and the Finance & General Purposes Committee

Status: Open, except for AFM13 which is reserved business as it is deemed to be commercially sensitive.

Board of Management
10.12.18
Paper 17

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.
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

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

PROPOSED SCHEDULE OF BUSINESS 2018/19

BOARD OF MANAGEMENT

Date of meeting	Agenda items	Deadline for Papers
8 October 2018 Clydebank Campus	**Main items of business** Corporate Plan Dashboard/Key Performance Indicators Regional Outcome Agreement Review Report 2017/18 **Committee reports** Audit; Estates; Finance & GP; Organisational Development & HR **Development session (at 3.00 p.m.)** Board Diversity and Action Plan	**26 September**
10 December 2018 Greenock Campus	**Main items of business** Key Performance Indicators: Update Evaluation Report and Enhancement Plan Student Satisfaction Survey Outcomes Management Accounts Financial Statements for the year ending 31 July 2018 Report from External Auditor Annual Report from Audit Committee Annual Report from Internal Audit **Committee reports** Corporate Development; Finance & GP; Joint Audit and FGP; Learning, Teaching & Quality; Organisational Development & HR.	**28 November**
4 February 2019 Paisley Campus	**Main items of business** Business Transformation Plan Update Board Development Action Plan Update Draft Regional Outcome Agreement 2018-20 **Committee Reports** Audit; Estates	**23 January**
25 March 2019 Paisley Campus	**Main items of business** Final Regional Outcome Agreement 2018-20 HR Annual Report 2018 Key Performance Indicators update? Proposed dates of meetings 2019/20	13 March

	Committee Reports Audit; Corporate Development; Estates; Finance & General Purposes; Learning, Teaching & Quality; Organisational Development & HR	
17 June 2019 **Paisley Campus**	**Main items of business** 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 Committee Reports on Progress against Regional Outcome Agreement Draft Schedule of Business 2019/20 **Committee reports** Audit; Corporate Development; Estates; Finance & General Purposes; Learning, Teaching & Quality; Organisational Development & HR	**5 June**

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.

GMcA/26.09.18/v9