

CORPORATE DEVELOPMENT COMMITTEE

MINUTES: 19 February 2019

Present: Jim Hannigan (in the Chair), Liz Connolly, Jennifer Johnston, Keith McKellar.

Attending: Sara Rae (Assistant Principal, Enterprise and Skills), Diarmid O'Hara (Director of Communications, Policy and Planning), Alan Dick (Economic Development Manager – for items CDM190 -193) and Gwen McArthur (Secretary to the Committee).

Apology: Mark Newlands.

CDM190 DECLARATION OF INTERESTS

Jim Hannigan declared an interest as NMIS Programme Manager, Skills Development Scotland.

CDM191 MINUTES

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

CDM192 ACTIONS FROM THE MINUTES

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

- i. Schedule of Business 2018/19 (CDM184)** – the revised schedule would be brought to the next meeting. **[Action: LC]**

CDM193 ECONOMIC DATA UPDATE

The Chair welcomed Allan Dick, Economic Development Manager, to the meeting. Allan presented a paper which provided an overview of key economic and labour market trends relating to the business of the College. In discussion the following points were raised:

- The data showed that Scotland's economy continued to grow, albeit slowly, the employment rate was high and the unemployment rate was low. However, it didn't feel like this and the productivity growth was low. It was acknowledged that there was significant uncertainty around Brexit and the impact this would have, but Brexit alone could not account for the current economic position.
- The Scottish Government had placed great emphasis on getting young people into employment and had put in place enabling policies and strategies to achieve this. These were now paying off as the youth (16-24) unemployment rate was down significantly. However the unemployment rate for older age groups, and particularly the 50-64 age group, had increased significantly.

- In the West region only East Renfrewshire had a growing population, the other areas were declining in population or had very low growth rates. The number of young people in the West region was falling, while the number of older people (65+) was increasing.

In considering this information the Committee was clear that a better understanding of this information and what it meant for the College, in terms of what courses and learning opportunities it offered, needed to be produced. In looking at the core customer for the College, this was now likely to be individuals in the older age groups. Opportunities for re-skilling, up-skilling and cross-skilling could be provided. However, the College was clear that it needed to move away from the traditional 1 or 2 year course offerings and offer more short-term, tailored provision for such individuals, as well as on-line and blended learning opportunities. This tied in with the recent discussions around the refresh of the Corporate Strategy and also with the feedback obtained from the survey of local employers.

Discussions with the Scottish Funding Council (SFC) would need to take place to ensure that the College could offer some of these learning opportunities on a commercial basis that would not affect the core income it received from the SFC. Discussions with other bodies, such as Skills Development Scotland and City Deal, would also take place to identify opportunities for the College. It was considered that developing and maintaining strong links with College alumni would be essential to ensure that individuals would be keen to return to study at the College at various stages in their working lives as well as to promote the College and what it could offer to other interested parties.

The Committee **agreed** that it would be helpful to make the Board aware of some of the key points emerging from this data and what it meant for the College.

[Action: JH; LC]

On behalf of the Committee the Chair thanked Allan Dick for his informative and interesting presentation.

CDM194 INTERNAL AUDIT REPORT: INTERNAL COMMUNICATIONS

The Committee noted the Internal Audit Report on Internal Communications. This was a very positive report which confirmed that the College reflected good practice in a number of areas. A few recommendations for improvement had been made. The Director Communications, Policy and Planning informed the Committee that the recommendations were already being addressed. In relation to conducting a staff survey on internal communications further consideration was being given to the scope and timing of when this would be conducted. It was the aim to establish a core set of questions that could be used again over time, so that year on year comparisons could be made. This would be supplemented with specific questions relating to matters that were

high priority at the time of each survey. The Committee welcomed this approach and would receive an update on actions taken at its next meeting.

[Action: LC, DOH]

CDM195 STRATEGIC RISK REGISTER (CDM183)

The Committee noted the Strategic Risk Register. This had been considered at the Board meeting on 4 February 2019 and no changes had been made to it since. It was noted that there were still a number of uncertainties surrounding Brexit and the impact this would have on the College. Also, at the next meeting of the Board, there would be a discussion about developing a risk appetite statement. Both of these factors might impact on the Strategic Risk Register.

The Committee had no further comment or any amendments to propose to the Strategic Risk Register.

CDM196 GRADUATION DATES

The Principal informed the Committee that, at the meeting of the Senior Management Team earlier in the day, agreement had been reached to change the dates of the Graduation ceremonies from October/November to September. Feedback obtained from students indicated that they would prefer earlier graduation dates before they moved on and while they still had a strong connection to the College. The Board would be informed of the revised dates in due course.

[Action: DOH]

CDM197 NEXT MEETING

Tuesday 7 May 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]

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Corporate Development Committee: Meeting of 19 February 2019

Actions from the Minutes

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
19 Feb 2019	CDM192 184	Schedule of Business 2018/19 – updated schedule to be brought to next meeting	L Connolly		May meeting
	CDM193	Economic Data Update – Board to be made aware of key points emerging	J Hannigan L Connolly	Report circulated to Board at its meeting on 25 March	Complete
	CDM194	Internal Audit Report: Internal Communications – update on action taken to be provided to next meeting	L Connolly D O’Hara		May meeting
	CDM196	Graduation Dates – Board to be informed of revised dates	D O’Hara	Board informed at meeting on 25 March	Complete
	CDM198 150.2	International Strategy – action plan to be developed and brought to next meeting	S Rae		May meeting
	CDM199 189, 188	Alternative Income Update – Committee to be kept informed of developments in discussions with CITB	L Connolly S Rae		Future meeting
		Actions from previous minutes			
23 Oct 2018	CDM187 138	Customer Relationship Management System – progress report to be provided to May meeting	S Rae		May meeting

TITLE: MODERN SLAVERY STATEMENT

Background: The Modern Slavery Act 2015 requires the College to produce a statement setting out the steps that it has taken to ensure that there is no modern slavery in the organisation nor its supply chains. The statement at Appendix A is made pursuant to the Modern Slavery Act 2015 and constitutes the College slavery and human trafficking statement for the financial year ending 31 July 2019.

The Board of Management considered and approved the statement at its February meeting. In considering the statement produced for the financial year ending 31 July 2019 the Board was aware that it covered a range of College activities and was consistent with policies already in place, e.g. the Sustainability and Social Responsibility Statement and Equal Opportunities Procedure.

While the College could not provide absolute assurance on this matter it did make clear what it expected from its suppliers and others that it did business with. The statement will be reviewed annually and any amendments made at that time to take account of wider contextual issues identified during the year. For the year ending 31 July 2019 the Board of Management has asked that Committees consider the statement in relation to the areas that fall within their remit.

Action: The Committee is requested to review and consider the content of the statement in relation to its remit.

Lead: Liz Connolly, Principal

Status: Open

MODERN SLAVERY STATEMENT

The Modern Slavery Act 2015 requires the College to produce a statement setting out the steps they have taken to ensure that there is no modern slavery in their own organisation and in their supply chains.

This statement is made pursuant to section 54(1) of the Modern Slavery Act 2015 and constitutes our slavery and human trafficking statement for the financial year ending 31 July 2019. This statement was approved by the College Board of Management on 4 February 2019. We will review this statement annually.

OUR COMMITMENT

West College Scotland (WCS) adopts a zero-tolerance approach to slavery and human trafficking and is committed to protecting human rights. We will act ethically and responsibly in all of our relationships by working with suppliers that share and adhere to this commitment. We will also put in place reasonable measures to ensure that slavery and human trafficking does not occur within our own organisation or our supply chains.

OUR POLICIES ON SLAVERY & HUMAN TRAFFICKING

We operate a number of policies which support our commitment to human rights and which set out ways that we will minimise the risk of slavery and human trafficking. These policies include our Sustainability and Social Responsibility Statement and Equal Opportunities Procedure.

OUR SUPPLY CHAINS

We are committed to ensuring that there is no modern slavery or human trafficking in our supply chains or in any part of our business. Our procedures reflect our commitment to acting ethically and with integrity in all our business relationships and to implementing and enforcing effective controls to ensure slavery and human trafficking is not taking place anywhere in our supply chains.

We purchase a wide range of goods and services from suppliers including:

- ICT equipment and services
- Professional services
- Estates and facilities management goods and services
- Food and catering supplies
- Books and printing
- Teaching supplies
- Furniture and stationery
- Waste and recycling services

Procuring goods and services from suppliers linked to supply chains across the world presents risks of slavery and human trafficking. We have put in place the following measures to mitigate this risk:

Advanced Procurement for Universities and Colleges (APUC)

The College utilises the services of APUC to procure goods and services and of which WCS is a member. APUC requires all suppliers to sign a Supply Chain Code of Conduct confirming that it does not use forced, involuntary or underage labour, provides suitable working conditions and treats employees fairly. APUC is a Founder Member of Electronics Watch, an independent monitoring organisation working to achieve respect for labour rights in the global electronics industry through socially responsible public purchasing in Europe.

WCS Procurement Team currently utilises and is committed to the APUC Supply Chain Code of Code to underpin all tendering activity and supplier adoption.

Regulated Procurements

Every regulated procurement process conducted by the college requires tenderers to disclose whether the bidder or any member of their organisation with decision-making powers has been convicted in the last five years of any offence under Part 1 of the Human Trafficking and Exploitation (Scotland) Act 2015, or under any provision referred to in the Schedule to that Act. Tenderers that confirm such a conviction will be excluded from the process unless they can successfully demonstrate that they have self-cleansed. The Sustainable Public Procurement Prioritisation tool has been used to review high-risk categories including estates, food and catering, information and communication technology, laboratories and travel.

Modern Slavery Statement

For procurement that does not take place through the APUC or other purchasing organisation frameworks (exceeding £50,000 for goods and services and £2,000,000 for works), this statement is included with all tender documents and potential suppliers are required to complete and sign our modern slavery certificate. This certificate requires tendering suppliers to set out the measures that they take to ensure that slavery and human trafficking does not take place in their own organisation or supply chains

OUR PEOPLE

We have put in place the following measures to mitigate the risk of slavery or human trafficking taking place directly within our organisation:

Recruitment Practices

We carry out rigorous right to work checks for all new members of staff. When it is necessary to engage agency workers, we encourage all staff to use recruitment agencies who have met our rigorous procurement procedures.

Pay

We comply with all pay related legislation and the College is a Living Wage Employer.

Working Conditions

Our Health and Safety Team oversee the College's compliance with health and safety legislation across our campuses. We are committed to fair working practices and publish a range of policies and procedures setting out our approach to health and safety, well-being at work and family friendly rights.

Whistleblowing

All employees are encouraged to raise concerns about possible wrongdoing or malpractice within the College and will be protected from any reprisals should they choose to make such a disclosure. This commitment is set out in the College's Public Interest Disclosure Policy.

ADDITIONAL INFORMATION

Training

The College requires all procurement and HR managers to complete training on modern slavery as a module. This training will include Colleges purchasing practices, how to assess / identify the risk of slavery and human trafficking, what external assistance is available and what steps to take if manager suspects human trafficking and slavery to be taking place.

Awareness-raising Programme

As well as training relevant staff, the College has raised awareness of modern slavery issues by advertising the issues it raises on the staff and student intranet sites.

Breaches

Any alleged violations of human rights by our employees will be fully investigated and disciplinary action, up to and including dismissal, will be taken where appropriate. We will take action to address any human rights breaches identified in our supply chain, which may include terminating a supplier's contract where serious violations are discovered.

Our Effectiveness in Combatting Slavery and Human Trafficking

We will regularly review the effectiveness of the measures set out in this statement in combatting slavery and human trafficking.

This statement was approved on 4 February 2019 by the College's Board of Management who review and update it annually.

A handwritten signature in black ink, appearing to read 'Liz Connolly', with a large, stylized flourish at the end.

Liz Connolly
Principal and Chief Executive

TITLE: RISK

Background: The strategic risk register was considered by the Board at its meeting on 25 March 2019. No changes were made to the risk register at this meeting. The risk register is attached for consideration.

The Committee is asked to consider the risks identified and the mitigating actions being taken and if there are any further additions or amendments to be made to it.

Action: The Committee is asked to review the current strategic risk register in light of the matters discussed at the meeting and to propose any amendments and/or additions, or any re-phrasing, to be made to this register.

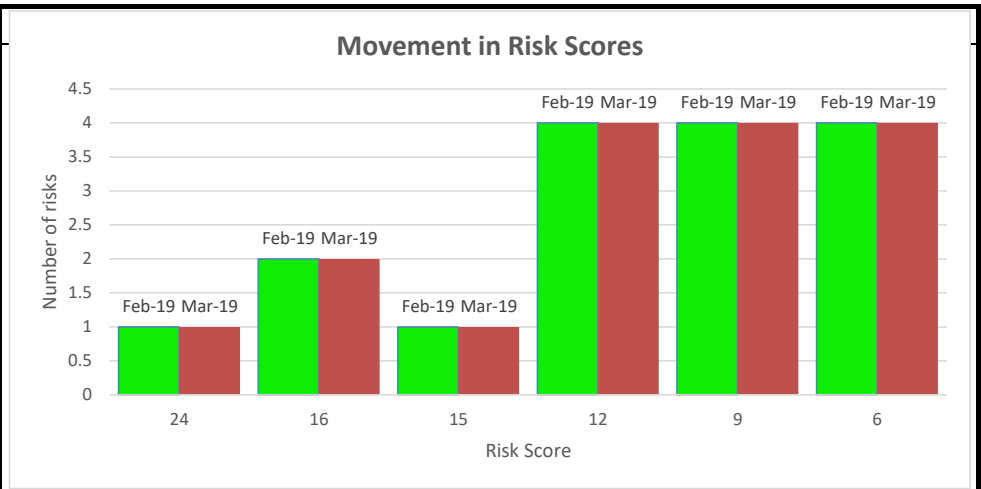
Lead: Liz Connolly, Principal

Status: Open

Strategic Risk Register Dashboard Report

Risk register reference date: Mar-19
 Board / Committee review date: Mar-19

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 since the previous review in December 2018.

WEST COLLEGE SCOTLAND STRATEGIC RISK REGISTER 2018-19

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
1	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. The detail of 2019-20 SFC indicative funding were expected on 22 February 2019 but have been delayed and SFC as yet to announced revised publication date. When received the College can review its financial position at that point. 2) 2018-19 budget approved in conjunction with 5 year future financial scenario planning and detailed assumptions. 3) Transition Plan submitted to SFC in order 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, CDN 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 for Greenock updated and submitted to the SFC in December 2018 following Board of Management approval. SFC have confirmed receipt and willingness to work with College to take forward OBC. Implications of recently published Inverclyde local development plan now being considered and College is engaging with 5) Outline Business Case for Paisley submitted to the SFC and feedback received from the SFC. Discussion with partner organisations remains ongoing in relation to the collaborative aspects of the proposals, and an updated OBC for Paisley will require to be submitted to SFC. 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

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
3	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 Paisley submitted to the SFC. Response received from SFC in regard to Paisley OBC and the College is currently engaging with partners in relation to the collaborative aspects of any proposals. 4) Outline Business Case for Greenock updated and submitted to the SFC in December 2018 following Board of Management approval. SFC have confirmed receipt and willingness to work with College to take forward OBC Implications of recently published Inverclyde local development plan now being considered and College is engaging with partners in relation to this. 5) 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. 6) 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. 7) 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 in relation to ROA monitoring" for current and future years. 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. 7) The Board of Management considered the updated College ROA during the meeting in January 2019, and considered the outcomes that will be delivered at that time. The ROA will be further considered once the 2019-20 SFC indicative funding is provided, with a final version agreed with SFC prior to summer 2019 based on final SFC funding figures.	4	3	12	VP Educational Leadership

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
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. National Bargaining funding distribution for 2019-20 amended in year and agreed with Colleges Scotland and the Scottish Funding Council. 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 in and 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. 8) College has achieved cyber essentials plus accreditation.	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. 5) College on track to meet financial objectives outlined in the plan during 2018-19. However future years remain challenging and the plan will require to be further reviewed/updated. SFC indicative funding figures were expected to be provided on 22 February 2019 for the 2019-20 financial year. However these have been delayed with no revised publication date.	3	4	12	Principal

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
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. 8) Board of Management Estates Committee consider progress in implementing the Estate Strategy on an ongoing basis, with an annual review undertaken to demonstrate progress achieved.	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 6) Board of Management considered the College Workforce Development Plan and approach at the December 2018 meeting. The Board were content with approach being taken. Noted that a follow up report was to be provided to Audit Committee in order to close off the internal audit recommendations.	3	3	9	Principal

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
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 updates provided to the 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) College has achieved Cyber Essentials Plus accreditation..	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. Internal audit recommendations are subject to final report from OD&HR Committee to the Audit Committee to allow the closure of the issues raised.	3	2	6	VP Educational Leadership VP Operations

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
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. 5) Data Protection concepts and principles 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. The Board of Management Estates Committee also consider progress made in implementing the CMP on an ongoing basis, with a formal annual review undertaken. 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 for our students and our willingness to strive for and set the highest standards across all areas of our work.
10. We are committed to taking a leadership role in the West Region and together with our partners and stakeholders, tackle the significant social and economic deprivation, which still characterise many of our communities.
11. We will deliver a sustainable, effective and efficient service to our communities, through the implementation of sound governance, leadership, planning and management.

Probability	Score	Impact	Score
Almost Certain	6	Catastrophic	4
Very Likely	5	Critical	3
Likely	4	Marginal	2
Possible	3	Negligible	1
Very Unlikely	2		
Remote Chance	1		

Risks - Probability x Impact Score Grid

Almost Certain 6	6	12	18	24
Very Likely 5	5	10	15	20
Likely 4	4	8	12	16
Possible 3	3	6	9	12
Very Unlikely 2	2	4	6	8
Remote Chance 1	1	2	3	4
	Negligible 1	Marginal 2	Critical 3	Catastrophic 4

TITLE: PROPOSED COMMITTEE DATES OF MEETINGS IN 2019/20

Background: Consideration has been given to the meeting dates for next session, 2019/20. It is proposed that the Committee follow a similar pattern to this year and meet 3 times during the session, with meetings being held on Tuesdays at the Paisley campus starting at 4.00 p.m. The suggested dates for next year are

- Tuesday 22 October 2019
- Tuesday 18 February 2020
- Tuesday 5 May 2020

The proposed schedule for Board and Committee meeting dates in 2019/20 is attached for information.

Action: The Committee is asked to consider and agree the proposed meeting dates for next session.

Lead: Gwen McArthur, Secretary to the Committee

Status: Open

Dates of Meetings in 2019/20

Committee	Aug	September	October	November	December	January	February	March	April	May	June
BOARD Mondays at 4.00 p.m.			7 G		9 P		3 P	23 C			15 P
Audit Thursdays at 4.00 p.m.		5			12			12		21	
Joint Audit & Finance				19 4.00 p.m.							
Finance and GP Tuesdays at 4.00 p.m.		3(?) 24		19 2.00 p.m.				10			2
Corporate Development Tuesdays at 4.00 p.m.			22				18			5	
Estates Tuesdays at 4.00 p.m.		10			10			3		26	
OD&HR Wednesdays at 4.00 p.m.		18		6			12			13	
LTD Wednesdays at 4.00 p.m.				13 C			26 P			20 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/1.05.19/v6