

**WEST COLLEGE SCOTLAND
BOARD OF MANAGEMENT**

**MONDAY 4 FEBRUARY 2019 at 3.30 p.m. in
Room 1, Abercorn Centre, Paisley Campus
(Please note the earlier start time)**

AGENDA

- | | | |
|---|---------|----|
| 1. Regional Outcome Agreement 2018-2020 | Paper 1 | SG |
| The updated Regional Outcome Agreement will be brought to the meeting for consideration | | |

General Business

- | | | |
|--|----------|----|
| 2. Welcome | | |
| 3. Apologies | | |
| 4. Declaration of Interests | | |
| 5. Minutes of the meeting held on 10 December 2018 | Enclosed | KM |
| .1 Actions from the minutes | Enclosed | KM |
| 6. Matters Arising from the minutes
(and not otherwise on the agenda) | | |

Main Items for Discussion and/or Approval

- | | | |
|---|-------------|----|
| 7. Chief Executive's Report | Paper 7 | LC |
| .1 College Business Transformation Plan: Update | Oral report | LC |
| .2 Corporate Strategy | Paper 7.2 | LC |
| .3 National Bargaining: Update | | |
| .4 Brexit Update | | |
| 8. Strategic Risk Register Review | Paper 8 | DA |
| 9. Students Association Report | Paper 9 | NP |
| 10. Chair's Report | Paper 10 | KM |
| 11. Board Development Action Plan: Update | Paper 11 | GM |

Committee Reports

- | | | |
|---|----------|----|
| 12. Estates Committee
Minutes of meeting of 11 December 2018 | Paper 12 | NA |
| 13. Audit Committee
Minutes of meeting of 13 December 2018 | Paper 13 | JM |

Items for Information

- | | | |
|---|----------|----|
| 14. Board of Management: Committee Membership, Dates of Meetings and Schedule of Business 2018/19 | Paper 14 | GM |
| 15. Report on Delegated Action taken since last meeting | Paper 15 | KM |
| 16. Any other business | | |
| 17. Next meeting: Monday 25 March 2019 starting at 3.30 p.m. at the Paisley Campus. Please note the proposed earlier start time. | | |

Gwen McArthur
Secretary to the Board

BOARD OF MANAGEMENT

Minutes: 10 December 2018

Present: Keith McKellar (Chair)
Liz Connolly, Jim Hannigan, Jacqueline Henry, Andrew Hetherington, Jenifer Johnston, Lyndsay Lauder, John Leburn, John McMillan, Mac Murray, Mark Newlands, Nicole Percival, Danny Walls, David Watson.

Attending: David Mark (Co-opted Member of ODHR Committee), Stephanie Graham (Vice Principal Educational Leadership), David Alexander (Vice Principal Operations), Alan Ritchie (Director of Finance and Estates), David Gunn (Director, Organisational Development and HR), Joe Rafferty (Head of Organisational Development and HR - for item BM495 only); Gwen McArthur (Secretary to the Board).

Apologies: Nick Allan, Mike Haggerty, Linda Johnston, Angela Wilson.

BM494 WELCOME

On behalf of the Board the Chair welcomed David Mark (Co-opted member of Organisational Development and HR Committee), 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.

BM495 WORKFORCE PLAN 2019-2024 (BM488.4)

The Director, Organisational Development and HR, presented the draft Workforce Plan 2019-2024 to the Board. It was noted that the Workforce Plan had been developed in line with the guidance issued by Audit Scotland, 'Scotland's public sector workforce – Good practice guide', following an Internal Audit report in April 2017. The Internal Audit Report had identified best practice in the workforce planning arrangements. It had also noted a number of areas where existing arrangements could be improved to fully align with best practice. The aim of the Plan was to 'future proof' the College in terms of its staffing. The skills and expertise of the current staff and an analysis of future skills required was being undertaken as part of the workforce planning process. A gap analysis would then help identify what actions the College needed to take in order to ensure it had the skills and expertise it required in the future. An action plan had been prepared to show how the Workforce Plan would be implemented.

The Board welcomed this Plan and the following points arose in discussion:

- The rate of change in skills requirement was rapid and unlikely to slow down in the future, which had implications for upskilling or re-skilling of the

College's own workforce as well as providing opportunities to other learners.

- Staff costs accounted for approximately 74% of the College's total expenditure, so it was critical to the future success of the College to get this right.
- It was recognised that staff communications on workforce planning would need to ensure that there was an understanding that the College was adopting best practice to future proof the College.
- Changes in Regional demographics and the Scottish Government priorities would continue to influence the Plan, as would a range of factors.
- The People Strategy would be updated in 2019 and would take account of the Workforce Plan and its associated implementation and action plan.

The Board welcomed the Workforce Plan 2019-2024 which would be implemented through the Senior Management Team (SMT). The Organisational Development and HR Committee would continue to consider and monitor the development of the People Strategy, taking into account the implementation and action plan associated with the Workforce Plan and progress made, and would report to the Board as appropriate. The Board **approved** the Workforce Plan 2019-2024. **[Action: DG]**

BM496 BOARD AGENDA AND STRUCTURE OF MEETINGS

The Chair raised the matter of the structure of the Board agendas and meetings. The Board **agreed** that it wished to continue to take strategic issues as a main item early on in its meetings so that time could be devoted to an in-depth discussion of these matters. The Committees were invited to suggest possible future items which would be considered. It was noted that the Learning, Teaching and Quality Committee had discussed this matter at its last meeting and indicated it would like to bring forward a matter for discussion at a future meeting. The Chair, Principal and Secretary would consider this matter further and bring forward proposals for items to be discussed at future meetings. **[Action: KM; LC; GMcA]**

BM497 DECLARATION OF INTERESTS

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

BM498 MINUTES

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

BM499 ACTIONS FROM THE MINUTES

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

.1 Cyber Essential Plus Accreditation (BM488.3; 414) – the Board was pleased to note that the College had achieved Cyber Essential Plus accreditation. This was a significant achievement and was in line with the Scottish Government directive to all public sector bodies. The Board congratulated all involved in achieving this accreditation.

BM500 GREENOCK OUTLINE BUSINESS CASE (BM483)

At its last meeting the Board had approved the revised Options Appraisal and Outline Business Case (OBC) for the development of the Greenock Campus at the East India Docks site and had agreed that, once confirmation was received from Inverclyde Council that they would support this development through amendments to the Local Development Plan for Greenock, the revised OBC be submitted to the SFC. Since then it was noted that the relevant committee of Inverclyde Council had rejected all of the proposals submitted by the College in response to the consultation on the Local Development Plan for Greenock and had decided not to change its Plan. This meant that no changes could be made to the Local Development Plan without going through the Reporter system.

The Board was disappointed with this outcome and surprised by it as the College had been led to believe that the Council was working with the College to deliver these plans. It was extremely disappointing that one of the College's main Regional strategic partners had not supported the College proposals, especially after giving positive feedback at an earlier stage. In discussion it was noted that the SFC did not require OBC estates development plans to have planning approval from the Local Authority before being submitted to them for consideration as planning approval could be sought at a later stage in the process. It was also noted that the College could submit an appeal to the Reporter.

The Board's Estates Committee would meet the following day where this matter would be discussed in more depth. The Board **agreed** that the Estates Committee be delegated responsibility to decide how best to proceed with this matter and to take action as appropriate. **[Action: Estates Committee]**

BM501 CHIEF EXECUTIVE'S REPORT (BM485, 482)

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

- i. Business Transformation Plan** – at its last meeting the Board had approved the Business Transformation Plan, 'Future Proofing our College'. Since then the Plan had been submitted to and discussed with the SFC. The SFC had indicated that they needed further information, particularly in relation to the distance learning provision. The College was aiming to provide a more flexible and blended approach to learning in the future, and a Short Life Working Group, comprising both College and SFC staff, had been established to consider this

matter further and the best way to take this forward. The SFC had also asked for more information on the projects contained in the Plan. A further meeting with the SFC would be held the following day to discuss the issues raised by them in relation to the Plan and how best to take these forward. The Board would be kept informed of progress in these discussions with the SFC.

It was noted that the Enterprise and Skills Strategic Board had recently published its Strategic Plan and it was proposed that the Business Transformation Plan, when next revised, should ensure that it tied in with this Strategic Plan. **[Action: LC]**

It was also noted that further savings would be achieved under the Voluntary Severance (VS) scheme.

- ii. National Bargaining** – the Board noted a letter that had been jointly signed by the Chairs and Principals of four colleges in Scotland, including West College Scotland, and had been sent to the Chair of the Employers Association. This letter raised some concerns around the governance of the recent negotiations process and the communications surrounding this. A meeting between the Chairs and Principals of the four colleges and the Chair of the Employers Association was arranged for later in the week. The Board would be informed of the outcome of this meeting. **[Action: KM; LC]**

It was also noted that the EIS would be conducting a ballot of its members before Christmas in relation to a claimed for pay uplift. The outcome of this ballot might lead to members of the EIS taking industrial action.

- iii. Key Performance Indicators (KPI's)** – the Board noted the key performance indicators (KPI's) that had been updated since the last meeting.

- iv. Brexit** – the Board noted a report on the potential impact of Brexit on the further and higher education sectors in Scotland which had been prepared by a group established by the Scottish Government and the SFC. The Board was pleased to note that Sara Rae, Director of Business, Enterprise and Innovation at the College was a member of this group.

A further paper on the likely impact of Brexit in relation to European Structural Funds and the college sector had been tabled at the meeting for information. The Board welcomed this information and also the briefing paper that had been produced by Drew McGowan, Policy Officer, on the potential impact of Brexit on the College. This latter briefing paper was well presented and the Chair had forwarded this on to Colleges Scotland for information.

The Chair informed the Board that, as indicated at the last meeting, he was keen to establish a small group to look at the potential impact of Brexit on the College. The Board supported this idea and suggested that this small group should look at a wider remit than Brexit and consider what kind of College there should be in the future and align this with the potential impact of Brexit. The small group should be able to identify the issues that the College needed to address. **[Action: KM]**

- v. **Corporate Strategy** – it was noted that the draft Corporate Strategy had been placed on the College staff intranet and had been discussed at a series of recent meetings with all staff across the College. Members of staff were encouraged to provide their views and comments on this by the end of December, following which it would be finalised.
- vi. **Evaluative Report and Enhancement Plan** – the Board noted the final edition of the Evaluative Report and Enhancement Plan which had been submitted to the SFC.
- vii. **Annual Review** – the Board noted the Annual Review 2018.

BM502 FINANCIAL STATEMENTS 2017-18

The Board received the following information: the Internal Auditors Annual Report 2017-18; the Audit Committee Annual Report 2017-18; the External Auditors Report and Letter of Representation 2017-18; and the Financial Statements for the College for the period ending 31 July 2018.

.1 Internal Auditors Annual Report 2017-18

The Board noted the Annual Report from the Internal Auditors, Scott-Moncrieff, for the year ended 31 July 2018. The Internal Auditors had confirmed that *'sufficient and appropriate audit procedures have been conducted and evidence gathered to support the basis and accuracy of the conclusions reached and contained'* in their report. The Board was pleased to note the Internal Auditors opinion:

"In our opinion West College Scotland has a framework of controls in place that provides reasonable assurance regarding the organisation's governance framework, internal controls, effective and efficient achievement of objectives and the management of key risks".

The Board **approved** the Internal Auditors Annual Report 2017-18.

.2 Audit Committee Annual Report 2017-18

The Board noted and **approved** the Annual Report from the Audit Committee for the year ended 31 July 2018.

.3 External Auditors Report and Letter of Representation 2017-18

The Board noted the Report and Letter of Representation from the External Auditors, Mazars, for the year ended 31 July 2018. It was pleased to note that the External Auditors had been satisfied with the outcomes of the external audit and would be issuing an unqualified audit report for the College. Additionally, the Board was pleased to note that the External Auditors had no management recommendations arising from the 2017-18 audit. The Auditors confirmed that they were satisfied with the information contained in the Financial Statements, which complied with the reporting requirements, and had confirmed the College's ability to continue as a going concern.

The Auditors had, however, raised some wider operating environment issues in their report which were of concern for the sector. These related to the financial challenges facing the sector, particularly in relation to financial planning and future sustainability, and the need for significant investment in estates and IT infrastructure. The College had already considered these matters in some detail and they were included in the Strategic Risk Register.

The Board was pleased to note that the External Auditors had confirmed that they were impressed by the quality of information coming forward from the College and the assistance they had received from the College Finance Team.

On the recommendation of the Joint Meeting of the Audit and Finance & General Purposes Committees, the Board

RESOLVED that the External Auditors Annual Report for the year ended 31 July 2018 be approved and the Chair and the Principal be authorised to sign the Letter of Representation on behalf of the Board. **[Action: KM; LC]**

.4 Financial Statements for the Year Ended 31 July 2018

The Board received the Financial Statements for the College for the year to 31 July 2018. The Financial Statements had been prepared in accordance with the relevant reporting requirements. It was noted that, while the Financial Statements showed a significant accounting deficit, the underlying operating position of the College showed a small operating surplus of £19k which was essentially a break-even position. The Finance and General Purposes Committee had been of the view that the College's financial performance was measured in a number of different ways which might not be clear to those outside the sector. It was noted that an additional statement had been added to the section 'Highlights of the Year' in order to aid the understanding of those not familiar with the reporting requirements.

It was noted that the Joint Meeting of the Audit and Finance and General Purposes Committee had considered these Financial Statements in detail at its meeting and had recommended approval to the Board. The Joint Meeting had also considered and approved reports from Scott Moncrieff, who had been the external auditors for the following: SFC Credit Activity 2017-18 and Student Support Funds 2017-18. The Audit Reports and Certificates had been issued to the SFC. The Board was pleased to note that there had been no recommendations arising from any of these reports.

In light of the above information the Board

RESOLVED that the Financial Statements for the year ended 31 July 2018 be approved and the Chair and Principal be authorised to sign these on behalf of the Board. **[Action: KM; LC]**

On behalf of the Board the Chair thanked the Vice Principal Operations, the Director of Finance and Estates and the Finance Team for all their hard work in achieving such a good outcome.

BM503 STRATEGIC RISK REGISTER (BM484)

The Board considered the Strategic Risk Register. It was noted that the Senior Management Team (SMT) had updated the Risk Register and most of the Board Committees had reviewed it. However, the Estates and Audit Committees had still to review it due to the timing of meetings within the current cycle. The Audit Committee would be considering the risk appetite with a view to developing this. The College was keen to continue to be innovative in how it managed risks but also had to ensure that it was compliant with the legislation and other requirements. The Board **agreed** that, subject to any further input from the Estates and Audit Committees, the Strategic Risk Register be approved.

BM504 STUDENTS ASSOCIATION REPORT (BM486)

Nicole Percival, Vice President of the Students Association, updated the Board on the activities of the Students Association, and particularly the following:

- The first session of class representative training had been completed and the next training sessions were schedule for January/February.
- The first round of Student Representative Council meetings had taken place and the feedback obtained from these meetings would be taken forward as appropriate with a report back to students on the actions taken.
- The Students Association were working closely with the Student Advisory team particularly with regards to support for students who were Care Experienced and Carers. James Morrison, Vice President of the Students Association, was the Care Experienced Ambassador for the College and Nicole Percival, Vice President, was the Carers Ambassador for the College and both had attended a number of events representing the College.
- Work on the Respect campaign had begun with the aim being to launch this by March.
- The 'Healthy body, healthy mind' was an on-going campaign and the Board noted an update on progress to date.
- It was noted that, following a number of incidents, the student common areas at Paisley had been closed. The Students Association were working closely with the Estates team on how best to move this forward.

The Board welcomed this report and was pleased to note the progress made on a range of matters.

BM505 CHAIR'S REPORT (BM487)

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

- i. **Enterprise and Skills Strategic Board** – had issued its strategic plan which had been circulated to all Board members for information.
- ii. **Strategic Session for Board** - the Chair was aiming to hold a strategic session for the Board, possibly in February. This would be a half-day session and, amongst other things, might review the current Committee structure.
- iii. **Colleges Scotland** – the Chair was intending to invite representatives of the Communications and Public Affairs section of Colleges Scotland to a Board meeting to inform the Board of their role and future plans.
- iv. **Board Diversity** – the Chair reminded members that the survey on Board diversity issued by the Commissioner for Ethical Standards on Public Life in Scotland was still open and encouraged members to complete this survey.

BM506 COMMITTEE REPORTS

The Board noted the following reports:

.1 Corporate Development Committee

The Board noted the minutes of the meeting of the Corporate Development Committee held on 23 October 2018, and particularly the following:

- i. **Alternative Income (CDM189)** – the Board was pleased to note that the College had exceeded its target for alternative income in 2017-18. It was acknowledged that this had taken a significant amount of effort to achieve such a good outcome and the College had been particularly successful in securing funding through the Flexible Workforce Development Fund. A new target had been set for 2018-19 and the Committee would support the College in its efforts to achieve this.
- ii. **Customer Relationship Management System (CDM187)** – it was noted that the College was investigating the possible investment in a Customer Relationship Management (CRM) system. It was the aim that any new system purchased would be able to communicate with other appropriate systems already in place in the College and would help the staff better manage the range of external contacts/relationships. All options were currently being explored.
- iii. **Ethical Approach to Business/Sustainability and CSR (CDM181)** – the Board noted that a revised statement on the College's approach to Sustainability and Corporate Social Responsibility had been approved by the Committee and was now on the College website.

.2 Learning, Teaching and Quality Committee

The Board noted the draft minutes of the meeting of the Learning, Teaching and Quality Committee held on 24 October 2018 and particularly the following:

- i. **Student Enrolment (LM288)** – the Board was pleased to note that the College was on track to achieve this year's credit target. However, recruitment at the Greenock campuses continued to cause some concern as the full-time student numbers continued to reduce, but this was partially

off-set by an increase in the number of part-time students. Staff were currently investigating the reasons behind this and what actions could be taken to address any issues raised.

- ii. **Students' Association Activity (LM287)** – the Committee continued to be impressed by the range of activities that the Students Association was undertaking and the successes they were achieving.
- iii. **Standalone Key Stakeholder Group Scotland (LM286.3)** – it was noted that the College was the only College in Scotland that was a member of this Group which had been set up to develop and take forward, with Stand Alone, a national strategy for change for estranged higher education students in Scotland.
- iv. **Student Survey 2017-18 (LM292)** – the Board noted the report on the feedback obtained from the Student Survey 2017-18. This showed that the feedback was broadly in line with the previous year's findings, and the positive leaver destinations for West College Scotland students had improved over the previous year.

.3 Organisational Development and HR Committee

The Board noted the minutes of the meeting of the Organisational Development and HR Committee held on 7 November 2018 and particularly the following:

- i. **Security and Fire Prevention (OM224)** – at its last meeting the Board had asked the Committee to consider the security and fire prevention systems in place. The Committee had received a report on this matter and confirmed that it was satisfied with the arrangements currently in place.
- ii. **Annual Effectiveness Review of the Board of Management (OM228)** – the Committee was considering the approach to be taken to the next external review of the Board's performance. Further information on any guidance relating to conducting such reviews was being sought from the SFC and the College Development Network (CDN).

.4 Finance and General Purposes Committee

The Board noted the minutes of the meeting of the Finance and General Purposes Committee held on 20 November 2018, and particularly the following:

- i. [REDACTED]
- ii. **Management Accounts to 31 October 2018 (FPM229)** – the Board noted the Management Accounts for the first quarter to 31 October 2018. It was noted that the College was making good progress to achieving its savings target. However, this could be impacted if an agreement with the EIS was reached during the course of the year as this would have cost

implications for the College thereby increasing the savings target to be achieved.

.5 Joint Meeting of Audit and Finance and General Purposes Committee

The Board noted the minutes of the Joint meeting of the Audit and Finance and General Purposes Committees held on 20 November 2018.

- i. Fraud Report (AFM13)** – the Committee meeting had been informed of a fraud investigation currently underway within the College. An update on progress with this investigation was provided to the Board.

BM507 BOARD: COMMITTEE MEMBERSHIP, SCHEDULE OF BUSINESS AND DATES OF MEETINGS 2018/19 (BM489)

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

BM508 REPORT ON DELEGATED ACTION TAKEN SINCE LAST MEETING

None

BM509 GRADUATIONS

The Board members wished to congratulate all staff who had been involved in the organisation of the recent Graduation ceremonies. These had been excellent events and enjoyed by all who had attended them.

BM510 NEAT LIVING

The Board members and members of SMT had been invited by Neat Living to visit their facility and hear about this enterprise. This visit would take place on the afternoon of 22 January 2019 and further information would be emailed to Board members following the meeting.

BM511 NEXT MEETING

Monday 4 February 2019 at 4.00 p.m. at the Paisley Campus.

GMcA/14.12.18/Final

Board of Management: Meeting of 10 December 2018

Actions from the Minutes

Date of meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
10 Dec 2018	BM495 488.4	Workforce Plan 2019-2024 – implementation plan and action plan to be taken into account in development of People Strategy and monitored by ODHR Committee which will provide progress reports to the Board.	D Gunn		Future meeting
	BM496	Board agenda and Structure of meetings – consideration to be given to strategic issues to be brought to future meetings.	K McKellar L Connolly G McArthur		February meeting
	BM500 483	Greenock Outline Business Case – Estates Committee delegated responsibility to decide how best to proceed and to take action as appropriate	Estates Committee	Estates Committee agreed the action to be taken at its meeting on 11 December 2018 – this will be reported to the next Board meeting	February meeting
	BM501(i)	Business Transformation Plan – this Plan should tie in with the Strategic Plan produced by the Enterprise and Skills Strategic Board	L Connolly		February meeting
	BM501(ii)	National Bargaining – outcome of the meeting between the Chairs and Principals of 4 Colleges and the Chair of the Employers Association to be reported to Board	K McKellar L Connolly		February meeting
	BM501(iv) 487	Brexit – small group to be established to consider what kind of College there should be in the future and align this with the potential impact of Brexit	K McKellar		February meeting
	BM502	Financial Statements 2017/18 – i) External Auditors Annual Report – Letter of Representation to be signed by Chair and Principal;	K McKellar L Connolly	Both documents signed by Chair and Principal and submitted to SFC	Complete

		ii) Financial Statements for the year ended 31 July 2018 to be signed by Chair and Principal.			
		Actions from previous minutes			
8 Oct 2018	BM485 ii 432	Principal's Report: Key Performance Indicators (KPI's) – update report to be brought to next meeting	L Connolly	Report provided to December meeting	Complete
	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
	BM491	Security and Fire Prevention – ODHR to consider this matter further	ODHR Committee	Discussed at ODHR meeting and report provided to Board at its December meeting	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	College achieved Cyber Essential Plus Accreditation – this was reported to Board in December	Complete
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

GMCA/9.01.19

TITLE: Draft Regional Outcome Agreement 2019-20

Background: There will be a presentation and strategic discussion at the beginning of the Board meeting around the draft Regional Outcome Agreement.

This is the final year of our three year 2017-18 to 2019-20 Outcome Agreement. Within the Board papers is the current draft, which has been updated and was submitted to SFC for feedback in December. At this time, feedback on the document has not been received, although it is scheduled to be provided before the end of January. Any feedback received will be included in the Board presentation.

The College sector PIs will also not be available until the end of January and will be therefore also shared in the presentation. These are important in order to benchmark our progress and may have an impact on the final Regional Outcome Agreement text.

The final important aspect with an impact on our Regional Outcome Agreement commitments will be the SFC funding announcement. Indicative funding is expected to be communicated in February, with final allocations in May. The final ROA is to be submitted by 30 April.

Changes and updates to this draft document from last year's ROA will highlighted at the presentation within the Board meeting. There will also be an opportunity to discuss the main ROA priorities and challenges for the College

Action: For discussion at the Strategic session.

Lead: Stephanie Graham, Vice Principal Educational Leadership

Status: Open.

TITLE: CHIEF EXECUTIVE'S REPORT

Action: The Principal has provided a report on a range of matters. This report is mainly for discussion and noting. However, there are two actions identified.

At its October meeting the Board approved a consultative draft of a new Corporate Strategy for dissemination to staff, partners and stakeholders. The document has been updated slightly following this consultation and the Board is asked to approve the current version.

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

The 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. The Board is asked to approve this statement.

Lead: Liz Connolly, Principal and Chief Executive

Status: Open

1 College Business Transformation Plan

- 1.1 As reported at the Board meeting in December, at a meeting with SFC in November to discuss our Business Transformation Plan 'Future Proofing Our College' the Funding Council requested more information in respect of our distance learning provision. It was agreed that a Short life Working Group involving WCS and SFC staff would work on this. An initial meeting was held in December and good progress was made, with SFC gaining a clearer understanding of the nature of our distance and on-line learning provision. A further discussion is provisionally set for January, the outcome of which will be reported at the Board meeting.
- 1.2 To date 24.8 FTE colleagues have left the college [REDACTED]. 10.7 FTE colleagues left in 17/18 [REDACTED], which was funded by WCS. [REDACTED]
- 1.3 We continue to develop our approach to monitoring progress of the projects identified within the plan. Each project is led by a member of the Senior Management Team (SMT) and the SMT meetings have been adjusted to allow significant time for discussion on the plan at one meeting a month.

2 National Bargaining Update

- 2.1 As Board members will be aware on 20th December EIS-FELA notified the sector of dates for a programme of discontinuous strike action. This action is in relation to the 2017/18 pay claim. The notified dates are Wednesday 16th January, Tuesday 5th February, Wednesday 6th March and Thursday 21st March. Strike action went ahead on Wednesday 16th January. At WCS we decided to keep the College open for students but to cancel classes, unless a lecturer specifically told a class to attend. On the day, 408 WCS lecturers were on strike and 42 attended work. Across Scotland 4223 were on strike and 1712 attended work.
- 2.2 The next meeting of the National Joint Negotiating Committee – Side Table (Lecturing) is scheduled for Thursday 24th January. Any updates from the meeting will be reported at the Board meeting.

3 Regional Outcome Agreement

- 3.1 The current version of the draft ROA is attached for information and will be discussed further at the strategic session at the start of the Board meeting. We continue in discussion with the SFC to finalise our ROA for 2019-20 following feedback and confirmation of sector PI's. The final version of the ROA will be presented to the Board for approval later in the year once our funding has been confirmed.

4 Brexit

- 4.1 The College continues to monitor the position re Brexit and determine ant actions we need to take. The sector wide group, established by the Scottish Government and the Scottish Funding Council, which the College is represented on has produced a helpful checklist to assist Colleges to consider the potential implications of Brexit, we are currently using the Checklist to better understand the WCS position.

5 College Corporate Strategy

- 5.1 Further to the Board approving the draft Corporate Plan at its October meeting, the document was shared with staff at sessions held with myself and the Chair and Vice Chair. The document was also posted on the staff intranet with an invitation to staff to submit any comments and suggestions by the end of December.
- 5.2 The draft Corporate Plan was also circulated to stakeholders, again inviting any comments by the end of December.
- 5.3 The College received a small number of positive responses to the consultation which did not require any changes to the document. However, a number of small changes have been made to the document to reflect emphasis from the Enterprise and Skills Strategic Board's strategic plan 'Working Collaboratively for a strategic Scotland'. While Board members are asked to approve the current version of the plan, it is proposed that we delay publishing the plan until after the next Board strategy day, as outlined in the Chairman's report, to allow for any final amendments that may be required.

6 Modern Slavery Statement

- 6.1 The Modern Slavery Act 2015 requires the College to produce a statement setting out the steps we have taken to ensure that there is no modern slavery in our own organisation and in our supply chains.
- 6.2 The 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. The statement is attached and the Board are asked to approve it. Once approved, we will review this statement annually.

7 Developing a Four Nations College Blueprint for a Post-Brexit Economy

- 7.1 Colleges Scotland has been working with counterparts across the UK to develop a blueprint (*Four Nations Blueprint for Technical Education, Skills and Lifelong Learning*), with a view to capitalising on the rich diversity of policy and practice in each of the four nations and helping us better define our future role.

The report, which was launched on Tuesday 22nd January, makes a number of recommendations:

- **A lifetime learning entitlement.** A legal entitlement allowing individuals to access cash to engage with education and training at the right time for them. This would be funded by ringfencing part of the adult education budget.
- **National retraining programme.** A relatively short-term investment to improve productivity, fill significant emerging skills gaps in priority areas, also to be funded through a ringfence of the adult education budget.
- **A better jobs deal.** As recommended by the [Resolution Foundation's Intergenerational Commission](#), an active labour market programme offering practical support for younger workers in low-skilled and insecure employment to train to progress into better jobs.
- **A new social contract.** Based on the principles of the Diamond Review in Wales, guarantee fair funding for full-time and part-

time students in both further and higher education across the Four Nations, with an entitlement to maintenance grants up to the equivalent of the Living Wage.

- **College innovation fund.** Building on the pioneering work in Scotland and Northern Ireland, -provide formula funding for colleges to support SMEs to adopt new technology and business practices to help improve productivity, with skills support for the workforce development needed to secure the business improvements.
- **Making apprenticeships and higher technical standards work seamlessly.** Establish a common framework of transferable standards and qualifications, recognised by employers and customised to the individual needs of the Four Nations, to ensure mobility of labour and help people progress in and into work.

A copy of the document can be accessed below.

<https://collegesscotland.ac.uk/Latest-News/launch-of-four-national-blueprint.html>.

8 Audrey Cumberford MBE

- 8.1 I am delighted to report that the former Principal of the College, Audrey Cumberford was awarded an MBE in the New Year Honours for services to education and the community in the West of Scotland.

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
- The progress made in further developing the College Risk Management framework.

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 College Strategic Risk Register was reviewed at the December Audit Committee meeting with no additions or amendments proposed. Beyond this the risk register remains largely unchanged from the December 2018 Board of Management meeting due to a full cycle of Committee meetings not having taken place since – with only some amendments by the Senior Management Team to reflect updates in relation to risk mitigation – for example, to reflect the fact the College has now achieved Cyber Essentials Plus accreditation.

2.2 The December Audit Committee considered the proposed next steps in the development of the Risk Management Framework. These development proposals followed on from discussion at the Board of Management risk development workshop held earlier in 2018 at which four matters had been highlighted for action:

- Prioritisation of risk management on Board and Committee agendas
The Audit Committee concluded that this action had been taken forward and considered by all Committees and the Board of Management.
- The introduction of a target risk score
The Audit Committee view was that further development and integration of existing risk management processes was required prior to this matter being taken forward.
- Revisions to the Strategic Risk Register following finalisation of the College Corporate Plan
It was noted that the Strategic Risk Register will be reviewed and aligned with the new College Corporate Plan once this is finalised.
- The introduction of a formal risk management appetite statement
The December Audit Committee meeting considered that some further explanation around the activities and the level of acceptable risk that the Committee and Board of Management were willing to accept as part of the risk appetite statement could be clarified during a development session – for example, the Audit Committee would have a low appetite for risk relating to core finances, but might consider some risk if appropriate opportunities arose. Further information around risk and opportunity across a range of College activities might help provide a better understanding of the risk management appetite.

The Audit Committee agreed that it would be helpful if the Board of Management strategic session which was intended to take place in early 2019 to consider finalisation of the College Corporate Plan could also consider the introduction of a formal risk management appetite statement and what this statement might be.

- 2.3 It is intended to present the Board of Management meeting in March 2019 with an updated Risk Register incorporating any SMT periodic review and the considerations of the Board sub-Committees from the next cycle of meetings. An update on the College risk appetite statement will also be provided at this time.

3. Conclusion

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

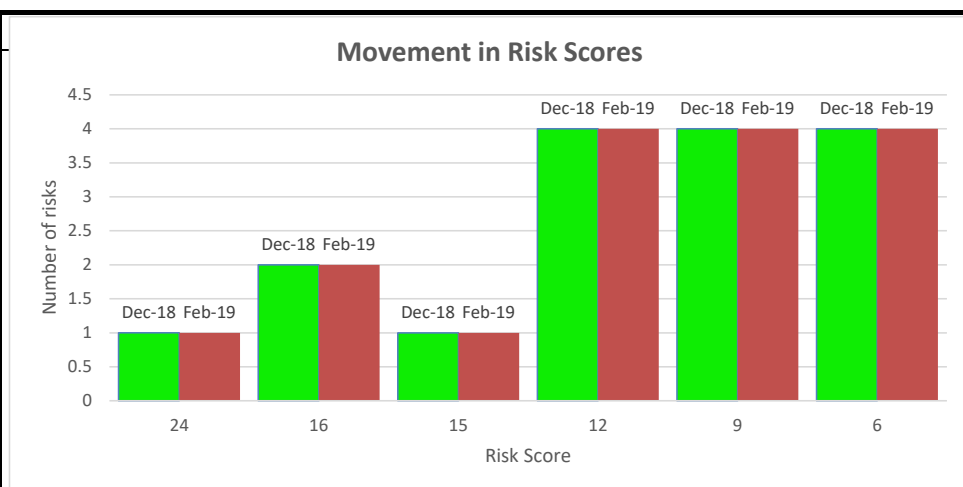
- The risks included in the register;
- The revised risk rating both pre and post mitigation;
- Whether any other risks should be considered for removal;
- Whether any new risks should be considered for inclusion; and
- The progress made in further developing the College Risk Management framework.

Strategic Risk Register Dashboard Report

Risk register reference date:
Board / Committee review date:

Dec-18
Feb-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 funding is currently awaited. 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, 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 for Greenock updated and submitted to the SFC in December 2018 following Board of Management approval. Implications of recently published Inverclyde local development plan now being considered and College is engaging with partners in relation to this. 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. 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.	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. 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.	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.	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.	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: STUDENTS ASSOCIATION REPORT

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

Lead: Nicole Percival, President, Students Association

Status: Open



The Student Association Board Report February 2019

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.

The Student President at the time of writing this report is preparing for a presidents roundtable discussion which was set up by NUS Scotland in partnership with the new Minister for Further Education, Higher Education and Science, Richard Lochhead MSP. This event will also include the presence of the Minister for Mental Health, Clare Haughey MSP, the Cabinet Secretary for Social Security and Older People, Shirley-Anne Somerville MSP and the Minister for Local Government, Housing and Planning, Kevin Stewart MSP. The three main areas of discussion during this roundtable discussion will be:

1. Student mental health.
2. Ensuring equality throughout further and higher education.
3. The costs of being a student in Scotland – housing, healthcare and exploitative work.

The SA have put these three topics out for feedback and comments from our student body and this alongside the feedback we have gathered through the student survey and the recent student rep council meeting will ensure the President will be going with student lead feedback and questions.

The Student Association will be working in partnership the Health and Wellbeing Advisor Kirsty McEwan to run two mental health awareness events on Thursday 7th February. These events will be the See Me: Pass the badge campaign and time to talk campaign, this will be ran across all three campuses and we are hoping this will be very successful.

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.

The Student Association are offering students the opportunity to come and “shadow an officer” for a day. The aim of this is to promote the roles within the SA before the upcoming elections and also to give students a better understand of what we do to represent them.

With regards to the feedback received from the students during our student rep council meetings and also from the student survey, the student association are working closely with the college to try and improve certain areas. Catering seems to be something the students are unhappy about with

regards to prices and quality, this seems to be more in the Greenock and Clydebank campuses. The Waterfront campus students are extremely unhappy about the selection of food being reduced drastically with regards to hot food options and they are expressing feelings of being seen as the not important college due to the other campuses still being able to access this. Christmas dinner for the first time was not offered within the Waterfront campus which was disappointing for them. This is an area which the President is trying to work out with the head of catering. Another issue would be the IT within the college, with regards to computers being slow and again this is something the Waterfront feel is affecting them greatly, this is due to there not being an IT staff member down on that campus and they sometimes have to wait weeks on issues being dealt with. The Student Association understand that there are issues with regards to the upkeep of the IT system and the cost of maintaining this however; we do still feel it is important that these issues are highlighted.

Lastly, the President at the time of writing this report is also preparing to go along to the SMT meeting and discuss a mental health video campaign. The aim of this campaign is for both staff and students to talk about their experiences of mental health, this can be done in front of the camera or it can be written down on a script and we will have someone else read these out. The reason in which the SA would like for staff to also participate in this, if they feel comfortable doing so, is to show students that although some individuals may experience mental health it is still possible to go out and achieve your goals and aims in life. It will also go towards lifting the stigma around mental health within our colleges and could lead to our student body feeling more comfortable about asking for help and support. We are also in talks with local mental health organisations about doing a short clip throughout this video on the help and support they can offer.

Any questions are welcome.

TITLE: BOARD DEVELOPMENT ACTION PLAN: UPDATE

Background:

The Board last reviewed and agreed its Development Action Plan at its meeting in June 2018. A mid-year review has been undertaken to show progress made to date. Please find attached the updated Action Plan at Annex 1 (clean version), with a marked-up version attached at Annex 2 to show where the changes have been made.

The main changes have been to the following actions:

1. **Culture of continuous improvement.** A KPI dashboard has been developed and was approved by the Board in February 2018. This was updated and the revised edition provided to the October and December meetings. The dashboard will be subject to regular review and updating with reports being made to the Board twice per annum.
2. **Improve and widen access to Board membership** – the Short Life Working Group (SLWG) on Board Diversity was established and has produced an action plan which the Board approved at its meeting in October. The SLWG is now progressing this action plan and will report back to the Board at its June 2019 meeting.
3. **Clear and succinct committee papers** – this is a process of continuous improvement. While a standard style has been adopted improvements are made as and when appropriate. Improvements to the structure and content of Board and Committee agendas has also taken place, and members are encouraged to suggest further improvements.
4. **Visibility of Board members to the wider community** – the SLWG on Board Diversity has considered this matter and further discussions with the appropriate Directors will take place to identify improvements that can be made.
5. **Effective Monitoring of sector issues** – consideration will be given to the development of a communications strategy for the Board.
6. **Building strong relationships with stakeholders** – the skills survey of local employers has led the publication of a very useful report, not just for the College and employers but for other stakeholders as well.

7. **Increase of Alternative Income flows** – much work has been undertaken in the College, led by the Business and Enterprise Team with the support of the Corporate Development Committee, who provide updates to the Board.
8. **Build strong ties with Alumni** – this matter has been put on hold for the present.
9. **Skills development for Board members** – all Board members are encouraged to attend relevant and appropriate training opportunities. There are regular development opportunities provided in-house, usually tied in with Board meetings. There is also an annual strategic session, where Board members are invited to consider the various matters affecting the College and to develop the strategic vision and way forward. Additionally Board members are encouraged to attend appropriate sessions offered by the College Development Network (CDN).

Action: The Board is invited to consider the updated Development Action Plan and to confirm that it is satisfied with this. This will be updated again in light of further action taken during the remainder of this academic session and a further report will be made to the June meeting.

Lead: Gwen McArthur, Secretary to the Board.

Status: Open

Annex 1

Board Development Action Plan – January 2019 Update

Action Reference No.	Strategic driver	Title	Action	Priority (A,B,C)	Update at January 2019	Who and When	Further actions identified
1	Inspirational and Innovative – Culture of continuous self-evaluation	KPI presentation using Dashboard approach for the Board	Finalise a KPI Dashboard for the Board which ensures that all areas of strategic importance to the College are being effectively monitored & strategic outcome delivered.	A	Revised dashboard and kpi's agreed at Board in February 2018. Now subject to regular review and report to Board twice per annum. Reported to Board in October and December 2018.	Corporate Development Committee - Next Report to Board in March or June 2019?	Revised dashboard and kpi's regularly monitored with any further review and refinement undertaken as appropriate and in light of agreeing the revised Corporate Plan
2	Committed to our Region	Improve and widen access to Board membership	The College should develop a program (using existing community and community engagement platforms) to reduce any perceived barriers to board membership from communities that are not currently represented.	A	The Short Life Working Group (SLWG) on Board Diversity presented an action plan to the Board at its meeting in October 2018. This was approved and the SLWG is now implementing the action plan.	Board discussed and agreed action plan and its implementation with SLWG in October 2018	Board to oversee implementation of action plan developed by SLWG
3	Effective Governance	Clear and succinct committee papers	Continue improving quality of committee papers to ensure clear purpose and focus.	B	Standard style adopted by all committees which provides context, summarises the issue and highlights actions required. All papers stored and available on a central system which all board members can access. Board revised the content and structure of Board	Chair and Secretary to the Board – update Board March 2019?	Continuous development process with more work required on board paper access; impact assessments; briefings between board meetings; balance between strategic and operational content.

Action Reference No.	Strategic driver	Title	Action	Priority (A,B,C)	Update at January 2019	Who and When	Further actions identified
					agendas and the timing set for discussion of each item. Further consideration to be given to frequency and timing of Committee meetings.		
4	Developing our Reputation	Visibility of board members to the wider community	Improve visibility of Board and committees to staff and students so that their role is better understood, and the Board members have a clear appreciation of student and staff views.	B	Board members attend college functions; Student President has a standing item on Board agenda to provide student feedback; two member of staff are board members. More and improved information about the Board and what it does will be provided on College website	Board to review progress – June 2019	Further consideration be given to the introduction of an annual calendar of events to show the extent of Board engagement
5	Effective Governance	Effective monitoring of Sector issues	How Board monitors and keeps abreast of challenges facing the College and the sector	B	Chair and Chief Executive provide update to every Board meeting. Vice Principals report to every Committee meeting Communication updates are provided between meetings on a range of matters, including local, national and/or sectoral, developments that affect Colleges. Consideration to be given to the development of a communications strategy for the Board	Chair and Chief Executive	Invite external input to Board meetings as appropriate

Action Reference No.	Strategic driver	Title	Action	Priority (A,B,C)	Update at January 2019	Who and When	Further actions identified
6	Working in Partnership	Building strong relationships with stakeholders	Develop the Board's role in supporting the engagement with stakeholders.	B	College conducted Skills Survey of local employers in March 2018. This attracted responses from over 230 organisations in and around West Region, employing more than 65,000 people. Feedback being used to develop learning programmes and bespoke training packages to meet employers' needs.	Chair and Chief Executive	
7	Securing our Future	Increase of alternative income flows.	Explore opportunities for growth of alternative income.	B	Progressed by relevant committees – mainly CDC CDC considers this at every meeting and reports to Board accordingly December 2018 Board considered progress report and will continue to monitor	Corporate Development Committee – to report on progress in 2018/19 to Board in Dec 2019?	
8	Working in Partnership	Building strong ties with Alumni	How does the Board provide leadership to make the most of the College's heritage, and alumni to further develop strategic partnerships with the community and business.	C	The establishment of a College alumni program was investigated. However, in light of the challenging funding situation this matter is currently on hold.	Corporate Development Committee –	Board updated on progress – matter currently on hold

Action Reference No.	Strategic driver	Title	Action	Priority (A,B,C)	Update at January 2019	Who and When	Further actions identified
9	Effective Governance	Each Board member continues to develop skills required for the effective governance of the college.	Ensure Board members are made aware of relevant sector development and CPD opportunities. Board 'Strategic Theme' sessions to be built into the annual calendar and/or Board meetings. External input where relevant.	C	All Board members are encouraged to attend relevant development sessions and educational conferences. CDN development programme for 2018/19 has been circulated to all Board members and members have signed up for a range of events. A number of development sessions have been held in 2018/19, e.g. sessions on Board Diversity, Workforce Planning have been held. Further development sessions will be offered in session 2018/19, including the Regional Outcome Agreement and risk. Consideration will be given to offering on-line training modules.	Chair- to review prior to each Board meeting agenda development.	

Updated 16.01.19

Key:

A – high priority

B - medium priority

C – low priority

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

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

For Report

EM306 Developments at Queen’s Quay – the Committee received a presentation from the Strategic Lead, Regeneration, West Dunbartonshire Council on the developments that were planned for Queen’s Quay, Clydebank. The Committee welcomed this information and was of the view that the proposed developments were both ambitious and exciting and would bring a range of opportunities to the College as well as the wider area.

[REDACTED]

- The Committee noted reports on the following:
- The review of the longer term development of Clydebank Campus (EM311).
 - Progress with the implementation of the Estates Strategy (EM312).
 - An update on Estates Maintenance Funding, Key Performance Indicators and Carbon Management and Sustainability.
 - The findings of the room utilisation survey.

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

Lead: Nick Allan, Chair of Estates Committee

Status: Open, except for items EM319 - 321 which are restricted as they are commercially sensitive.

DRAFT

ESTATES COMMITTEE

MINUTES: 11 December 2018

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

Apologies: Andrew Hetherington.

Attending: Jenifer Johnston (Board member), Mac Murray (Student President), David Alexander (Vice Principal Operations), Stephanie Graham (Vice Principal Educational Leadership), Alan Ritchie (Director of Finance and Estates), Peter Thorne (Head of Estates) and Gwen McArthur (Secretary to the Committee).

Attending by

Invitation: Jim McAloon, Strategic Lead, Regeneration, West Dunbartonshire Council;
Neil McDougall, Consultant Adviser.

EM305 WELCOME

The Chair welcomed Jenifer Johnston and Mac Murray, both Board members, Jim McAloon, from West Dunbartonshire Council, and Neil McDougall, Consultant Adviser to West Dunbartonshire Council, to the meeting.

EM306 DEVELOPMENTS AT QUEEN'S QUAY (EM295.1)

Jim McAloon, Strategic Lead, Regeneration, West Dunbartonshire Council, and Neil McDougall, Consultant Adviser to West Dunbartonshire Council, presented information to the Committee which outlined the future development plans for the Queen's Quay area and the wider town centre area in Clydebank. The Council had taken the feedback obtained from the Charette held in 2015 and used this information to produce a new vision for the future development of Clydebank. It was the main aim to develop a new civic centre for Clydebank as part of the Queen's Quay development, along with providing a range of other health, retail, leisure and residential facilities, and to better integrate this with the current shopping centre and wider area of Clydebank town centre. Improved infrastructure between Queens' Quay and the town centre, along with improved and better integrated travel links (involving both buses and trains), would be included as part of this overall development.

The Masterplan for Queen's Quay included the development of a Care Home and Day Care Centre along with a new Health Centre. An energy centre would be developed which would contain the district heating network systems which would provide a low carbon and cost efficient energy system for the area. A residential area would be developed, along with office, bar and restaurant facilities, with the ultimate aim being to develop an area where people would

want to live and be close to a wide range of amenities. A range of other developments were also being planned for the wider area in Clydebank in order to boost employment and promote the economic success of the area as a whole.

The Committee welcomed this presentation and the opportunities it would bring. The Chair thanked Mr McAloon and Mr McDougall for their very interesting presentation.

EM307 DECLARATION OF INTERESTS

John McMillan and David Alexander declared an interest as Trustees of the West College Scotland Foundation. David Alexander also declared an interest as a member of the Council of the Scottish Funding Council (SFC) and Chair of the SFC's Audit and Compliance Committee.

EM308 MINUTES

The minutes of the meeting held on 11 September 2018 were approved.

EM309 ACTIONS FROM THE MINUTES

The Committee noted the actions taken since the last meeting.

EM310 VICE PRINCIPAL UPDATE AND EMERGING OPPORTUNITIES (EM295)

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

- .1 Clydebank** – the Committee welcomed the plans set out by West Dunbartonshire Council in their presentation to the Committee earlier in the meeting (see EM306 above) regarding their plans for Queens' Quay and the wider Clydebank area. This set a level of ambition that the College would be pleased to be part of and would continue to work with the Council as opportunities arose. The developments at Queen's Quay in particular would offer placement and employment opportunities for students.
- .2 Estates Funding** – it was noted that the Vice Principal Operations, Director of Finance and Estates and the Head of Estates would meet with appropriate staff of the SFC to discuss estates funding. The SFC had allocated estates maintenance funding on a different basis this year and the College was keen to understand the future basis for allocating estates funding across the sector. The Committee would be informed once further information was available.
- .3 Infrastructure Investment** – the Deputy First Minister had recently announced that £1bn would be identified for investment in public sector infrastructure over the next 10 years. However, no further information was available at this time and the detail behind this had still to be confirmed.

The Committee noted and welcomed the above information.

EM311 CLYDEBANK FUNCTIONAL SUITABILITY REVIEW (EM293.1)

The Head of Estates provided the Committee with an update on progress with the review of the longer term development of the Clydebank Campus. Feedback had been obtained from a staff consultation exercise which had identified some of the matters for consideration, including: the size and suitability of the teaching space; the lack of suitable storage space; the lack of student social space; and the disconnect between the main entrance and the management and meeting rooms space. A College Working Group would meet to consider these matters and to identify and develop ideas and opportunities for further improvements.

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Other potential opportunities for development had been identified which would meet some of the matters raised in the feedback obtained from staff so far. It was the intention to develop a Masterplan for the Campus which would then be open for consideration by the staff, students and Committee.

The Committee welcomed the information presented, the need for a Clydebank Masterplan, and the fact that it was being driven by a consultation process involving staff and students. However, there remained the issue of funding any developments identified. The consultation process would continue and the Committee would be kept informed of developments. **[Action: PT]**

EM312 ESTATES STRATEGY (EM252)

The Committee received an update on progress with the implementation of the Estate Strategy 2016-2026. It was pleased to note that good progress had been made in relation to all four strategic objectives and seventeen associated outcomes/indicators of success during the second year of implementation. Only one strategic outcome was recognised as red status, i.e. not achieving the progress required to date, and this related to 'the estate being fit for purpose and of an acceptable standard'. This was an on-going challenge to the College and would remain so until progress could be made in relation to the Outline Business Cases for both the Greenock and Paisley Campuses. The Committee noted Section 3 of the report which set out the key areas for progress/development in year 3 of the strategy.

The Committee welcomed this report and commended the Estates team for the progress made so far despite the challenges facing the College.

EM313 ESTATES UPDATE: MAINTENANCE FUNDING, KEY PERFORMANCE INDICATORS AND CARBON MANAGEMENT (EM293.3, 296)

The Director of Finance and Estates presented a report which provided an update on Estate Maintenance Funding, Key Performance Indicators (KPI's)

and Carbon Management/Sustainability initiatives. In particular the Committee noted the following information:

- i. Estate Maintenance Funding:** the plans for spending the £3,003,981 allocated by SFC to meet high priority maintenance needs had been submitted to the SFC as requested. To date no response had been received from the SFC.
- ii. Carbon Management and Sustainability:** the College had exceeded its target for carbon reduction. The original target had been to reduce carbon emissions by 10%, or 530 tonnes, by 2021. The report showed that the College had reduced its carbon emissions by 873 tonnes over the three years to the end of session 2017/18.
- iii. Benchmarking/Key Performance Indicators:** the report provided an update on the data obtained for the main KPI's. However, despite best efforts, there was a lack of appetite across the sector to produce benchmarking information in this area.

The Committee welcomed this report and congratulated the Team on exceeding the carbon reduction target.

EM314 ROOM UTILISATION SURVEY (EM279)

The Committee noted the report on the findings of the room utilisation survey conducted in November 2018. The paper also provided the data gathered from the previous room utilisation surveys that had been conducted over the past 3 years for comparative purposes. This showed that the average room utilisation had increased overall across the Clydebank and Paisley campuses, but had reduced at the Greenock Campuses. The Committee noted there were a number of reasons affecting this movement as the teaching pattern changed which affected how the space was being used. This was being monitored and opportunities to improve the room utilisation rate would be taken where possible. It was also noted that there was no sector wide benchmarking information available on room utilisation rates.

EM315 STRATEGIC RISK (EM297)

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

EM316 PROPERTY LEASE UPDATE REPORT (EM276.3)

The Committee noted a report that provided an update in relation to College leasing arrangements. The Committee welcomed this report and thanked the Head of Estates for all his efforts in achieving this position.

EM317 SCHEDULE OF BUSINESS 2018-19 (EM299)

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

EM318 NEXT MEETING

The next meeting will be held on Tuesday 26 February 2019 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]

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[REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

TITLE: AUDIT COMMITTEE
Draft Minutes of the meeting held on 13 December 2018

Action: There is one recommendation and some matters for report.

1. Recommendation

AM384 Committee Remit – in light of the publication of the updated Scottish Government’s Audit and Assurance Committee Handbook the Committee reviewed its remit and operation. The Committee **RECOMMENDS** to the Board that its remit and membership listing be amended as proposed in Annex 1.

2. Matters for Report

AM383 Scottish Government Audit and Assurance Committee Handbook – as mentioned above this Handbook has been updated. In reviewing this Handbook the Committee identified a number of adjustments that needed to be made, not just to its remit, but also to the operation of the Committee. One major change is that the Handbook places increased responsibility on the Audit Committee to develop an audit assurance framework and to understand the various sources of assurance it receives and the role that each assurance provider plays. In order to progress this matter a series of actions has been agreed, these are detailed in the minutes. The first of these will be a training session on 31 January 2019 provided by Scott-Moncrieff for the Senior Management Team (SMT).

It should be noted that there is no timescale set for when public bodies have to have this assurance framework in place. However, it is the intention to develop an outline assurance framework by June 2019, with the aim of providing the final assurance framework by the end of 2019. Scott Moncrieff will work closely with the College to develop an assurance map which will aid the development of the assurance framework.

AM385 Internal Audit Reports - the Committee noted 2 Internal Audit reports:

.1 Internal Communications – the Committee welcomed this positive report. The report recommended that an all staff internal communications survey should be undertaken annually and further consideration is being given to the scope and timing of such a survey.

.2 Financial Planning and Monitoring - the Committee welcomed this report which confirmed that the College had robust processes in place for financial planning and was taking proactive steps to address the current financial challenges.

AM388 Risk Management - the Committee approved the revised Strategic Risk Register. It also discussed the need to further develop the

Risk Management Framework. The Committee is aware of the need to develop a risk management appetite statement. However, the Board would need to take a view on this matter.

Secretary's Note: It should be noted that, following discussion with the Chair of the Board, it is the intention to hold a session on the development of a risk management appetite statement immediately prior to the March meeting of the Board.

Lead: John McMillan, Chair of Audit Committee

Status: Open, except for item AM394 which is restricted.

DRAFT

AUDIT COMMITTEE

MINUTES: 13 December 2018

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

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

Attending by

invitation: Elizabeth Young and Claire Stevenson, Scott-Moncrieff, Internal Auditors.

Apologies: Andrew Hetherington, Lucy Nutley, Joanne Buchanan.

AM377 WELCOME

The Chair welcomed Liz Connolly, the Principal, to her first meeting of the Committee.

AM378 DECLARATION OF INTERESTS

John McMillan and David Alexander declared an interest as Trustees of West College Scotland Foundation. David Alexander declared an interest as a Board member of the Scottish Funding Council and as Chair of the Scottish Funding Council Audit and Compliance Committee. Stephen Vere declared an interest as a Director of C3 Investments in Ayrshire College Education Limited.

AM379 MINUTES

The minutes of the meeting held on 6 September 2018 were approved.

AM380 ACTIONS FROM THE MINUTES

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

AM381 OTHER AUDIT WORK (AM353)

The Committee had previously appointed Scott-Moncrieff to conduct the other audit work required for the completion of the year end process. This appointment had been for the year ending 31 July 2018 only, as APUC were in the process of updating their tendering framework. Now that the new framework was in place it was the intention to invite tenders for this work through the APUC framework with the contract being for more than one year. Further information on this would be brought to the next meeting.

[Action: AR]

AM382 JOINT AUDIT AND FINANCE AND GENERAL PURPOSES MEETING

The minutes of the Joint meeting of the Audit and the Finance and General Purposes Committees held on 20 November 2018 were approved.

AM383 SCOTTISH GOVERNMENT AUDIT AND ASSURANCE COMMITTEE HANDBOOK (AM359)

The Committee noted and discussed the updated Audit and Assurance Committee Handbook that had been issued by the Scottish Government. It was noted that a number of changes had been made to this Handbook and consideration needed to be given to how best to address these. One major change in the revised Handbook placed an increased responsibility on the Audit Committee to develop an assurance framework and to understand the various sources of assurance it received and the role that each assurance provider played. The Director of Finance and Estates and the Board Secretary had met with Claire Stevenson, Scott Moncrieff, to discuss how best to progress this matter. It was proposed that:

- A workshop and training session facilitated by Scott Moncrieff be held in early 2019;
- The College would look to develop the assurance framework in one area first with assistance from Scott Moncrieff;
- Once the model was established (see above) then this would be rolled out to other areas for inclusion in the assurance framework;
- An update on progress would be provided to Audit Committee at its next meeting in March 2019;
- Scott Moncrieff would review progress with the development of the assurance framework and provide feedback;
- An outline assurance framework would be provided to Audit Committee at its June 2019 meeting;
- The aim was to present the final assurance framework to Audit Committee by the end of 2019.

In discussion it was noted that public bodies were approaching this matter in a number of different ways and it was essential that the College should develop an assurance framework that best met its own needs. Scott Moncrieff would work closely with the College and would develop an assurance map which would help articulate what the College's assurance needs were. This would be linked to the Internal Audit Plan. It was noted that there was no timescale set for when public bodies had to have their assurance frameworks in place, but the proposed timescale set out above appeared to be in line with other public sector bodies.

The Committee **agreed** the actions set out above. [**Action: AR; GM; EY**]

AM384 COMMITTEE REMIT (AM359)

It was noted that the changes made to the Scottish Government Audit and Assurance Committee Handbook had implications for the remit and operation of the Committee. In considering its remit the Committee also considered its name. It was **agreed** that no change be proposed to the name of the Committee. The Committee

RECOMMENDS to the Board that its remit and membership listing be amended as proposed in Annex 1. **[Action: GM]**

AM385 INTERNAL AUDIT REPORTS

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

.1 Internal Communications

The Committee noted the Internal Audit report on Internal Communications. This was a positive report which confirmed that the College used a range of appropriate methods to communicate with staff and has controls in place to ensure that information provided to staff is appropriate and timely. The report highlighted areas of good practice and proposed four recommendations for improvement which would further strengthen the process, all of which were currently being actioned by management.

The Committee discussed one of the recommendations, namely that an all staff internal communication survey should be undertaken annually. The Committee noted that consideration would be given to conducting a staff survey on internal communications before the end of the current academic session. However, there were wider issues that needed to be taken into account, namely the current position on staff relations and the possibility of industrial action being taken by members of the EIS, which could have a negative impact on undertaking this survey. Consideration would be given to the scope and timing of the survey and the Committee would be informed of progress. **[Action: LC]**

The Committee welcomed and **approved** the report which would now be forwarded to the Corporate Development Committee for information and follow-up as necessary. **[Action: GM]**

.2 Financial Planning and Monitoring

The Committee noted the Internal Audit report on Financial Planning and Monitoring. This was a positive report which confirmed that the College had robust processes in place for financial planning and was taking proactive steps to address the current financial challenges it faced. The report highlighted areas of good practice and identified two areas where opportunities for improvement could be taken.

The Committee welcomed this report and the assurance that it brought. The Committee **approved** this report which would now be forwarded to the Finance and General Purposes Committee for information.

[Action: AR]

AM386 ROLLING AUDIT ACTION PLAN (AM365)

The Director of Finance and Estates presented the updated Rolling Audit Action Plan. The Committee welcomed the new reporting format which it found very clear and helpful. In consideration of this Plan the Committee expressed the view that health and safety training for staff (Recommendation 7 – General Health and Safety Refresher Training) was essential and consideration should be given to making this a mandatory requirement.

The Committee **approved** the Rolling Audit Action Plan, including the removal of 3 prior year external audit recommendations (following agreement at the Joint meeting of the Audit and Finance and General Purposes Committee meeting held on 20 November 2018); 14 completed recommendations; and the extensions of time to 4 of the anticipated dates of completion.

AM387 INTERNAL AUDIT ANNUAL PLAN 2018-19 UPDATE (AM366)

The Committee received an update on progress with the implementation of the Internal Audit Annual Plan 2018-19. It was noted that the timing of some of the audit reports had been changed but all the planned audits would be undertaken during the session. The Committee noted this information and the progress made to date.

AM388 RISK MANAGEMENT (AM374)

.1 Strategic Risk Register

The Committee noted the College Strategic Risk Register which had been updated since the last meeting. It was noted that the highest rated five risks hadn't changed. The most significant risk facing the College was its funding position due to *'the 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 funding'*. While the Internal Auditors had confirmed that the College had robust financial planning and monitoring processes in place (see AM385.2 above) the College had no control over the processes used and allocations made by the SFC, it could only manage the allocations made to the College.

The Committee **approved** the revised Strategic Risk Register and had no changes or additions to make to it.

.2 Development of Risk Management Framework

The Director of Finance and Estates tabled a paper which proposed the next steps in developing the Risk Management Framework. These development proposals followed on from the discussion at the risk development workshop held in March 2018. Four matters had been highlighted for action as follows:

- Prioritisation of risk management on Board and Committee agendas: this had been actioned.
- The introduction of a target risk score: it was **agreed** that further development and integration of existing risk management processes was required before this could be achieved.
- Revisions to the Strategic Risk Register following finalisation of the College Corporate Plan: this will be actioned once the Corporate Plan is finalised.
- The introduction of a formal risk management appetite statement.

In relation to this latter point, the development of a risk management appetite statement, the Board had yet to take a view on this. At the Board meeting earlier in the week the Chair had indicated that it was the intention to hold a strategic session in early 2019, possibly February. It was not yet known what the agenda for the strategic session would be but it might include finalisation of the Corporate Plan and could also include consideration of a risk management appetite statement.

In discussion of the tabled paper the Committee considered that some further explanation around some of the activities and the acceptable risk for them could be clarified, e.g. the Committee would not take any risk with its core finances but might consider some risk if appropriate opportunities arose. Further information around risk and opportunity across the activities might help provide a better understanding of the risk management appetite.

The Committee **agreed** that it would be helpful if the Board strategic session in early 2019 could consider the introduction of a formal risk management appetite statement and what this statement might be.

[Action: DA; AR; GM]

AM389 REGISTER OF INTERESTS FOR BOARD AND COMMITTEE MEMBERS (AM373, 316)

The Committee noted the updated Register of Interests for Board and Committee members. This information was also publicly available on the College website.

AM390 SCHEDULE OF BUSINESS 2018-19

The Committee noted its Schedule of Business 2018-19.

AM391 CLAIRE STEVENSON

The Committee was informed that Claire Stevenson would shortly be leaving Scott Moncrieff to take up a new post elsewhere. The Committee thanked Claire for her contributions to the work of the Committee and wished her well in her new post.

AM392 STEPHEN VERE

It was noted that this was Stephen Vere’s last meeting as he had decided to step down from Committee membership. The Committee thanked Stephen for his various and invaluable contributions to the work and understanding of the Committee and wished him well in the future.

AM393 NEXT MEETING

Thursday 14 March 2019 at 4.00 p.m. at the Paisley campus.

RESERVED BUSINESS

The following item is deemed to be restricted under the Freedom of Information Act as being commercially sensitive

[REDACTED]

Annex 1

West College Scotland

Board of Management

Audit Committee

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 develop and review the assurance framework and receive reports relating to it in order to provide the necessary assurances to the Board or determine any further action or assurances required;
- 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 anti-fraud policy and processes, and on the whistle blowing process, and to receive an annual report on any matters raised through these processes;
- 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

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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 prior to finalisation and incorporation into the Financial Statements;
- 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 to consider the Financial Statements. 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

Revised at Audit Committee – 13 December 2018

MEMBERSHIP 2018/19

	<u>Date</u>	<u>Re-appointed</u>	<u>End date</u>
	<u>Appointed</u>		
<u>Membership</u>			
<u>John McMillan (Chair)</u>	<u>1.02.15</u>	<u>1.02.17</u>	<u>31.01.21</u>
<u>Andrew Hetherington</u>	<u>1.02.15</u>	<u>1.02.17</u>	<u>31.01.21</u>
<u>Stephen Vere (Co-opted)</u>	<u>1.03.14</u>	<u>1.03.18</u>	<u>28.02.19</u>
<u>Graeme Bold (Co-opted)</u>	<u>1.07.17</u>	<u>1.07.18</u>	<u>30.06.19</u>

Attending Officers

Principal

David Alexander, Vice Principal Operations

Alan Ritchie, Director of Finance and Estates

Gwen McArthur, Secretary

Internal Auditor – Elizabeth Young & Claire Beattie, Scott Moncrieff

External Auditor – Lucy Nutley & Joanne Buchanan, Mazars

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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** – this has been presented in a different format. The Scottish Government updated its Audit and Assurance Committee Handbook in 2018. This provided updated guidance to such committees, and one matter related to the presentation of information on the membership of the committee. The guidance indicated that the date of appointment, re-appointment and end date should also be included in this list. This information is provided to the Nominations Committee but is not normally provided to the Board. I have attached a membership list that contains this information - see **Annex 1**.
The Board is asked to confirm that it is content to receive the information in this format.
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 confirm that it is satisfied with the presentation of the information contained in Annex 1 and to note the information in Annexes 2 and 3.

Lead: Gwen McArthur, Secretary to the Board

Status: Open

Annex 1
BOARD OF MANAGEMENT 2018/19: MEMBERSHIP AND PERIOD OF APPOINTMENT

Name	Status	Period of appointment
Keith McKellar	Chair	4 + 2 years 4.03.14 – 3.03.18 3.03.18 – 2.03.20
Elizabeth Connolly	Principal	<i>Ex officio</i>
Nick Allan	Non-Executive	4 + 4 years 1.02.15 – 31.01.19 1.02.19 – 31.01.23
Mike Haggerty	Non-Executive	2 + 4 years 1.02.15 – 31.01.17 1.02.17 – 31.01.21
Jim Hannigan	Non-Executive	3 + 4 years 1.02.15 – 31.01.18 1.02.18 – 31.01.22
Jacqueline Henry	Non-Executive	3 + 4 years 1.02.15 – 31.01.18 1.02.18 – 31.01.22
Andrew Hetherington	Non-Executive	2 + 4 years 1.02.15 – 31.01.17 1.02.17 – 31.01.21
Jenifer Johnston	Non-Executive	4 + 4 years 1.02.15 – 31.01.19 1.02.19 – 31.01.23
Linda Johnston	Non-Executive	4 years 1.01.17 – 31.12.20
Lyndsay Lauder	Non-Executive	3 + 4 years 1.02.15 – 31.01.18 1.02.18 – 31.01.22
John Leburn	Non-Executive	4 years 1.01.17 – 31.12.20
John McMillan	Non-Executive	2 + 4 years 1.02.15 – 31.01.17 1.02.17 – 31.01.21
Mark Newlands	Non-Executive	4 + 4 years 1.02.15 – 31.01.19 1.02.19 – 31.01.23
Angela Wilson	Non-Executive	4 years 1.09.17 – 31.08.21
David Watson	Teaching Staff	4 years 13.09.17 – 12.09.21
Danny Walls	Support Staff	4 years 8.10.18 – 7.10.22
Mac Murray	Student President	1 year 1.08.18 – 14.01.19 (stood down from Board)
Nicole Percival	Student Representative	1 + 1 year 1.08.17 – 31.07.18 1.08.18 – 31.07.19
James Morrison	Student Representative	15.01.19 – 31.07.19

GMCA/Updated 15.01.19

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

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

GMcA/27.11.18/v4

Paper 14, Annex 3

Dates of Meetings in 2018/19

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

TITLE: DELEGATED ACTION TAKEN BY CHAIR

Background: There have been a number of changes in relation to the co-opted membership of some of the Board committees and the Chair has taken action in order to progress these matters. The Board is asked to note the following:

- 1 **Audit Committee** – Stephen Vere completes his period of membership on 28 February 2019 and does not wish to continue. Following discussion with the Chair of the Audit Committee it was agreed that an advertisement should be placed to seek new members. The advertisement was placed and attracted a number of applications. Interviews are arranged for 25 January 2019, following which if a suitable candidate is identified, the Chair will take action to approve the appointment and report back to the Board at its February meeting.
- 2 **Organisational Development and HR Committee** – following consultation with the Chair of the ODHR Committee, the Chair has taken action and has approved the extension of appointment of David Mark for one year, from 1 March 2019 to 29 February 2020.
- 3 **Learning, Teaching and Quality Committee** – Peter Macleod has resigned from the Committee. A new co-opted member is currently being sought.

The Nominations Committee is aware of these changes and is satisfied with the actions being taken.

Action: The Board is asked to homologate these actions.

Lead: Keith McKellar, Chair, Board of Management.

Status: Open