WEST COLLEGE SCOTLAND
BOARD OF MANAGEMENT

MONDAY 17 JUNE 2019 at 3.00 p.m. in
Room 1, Abercorn Centre, Paisley Campus
Please note the earlier start to this meeting

AGENDA

Presentation

1. Students Association: Report on Achievements   Presentation   NP

General Business

2. Apologies

3. Declaration of Interests

4. Minutes of the meeting held on 25 March 2019   Enclosed   KM
    Actions from the minutes   Enclosed   KM

5. Matters Arising from the minutes
    (and not otherwise on the agenda)

Main Items for Discussion and/or Approval

6. Financial Update
    .1 Management Accounts 2018-19   Paper 6.1   DA
    .2 Budget 2019-20 and 5 Year Financial Forecast   Paper 6.2   DA

7. Strategic Risk Register   Paper 7   DA

8. Chief Executive's Report   Paper 8   LC
    .1 Corporate Strategy
    .2 Digital Strategy

9. Students Association
    .1 Students Association Report   Paper 9.1   NP
    .2 Revised Students Association Constitution   Paper 9.2   NP

10. Chair's Report   Paper 10   KM

11. Governance
    .1 SLWG Report on Board Diversity and Action Plan   Paper 11.1   JL
    .2 Outcomes from Board Annual Effectiveness Review   Paper 11.2   KM
    .3 Board Development Action Plan   Paper 11.3   KM

Committee Reports

12. Report from Remuneration Committee   Paper 12   MN
    Meeting of 21 May 2019
    Board Members only for this report

13. Corporate Development Committee   Paper 13   MN
    Minutes of the meeting held on 7 May 2019

14. Organisational Development and HR Committee   Paper 14   LL
    Minutes of the meeting held on 15 May 2019
    .1 HR Annual Report 2018   Paper 14.1   LL

15. Nominations Committee   Paper 15   KM
    Minutes of the meeting held on 21 May 2019

16. Learning, Teaching and Quality Committee   Paper 16   MH
    Minutes of the meeting held on 22 May 2019
    .1 Curriculum Initiatives in Receipt of Development Funding   Paper 16.1   MH

17. Audit Committee   Paper 17   JM
    Minutes of the meeting held on 23 May 2019

18. Finance and General Purposes Committee   Paper 18   JH
    Minutes of the meeting held on 27 2019
    .1 Contract Approval: Insurance   Paper 18.1   JH

19. Estates Committee   Paper 19   NA
    Minutes of the meeting held on 28 May 2019
    .1 Disposal of Property   Paper 19.1   NA

Items for Information

20. Board of Management: Membership, Dates of meetings   Paper 20   GM
    2019/20 and proposed Schedule of Business 2019/20

21. Report on Delegated Action Taken since last meeting
    None

22. Any other business

23. Next meeting: Monday 7 October 2019 at 4.00 p.m. at the Greenock Campus

Gwen McArthur
Secretary to the Board

BOARD OF MANAGEMENT

Minutes: 25 March 2019

Present: Keith McKellar (Chair)
Liz Connolly, Jim Hannigan, Jacqueline Henry, Andrew Hetherington, Jenifer Johnston, John McMillan, James Morrison, Mark Newlands, David Watson, Angela Wilson.

Attending: Stephanie Graham (Vice Principal Educational Leadership), Alan Ritchie (Director of Finance and Estates), David Gunn (Director Organisational Development and HR), Gwen McArthur (Secretary to the Board).

Attending by
Invitation: Elizabeth Young and Rachel Weir, Scott Moncrieff, Internal Auditors to the College.

Apologies: Nick Allan, Mike Haggerty, Linda Johnston, Lyndsay Lauder, John Leburn, Nicole Percival, Danny Walls, David Alexander.

BM525 WELCOME

On behalf of the Board the Chair welcomed Elizabeth Young and Rachel Weir, from Scott-Moncrieff, to the meeting. He also welcomed Alan Ritchie, Director of Finance and Estates, and David Gunn, Director Organisational Development and HR, to the meeting.

BM526 ASSURANCE FRAMEWORK

The Chair welcomed Elizabeth Young and Rachel Weir, Internal Auditors, Scott-Moncrieff, to the meeting. Ms Young informed the Board that the Scottish Government had recently published a revised Audit and Assurance Committee Handbook which required all public sector bodies to develop and have in place an assurance framework, although it had not set a timescale for this. This framework would assist the Board of Management to understand the various sources of assurance it received and the role each provider played. The framework advocated using the 'three lines of defence' model. The first line of defence would be those responsible for the day-to-day operations of each particular area; the second line being those with oversight of management activity, separate from those responsible for delivery but not independent of the organisation's management chain; and the third line being independent and more objective assurance, including the role of Internal Auditor or other external bodies.

In order to assist in the development of the assurance framework the Internal Auditors would work with the College and had already met with members of the Senior Management Team (SMT) at the end of January to identify the areas

to be included in the assurance framework and the level of assurance required for each area. This meeting had agreed that the framework to be developed needed to be at a high level in order to ensure that it was manageable. The purpose of the framework was to set out the main areas of activity the College was involved in and the assurances already in place, so that any gaps or duplication of effort could be identified and action taken as appropriate. This meeting had identified six main areas for inclusion in the framework and the staff involved in each of these areas were now identifying the assurances already in place so that they could start to populate the framework. An order of priority had been agreed so that one area, Student Experience, would start to populate the framework first and, in light of this experience, the process would be rolled out to the other areas. Audit Committee would have oversight of the assurance framework and would ensure there was a balance between the assurance required and the ability to provide this.

The Board noted this information and the approach being taken. It was also noted that the assurance framework would tie in with the other work and documentation that was already in place, such as the Audit Universe, the annual plans of both the Internal and the External Auditors, and the risk management process. The assurance framework would continue to develop over time and would be refreshed at least annually in order to ensure that it remained relevant, manageable and provided the assurance required. This was the start of the development process and Scott Moncrieff would work with the College to develop and implement this. The Board welcomed this information.

BM527 DECLARATION OF INTERESTS

John McMillan declared an interest as a Trustee of the West College Scotland Foundation. Jim Hannigan declared an interest as NMIS Project Manager, Skills Development Scotland.

BM528 MINUTES

The minutes of the meeting held on 4 February 2019 were approved.

BM529 ACTIONS FROM THE MINUTES

The Board noted the actions taken since the last meeting.

BM530 CHIEF EXECUTIVE'S REPORT (BM516)

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

i. **Regional Outcome Agreement 2019-20 (BM512) –** the Board had discussed the draft Regional Outcome Agreement (ROA) 2019-20 in some depth at its last meeting. Since then the ROA had been updated in light of further information, including the announcement of the indicative funding from the Scottish Funding Council (SFC) for session 2019-20. It was noted that further information on articulation data had not been released by the SFC yet

and would not be released before the submission deadline for the ROA. The Board

RESOLVED that the Regional Outcome Agreement 2019-20 be approved and, subject to any further minor amendments deemed necessary, be submitted to the SFC by the end of April 2019 deadline. **[Action: SG]**

ii. **Business Transformation Plan –** the Principal informed the Board that discussions with the SFC were continuing and there would be a further meeting the following day to discuss progress. The College remained on target to achieve the required savings for this financial year. The savings required for next session, 2019-20, remained challenging. The Principal confirmed that good progress was being made with the projects outlined in the Business Transformation Plan, particularly with re-aligning our student activity and understanding our performance.

iii. **Scottish Funding Council Indicative Funding 2019-20 –** the SFC had published the indicative funding allocations for Colleges for 2019-20. In relation to core teaching funding the College would receive a flat cash settlement. In relation to college sector estate investment the SFC had announced a significant reduction in the funding available to support this. The allocation to the College was reduced for both lifecycle maintenance and high priority maintenance. Further discussions with the SFC would be held in order to discuss the impact this reduction in funding for investment in the estate would have on the College. The funding allocation was still being analysed within the College to identify the options available to the College.

In discussion, the Board expressed concern that there had been such a significant reduction in estates maintenance funding. While the College would ensure that all buildings met the legal requirements for their use, the lack of funding to invest in this area would impact on the College's ability to improve the estate overall and provide the learning experience that it wished for its students. The Board was also aware that should it fail to meet its credit target then there could be a financial clawback. Further information on the draft budget for session 2019-20 would be brought to the next meeting.

[Action: DA]

The Board acknowledged the significant amount of work that the Vice Principal Operations, Director of Finance and Estates and their Team put in to ensure that the College remained financially sustainable.

iv. **National Bargaining –** it was noted that there had been a further one day strike by staff in the EIS (Educational Institute of Scotland) the previous week. Negotiations were continuing at the Colleges Scotland Employers Association but, to date, no agreement had been reached. Further negotiations would take place later this week. It was also noted that the EIS had balloted its members regarding taking action short of strike action, and the ballot would close later

this week. The Board noted the current offer that had been made to the Teaching staff.

A copy of a letter that had been issued by Colleges Scotland Employers Association was tabled. The College Management had not circulated this letter to Teaching staff as it was considered unhelpful and unlikely to achieve a successful outcome. Local staff relations at the College were currently good and the Management did not want to take any action that might jeopardise this or have a negative impact on the current negotiations. The Board supported the Management in this decision and **agreed** that this letter should not be circulated to Teaching staff and that Colleges Scotland should be told why the College had taken this decision. It was also suggested that if other colleges were of the same view then a joint response should be provided to Colleges Scotland on this matter.   **[Action: KM; LC]**

    v.   **Graduation Dates –** it was noted that, in light of feedback from students and staff, that the Graduation Ceremonies would be moved to September from now on. The Board noted the ceremonies would take place on the following dates:
- Clydebank – 12 September 2019
- Paisley – 19 September 2019
- Greenock – 25 September 2019.

    vi.   **Ministerial Visit to the College –** the Minister for Further Education, Higher Education and Science had visited the College's Paisley Campus on 27 February 2019. This visit had gone well and the Minister had toured a number of areas of activity and had met with a range of staff and students, as well as some local employers that the College worked with on a regular basis.

    vii.   **College Fellowships –** the College was currently considering introducing Fellowship Awards, which would be awarded at Graduation ceremonies. A process for deciding who the recipients of such awards should be was being developed.

    viii.   **Brexit –** the Board noted the Scottish Government publication 'Brexit Action Plan for Further and Higher Education'. The Chair indicated that he thought the timing was now right to progress the establishment of a Brexit Group for the College as more information became available.   **[Action: KM]**

    ix.   **Key Performance Indicators –** the Board noted an update on College key performance indicators.

BM531 CENTRE FOR PERFORMING ARTS (EM335; FPM253)
The Board noted that both the Estates and the Finance and General Purposes Committees had considered plans to move the Centre for Performing Arts from a leased property in Paisley town centre to a refurbished area on the Paisley Campus. This move was a priority in the Estate Strategy, as the current

building in the town centre was the worst building in the College's portfolio. The move would require investment of up to £1.4M which would be met from the funds that the SFC had allocated to the College for very high priority maintenance. The SFC had already been consulted and were supportive of this use of the funding. The staff and students in the Centre for Performing Arts had been consulted and were delighted to have the opportunity to move to refurbished accommodation on the Paisley Campus which would bring a number of advantages including greater opportunities for extending cross curricular links and being closer to the full range of student services. It was anticipated that the Centre would be able to move into refurbished accommodation in the Inchinnan South building by December 2019. A number of other consequential moves for other subject areas would also be completed by then.

In discussion it was queried how this move might impact on local partners. It was noted that Renfrewshire Council was already aware of the College's plans to bring all its local activities onto the Renfrew Road Campus. It was also noted that Renfrewshire Council regeneration plans had been prepared and the College had sought a copy of these to see how the College would fit into them.

The Board welcomed the plans for the move of the Centre for Performing Arts and the other associated moves that would take place as it recognised the benefits this would bring. On the recommendation of both the Estates and the Finance and General Purposes Committees, the Board
RESOLVED that the project to move the Centre for Performing Arts to refurbished accommodation on the Paisley Campus, and a number of other associated moves, be approved with a project budget of up to £1.4M to be set aside for this. **[Action: DA]**

BM532 HUMAN RESOURCES ANNUAL REPORT 2018 (OM235)
The Director Organisational Development and HR presented the draft Human Resources Annual Report 2018 to the Board. He drew attention to the main highlights of the report and the data provided. The Board welcomed this report which was very clear and well presented. In discussion it was noted that there was no sector data available for benchmarking purposes. The Board members were surprised by this but noted that historical College data for the previous 2 years was used in some parts of the report to illustrate trends in HR activity. It was proposed that relevant historical data could also be provided under the Health and Safety section to show if there were any trends developing. It was noted that in relation to the ethnic profile of the College, further information on the areas where these individuals worked could not be provided as the numbers were so small there was the potential that individuals could be identified. It was considered that the numbers declaring a disability were low. However, it was up to the individuals to self-declare and the College could only report the information it had. It was noted that some further amendment to the diagrams included in the report would be required.

The Board **agreed** that the Human Resources Annual Report 2018 be amended in light of the comments raised and that the Organisational Development and HR Committee review the revised report. **[Action: DG]**

The Board was aware that there had been some changes in the Senior Management Team, most recently with the departure of an Assistant Principal and the appointment of a new Assistant Principal, who would join the team on 9 April. The Board would like to acknowledge the contribution that the departing staff had made to the College.

BM533 STRATEGIC RISK REGISTER (BM517)

The Board considered the Strategic Risk Register. There had been no movement in the risk ratings since the last meeting and the mitigating actions had been updated. The Board would consider the development of a risk management appetite statement, possibly as part of the strategic session currently being arranged. The Board **agreed** that the Strategic Risk Register be approved.

BM534 CHAIR'S REPORT (BM519)

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

i. **Letter from the Minister for Further Education, Higher Education and Science –** the Board noted a letter from the Minister which outlined changes that would be taking place to the college governance framework. Some of these required changes to the legislation and so would take time before they could be implemented.

ii. **Harnessing Board Diversity –** the Board was delighted to note that the Ethical Standards Commissioner had selected the work undertaken by the Board's Short Life Working Group on Board Diversity as a case study of good and innovative practice and had been reported on the Commissioners website. The Board congratulated the Group on this excellent outcome.

iii. **Strategy Session –** it was noted that a date was still being sought for the strategy session. It was hoped that a suitable date could be found soon. The Board would be notified as soon as possible.

iv. **West College Scotland Foundation –** in light of a proposal from the West College Scotland Foundation, the Board
RESOLVED that Liz Connolly be appointed to the Foundation with immediate effect and for a period of four years. **[Action: GMcA]**

BM535 STUDENTS ASSOCIATION REPORT (BM518)

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

- The Students Association Constitution was currently under review and would be presented to the Board at its next meeting in June for consideration and approval.
- At the last meeting there had been some discussion regarding feedback obtained from students at the Waterfront Campus. The Board was pleased to note that improvements had been made to the catering provision and progress was being made in relation to the IT support provided.
- A number of mental health awareness events for students and staff had been held on all three campuses. These had been well attended and well received.
- The Students Association had held a no smoking day event on all campuses on 13 March. The Association was also considering ways of supporting students who wished to stop smoking and had launched a competition for students to design a banner or poster promoting the College as a no smoking college.
- The outcomes of the 'You said, we achieved' exercise had been published and made available to all students. This information would be provided to the Secretary for circulation to the Board.   **[Action: JM]**
- The Students Association team for next session had all been appointed. It was the intention that the new officers would attend the next NUS conference.
- In light of a proposal from the WCS Students Association the NUS had agreed to work with the Scottish Government to ensure that all apprentices would receive the minimum wage or higher.
- The Board was delighted to note that, at the recent NUS Awards, the WCS Students Association had come third, and the Officers had won SA Officer Team of the Year award. The Board congratulated the Students Association Team on all their hard work and success.

BM536 COMMITTEE REPORTS
The Board noted the following reports:

.1 Organisational Development and HR Committee
The Board noted the minutes of the meeting of the Organisational Development and HR (ODHR) Committee held on 13 February 2019, and particularly the following:

i. **Employee Health and Wellbeing Strategy (OM234) –** the ODHR Committee had considered the draft Health and Wellbeing Strategy which had been developed within the College. This had been particularly well received by the Committee and fitted into the suite of policies and strategies that had been developed. It was also in line with the work being undertaken by the Students Association in relation to student mental health awareness and wellbeing. The Board welcomed this strategy and, on the recommendation of the Organisational Development and HR Committee,

RESOLVED that the Employee Health and Wellbeing Strategy be approved.

.2 Corporate Development Committee
The Board noted the minutes of the meeting of the Corporate Development Committee meeting held on 19 February 2019, and particularly the following:

i. **Economic Data Update (CDM193) –** the Board noted the report from Business Enterprise & Innovation that provided an Update on the Economy and Labour Market. The Committee had discussed this in some detail and would be considering how this data influenced the future actions and direction of the College. The Board welcomed this report.

ii. **International Strategy (CDM198) –** the Committee had considered the draft International Strategy that had been developed. The Committee welcomed the progress that had been made so far and had asked that an accompanying action plan be prepared for consideration, so that the Committee was clear about actions and milestones.

iii. **Alternative Income (CDM199) –** the Committee was pleased to note that the College was on track in relation to securing alternative income to date. The staff were working hard to achieve the overall target set for the year. Further information would be provided at the next meeting.

.3 Learning, Teaching and Quality Committee
The Board noted the minutes of the meeting of the Learning, Teaching and Quality Committee held on 20 February 2019, and particularly the following:

i. **Evaluation Report and Enhancement Plan (EREP) (LM307) –** it was noted that the HMI for the College, Janet Campbell, had attended the meeting of the Committee. She had provided positive feedback to the Committee about the performance of the College and its enhancement plan. This was a 3 year plan and so would allow time for the College to achieve its aims. It was noted that Education Scotland had now published all the EREP reports for the Scottish colleges on its website.

ii. **Regional Outcome Agreement 2017-19 Monitoring (LM304)** – it was noted that the enrolments and success rates for students from the most deprived areas (SIDM10) had both reduced in 2017-18. The staff were taking every effort to improve these rates and the Committee would continue to monitor the situation.

iii. **Committee Membership –** the Board was pleased to note that Ruth Binks, Corporate Director of Education, Communities and Organisational Development at Inverclyde Council had joined the Committee.

.4 Estates Committee
The Board noted the draft minutes of the meeting of the Estates Committee held on 26 February 2019, and particularly the following:

i. **Estate and Infrastructure Investment (EM324) –** the Estates Committee had received a presentation from Martin Kirkwood, Assistant Director Capital and Climate Change, Scottish Funding Council, on the

Council's policy and approach to estate and infrastructure investment. It was noted that the funding available to support such investment was declining and so other funding models were being considered.

ii. **Estates Maintenance Plans and Carbon Management Projects (EM328) –** the Board was pleased to note that the College had exceeded its target for carbon reduction. Based on the success achieved so far the Committee had set a revised target of 20% reduction by July 2021. The Board welcomed this information.

iii. **Greenock Outline Business Case (OBC) (EM333) –** the Board noted that the College had submitted its case to the Reporter and was awaiting feedback. In the meantime Inverclyde Council had acknowledged the College's need for a new build. The Principal would be meeting with Council representatives the following week to discuss this matter further. The College had submitted the Greenock OBC to the SFC and had received a letter from the SFC confirming its support for "the College's ambitions to provide a modern, flexible learning environment for its students, including in Greenock and Paisley". The Greenock OBC was now under consideration by the SFC and feedback was awaited. The Board would be kept informed of developments. **[Action: LC]**

.5 Finance and General Purposes Committee
The Board noted the draft minutes of the Finance and General Purposes Committee meeting held on 5 March 2019, and particularly the following:

i. **IT Strategy Update (FPM246) –** the Committee was pleased with the progress made to date in implementing the IT Strategy 2016-20. However, it was disappointed that the SFC had not provided specific funding to assist with investment in this area and so careful thought would be given to how best to progress this. It was also noted that a Digital Strategy for the College was being developed.

ii. **College Finance System (FPM252) –** it was noted that, following discussions with the company involved, a draft settlement had been reached that would allow both parties to terminate the contract without further costs being incurred by either party or recourse to litigation. A report on this matter was noted. A report on lessons learned from this experience would be prepared for the Committee.

iii. **Contract Approvals (FPM254) –** it was noted that the Committee had approved the contracts for College Transport (Taxis), this being initially for a period of two years but with an option to extend for a further two years dependent on satisfactory performance.

iv. **Sports and Leisurewear Contract (FPM524) –** tenders had also been sought to supply the College with sports and leisurewear but these were still being analysed at the time of the Committee meeting. It had, therefore, been agreed with the Chair of the Board, that approval to award this contract be sought from the Board at this meeting.

The Director of Finance and Estates presented a report on the outcome of the evaluation of the tenders. In light of the outcome of this evaluation the Board

RESOLVED that White Label Sourcing Ltd be awarded the contract to supply the College with Sports and Leisurewear for an initial period of two years, but with the option to extend for a further two years dependent on satisfactory performance. **[Action: AR]**

.6 Audit Committee

The minutes of the meeting of the Audit Committee held on 14 March 2019 were tabled. The following matters were noted:

i. **Draft Internal Audit Plan 2019-20 (AM406) –** the Committee had agreed that the areas proposed for inclusion in the Internal Audit Plan for 2019-20 should be drawn to the attention of the Board so that the Board could provide input as appropriate. It was **agreed** that the Director of Finance and Estates would provide further context to this matter and information would be circulated to Board members for their consideration. **[Action: AR]**

ii. **Fraud Prevention (AM403)** – the Committee was pleased to receive a report from the Internal Auditors on Fraud Prevention. This was a very positive report which confirmed that the College had robust processes in place for preventing and responding to suspected fraud. The Board welcomed this information.

BM537 BOARD: COMMMITTEE MEMBERSHIP, SCHEDULE OF BUSINESS AND DATES OF MEETINGS (BM522)

The Board **agreed** its dates of meetings for session 2019-20.

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

BM538 REPORT ON DELEGATED ACTION TAKEN SINCE LAST MEETING

The Board noted the following actions taken by the Chair since the last meeting:

i. Wai Wong, Board Governance Consultant and Trustee Director, had been co-opted to membership of the Audit Committee for the period 1 March 2019 - 29 February 2020.

ii. Ruth Binks, Corporate Director Education, Communities and Organisational Development at Inverclyde Council had been co-opted to membership of the Learning, Teaching and Quality Committee for the period 1 March 2019 - 29 February 2020.

iii. The Evaluative Report and Enhancement Plan (EREP) had been updated in light of the performance indicators published by the SFC in January 2019. The Chair and Principal had approved this updated EREP which had been submitted to the SFC.

The Board **homologated** the above actions.

BM539 NEXT MEETING
Monday 17 June 2019 at 4.30 p.m. at the Paisley Campus.

GMcA/29.03.19/Final

Board of Management: Meeting of 25 March 2019

Actions from the Minutes

Date of meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
25 Mar 2019	BM530 (i) 512, 446	Regional Outcome Agreement 2019-20 – approved, subject to any further minor amendments, and to be submitted to SFC by end of April	S Graham	ROA finalised and submitted to SFC	Complete
	BM530 (iii)	SFC Indicative Funding 2019-20 – draft budget for 2019-20 to be brought to next meeting.	D Alexander		June meeting
	BM530 (iv) 516	National Bargaining – letter from Colleges Scotland Employers Association regarding current negotiations not to be circulated to Teaching staff and other Colleges to be asked if they shared the same view on this matter – if so then a joint response be provided to Colleges Scotland.	K McKellar L Connolly	An update will be provided at the next meeting.	June meeting
	BM530 (viii) 501 (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	Timing now right to progress with establishment of a Brexit group. A report on progress to be made to next meeting	June meeting
	BM531	Centre for Performing Arts – project approved and budget to be set aside for this.	D Alexander	Project now initiated	Complete
	BM532	HR Annual Report 2018 – report to be amended in light of comments made and ODHR Committee to review revised report.	D Gunn	Revised report to be considered at next meeting of ODHR on 15 May 2019. Committee will report back to Board at June meeting.	June meeting
	BM534 (iv) 519	West College Scotland Foundation – Liz Connolly to be appointed to WCS Foundation	G McArthur	Secretary to WCS Foundation notified of this decision.	Complete
	BM535	Students Association Report – outcomes of 'You said, we	J Morrison	Circulated to Board after March meeting	Complete

		achieved' exercise to be circulated to Board members.			
	BM536.4 (iii) 521, 500	Estates Committee: Greenock Outline Business Case – Board to be kept informed of developments	L Connolly	Update to be provided at June meeting	June meeting
	BM536.5 (iv)	Finance & General Purposes Committee: Sports and Leisurewear Contract – contract to be awarded to White Label Sourcing Ltd for 2 years initially	A Ritchie		Complete
	BM536.6 (i)	Audit Committee: Draft Internal Audit Plan 2019-20 – further context to this matter to be provided to Board members	A Ritchie	Further information provided and feedback sought from Board members. Final Internal Audit Plan considered by Audit Committee at May meeting and will report to Board in June.	June meeting
		Actions from previous minutes			
4 Feb 2019	BM515.1 496	Board agenda and structure of meetings – Chair to discuss this further with Board members as part of annual review process	K McKellar		Future meeting
	BM515.2	Annual Effectiveness Review of Board – Board to be kept informed of developments affecting external review	G McArthur	CDN Board Secretary's Group considered this matter – recommendations to be made to Good Governance Steering Group	Future meeting
	BM516(i) 501	Business Transformation Plan – Board to be kept informed of feedback from meetings with SFC	L Connolly	Update provided at March meeting (BM530 (ii))	Future meeting
	BM516(iv) 501	Corporate Strategy – publication to be delayed until after the Board Strategic session	L Connolly	Strategic session held on 17 April 2019 – Corporate Strategy to be updated and issued	June meeting
	BM516(v)	Modern Slavery Statement – each Committee to consider this statement in relation to the areas that fall within their remit	L Connolly G McArthur	This matter has been considered by all Committees and reported in Committee minutes	June meeting
	BM517 503	Strategic Risk Register – member of SFC to be invited to attend meeting of Estates Committee to discuss the College's need for investment in estates and infrastructure. All Board members	G McArthur	This meeting took place on 26 February and all Board members were invited. Feedback was provided at March meeting via report from Estates Committee	Complete

		to be invited to attend this meeting.			
	BM519(iii) 501	Colleges Scotland Employers Association – meeting with SFC to be arranged to discuss this matter further	K McKellar	Feedback to be provided once meeting has been held	Future meeting
	BM521.2	Audit Committee (i) Remit – revised remit approved (ii)Audit and Assurance Committee Handbook: audit assurance framework to be developed – Board to be kept informed of developments and training to be provided as appropriate	G McArthur A Ritchie G McArthur	(i)Remit revised (ii) Information session on audit assurance framework and actions taken so far was provided to March meeting	(i)Complete (ii)Complete
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
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/24.04.19/Updated 24.05.19

TITLE: **MANAGEMENT ACCOUNTS TO 30 APRIL 2019**

Background: This paper presents the Management Accounts for the nine-month period to 30 April 2019.

Action: The Board of Management is requested to note the content of the Management Accounts as at 30 April 2019.

Lead: David Alexander, Vice Principal Operations

Status: Open

1.   Introduction

1.1   The Management Accounts presented are for the nine-month period to 30 April 2019 and contain the following information:

- An Executive Summary, which provides an overview of those factors with a potential to impact the accounts or which require to be drawn to the attention of the Finance and General Purposes Committee. This summary also highlights the:

    o College transition Plan savings and efficiencies to be achieved for 2019-20; the year to date position as at 30 April 2019; and a forecast to 31 July 2019;
    o Underlying operating position of the College which is a key indicator of financial sustainability; and
    o Key risks which may have an impact on the financial position of the College.

- The Statement of Comprehensive Income and Expenditure provides a summary of the financial position as at 30 April 2019 and provides a comparison of the approved 2018-19 budget with the full year forecast position to 31 July 2019. This statement also includes the audited 2017-18 actual figures for comparison.

- The Balance Sheet reflects the assets and liabilities of the College as at 30 April 2019.

- Analysis of key variances provides detail of the movement between the budgeted and forecast position for 2018-19.

- The financial graphs and performance indicators provide background information about income and expenditure and highlight the main indicators of financial sustainability.

- The cashflow analysis shows the actual cash position and forecasts the cash flows to 31 July 2019.

- The aged debt analysis shows a summary of the age of the sales ledger along with a split between corporate and student debt. The emphasis continues to be the reduction in the level of debt more than 3 months.

- The student funding analysis provides a summary of the budgeted and forecast income and expenditure to 31 July 2019 resulting from the processing of student bursary, childcare and discretionary expenditure. The only element which is recorded within the College Statement of Comprehensive Income and Expenditure is childcare income and expenditure as the College is deemed to act as an agent for these funds. All other funds are accounted for through the College balance sheet.

2.   Recommendation

2.1   The Board of Management is requested to note the content of the Management Accounts as at 30 April 2019.

TITLE: **2019-20 BUDGET AND 5 YEAR FINANCIAL FORECAST**

Background: The Finance and General Purposes Committee meeting of 27 May 2019
                     considered the College 2019-20 budget and 5 year forecast to 2024. The purpose
                     of this paper is to present to the Board of Management the following:

a) The 12-month budget for 2019-20;
b) The forecast for the following 4 years to 2023-24;
c) A note of the 5-year budgetary assumptions used; and
d) A sensitivity analysis of the key assumptions used.

Action: The Board of Management is asked to:

a) Consider the basis upon which the 2019-20 budget has been created;
b) Approve the 2019-20 Students Association budget;
c) Approve the 2019-20 budget;
d) Consider the 5-year financial forecast document and note the fact that this
   will require to be updated following receipt of updated SFC assumptions for
   the period to 2024.

Lead: David Alexander, Vice Principal Operations

Status: Open

2019-20 Budget and 5 Year Financial Forecast

1.   5 Year Financial Forecast to 2023-2024

1.1   The College has produced a budget for 2019-20 and 5 year financial forecast for consideration by the Board of Management.

1.2   The attached financial forecast has been drawn up based upon the current guidance within which the College operates drawing primarily from the requirements of the Financial Memorandum with the SFC and the Scottish Public Finance Manual.

1.3   The Scottish Funding Council (SFC) announced on 17 May 2019 the final funding allocations for 2019-20 and these figures have been used in preparing the 2019-20 budget.

1.4   It should be noted that at this time the SFC has not provided colleges with baseline assumptions to use in preparing 5-year projections. The financial forecasts are presented based upon information and knowledge which is currently available, being the 2018 Financial Return Reporting guidance issued by the SFC on 15 June 2018.
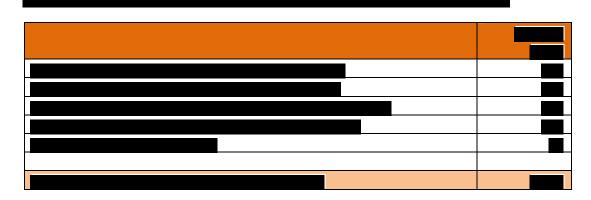
1.5   The forecast document:

- States the financial objectives of the College;
- Aligns and integrates these objectives with other College strategic documents;
- Provides a commentary on the environment in which the College operates and the impact this environment has on the objectives set within the forecast document;
- States the key assumptions used for financial planning purposes; and
- Provides an outline of the financial health of the College.

1.6   Based on assumptions the financial forecasts present the 2019-20 budget and a further 4 years forecasted income and expenditure account. The forecasted income and expenditure account details:

- the forecast financial accounting deficit that the College will now be required to post due to the expending of cash arising from net depreciation resource on items such as ICT and staffing costs; and
- the underlying operating financial position based on a definition agreed by Audit Scotland and the SFC.

1.7   The financial forecast concludes with a three-year RAG analysis of the key assumptions made in compiling the 2019-20 budget. The RAG analysis was carried forward for three years on the basis that the review can be done with some certainty.

2.   2019-20 Budget

2.1   The Board of Management is invited to note that the budget for West College Scotland for the financial year 2019-20, attached as Appendix B to this report, has been produced on the basis outlined in the paragraphs below.

2.2   The basis of the budget the Committee are being requested to approve is a deficit accounting budget, which when adjusted for technical and underlying movements agreed by Audit Scotland and the SFC, provides a break even underlying operating position.

Underlying Operating Position

2.3   The SFC has confirmed that the underlying operating position is the key financial performance measure. Section 4 of the document, *Financial Health Self –Assessment*, provides further detail on how the SFC calculate the underlying operating position of the College. As can be seen from this section the College intends achieving an underlying break even position in each year. This is subject to the College working with the SFC to generate the efficiencies and changes required to deliver this outcome.

2.4   As Appendix B outlines based on current funding levels and key assumptions going forward, the College will require to work in partnership with the SFC to generate efficiencies and identify changes ███████████████████████████████ across the next three-year period., with an underlying break-even position anticipated in years 4 and 5 based on information provided by the SFC in June 2018. ████████████████████████████ ██

Activity Levels

2.5   The College will see a slight reduction of 104 Credits in 2019-20: 164,119 compared to 2018-19: 164,223.

Income

2.6   SFC income has been budgeted in line with the final 2019-20 grant in aid settlement letter received on 17 May 2019. While the College has received additional funding to meet specific purposes i.e. national bargaining, levels of operational SFC funding have remained stable at 2018-19 levels. Clarity is still awaited in relation to funding towards the Scottish Governments period poverty initiative.

2.7   On 16 May 2019 the SFC issued circular *SFC/AN/10/2019 – Outcome Agreement Funding for Colleges – Final Allocations for Annual Year 2019-20'*. This circular provided the final SFC decisions on 2019-20 funding for colleges. The key points contained within the final 2019-2020 funding announcement were as follows:

- Core teaching funding allocations for 2019-20 remain unchanged from the SFC indicative outcome agreement funding announcement in February (SFC/AN/05/2019). Core activity targets also remain unchanged, except for one region (Lanarkshire) where SFC has reduced the credit target by 2,000. This reduces the sector-wide credit target for 2019-20 – however the overall level of sector activity still maintains the Scottish Government commitment to maintain 116,000 FTE student places.

- Teaching funding has been increased to meet identified national bargaining harmonisation/job evaluation costs – an increase of approximately £10 million. However, beyond this no additional core funding has been provided to the sector or to WCS when compared to 2018-19 - and thus the underlying position is one where 2019-20 funding is in line with the previous year, with no funds being provided to meet the cost of any annual pay uplifts or other cost pressures.

- Capital funding for the college sector has decreased by approximately £29 million, partly due to the investment phasing of Forth Valley College's new campus. Total capital funding budget for colleges in 2019-20 is £47.6 million. This represents a decrease of £29.1 million from 2018-19, which is partly due to the phasing of the £22.7 million investment in Forth Valley College's new Falkirk campus (which is due for completion in 2019-20). Taking that and other estate project funding commitments into account, there is £21.0 million available for backlog and lifecycle maintenance. The sector's backlog and lifecycle maintenance needs in 2019-20 far exceed the level of funding available. Therefore, the overall aim for SFC's allocation methodology is to ensure a contribution is made towards two elements of capital need based on the following proportions:

  o 60% of the allocation is to meet backlog maintenance needs which require to be addressed (as identified in the 2017 SFC sector condition survey); and

  o 40% of the allocation is to meet lifecycle maintenance requirements, otherwise future backlog maintenance requirements will escalate - based on the volume of credits delivered by a college.

The £21.0 million has therefore been allocated by the SFC in these proportions.

- Funding for 'other programmes' has decreased by approximately £6 million. A portion of SFC's annual funding for colleges is earmarked for other investments out with the core grants set out above. These funds are used to support:
  - o Employability and Skills
  - o Access
  - o Effective institutions

  The total budget for these 'other programmes' in 2018-19 totalled £14.9 million. To ensure that SFC sets a balanced budget for 2019-20, the budget has been reduced by £6.2 million to £8.7 million. SFC has advised that they will confirm the distribution of this funding shortly.

- SFC's initial budget for student support in 2018-19 was £111.0 million, with an additional £4.8 million then allocated for the implementation of the independent review of student support funding; a total of £115.8 million. This has been increased to £122.8 million for 2019-20, an increase of £7 million (6%). This funding is to allow colleges to further implement the recommendations of the Independent Review of Student Support and in particular is to support:

  - o Making bursary level funding available to 18-19-year-old students, rather than the lower Education Maintenance Allowance;
  - o An increase in the maximum annual FE bursary to £4,500 per annum (£104.65 per week when divided by 43 weeks). This is an increase of £5.86 (5.9%) on the 2018-19 weekly maximum of £98.79; and
  - o Care Experienced students with a bursary of £8,100.

  West College Scotland is currently reviewing the detail of the proposals associated with this.

2.8   An analysis of the final SFC 2019-20 funding for West College Scotland is provided at Appendix A. It should be noted that the SFC has previously required colleges to submit a Financial Forecast Return (FFR) covering projections over the next 5 years, and it is anticipated that the this will remain the case following confirmation of 2019-20 funding levels. However, at this time the College has not received any assumptions from the SFC to be applied in undertaking 5-year financial modelling - it is anticipated that these will follow, with the FFR – as in 2018 – being submitted to SFC in September 2019, and so the assumptions underpinning the 5 year financial projections outlined under *Agenda Item 8* have been set by the College at this time. The key considerations ultimately arising for West College Scotland from the confirmed final 2019-20 SFC funding allocation are as follows:

- A slight reduction in 2019-20 (164,119 credits) credit activity when compared with 2018-19 (164,223), with there being a reduction of 104 credits;

- While West College Scotland has received funding to support national bargaining there is an overall reduction in core operational funding levels for West College Scotland which is more than 3% - with there being a significant reduction in funding available to meet estates costs;

- Net depreciation funding – ███████████████ – which prior to 2018-19 was previously applied by the College to meet key priorities including payment of loans, student funding and essential estates works – will continue to require to be applied in order to meet core operational costs including ICT and annual pay uplifts.

- The level of student support funding allocation to WCS is in line with expectations based on the level of credit activity confirmed for 2018-19 – however the sector still awaits some detail on how the additional funding which has been set aside for the implementation of the Scottish Government commissioned Independent Review of Student Support is to be applied.

  It should be noted that in April 2019 the College received £230,000 of additional funding towards Care Experienced students. This additional 2018-19 allocation has not been included within the final funding allocation for 2019-20 resulting in a reduction in funding to support the same level of activity.

2.9 Ultimately the final 2019-20 SFC final funding announcement means that the risk evaluation in relation to the levels of SFC funding within the College strategic risk register remain significantly high, and this is considered further under *Agenda Item 13 (Strategic Risk Register).* The College Senior Management team are continuing to engage with the SFC regarding the financial sustainability of the College and the actions required to achieve a balanced budget on an ongoing basis.

2.10 Tuition fees are expected to increase ██████████ due to rise in the number of SVQ students whilst other fees including those received from Skills Development Scotland are anticipated to remain stable.

2.11 The level of other income will be increased ██████████through more effective use of the College nurseries along with increasing the support obtained for learning support students.
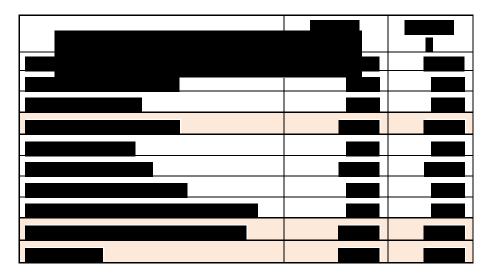
Staff Costs

2.12   Given the flat cash SFC grant in aid settlement combined with the expected costs arising from the settlement of teaching staff pay awards for 2019-20 and increased teaching pension costs, the College in May 2019 implemented a further phase of the SFC approved voluntary severance scheme. This scheme in line with the previously run scheme in 2019-20 is being funded by the SFC through the provision of strategic funding. ██████████
███
███████████████████

2.13   Staff costs for 2019-20 have been compiled using the following assumptions:
- recognition of savings arising from the impact of the voluntary severance schemes initiated during 2018-19;
- pay uplifts which take cognisance of Scottish Government public sector pay policy;
- no increases to employer national insurance contributions;
- no increase to support staff employer pension contributions; and
- an increase to teaching staff employer pension contributions in line with advice from the SFC. Funding of 50% towards the cost of this increase has been assumed as being receivable from the SFC, although this has not yet been confirmed.

Non Staff Costs

2.14   The College has attempted to maintain all non-staff costs at a comparable level to 2018-19 forecasted position where possible. Key non-staff movements are as follows:
- Reduced travel costs due to introduction of Skype for Business;
- Reduction in waste management costs with introduction of new College wide contract;
- Utility costs have been increased because of introduction of new national utility supply agreement;
- Significant reduction in property costs resulting from a significantly lower level of SFC estate funding.

2.15   The College has been allocated student support funds for 2019-20 which are in line with Credit activity levels. During the latter part of 2018-19 the College was subject to a significant demand being placed on the fund from care experienced students. The College was able to obtain one-off additional funding in March 2019 of £230,000 from the SFC to assist with this pressure. From discussion with the SFC there is no guarantee that such funding will be made available during 2019-20, however discussions remain ongoing with the SFC through the student working group to ensure that the Colleges position in future years is safeguarded.

Student Association Budget 2019-20

2.16   The Student Association budget for 2019-20 has been incorporated into the overall College budget for next year. The table below indicates the areas of expenditure the Student Association incurred during 2018-19 and the budget request for 2019-20.

Funds arising from Net Depreciation

2.17   The 2019-20 budget generates enough cash to repay the College bank loans, invest in the College IT infrastructure with the remaining balance being spent on staff related matters. These categories of expenditure are pre-approved by the SFC.

Full Asset Valuation

2.18   The 2019-20 budget is based upon the revised level of depreciation arising from the full 2018 valuation report. An interim valuation is not due until July 2021 and due to the uncertain outcome of this review no adjustment has been made to account for the interim valuation.

Arm's Length Foundation

2.19   The College is not budgeting / forecasting any donation being made to an arm's length Foundation and will keep this matter under review. Similarly, any bids for funding to an arm's length Foundation will also be kept under review with no additional income being accounted for in the budget / forecast period.

3.   **Financial Forecast Years 2 to 5**

3.1   The forecast document at Appendix B also details the key assumptions used in projecting the financial position of the College in years 2 to 5 and these include the areas outlined in the following sections.

Income

3.2   SFC activity levels are assumed to be largely in line with 2019-20 for year 2 at a level of 164,119 Credits. Year 4 assumes the cessation of the sector ESF funding with a resultant decrease of 6,264 Credits █████████ for the College.

3.3   In line with the 2018 SFC Financial Reporting guidance it is assumed that a move to the SFC 'simplified funding model' will take place in year 4. As per previous SFC guidance this will result in a reduction in student activity levels of 5,131 Credits with no reduction in SFC funding. There will be an associated reduction in staff costs of █████ to match the reduced level of student activity. It should be noted that the College delivers 9.4% of overall sector activity and if SFC funding were to be allocated on this basis it would result in additional funding in excess of £2m.

3.4   Other income movements are assumed to remain largely stable at 2019-20 levels over the 4-year period despite the challenging environment arising from the existence of a higher staff cost base in seeking to secure external income generating contracts.

Staff Costs

3.5   For staff costs an annual salary uplift in line with the Scottish Government public sector pay policy has been assumed in each year. In line with guidance from the SFC it is anticipated that these increased costs will be met from the College resource rather than an increase in SFC Grant-in-Aid funding.

3.6   The staff cost budget:

- for years 2 to 5:
    - Do include the recurring teaching annual costs and associated income relating to national bargaining harmonisation; and
    - Do not include the anticipated costs and associated income relating to support staff job evaluation – the quantum and timing of the implementation of the job evaluation scheme are not know.
- year 4 has a decrease in salary costs of █████ attributable to the decrease in SFC activity levels and income which is associated with the conclusion of the sector ESF project.
- year 4 has a decrease in salary costs of █████ associated with the introduction of the SFC 'simplified funding model'. The reduction in staff cost are assumed to be implemented through a reduction in temporary staff levels and will not incur any additional costs.

Non-Staff Costs

3.7   While the pressure to invest in maintaining College property is anticipated to rise over the 4-year period, the forecast anticipates a reduced level of spend in this area from 2019-20 onwards in line with the 2019-20 SFC final funding allocation. It should be noted that the amounts allocated are targeted towards reactive maintenance and do not reflect the actual level of funds required to develop the College campuses as outlined by the College Estate Strategy 2016-2026.

3.8   Supplies and service costs are expected to reduce over the period as the College transfers some activity from third party distance learning to a more blended College based delivery. Additional staffing cost has been assumed in relation to this. In addition, it is anticipated that the Skype for Business project will result in a reduced level of transport costs being claimed.

3.9   Other operating costs will be amended depending on the level of resource available to be expended by the College.

3.10   The College has a range of loans that require to be serviced and as the amounts owed are reducing over the period of the forecast, so this affects the level of finance charges incurred. Year 3 will see the Clydesdale Bank loan repaid in full with an associated reduction in interest and capital repayment costs releasing ▬▬▬▬ towards investment in the College infrastructure.

3.11   The budget assumes that in years 2 to 5 the College will be allowed to continue to utilise ▬▬▬▬ ▬ funds arising from net depreciation to meet core operational costs relating to historic annual staff pay increases, IT investment and legacy loan financing.

4.   College Financial Sustainability – Future Proofing Our College

4.1   The Finance and General Purposes Committee and Board of Management have been kept updated on the continued engagement between the College and SFC regarding future financial sustainability. Following on from approval of the 2018-19 budget the College submitted a business transformation plan to the SFC – *Future Proofing Our College*. This plan outlined the current and future financial position; the approach the College will take in securing financial sustainability; key areas where savings will be achieved; and areas where investment will be required.

4.2   In considering the 2018-19 College budget and five-year financial projections the Board of Management meeting of 18 June 2018 considered approaches the College might take in relation to achieving the required level of recurring savings going forward. It was also recognised that alongside generating savings there would remain a need for investment in key areas – such as the estate and ICT infrastructure. The College Business Transformation Plan, *Future Proofing Our College*, submitted to the SFC, sets out how these savings will be achieved and recognises:

- the need for significant investment in the College ICT infrastructure to provide a robust, resilient and secure platform ▬▬▬▬▬▬▬▬▬

- the College supports students from some of the most deprived areas of Scotland - many of whom are resident out with the West Region area – and there is a need for the SFC funding methodology to account for this.

Dialogue is ongoing with the SFC regarding these areas.

4.3 As outlined within Sections 2 and 3 above the College financial modelling and the SFC FFR assumptions are consistent. Recent engagement with the SFC has focused upon the the current year 2018-19 and the following year 2019-20 in relation to the level of recurrent savings that are required. Dialogue remains ongoing with the SFC regarding the extent of efficiencies that might be required beyond 2019-20 and the nature of how these might be achieved.

4.4 For 2018-19 the College remains on track to achieve the budgeted level of savings required to deliver an underlying break-even operating position. The Finance and General Purposes Committee has received updates through the management accounts on the position achieved.

4.5 As can be seen at table 4.2 in Appendix B the 2019-20 forecasted level of savings presented to the Board in June 2018 has been amended due to several factors including:
   a) A net increase in teaching staff employer contributions ▮▮▮▮▮▮▮. This increase in cost is due to take place from September 2019 onwards with a 34% increase in the level of teachers' pension contributions being paid by the College, which for 2019-20 is equivalent to £960,000. In line with guidance received from the SFC it has been assumed that the SFC will meet as a minimum 50% of these additional costs;
   b) an increase in utility costs ▮▮▮▮▮▮ as the public sector transfers to a new national utility supply agreement; and
   c) Other minor movements in both income and expenditure.

   In 2019-20 these movements have resulted in additional efficiencies requiring to be realised in 2019-20 ▮▮.

4.6 Given that staff costs account for almost 76% of College expenditure, voluntary severance is a key element in securing the necessary level of savings. The 2018-19 position in relation to VS to date can be summarised as follows:

- The College was awarded ▮▮▮▮▮▮ ▮ SFC strategic funding towards supporting a College voluntary severance programme in August and September 2018
- To date the College has committed to expended ▮▮▮▮▮ of the ▮▮▮▮▮▮ of SFC strategic funding provided to 31 July 2019.
- The remaining balance of SFC strategic funding ▮▮▮▮▮ requires to be committed before the end of July 2019 to ensure that the College retains the funding.
- The expenditure on voluntary severance will result in an overall reduction in staff costs ▮▮▮▮▮▮▮ by the end of 2019-20 with a staff reduction of 24.6FTE
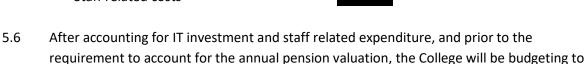
4.7   It should be noted that national teaching staff pay negotiations remain ongoing and despite the Colleges Scotland Employers Association having made several offers to the EIS the matter remains unresolved. The College continues to model the pay offers made to the EIS.

5.   Conclusion

5.1   The final SFC funding allocation sets a challenging financial operating environment for 2019-20 and beyond. The College will require to continue to work in partnership with the SFC to identify efficiencies and changes which will ensure financial sustainability is delivered going forward.

5.2   The Board of Management is asked to consider and approve the 2019-20 Student Association budget.

5.3   The Board of Management is asked to consider and approve the 2019-20 budget based on the assumptions outlined above.

5.4   The 2019-20 budget states the underlying operating surplus ▮▮▮▮▮▮ which is considered to be an operating break-even budget.

5.5   The accounting budget provides an operating surplus prior to use of funds arising from funds arising from net depreciation which total ▮▮▮▮▮▮ and will be expended on:
- Bank loans and lease repayments   ▮▮▮▮▮
- IT estate infrastructure   ▮▮▮▮▮
- Staff related costs   ▮▮▮▮▮

5.6   After accounting for IT investment and staff related expenditure, and prior to the requirement to account for the annual pension valuation, the College will be budgeting to declare a financial deficit for 2019-20 ▮▮▮▮▮▮

5.7   The Board of Management are also requested to consider the 5-year financial forecast document and note the fact that this will require to be updated following receipt of updated SFC assumptions for the period to 2024.

TITLE: **STRATEGIC RISK REGISTER**

Background: Under the Corporate Governance Code, the Board of Management is tasked with ensuring a framework of risk management and control is in place. This paper presents the College Strategic Risk Register for the consideration of the Board of Management and provides an update on the actions taken by the College in embedding risk management across the organisation.

Action: The Board of Management is requested to review and approve the College 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 further development of 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. The College Strategic Risk Register is subject to ongoing review by the Board of Management and all Board of Management Committees, with oversight being provided by the Audit Committee.

2.   College Strategic Risk Register Update

2.1   Each Board Committee is requested to:
- review the risks included within the register;
- the risk ratings both pre and post mitigation;
- whether any other risks should be considered for removal; and
- whether any new risks should be considered for inclusion.

2.2   The College Strategic Risk Register was reviewed at the College Senior Management Team (SMT) in April 2019. Following this review several changes were made to both the risk narrative and the mitigating actions being taken to address the risks.

2.3   The updated Risk Register was then considered by the recent Board Committee meetings, with comments being provided by the Estates and Corporate Development Committees in relation to changes for consideration. These comments have been incorporated into the following notes and the Risk Register has been updated where appropriate to reflect these.

2.4   The Organisational Development and HR Committee also expressed a view that the wording of the Strategic Risks was primarily finance focused and may not fully capture some of the human resource challenges faced by the College. However, the Director of OD and HR confirmed his involvement to the Committee in the update of the risk register and committed to considering this point further prior to the next Board Committee review.

2.5   The Learning, Teaching and Quality Committee had concerns around the impact industrial action might have on students. The Committee noted that the risk register did acknowledge the risk arising from industrial action and the mitigating actions in place to address the risk. It was concluded by this Committee that the register would be reviewed by the Vice Principal. As the industrial action is now under review following the ballot of EIS members in relation to a revised pay offer made in late May 2019, risk from strike action is diminished and no further adjustments to the register are felt to be required at this time.

2.6   The Estates Committee reviewed the risk register and agreed to:
- Risk (9) – remove this risk from the register and to reword risk (2) to reflect the combined estates risk faced by the College
- Risk (15) – remove the failure to achieve carbon management targets.

2.7 The Audit and Finance & General Purposes Committees reviewed the risk register and requested no further amendments at this time – although it was agreed in discussion that risks relating to funding and financial sustainability would require to be kept under close review given the challenging SFC funding settlement that has been confirmed for 2019-20.

2.8 Based on the above the following changes to the risk register have been made:

Risk (1)
- The nature of the risk remains unchanged.
- The mitigating actions have been updated to reflect current operations.

Risk (2)
- The risk narrative has been amended:
  - <u>FROM</u>: *Business cases for development of estate are delayed, impacting upon ability of College to recruit students / retain staff.*
  - <u>TO</u>: *Failure to deliver Estate Strategy objectives due to business cases for development of estate being delayed, with this having a resultant negative impact on the ability of the College to recruit students, retain staff and address legislative requirements.*
- The inability to progress the authorisation of the outline business cases is now considered to be as material a risk as funding and as such the risk score is proposed to change:
  - Previous Register
    - Pre-mitigation risk score was 5 * 4 = 20 and post mitigation risk score was 4 * 4 = 16
  - Proposed Register
    - Pre-mitigation risk core 6 * 4 = 24 and post mitigation score 5 * 4 = 20
- The mitigating actions have been updated and now include elements of risk (9) which has been removed.

Risk (3)
- The nature of the risk remains unchanged.
- Due to the continued delay in obtaining a clear direction of travel to obtain funding for future investment in the College estate and IT infrastructure the SMT considered increasing the risk score to 24. However, it was noted that the IT infrastructure is operational but clearly not where the College wishes it to be in terms of delivering a service to the College students. For this reason, the score remained unchanged.
- The mitigating actions have been updated to reflect current operations.

Risk (4)
- The mitigating actions have been updated to reflect current operations.

Risk (5)

- The risk narrative has been amended:
    - **FROM**: *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.*
    - **TO**: *Failure to deliver SFC Regional Outcome Agreement targets at a time of limited resource results in future credit and/or funding adjustments.*
- The mitigating actions have been updated to reflect current operations.
- The Risk owner has been updated to the Principal.

Risk (6)

- The nature of the risk remains unchanged.
- The ongoing nature of the national pay dispute with the EIS - including the move to industrial action beyond strikes to include the withholding of student results from College systems – meant that the SMT considered whether this risk rating should be reviewed. However, given the ongoing nature of the national negotiations and the fact that the EIS have now moved to ballot their members on a revised pay offer made in late May 2019 - it was felt that the risk score should remain as it currently stands and kept under review.
- The mitigating actions have been updated to reflect current operations.

Risk (7)

- The mitigating actions have been updated to reflect current operations.

Risk (8)

- The risk narrative has been amended:
    - **FROM**: *Failure to deliver the financial and/or non-financial objectives outlined in the College transition plan Future Proofing Our College.*
    - **TO**: *Failure to deliver the financial and/or non-financial objectives outlined in the College Transformation Plan "Future Proofing Our College"*
- The mitigating actions have been updated to reflect current operations.

Risk (9)

- On review the senior management team believe that the delivery of the College Estate Strategy has a substantial area of overlap with risk (2) in relation to the delivery of outline business cases for the development of new campuses. Several of the objectives within the Estate Strategy have now been achieved and without significant investment in the College estate it will be challenging for the College to deliver the remaining objectives.
- Based on this the SMT felt that the risk should be combined with (2) to raise the profile of the challenges faced by the College in delivering an estate fit for 21st century learning.

- The Estates Committee considered this proposal at its' May 2019 meeting and agreed that this risk should be removed, and elements of the risk be incorporated into risk (2) (*see above).*

Risk (10)

- The mitigating actions have been updated to reflect current operations.

Risk (11)

- Following consideration by the Corporate Development Committee SMT the risk narrative has been amended:
  - **FROM**: *Inability to specify, deliver and effectively implement an approach to generation of alternative income*
  - **TO**: *Ability to generate consistent levels of alternative income or to grow alternative income streams.*
- The Senior Management Team consider this to be a key area in the delivery of the College strategic objectives both from a teaching and learning perspective and financial sustainability.
- The risk score has been changed:
  - Previous Register
    - Pre-mitigation risk score was 3 * 3 = 9 and post mitigation risk score was 3 * 2 = 6
  - Proposed Register
    - Pre-mitigation risk score proposed 4 * 3 = 12 with a post mitigation risk score of 3 * 3 = 9
- The mitigating actions have been updated to reflect current operations.
- Risk owner has been updated to reflect ownership by the Vice Principal Educational Leadership

Risk (12)

- The mitigating actions have been updated to reflect current operations.

Risk (13)

- The risk narrative has been amended:
  - **FROM**: *Failure to implement a systematic approach to workforce planning resulting in lack of appropriate resources and skills to achieve strategic priorities*
  - **TO**: *Failure to embed Workforce Plan resulting in lack of appropriate resources and skills being developed to achieve College strategic objectives and outcomes*
- The College now has an approved Workforce Plan and action plan and the amended risk wording now reflects the progress and the fact that the focus is now on embedding this.
- The mitigating actions have been updated to reflect current operations.
- The risk owner has been updated to the Principal.

Risk (14)

- The mitigating actions have been updated to reflect current operations.

Risk (15)

- The College has a proven track record on the delivery of carbon management savings and sustainability projects over the past four years – and despite financial constraints has exceeded ROA Co2 targets. The Carbon Management Plan continues to be monitored by the Estates Committee and on review at the recent Committee meeting it was agreed that this does not therefore currently represent a strategic risk to the College.
- The risk has been removed.

Risk (16)

- The mitigating actions have been updated to reflect current operations.

2.9   It should be noted that:

a) The 2019-20 Scottish Funding Council final funding allocations have been released and are in line with the indicative figures previously considered by the Board of Management. As there has been very little movement between the indicative 2019-20 SFC funding figures announced in February 2019, and the final funding figures confirmed in May 2019 there is not felt to be any requirement to amend the rating of the financial risks faced by the College at this time. However, the Board of Management may wish to consider this further in considering the 2019-20 College budget and 5-year financial forecast during this meeting.

3.   Development of Risk Framework / Strategy

3.1   In 2018 the Board of Management considered the 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 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 his matter being taken forward. This will therefore be considered further during 2019-20.

- <u>Revisions to the Strategic Risk Register following finalisation of the new 2019-2025 College Strategic Plan</u>
  The new College Strategic Plan was approved at the Board of Management meeting in February 2019. It was proposed that the College delay publishing the Plan until after the Board strategy day to allow for any final amendments that may be required. The Strategic Risk Register has therefore not yet been aligned with the new College Strategic Plan and this will be done during 2019-20.

- <u>The introduction of a formal risk management appetite statement</u>
  The December 2018 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.

- <u>Review by Audit Committee</u>
  At the May 2019 Audit Committee meeting it was proposed to amend the format of the register to include a column to indicate the direction of travel for each risk. In addition, the previous post mitigation score was suggested as being incorporated into the register to allow for readers to assess the scale of the movement. The attached register has been amended as requested.

  The Audit Committee agreed that it would be helpful if at the next Board strategic day consideration of the College Strategic Plan could also incorporate the introduction of a formal risk management appetite statement and what this statement might be. Due to timing this was not possible and will now be included as part of the October 2019 Board meeting.

4.   Conclusion

4.1   The Board of Management is requested to review and approve the College 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 further development of the College risk management framework.

Strategic Risk Register
2018/19

Strategic Risk Register Dashboard Report

Risk register reference date: May-19
Board / Committee review date: Jun-19

Top 5 Risks Post Mitigation					
Ref	Risk	Movement	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 3	Failure to deliver Estate Strategy objectives due to business cases for development of estate being delayed, with this having a resultant negative impact on the ability of the College to recruit students, retain staff and address legislative requirements	↑	5	4	20
WCS 2	Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure.	↔	4	4	16
WCS 16	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.	↔	5	3	15
WCS 4	Failure to deliver SFC Regional Outcome Agreement targets at a time of limited resource results in future credit and/or funding adjustments.	↔	4	3	12

Movement in Risk Scores

The most significant risk faced by the College continues to be the volatility of SFC funding.

Continued delays to the business cases for the development of the College estate has moved up the risk register based on the latest developments in Renfrewshire and Inverclyde. This risk is closely linked to the next highest risk which is the failure to secure adequate maintenance funding.

The impact of the UK exit from Europe contiues to be a signifiacnt risk faced by the College as the level of uncertainty continues.

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				Movement since last review	Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	Previous 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 2019-20 indicative SFC funding received 28 February 2019 . This shows a level of core funding which is not greater than in 2018-19; a change in the estates funding methodology which will impact upon College operations; and no specific funding in order to meet the cost of any annual pay increases. The College will continue to face a number of financial challenges arising from this settlement. 2) 2018-19 budget approved in conjunction with 5 year future financial scenario planning and detailed assumptions. 3) Transformation 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) Financial modelling of next 5 years being undertaken based upon SFC FFR assumptions. Allows the College to identify funding gap and to continue to take necessary steps to address the gap. 7) Commercial Development Group reporting to Corporate Development Committee with focus on maintaining and growing income including ESF activity. 8) Robust monitoring of current and future curriculum delivery plans (CMAP) including staffing requirements. 9) Active College representation and involvement in external SFC review groups - funding methodology, CDN Finance network; credit review; access and inclusion; rural and remoteness premium and student funding.	6	4	24	24	↔	VP Operations / VP Educational Leadership
2	WCS 3	1,2,3,11	Failure to deliver Estate Strategy objectives due to business cases for development of estate being delayed, with this having a resultant negative impact on the ability of the College to recruit students, retain staff and address legislative requirements	6	4	24	1) The College continues to actively engage with SFC, SFT and other key stakeholders re investment and in relation to implementation of national estate condition survey review and future direction of travel. 2) Approved Estate Strategy highlights required estate investment for consideration by SFC and Scottish Government. 3) Draft Outline Business Case for Paisley estate submitted to the SFC. Response received from SFC in regard to Paisley OBC and the College is currently engaging with partners in relation to the collaborative aspects of any proposals. 4) Outline Business Case for Greenock updated and submitted to the SFC in December 2018 following Board of Management approval. SFC have confirmed receipt and willingness to work with College to take forward OBC 5) Inverclyde local development plan now finalised leading to restrictions on future College developments on preferred site. College continues to engage with partners to find suitable way forward. 6) 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. 7) 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. 8) Ongoing engagement with SFC	5	4	20	16	↑	VP Operations

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation				Movement since last review	Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	Previous Score		
3	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) 2019-20 indicative funding for estates has seen a reduction in lifecycle maintenance and priority maintenance funding. The continued reduction in lifecycle maintenance does present an operational challenge 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 2019-20. 3) WCS participation in SFC/sector Capital Working Group. 4) Outline Business Case for Greenock updated and submitted to the SFC in December 2018 following Board of Management approval. SFC have confirmed receipt and willingness to work with College to take forward OBC. Implications of recently published Inverclyde local development plan now being considered and College is engaging with 5) Outline Business Case for Paisley submitted to the SFC and feedback received from the SFC. Discussion with partner organisations remains ongoing.in relation to the collaborative aspects of the proposals, and an updated OBC for Paisley will require to be submitted to SFC. 6) SFC have issued the outcome of a national College estate condition survey. College has discussed and obtained agreement with SFC as to how the 2018-19 high priority maintenance funding will be applied.	4	4	16	16	↔	VP Operations
4	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.	5	3	15	1) College undertaken review of possible impacts of Brexit on operations. Output has been discussed at senior management level and with relevant Board Committees. To note potential impact on EU funded programmes (Modern and Foundation Apprentices). 2) The College is a member of a sector 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 ESF funding is due to end.	5	3	15	15	↔	Principal
5	WCS 4	1, 3, 5, 6	Failure to deliver SFC Regional Outcome Agreement targets at a time of limited resource results in future credit and/or funding adjustments.	5	4	20	1) Positive engagement with SFC in relation to ROA development and monitoring for current and future years. 2) Effective internal monitoring and reporting procedures in place, including operational planning process, and monitoring through the Board of Management and all Committees. 3) Good working relationships with local authorities and school head teachers in order to access attainment funding in support of College activities in this area. 4) Detailed curriculum development planning and review process which has been subject to positive review by internal audit. 5) Blended approach to delivery of teaching and learning including online learning allowing College to address changes in recruitment and delivery. 6) Curriculum offering is reviewed to ensure employer and student needs are met and appropriate courses delivered. 7) The Board of Management considered the updated College ROA during the meeting in January 2019, and considered the outcomes that will be delivered at that time. The ROA will be further considered once the 2019-20 SFC final funding is confirmed, with a final version agreed with SFC prior to summer 2019.	4	3	12	12	↔	Principal

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation				Movement since last review	Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	Previous Score		
6	WCS 5	3, 11	Impact and outcome of National Pay Bargaining for both teaching and support staff.	6	3	18	1) WCS representation and involvement in national college Employers Association and national joint negotiating committee (NJNC). 2) Financial impact assessment / planning scenarios with the financial impacts of National Bargaining subject to ongoing discussion with the SFC. National Bargaining funding distribution for 2019-20 amended in year and agreed with Colleges Scotland and the Scottish Funding Council. 3) 2018-19 final SFC funding included an allocation in order to meet the cost of national bargaining. 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 including liaison with Student Association on impact on students. 7) Local workforce planning arrangements subject to positive internal audit review (June 2018). 8) Support staff pay award until September 2019 been settled.	6	2	12	12	↔	Principal
7	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 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) College has achieved Cyber Essentials Plus accreditation as required.. 5) College Digital Strategy has been reviewed by SMT and sets out digital ambitions for the College. To be presented to the Board for approval in coming period. 6) Funding bid developed based for submission to SFC to ensure IT systems are fit for purpose. Initial discussions have been held with SFC on IT condition survey and College offered to be model for such a survey. 9) College HR department providing support to staff undertaknig national support staff job evaluation, wth role profile documentation to be completed by 28 June 2019.	4	3	12	12	↔	VP Operations
8	WCS 15	1,2,3,11	Failure to deliver the financial and/or non-financial objectives outlined in the College Transformation Plan "Future Proofing Our College".	4	4	16	1) Transformation Plan has been developed by the College and discussed in detail with the SFC. 2) Board of Management have approved the Plan and financial objectives are monitored through the F&GP Committee. Board of Management monitor overall plan achievement. 3) Projects have been initiated in line with the plan and are directed by a specific member of SMT. 4) Detailed delivery plan has been created to allow milestones to be set and monitoring to take place. 5) College on track to meet financial objectives outlined in the plan during 2018-19. However future years remain challenging and the plan will require to be further reviewed/updated. SFC indicative funding figures have been published and have crystallised the financial challenges faced by the College. No guidance on future years.	3	4	12	12	↔	Principal

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation				Movement since last review	Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	Previous Score		
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	9	↔	VP Operations
10	WCS 9	3, 4, 11	Inability to maintain positive staff relations	4	3	12	1) Approved Workforce Plan in place to address Audit Scotland recommendations. 2) Internal audit on internal communications reported that that the College had effective internal communication channels to staff and students 3) Clear procedures for communication and engagement with Trade Unions and College staff. 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. 6) College is supportive of staff involvement in national job evaluation scheme and has open dialogue with Unions as to how staff can be supported.	3	3	9	9	↔	Principal
11	WCS 11	5, 6, 8, 11	Ability to generate consistent levels of alternative income or to grow alternative income streams.	4	3	12	1) Alternative Income Strategy currently under development in response to requirements of Transformation Plan objectives. Strategy will be subject to review by Corporate Development Committee. 2) Annual financial budget agreed and monitored by the Corporate Development Committee. 3) Strong partnerships with local employers and stakeholders. 4) Operation planning process used to identify potential opportunities for income growth. 5) Adaption of course portfolio to meet student / employer needs. 6) Financial strategy and planning in place to address resource needs and redirect as required. 6) Review of resources required within Curriculum Development Planning procedure. 7) Commercial Development Group meets bi-monthly to review and address challenges of delivering alternative income.	3	3	9	6	↑	VP Educational Leadership

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation				Movement since last review	Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	Previous Score		
12	WCS 7	2, 11	Inadequate business continuity / cyber resilience planning leading to material interruptions to service delivery.	3	4	12	1) Business Continuity webpage created to inform all staff and stakeholders of College approach to business continuity planning. 2) Business Continuity Plan available to relevant staff on OneDrive along with associated documents to assist during any incident (including creation of "battle boxes"). 3) College has achieved Cyber Essentials Plus accreditation and has in place IT recovery plans as part of overall business continuity planning process. 4) Training and scenario planning sessions undertaken on a quarterly basis with involvement from both teaching and support staff. Externally facilitates and lessons learned shared with staff. 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.	3	3	9	9	↔	VP Operations
13	WCS 10	3, 4,	Failure to embed Workforce Plan resulting in lack of appropriate resources and skills being developed to achieve College strategic objectives and outcomes	4	3	12	1) College Workforce Plan and associated reporting requirements approved by the Board of Management. 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 including an establishment report. 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 2018-19 audit plan. Internal audit recommendations are subject to final report from OD&HR Committee to the Audit Committee in May 2019 to allow the closure of the issues raised. 8) Staff skills survey being developed to allow the College to identify and address future skills gaps.	3	2	6	6	↔	Principal
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) Data Protection Officer (DPO) appointed in compliance with legislative requirement. DPO is part of shared services agreement allowing the College to work collaboratively with other institutions. 2) DPO is undertaking review of departmental compliance with data legislation and addressing issues as required. Reports provided to working group on progress and issues identified / rectified. 3) College has a working group covering GDPR and data management issues with involvement from senior staff. The Group has oversight of the information risk assessment process. 4) Data Protection concepts and principles embedded within the operations of the College.	3	2	6	6	↔	Principal

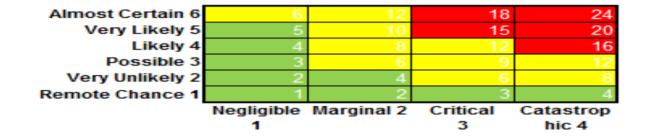| Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation				Movement since last review	Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	Previous Score		
15	WCS 12	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	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 stage to address any issues in advance of project start date. 2) Staff resource increased during 2018-19 to address the significant increase in level of expenditure and complexity of projects being undertaken. 3) Well embedded project / estate team with knowledge base that allows issues to be identified and addressed. 4) use of external professional advisors to provide oversight and critical review of proposed activities / plans.	3	2	6	6	↔	VP Operations

STRATEGIC PRIORITIES

1. We will provide education and training in inspirational and innovative ways to engage and meet the diverse needs of our students.

2. Education and training will be delivered to students in high quality College facilities, in their place of work or through the development and use of digital technologies.

3. We will provide the highest quality of teaching and tailored support to maximise our students' opportunities to achieve success and progress to employment and further study.

4. We will support the development of our staff and teams to achieve successful outcomes for themselves, our students and the College.

5. We will develop our curriculum and services to ensure they align with and support Scotland's key economic sectors. We will ensure that our students are equipped with the relevant training, qualifications and essential skills they need for employment and life.

6. We will develop meaningful partnerships; connections and alliances with business and industry to ensure employers are directly involved and invest in educational and skills development across the west.

7. We will become a strategic resource and valued partner with our stakeholders, building relationships, leveraging resources and capabilities to design, develop and deliver our products and services.

8. We will proactively look for new partners and new areas of activity, which will allow us to grow and develop our income to reinvest in our core business for the benefits of our students, our staff and our communities.

9. We will grow our reputation both nationally and internationally. Our reputation will be based on the quality of our teaching, outcomes four our students and our willingness to strive for and set the highest standards across all areas of our work.

10. We are committed to taking a leadership role in the West Region and together with our partners and stakeholders, tackle the significant social and economic deprivation, which still characterise many of our communities.

11. We will deliver a sustainable, effective and efficient service to our communities, through the implementation of sound governance, leadership, planning and management.

Tolerance Matrix and Scoring Grid

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

	Negligible 1	Marginal 2	Critical 3	Catastrophic 4
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

Risk Score - Direction of Travel

↔   Post mitigation risk score after review has remained static compared to the last time the register was reviewed.

↑   Post mitigation risk score after review has increased compared to the last time the register was reviewed.

↓   Post mitigation risk score after review has reduced compared to the last time the register was reviewed.

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. There is, however, one item for approval.

- To support the new Corporate Strategy, the College is proposing to publish a Digital Strategy. A copy of this is attached as Annex 5. The Board is asked to approve the Digital Strategy.

Lead   Liz Connolly, Principal and Chief Executive

Status   Open

1   Business Transformation Plan

1.1   Further positive and constructive discussions have been held with SFC in respect of the balance and nature of our on-line learning offering. Following these discussions WCS have agreed to model shifting a degree of provision from Distance Learning outside of our region to mainstream provision within the region, in order to better understand the financial implications of this. This will be discussed with the SFC at a meeting being arranged for the end of June.

2   Corporate Strategy

2.1   Following the strategy session held with the Board on17th April some minor changes have been made to the Corporate Strategy. A final version is attached as Annex 1.

3   National Bargaining Update

3.1   On 29th May a new pay offer was made to EIS-FELA, details of the offer are contained in Annex2. This offer was ratified by the Employers Association on the 5th June.

3.2   On 31st May EIS-FELA recommended to its members acceptance of the offer. A consultative ballot on this was opened on 31st May and closes at noon on the 10th June. A further update on this will be provided at the Board meeting.

3.3   There have now been 6 days of strikes since the beginning of 2019. These strikes have been very well supported by our lecturers with very few classes running. The lost teaching days appeared to have had minimum impact on students earlier in the year but have been of more concern to them later. Curriculum areas have generally made up the time during normal timetabled hours or by scheduling additional classes.

3.4   EIS have encouraged students to write to their MSP and the Principals of colleges. We have received 69 written complaints/concerns related solely to industrial action and 8 from one class about other matters but also referred to industrial action as one of their concerns. In the main, the students are concerned about the possible future impact rather

than the impact so far. They are also expressing concerns about the national industrial action rather than dissatisfaction with the college itself.

3.5   Since April, EIS have also been undertaking 'action short of strike', which involves the withdrawal of goodwill and refusal to input assessment results into college systems. The withdrawal of goodwill involves not working outside of working hours or lunchtimes. The impact of this may be some delays to students receiving assessment results, where normally the lecturer may have marked in the evenings or weekends. We communicated with students that this could be the case and have had an isolated few concerns raised that this has been the situation.

3.6   The impact of not inputting student results is really yet to be realised, since the main resulting period is the middle of June. EIS guidance states that the student assessment process should be undertaken just as normal and students be informed directly as to their result. Through our working with our local EIS, at our request, they have also asked members to ensure that they keep all assessment results secure.

3.7   The impact of not submitting results into college systems means that the outcome will not be submitted to the awarding body and students will not receive certification. The certification is particularly required for those requiring this for progression in education or for employment. We have determined a number of actions to mitigate the impact of this on student progression. The majority of progressing students actually do so internally within the college. This can be managed internally without formal certification required, assuming the CQL is aware of the overall assessment results from the lecturers. For external progression, this will be supported by providing the information directly to the employer or institution with a covering explanation. This will also rely on the CQLs knowing and providing the information. Since both the lecturers and CQLs would not want their own students to be disadvantaged, we do not anticipate this will generally be a problem across the majority of curriculum areas.

4   Senior Staff Restructuring

4.1   Following my appointment last year, and some changes to membership of SMT there has been a slight reorganisation of senior team responsibilities.

4.2   Sara Rae, Iain Forester Smith and Cathy MacNab have all taken on responsibility for some curriculum with the curriculum portfolios of Angela Pignatelli and Rob Aitken being realigned. Each of them has also taken on responsibility for the strategic lead on a cross curriculum issue. The job titles of all five have been adjusted to reflect their new responsibilities. An updated structure chart for the SMT is attached as Annex 3.

5   Digital Strategy

5.1   To support the new Corporate Strategy, the College is proposing to publish a Digital Strategy.
The Strategy has been developed by a small team of senior managers working across curriculum, business development and technology support.

5.2   The team reviewed strategic papers and digital developments from the Scottish Government and wider in the sector. Early versions have also been reviewed by the Senior Management Team (SMT).

5.3   The Digital Strategy is built around six key strategic areas encompassing delivery, people and skills, information and analytics, infrastructure, resource and partnerships. The timeline is tied to the new College Corporate Strategy, and it includes six pledges around what success will look like.

5.4   It should be noted that although print copies of the strategy are provided with the meeting papers, the primary version of the strategy is an interactive document. The intention here is to introduce the strategy with a small, but noticeable, sign of digital change.

5.5   The final section of the document contains our Case Study pages. The intention is to showcase existing digital capability and associate these with the published strategic aims. This mapping exercise is still in

development. The core strategy, within the document, is a final draft for the Board to consider at this meeting.
A copy of the draft Digital Strategy is attached as Annex 4

6   SFC Strategic Funding – Investment in College ICT

6.1   As advised previously to the Board, the level of operational funding available to the College for 2018/19 and beyond is not sufficient to maintain and develop the basis of a reliable, resilient and responsive ICT infrastructure that the College requires in order to meet 21st century teaching, learning and operational needs. The College is therefore seeking to secure funding from the SFC to address this, ██ ██ ███████

6.2   The Vice Principal Operations and the Director of IT met with Martin Kirkwood (SFC Assistant Director of Capital and Climate Change) and David Beards (SFC Senior Policy Officer) towards the end of April to discuss how a sector approach to identifying and addressing sector IT needs – and those of WCS specifically – might best be progressed.

6.3   It was agreed that WCS would take the lead in an initiative to assist SFC with the development of a framework and approach designed to identify IT need. The Finance and General Purposes Committee and the Board will be updated on progress.

7   CITB Contract

7.1   As previously reported at the Corporate Development Committee, the Sector has been involved in ongoing discussions with CITB, SQA and Skills Development Scotland to consider the implementation of a new assessment framework for the construction industry. The new framework will require assessment to be undertaken on-site in addition to employees attending college to undertake their vocational training. This change will require significant additional resource across the sector.

7.2   CITB receives the full allocated Modern Apprenticeship funding from Skills Development Scotland (SDS) and allocates a portion to colleges and other delivery partners for each apprentice. Initial discussions had

been ongoing with CITB to support additional resource to be allocated to providers to cover the additional costs of implementing the framework. While CITB have agreed to a small increase for 2018-19, this does not cover the additional costs in full. Subsequently Colleges Scotland prepared costings showing that there would be an anticipated additional cost across the Sector of approximately £2m for 2019-20, rising to a re-occurring £4m per annum from 2020-21 onwards for delivery of this contract.

7.3   Colleges Scotland made representation to the Scottish Government with the following requests:

- SQA to extend the transition period for the introduction of the new assessment framework to allow further discussions and potential solutions to be explored
- Confirmation that the Scottish Government would cover the additional costs of delivery

7.4   In the interim colleges made individual decisions to apply to SDS, as part of the Modern Apprenticeship bidding process, for their own Construction MA places which would allow us to move towards managing our own Construction apprenticeship activity and thereby realising the full funding for each apprentice. West College Scotland along with every college who applied were successful in securing places for Construction, as were CITB.

7.5   On 21st May, James Boyce Head of College Policy at Scottish Government wrote to Colleges Scotland advising that after discussion with SQA it was not possible to extend the transition period for the new assessment framework. He also confirmed via phone-call that the Scottish Government were not able to provide any additional money to deliver the planned implementation of the new assessment framework.

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7.8 By colleges absorbing the additional Assessor and Verifier costs it could significantly impact other areas of college delivery through the requirement to make efficiencies and therefore it was agreed it would be beneficial for Colleges Scotland Comms team to develop a comms strategy, including proactive elements.

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7.10 CPG members were asked if individual colleges could inform of their intentions with regard to 2019-20 delivery. Following a discussion the majority of colleges, including West College Scotland, informed they would be opting **for Option 4 - Staged Transition**, but with a timescale that is likely to be as short as possible, but would be longer than August 2019. Many colleges stated an intention to aim for August 2020.

7.11 Following considerable internal discussion, West College Scotland is now moving towards becoming the Managing Agent for Construction

apprenticeships over a 2 year period and are doing so in discussion with CITB. There will be challenges around making employers aware of the change and recruiting apprentices given the strong links between CITB and the construction sector, however a national marketing strategy and campaign has been developed and will be supplemented with local/regional efforts to support this approach.

7.12 The College sector has worked collectively on this issue and it is considered that this has brought significant benefits, therefore this approach will be continued.

7.13 It is important to note that in addition to direct contract funding this activity is also credit generating which for WCS is circa 4,000 credits.

8 Greenock Business Case

8.1 The College submitted an Outline Business Case (OBC) for development of our Greenock campus to the SFC in December 2018. The College received a positive reply from the SFC in March 2019, a copy of which is attached as Annex 5.

8.2 Formal representation was made by the College to Inverclyde Council that sought specific changes to the Local Development Plan (LDP) to assist with the future development of a new build campus at East India Dock. The Council did not recognise any of the issues raised by the College in the finalised LDP. In line with normal practice the LDP was submitted to a Reporter to undertake an independent examination of any unresolved issues arising from representations made to the Council.

8.3 In January 2019 the College was made aware that the Reporter had requested further information from Inverclyde Council in relation to their LDP considerations. The Reporter's examination into the objections to the proposed LDP concluded in late March 2019 and the Examination Report was made public on 5 April 2019. The conclusion of the examination process has resulted in a recognition of the requirement for a new campus within Greenock, but not specifying a location, and all the other amendments sought by the College have not been accepted.

8.4 Along with the Vice Principal Operations and the Head of Estates, I met with the Chief Executive of Inverclyde Council on 4 April to discuss what potential sites may be available for development of a new College campus. The College provided the Council with confirmation of the size of site required. On 4 May 2019 the Council responded by providing details of a number of potential sites. These were considered by the Estates Committee on the 28 May and a further update will be provided to the Board under the Estates Committee agenda item.

9   Audit Scotland: Scotland's Colleges 2019

9.1 On 4th June Audit Scotland published Scotland's Colleges 2019 which highlights the challenging financial position facing the sector. The report confirms that the Scottish Government is increasing revenue investment in colleges but that it is being used to cover additional costs from harmonising pay, terms and conditions across the sector and highlights that there is insufficient capital funding in the sector.

9.2 The report also underlines the essential role colleges are undertaking by widening access to disabled, ethnic minority and care-experienced students.

9.3 A link to the report was sent to Board members on the day it was published, a copy is attached as Annex 6.

TITLE: **STUDENTS ASSOCIATION REPORT**

Action: The Board is invited to consider and note the report from the Students Association on recent activities. This includes the outcomes of a recent self-assessment conducted by the Students Association which is attached as an Annex.

Lead: Nicole Percival, President, Students Association

Status: Open

The Student Association Board Report June 2019

The Students' Association {SA} continues to work for the benefit of all students. At the time of writing, The SA consists of Student Acting President– Nicole Percival and two Vice Presidents at Paisley - Marek Gorecki, at Clydebank - James Morrison. 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 SA are working on the development of the Student Association in partnership with NUS Scotland and the quality department. We are currently working on the constitution being updated and this has involved it being reduced in size. We are also working on developing a strategic plan for the SA which will be a way of providing some sustainability to the SA something which we do not currently have when new teams come in. Due to this and at the request of our incoming team we will be putting forward a business case for a part time staff member, we are aware of financial difficulties which could be an issue however we have ways we believe could make this work. This would ensure that the sustainability of the SA is consistent whilst giving the elected officers the ability to continue in their own manifesto points. With a staff member who only has the focus of the SA this means these officers will have better support and guidance.

We are also working with SPARQS to evaluate our class rep system which we are looking to change to Student Association Reps due to feedback within Education Scotland's report. Our current system for class reps is not working effectively and engagement is an issue which we have had this year. We have reached out to our class reps for feedback and have sent an anonymous survey out to them to get more information on what they feel would be beneficial. This is something we hope to have a plan for to pass on to the new SA team.

We are working closely with the Student Services, in particular Scott Campbell with regards to the Going Further for Student Carers: Recognition Award. This is an award that the SA are very passionate about, the President in particular, due to previously being a carer for over 20 years. This award will ensure the college has support in place for our student carers, this is something we realise already exists, but we aren't promoting it as well as we can. We are hoping to have everything organised and will be looking to launch this in October 2019 during a week we have planned called 'Care Aware Week'.

Healthy Body, Healthy Mind is an ongoing campaign we have been working towards with the new Health and Wellbeing Advisor Kirsty. We have recently submitted our report and evidence for 3 stars and we feel this is something which we can achieve, however, lack of physical activity is something we are aware may cause us not to get the full 3 stars. However, we are proud of the work we have

done in partnership with Kirsty and are extremely happy to have a fantastic college colleague to work with when it comes to our student's mental health.

The SA has continued to have internal department meetings every month and this involved representation from various 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. We did however identify that the people who attended this were from 3 departments and due to this we decided to invite heads, SMT and execs along to our planning meeting in June to look at how we can better involve them.

May marks mental health awareness month and in partnership with HR and Student Services we have been running a month of mental health awareness with each week having a theme, week 1 was mental health awareness with some fun activities which included a rodeo bull and an assault course on campus. Week 2 is an online campaign around body image, healthy diet and stress management. Week 3 will look at additions and finance and we will have different organisations on campuses providing information and support to our students. Week 4 will be around gender-based violence (GBV) and we will have organisations as well as NUS Scotland Women's Officer Shuwanna on campus making students aware of what GBV is as well as providing any support needed. We will then round the month up with an online general mental health support campaign.

In partnership with Cathy McNab the President developed the new behaviour framework for students, this has been taken to students and SMT for feedback and is now in the final development stages. Students have gave great feedback on this such as one of our ESOL students stating is it clear an easy for someone whose first language isn't English to read. Others believe it will have a positive impact on students as it lays out the clear boundaries within the college. Furthermore, students believe it is asking you to reflect on your behaviour in a positive way as we have worded it in an 'Ask yourself' way and we believe this is the most important message.

We would like the board to note the fantastic support this SA team have had from line manager John Redman who has given us the support and guidance we needed as well as allowing us to remain as independent as we can. Through the difficult times over the past 2 years John has shown his support and passion for the SA and we are extremely grateful for all he has supported us in.

Lastly, we would like to thank everyone within the board for all their help and support throughout our 2 years in office.

Any questions are welcome.

TITLE: **SLWG REPORT ON BOARD DIVERSITY AND ACTION PLAN**

Background: The Short Life Working Group (SLWG) on Board Diversity was established in March 2018 to consider ways of improving diversity in Board membership. It reported on progress to the Board in June 2018 and a further report on the progress made and the way ahead is attached for consideration.

In order to widen diversity consideration has been given to
- How we engage with the local communities and how improvements could be made that might make Board membership a more attractive option to a more diverse range of the population;
- A stepped approach to Board membership to provide support and development to individuals who might otherwise not have considered joining a board;
- Improving the recruitment process and literature to make it more accessible.

Discussions with the Chairs of the Board and the committees have been held to consider the skills and experience that these bodies need in order to function effectively. These discussions have been undertaken by John Leburn who has provided a gap analysis of the skills and experience that the Board and its committees might benefit most from. His report (attached at Paper 11.1 (a)) summarises his findings and raises matters for consideration by the Board.

An Action Plan has been produced by the SLWG, the latest edition of which is attached for consideration – at Paper 11.1 (b). The SLWG is of the view that it has completed its task and that this activity should now come within the remit of one of the Board committees, possibly the Nominations Committee, to take this forward.

Additionally the SLWG invited Ali Jarvis to attend one of the meetings to look at what the SLWG was doing and to provide input as appropriate. Ali wrote this up as a case study which is now published on the website of the Commissioner for Ethical Standards on Public Life in Scotland.

Action: The Board is asked to consider the outcomes (attached at Paper 11.1(a)) and the Action Plan (attached at Paper 11.1 (b)) and to approve the approach and implementation as recommended.

Lead: John Leburn, Board Member

Status: Open

TITLE: BOARD ANNUAL EFFECTIVENESS REVIEW 2019

Background: The annual effectiveness review of the Board was undertaken in May following the Strategic session held in April. The following report summarises the responses received and highlights areas of good practice and areas where further consideration and improvement could be made, with specific recommendations being made.

Overall the feedback obtained is positive and confirms that Board members are satisfied with the frequency of Board meetings, the quality and quantity of information provided and the overall effectiveness of the Board and its committees. In particular the Board members confirmed that the Chair promotes a culture of openness and debate, and the feedback on the Students Association has shown improved contributions at meetings. Indeed the feedback confirmed that the Board members consider that excellent work is being undertaken by the Students Association.

Board members indicated that they appreciated the changes to the agenda to allow greater focus on more strategic matters. However, there is a view that more could be done to put the student experience at the centre of the debate at Board meetings; and that the dashboard reporting could be more frequent. It is also proposed that further thought be given to the structure of the agenda in relation to how it combines the discussion of strategic matters and the more routine business. The Board should continue to progress its action in relation to improving equality and diversity, and particularly how it captures a range of more diverse views within the communities it serves. Some consideration needs to be given to how the Board contributes to the economic and social wellbeing in the West Region.

The Board is asked to consider the attached report and, once agreed, this report will be submitted to the SFC before the end of June and will also be placed on the College website.

Action: The Board is asked to approve the report on its Annual Effectiveness 2019 for submission to SFC and publication on the College website.

Lead: Keith McKellar, Chair, Board of Management

Status: Open

TITLE: **BOARD DEVELOPMENT ACTION PLAN**

Background: The Board Development Action Plan has been updated in light of the following factors:
i.   progress made with each matter throughout the year;
ii.   the outcomes from the Corporate Strategic session held in April;
iii.   feedback obtained from the annual review of the effectiveness of the Board.

Attached is a marked-up version of the Board Development Action Plan so that Board members can see quite clearly the amendments made which reflect the progress made since the last review of this Action Plan in February 2019. The main matters arising are:
-    the continuing development of the Corporate dashboard and kpi's;
-    continuing the work of the SLWG on Board Diversity to widen access to Board membership and to bring a more diverse range of views to the Board from the communities that the College serves;
-    to build on the changes made to the structure of the Board agenda and to review the access arrangements to the papers provided to the Board;
-    consideration to be given to the contribution that the Board makes to the economic and social wellbeing of the West Region.

The Board is asked to consider the proposed updates to its Action Plan. Once agreed the Action Plan will be submitted to the SFC before the end of June and will also be placed on the College website.

Action: The Board is asked to approve its updated Action Plan for submission to SFC and publication on the College website.

Lead: Keith McKellar, Chair, Board of Management

Status: Open

TITLE: **CORPORATE DEVELOPMENT COMMITTEE**
Minutes of the meeting held on 7 May 2019

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

CDM205 Strategic Risk Register - the Committee considered that a slight adjustment should be made to the Strategic Risk Register risk 11, which concerned alternative income. The committee has proposed that this be reworded to 'ability to generate alternative income' and possibly even to include 'ability to grow alternative income'.

CDM211 Homecare App Development – the Committee heard all about the development of a Homecare App which was well underway and which the College was participating in. This mobile training app was designed to be accessible and would provide clear information in bite-size chunks to guide carers when they needed hep or advice. Staff and students at the College were providing feedback on the app as it was being developed. This app would demonstrate the capability the College had as a key provider of care and care related educational opportunities and activities.

CDM212 International Action Plan – the Committee was provided with an update on the development and implementation of the International Action Plan, in light of the development of the International Strategy.

CDM213 Alternative Income Update – the Committee was updated on the current position and noted the challenges ahead. It was particularly pleased to note that the College should achieve its alternative income target for the year.

Lead: Mark Newlands, Chair of the Corporate Development Committee

Status: Open, except for items CDM211, 212 & 213 which are restricted as they are commercially sensitive.

CORPORATE DEVELOPMENT COMMITTEE

MINUTES: 7 May 2019

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

Attending: Stephanie Graham (Vice Principal Educational Leadership), Sara Rae (Assistant Principal, Enterprise and Skills), Bob McAllister (Innovative Learning Manager – for CDM211), Cathy Glover (International Manager – for CDM212), and Gwen McArthur (Secretary to the Committee).

Apology: Keith McKellar, Diarmid O'Hara.

CDM200   WELCOME
On behalf of the Committee the Chair welcomed Stephanie Graham to the meeting. Following a reorganisation of responsibilities within the College some of this area of activity now fell within her remit.

CDM201   DECLARATION OF INTERESTS
Jim Hannigan declared an interest as NMIS Programme Manager, Skills Development Scotland.

CDM202   MINUTES
The minutes of the meeting held on 19 February 2019 were approved.

CDM203   ACTIONS FROM THE MINUTES
The Committee noted the actions taken since the last meeting and particularly the following:
.1 Schedule of Business (CDM192) – the schedule of business for session 2019-20 would be brought to the next meeting following discussion between the Chair and the Principal.   **[Action: LC]**

.2 Internal Communications (CDM194) – a staff survey on internal communications would shortly be issued within the College. It was the aim to conduct a full staff survey early next session following discussion by the Organisational Development and HR Committee.   **[Action: LC]**

CDM204   MODERN SLAVERY STATEMENT (BM516)
In order to comply with the Modern Slavery Act 2015 a statement setting out the steps that the College was taking to ensure that there was no modern slavery in the College or

its supply chain had been prepared and had been considered by the Board at its last meeting. The Board had approved this statement and had asked each of the Committees to consider this in relation to the areas that fell within their remit. It was noted that this was one of a suite of policies developed and was on the College website.

In discussion it was noted that if there was a change in supplier or a new supplier used then appropriate checks would be conducted at the time of change. Also the College went through the APUC framework when tendering for suppliers, so there would have been checks conducted at an earlier stage as well. The Modern Slavery Statement would be reviewed annually. The Committee welcomed this approach.

CDM205   STRATEGIC RISK REGISTER (CDM195)

The Committee noted the Strategic Risk Register. This had been considered at the Board meeting on 25 March 2019. It was noted that the Senior Management Team (SMT) had recently reviewed the risk register and some adjustments were being considered. In discussion a query was raised about risk 11 'Inability to specify, deliver and effectively implement an approach to generation of alternative income.' The Committee was of the view that this was in the correct place on the risk register at present and the mitigating actions were sufficient. However it was suggested that this be reworded to 'Ability to generate alternative income' and possibly even to include 'ability to grow alternative income'. It was considered that this might affect the position of this risk on the register. It was **agreed** that these comments be fed back to the Director of Finance and Estates for further consideration.   **[Action: GMcA]**

CDM206   DATES OF MEETINGS IN 2019/20

The Committee noted and **agreed** the dates of its meetings in session 2019/20, these being:
22 October 2019
18 February 2020
5 May 2020
All Tuesdays at 4.00 p.m. at the Paisley Campus.

CDM207   CHANGE IN RESPONSIBILITIES

The Committee noted that, in light of the appointment of Liz Connolly to Principal, some changes had been made to the structure and responsibilities of the senior staff. There would be no replacement for Liz and so Stephanie Graham, Vice Principal Education Learning, had taken on responsibility for the enterprise and skills areas. Liz had retained responsibility for communications, policy and planning. Sara Rae's title had changed to Assistant Principal Skills and Enterprise and she would be part of Stephanie's team. As part of a re-alignment of responsibilities Sara would now also be responsible for the Hairdressing, Beauty and Make-up Artistry curriculum area.

CDM208   **DRAFT DIGITAL STRATEGY**

The draft Digital Strategy had been discussed at the Senior Management Team (SMT) meeting earlier in the day. This strategy had been produced by David Black (Director of IT), Sara Rae, and Angela Pignatelli (Assistant Principal, Creativity and Skills). It was the intention to circulate this draft strategy to all the Committee Chairs so that they had sight of it before it went to the Board in June.   **[Action: LC]**

CDM209   **ALTERNATIVE INCOME IMPACT ON COLLEGE FINANCES**

It was queried if the Committee would find it useful to invite the Director of Finance and Estates to attend the May meeting of this Committee each year to explain what the implications and ramifications would be if the College did not achieve the alternative income target agreed. The Committee **agreed** that the Director of Finance and Estates should be invited to attend the May meeting of this Committee each year for consideration of this matter.   **[Action: LC]**

CDM210   **NEXT MEETING**

Tuesday 22 October 2019 at 4.00 p.m. at the Paisley Campus.

RESERVED BUSINESS

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

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TITLE: ORGANISATIONAL DEVELOPMENT AND HR COMMITTEE
Minutes of the meeting held on 15 May 2019

Action: There is one recommendation for consideration and a number of items for report.

1 Recommendation

OM246 HR Annual Report 2018 – in light of the comments made at the Board meeting in March, the HR Annual Report 2018 was revised and some amendments made. The Committee considered the revised report and
RECOMMENDS that the HR Annual Report 2018 be approved. This report is circulated as Paper 14.1.

2 Items for Report

OM244 National Bargaining – the Committee received an update on the current position regarding National Bargaining. It was noted that EIS members were continuing their strike action and also action short of a strike. The Committee was concerned at the impact the action short of strike action would have on the students and particularly those wishing to progress to study elsewhere or move into employment. It was noted that a report on the impact of the strike action would be made to the Board at its meeting in June.

OM250 Risk – the view was expressed that the wording of the risk register was primarily finance driven and didn't quite capture some of the HR issues facing the College apart from the issues around National Bargaining. These comments have been passed to the Director of Finance and Estates for consideration.

The Committee received updates on the following
- OM245 Voluntary Severance Scheme
- OM248 Workforce Planning.

OM253 Lyndsay Lauder - the Committee would like to thank Lyndsay Lauder, who would be stepping down from the Board at the end of the session. Lyndsay had taken the Committee forward during her tenure and had provided constructive input and supportive scrutiny to all areas within the Committee's remit.

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

Status: Open

ORGANISATIONAL DEVELOPMENT & HR COMMITTEE

MINUTES: 15 May 2019

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

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

Apologies: Keith McKellar

OM241   DECLARATION OF INTERESTS
No interests declared.

OM242   MINUTES
The minutes of the meeting held on 13 February 2019 were approved, subject to the following amendment:

OM232.2 Voluntary Severance Scheme
Sentence should be amended to read:
'The Voluntary Severance (VS) Scheme was still in place but the deadline for VS applications sought from staff had now passed.'

OM243   ACTIONS FROM THE MINUTES
The Committee noted the actions taken since the last meeting and particularly the following:

.1   **Annual Effectiveness Review of the Board (OM232.1)** – it was noted that the annual internal review of Board effectiveness was now underway. It was the intention that an external effectiveness review would be undertaken in the autumn. The Board Secretary Steering Group had provided input to the review of the guidance for conducting external effectiveness reviews being undertaken by the College Development Network (CDN). It was anticipated that there would be minimal change to the guidance. The Committee would be kept informed of developments.   **[Action: GMcA]**

.2   **Finnart Street Building (OM232.3) –** the Committee noted a report on the remedial work that had been undertaken to make safe the cladding on the Finnart Street building in Greenock. While the Committee was satisfied that all appropriate actions were being taken and that safety remained a priority, it was considered that a timescale for the completion of these actions should be included in the report. The Committee welcomed that an annual programme of inspections was now in place and had been built into the estates maintenance budget, along with other safety measures that had been put in place.

.3 **Employee Health and Wellbeing Strategy (OM234)** – the Committee noted that the Board had approved the Employee Health and Wellbeing Strategy at its meeting in March. The Committee also noted a report on PAM Assist, the new Employee Assistance Programme Provider. This report provided information on the level of usage of this service by employees of the College. It also provided information on the range of services that PAM Assist provided, which was much broader than the previous provider. This service had been publicised within the College. The Committee welcomed this information.

OM244 **NATIONAL BARGAINING: UPDATE (OM233)**
The Principal provided an update on the ongoing national bargaining negotiations with the Colleges Scotland Employers' Association and trade unions representing support and lecturing staff.
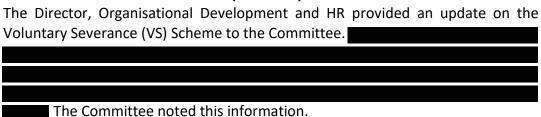
.1 **Support staff** – the national job evaluation process was now underway in the colleges. In the first stage, job evaluation questionnaires had to be completed by 28 June 2019.

.2 **Teaching staff** – the Director, Organisational Development and HR tabled a paper that set out a Parliamentary Briefing for MSP's provided by Colleges Scotland Employers Association. This provided an overall summary of the offers made and the actions that had been taken to date. It was noted that members of the EIS were on strike today and would be on strike again the next day. They were also participating in action short of a strike, which meant they would not put student results into the management system and there was a withdrawal of goodwill. It was noted that the Scottish Government had made clear that they wished Colleges Scotland to resolve this dispute.

The Principal updated the Committee on the offer made to the EIS by the Management Side and the various demands that the EIS were making. A recent discussion concerned 'discretionary time'. EIS was of the view that this was a right and should be included in Teaching staff terms and conditions. While some colleges did have provision for 'discretionary time, not all colleges did and not all colleges offered this on the same basis. This would be considered further by the National Joint Negotiating Committee.

Support for the strike action amongst Teaching staff at West College Scotland was strong with the majority of Teaching staff supporting this. The Senior Management Team (SMT) were taking all possible action to mitigate the impact of the strikes and to maintain local employee relations. Communications had been issued to students to make clear that this was not a College issue but was a national dispute. They were also working closely with the Students Association to ensure that students received help and support and were aware of what was happening. Agreement had been reached at a local level that staff would tell students if they had passed their course or not, but no detailed marks for their assessments would be issued until the strike action was over. SMT had considered the mitigating action they could take to help students progress. The majority of students would continue their

studies at the College and so they would be able to progress if they passed their course. For those students who would move to study elsewhere, e.g to University, or who moved to employment then other arrangements would need to be explored. The College did have good relations with other Colleges, some Universities and local employers and so any issues arising could be addressed. The College would do everything it could to help students progress. A report on the impact of the strike action on students and the actions being taken to mitigate these would be provided to the Board at its next meeting. The Committee noted this information and would be kept informed of developments.   **[Action: LC]**

OM245   VOLUNTARY SEVERANCE SCHEME (OM232.2)
The Director, Organisational Development and HR provided an update on the Voluntary Severance (VS) Scheme to the Committee. ████████████████
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████   The Committee noted this information.

OM246   HR ANNUAL REPORT 2018 (OM235)
The Committee noted that the draft Human Resources Report 2018 had been discussed at the Board meeting in March and, in light of the feedback, a few amendments had been made. In considering the revised report it was noted that the following amendments had been made:
- Figure 10, relating to sickness absence, had been adjusted and expanded so that it contained more information.
- Table 3, which provided information on accidents/incidents reported through health and safety had been expanded to include the data from the previous year for comparative purposes.

The Committee welcomed these amendments and
RECOMMENDS to the Board that the revised Human Resources Report 2018 be approved.   **[Action: LL; DG]**

OM247   MODERN SLAVERY STATEMENT
In order to comply with the Modern Slavery Act 2015 a statement setting out the steps that the College was taking to ensure that there was no modern slavery in the College or its supply chain had been prepared and had been considered by the Board at its last meeting. The Board had approved this statement and had asked each of the Committees to consider this in relation to the areas that fell within their remit. It was noted that this was one of a suite of policies developed and was on the College website. The Committee noted this statement.

OM248   WORKFORCE PLANNING (OM210)
.1   Workforce Planning: Internal Audit Recommendations Update
The Internal Auditors, Scott Moncrieff, had provided information in 2017 to assist the College in the development of a workforce plan. The College had used this information and the Internal Auditors had returned in June 2018 to review the

progress made in implementing the earlier recommendations. The Committee noted a report and were satisfied that the actions taken to address the Internal Auditors recommendations had been completed. The Committee welcomed this report and noted that good progress had been made. This information would be fed back to the Audit Committee for monitoring through the Rolling Audit Action Plan as appropriate.

.2   Workforce Plan Action Tracker
In order to monitor progress with the implementation of the Workforce Plan an Action Tracker had been prepared and would be updated at regular intervals. The Committee noted and welcomed this Action Tracker.

OM249   INTERNAL AUDIT REPORT: FREEDOM OF INFORMATION
The Committee noted the Internal Audit Report on Freedom of Information. The Auditors had reviewed the arrangements for processing and handling freedom of information requests. The Committee welcomed this report which was positive in its findings.

OM250   RISK (OM237)
The Committee noted the Strategic Risk Register. The view was expressed that the wording of the strategic risk register was primarily finance driven and didn't quite capture some of the HR issues facing the College apart from the issues around National Bargaining. The risk register had recently been reviewed by SMT and some changes would be made to it. The Director confirmed that he contributed to the risk register and HR issues were taken into account in this process.

OM251   DATES OF MEETINGS IN SESSION 2019-20
The Committee **agreed** that it would meet on the following dates in session 2019-20:
-   18 September 2019
-   6 November 2019
-   12 February 2020
-   13 May 2020
All Wednesdays starting at 4.00 p.m. on the Paisley Campus.

OM252   REPORTS FROM SUB-COMMITTEES (OM238)
The Committee noted the reports from the following sub-committees:
i.   Joint Consultative and Negotiating Committee for Support Staff meeting of 23 January 2019;
ii. Equality, Diversity and Inclusion Committee meeting of 13 December 2018.

OM253   LYNDSAY LAUDER
It was noted that this would be the last meeting for the Chair, Lyndsay Lauder, who would be stepping down from the Board. On behalf of the Committee the Principal thanked Lyndsay for her input to the Committee. She had taken the Committee forward during her tenure and had provided constructive input and supportive scrutiny to all the areas within the Committee's remit.

OM254   NEXT MEETING

Wednesday 18 September 2019 at 4.00 p.m. at the Paisley campus.

GMcA/24.05.19/Final

TITLE: NOMINATIONS COMMITTEE
          Report from the meeting held on 21 May 2019

Action: There are 4 recommendations for consideration and approval, and 1 matter for report.

1.   **Recommendations**
   .1 **NM100 Membership of Board**
      The Committee noted that Lyndsay Lauder would be stepping down from the Board at the end of session 2018/19 and so a recruitment process would need to be established to recruit a new member. In light of the work of the SLWG on Board Diversity it was agreed that Changing the Chemistry be invited to provide advice and assistance in this recruitment process as appropriate. In order to progress this recruitment process the Committee
      RECOMMENDS to the Board that a Selection Panel be established and be delegated responsibility for the recruitment of a new Board member, the membership of this Panel to be:
      Keith McKellar, Chair of the Board and of the Selection Panel
      Jacqueline Henry, Vice Chair of the Board
      John McMillan, Senior independent member of the Board
      Gwen McArthur, Secretary to the Boar
      Independent Member (to be identified).

   .2 **NM101 Membership of Board Committees and Succession Planning**
      The Committee discussed the membership of the Committees and particularly those where some of the co-opted members period of office was due for review. The Committee
      RECOMMENDS to the Board that Graeme Bold's period of membership of the Audit Committee be extended for one further year, to 30 June 2020.

      The Committee also
      RECOMMENDS to the Board that the Selection Panel established to recruit a new Board member (proposed at NM100 above) also be authorised to consider inviting candidates who were not successful in being appointed to the Board at this time, but who the Selection Panel considered would otherwise be appointable to the Board, to be co-opted to a Board Committee.

   .3 **NM103 Board Development Activities**
      In looking ahead to next session the Committee
      RECOMMENDS to the Board that a development session on risk management and developing a risk management appetite statement be the first to be held next session and that this be held in the hour immediately prior to the Board meeting on 7 October 2019. Further consideration would be given to the development sessions to be held next session, including the possibility of refresher training on health and safety.

.2 **Matter for Report**
NM100.2 Board Committees
The Committee considers that a review of the current committee structure would be timely given that a number of factors had changed, not least of which was the financial challenges and the need to look at matters differently, as the impact cut across all areas of the College. There was a clear need for investment in the estate and in ICT, but this was influenced by the changing needs of the curriculum. The current committee structure dealt with each of these areas separately, but they all impacted on each other and so there was potential for some duplication of effort. It was agreed that a meeting be held, involving the Chair and Vice Chair of the Board, the Committee Chairs and the Executive, to consider the current committee structure and what changes could be made. This meeting to be held as soon as possible and to be facilitated by John Leburn.

Lead: Keith McKellar, Chair, Board of Management

Status: Open

TITLE: **LEARNING, TEACHING AND QUALITY COMMITTEE**
Draft Minutes of the meeting held on 22 May 2019

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

1. **RECOMMENDATION**

   LM318 Students Association Constitution – the Committee considered the revised Students Association Constitution and recommends to the Board that this be approved. This item will have been taken earlier in the meeting at agenda item 9.1

2. **MATTERS FOR REPORT**

   LM316 Update from Vice Principal Educational Leadership – a number of matters were reported at the meeting including:

   - Applications for next session for full-time study showed that overall the College was in a good position with an increase in the number of applications to study at the Clydebank and Paisley Campuses. However, the applications to study at the Greenock Campus were slightly lower than the same time last year. Staff were monitoring the situation.
   - The Committee was updated on the EIS strike action and action short of a strike. The College had plans for mitigating action where possible to help students to move to the next stage. The Student President confirmed that staff and students were working together to help the students affected by this action and to achieve a good outcome for them.
   - The Senior Management Team (SMT) had recently reviewed the Educational Committees and decided that, rather than have formal committees Project Action Groups would be set up. These would be short life working groups that would be established to address particular areas as and when required. They would be able to progress matters more quickly and could be more flexible in the solutions they reached, thus allowing the College to be more effective in meeting the needs of its various stakeholders and employers. The Committee welcomed this move as it was consistent with the views expressed at the Board's Strategic Session held on 17 April 2019.
   - The examination diet had just ended and there had been no issues. However, it was noted that there were now a greater number of students coming forward requiring additional support.
   - The 'I Reflect' software had been showcased at the Scottish Government student exhibition and the College Development Network had expressed an interest in it.
   - 140 students had signed up for Schools Foundation Apprenticeships, which was an increase on last year. A School's Adviser had been recruited for 1 year to engage with the schools to encourage greater participation.
   - A number of activities had been held throughout the year in relation to supporting students with mental health problems. Good feedback had been received on these events.

   LM322 Curriculum Initiatives in Receipt of Development Funding – the Committee welcomed this information and agreed it should be brought to the attention of the Board. This is circulated as Paper 16.1.

LM327 Nicole Percival – the Committee thanked Nicole Percival for her contributions and dedication to the Students Association and to the work of the Committee. Nicole and her team had worked extremely hard to ensure that the Students Association was robust and was now a recognised part of College life.

The Committee noted updates on the following:
LM319 Regional Outcome Agreement
LM320 Education Scotland Teaching and Learning Review Report
LM321 Evaluation Report and Enhancement Plan

Lead: Mike Haggerty, Chair of the Learning, Teaching and Quality Committee

Status: Open

DRAFT

LEARNING, TEACHING AND QUALITY COMMITTEE

MINUTES: 22 May 2019

Present: Mike Haggerty (in the Chair), Jacqueline Henry, Ruth Binks, Nicole Percival, Danny Walls,

Attending: Stephanie Graham (Vice Principal Educational Leadership), Cathy MacNab (Assistant Principal, Performance and Skills), Iain Forster-Smith (Assistant Principal, Student Life and Skills), Gwen McArthur (Secretary to the Committee).

Apologies: Liz Connolly, Keith McKellar, David Watson.

LM312   WELCOME
The Chair welcomed the new member, Ruth Binks, Corporate Director of Education, Communities and Organisational Development, Inverclyde Council to the meeting.

LM313   DECLARATION OF INTERESTS
None

LM314   MINUTES
The minutes of the meeting held on 20 February 2019 were approved.

LM315   ACTIONS FROM THE MINUTES
The Committee noted the actions from the minutes and particularly the following:

.1 Themed Discussion at Board Meetings (LM286) – it was noted that there had been a discussion at the February Board meeting regarding the Regional Outcome Agreement. It was **agreed** that this action was now complete and could be removed from the action list.
[Action: GMcA]

LM316   UPDATE FROM VICE PRINCIPAL EDUCATIONAL LEADERSHIP (LM302)
.1 Activity Update
Stephanie Graham, Vice Principal Educational Leadership, provided a report to the Committee on a range of activities, including the following:

-    Information on the number of applications for full-time study received to date was noted, along with comparative data for the previous year. Overall the College was in a good position with an increase in the number of applications to study at the Clydebank and Paisley Campuses. However, the applications to study at the Greenock Campus were slightly lower than the same time last year. Staff were monitoring the situation.

- The Scottish Funding Council (SFC) had announced the funding allocations for session 2019/20. This showed that the College would receive similar funding to session 2018/19. In looking at some of the detail behind these figures this showed that there was a slight decrease in the number of credits for the College but there was a significant reduction in estates funding, which would impact on the funding available to support ICT improvements. This was a continuing concern for the College.
- The Centre for Performing Arts would be moving from their current base in Paisley town centre to accommodation on the Paisley campus. This would help reduce overall costs as the College would no longer need to pay rental for the town centre accommodation; and would also provide scope to have more integration of the curriculum and give better access for the students to support services. This would, however, put pressure on accommodation and Heads were looking at how to be more imaginative in timetabling and the use of classroom and other teaching facilities.
- It was noted that industrial action by members of the Educational Institute for Scotland (EIS) was continuing. To date there had been 6 days of strike action since the beginning of 2019 and action short of a strike was also being taken by members of the EIS. This latter action meant that teaching staff were withholding results from College MIS systems. While the members of staff were prepared to tell students if they had passed or failed the course they would not release results to the College management. While the majority of students were likely to progress within the College, and the College could deal with this, there was a concern regarding students who wished to move on, either to another College, or University or into employment. The College had plans for mitigating action where possible to help these students move to the next stage. The Student President confirmed that staff and students were working together to help the students affected by this action and to achieve a good outcome for them. While the students supported the strike action taken by the members of the EIS, they did not support the action short of a strike.
- A Digital Strategy had been prepared which would be considered by the Board at its meeting in June. The Committee Chairs would receive this strategy for consideration prior to the Board meeting so that they were aware of what was coming up. Feedback from students had already been obtained.
- The Committee was delighted to note that the College had been shortlisted in three categories for the Herald Awards, these being: Outstanding Contribution from a College Student (Kathryn Docherty); Outstanding Business Engagement (AC Whyte Academy); and Outstanding Contribution to the Local Community (Armed Forces Covenant & Veteran Outreach). The Committee congratulated the College for this positive recognition.
- The Committee noted a progress report on the creation of dedicated E-Assessment centres on each campus (LM183.1). These were now in place at the Clydebank and Paisley Campuses and the Greenock Campus centre would be operational by the autumn. The Committee welcomed this information.

- The Senior Management Team (SMT) had recently reviewed the Educational Committees and, in light of the development of the Business Transformation Plan, it was decided that, rather than have formal committees Project Action Groups would be set up. These would be short life working groups that would be established to address particular areas as and when required. The Committee welcomed this move as it was consistent with the views expressed at the Board's Strategic Session held on 17 April 2019. These short life working groups could progress matters more quickly than established committees and could be more flexible in the solutions they reached, thus allowing the College to be more effective in meeting the needs of its various stakeholders and employers. The success of this approach would be measured through the normal reporting channels already in place, e.g. uptake of courses/classes, achievements, outcomes, etc. This evidence was already gathered by the College and by SFC, and the quality of provision would continue to be monitored by Education Scotland. The Committee would, therefore, continue to have a monitoring role also so that it could provide assurance to the Board.

.2 Quality, Learning and Teaching

Cathy MacNab, Assistant Principal, Performance and Skills, provided a report on the following:

- The examination diet had just ended and there had been no issues. However, it was noted that there were now a greater number of students coming forward requiring additional support. This had put strain on the staff as they had to make arrangements to provide the additional support needed.
- The Student Satisfaction Survey was now complete and the results were being collated and analysed. The response rate was higher than last year but had still failed to make the 50% response rate set by the SFC. Further analysis was being conducted in order to identify why students were not engaging with this important survey.
- There was on-going engagement with the College HMIE who regularly attended meetings in the College in order to review and monitor progress against the EREP action plan. Scrutiny Evaluation visits (SEV) by the SFC/Education Scotland would take place in the autumn. The Committee would be kept informed of progress with these and the outcomes.
- The final residential meeting of the Scottish Government College Improvement Project had been held recently. At this event 5 colleges had showcased learning from participation in this project. A final session would be held at the Clydebank Campus on 5 June 2019.
- The 'I Reflect' software (LM281.1) was being reviewed and updated and would be re-launched at the start of next session. This software had also been showcased at the Scottish Government student exhibition and the College Development Network (CDN) has expressed an interest in it.

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- A CQL Development day had been held in February with external input from Skills Development Scotland (SDS) and Stirling University. This session had been themed around metaskills and how to build these into the curriculum, and lecturer professional learning.

- It was noted that 16 members of West College Scotland teaching staff had successfully completed the CDN accredited Teaching in Colleges Today (TiCT) programme. 2 further staff had successfully completed the TQFE programme which was run in partnership with the University of Dundee. Staff from the College would also participate in these programmes next session and the precise numbers involved were currently being finalised. It was noted that a number of CQL and support manager staff had successfully completed the Leadership Programme run by CDN.

- In discussion it was noted that under-performance of staff was picked up through the normal monitoring measures in place, such as student feedback, key performance indicators, student complaints and Education Scotland feedback. A formal performance review process was in place within the College and was used when necessary. The College was in the process of seeking GTCS Professional Update centre accreditation for professional update with the validation event taking place on 10 June. It was considered that this would help teaching staff better understand the new professional standards and mandatory registration requirements launched earlier this year.

.3 **Student Services and Communities**

Iain Forster-Smith, Assistant Principal, Student Life and Skills, provided a report on the following:

- In relation to schools vocational activity good numbers had been achieved across all Campuses.

- The Respect programme had achieved good results and it was the intention to run this again next session.

- 140 students had signed up for Schools Foundation Apprenticeships. This was an increase on last session, although the College would not achieve its target on overall numbers. A Schools Adviser was being recruited for 1 year to engage with the schools to encourage greater participation. Further discussions were being held regarding the future of this programme.

- The Communities provision had increased this year with great success in all 4 of the College Regions. Continued growth was planned for next session, 2019/20.

- A number of activities had been held throughout the year in relation to supporting students with mental health problems. These had been well attended by students with good feedback being received. Some joint staff and student events had also been held which had been successful.

- In relation to care experienced students the College was working with CELCIS at Strathclyde University to provide support for them. A report on this activity would be published in June and would be brought to the next meeting for consideration.

[Action: IFS]

The Chair thanked the Vice Principal and the Assistant Principals for their reports.

LM317   STUDENTS ASSOCIATION UPDATE (LM303)

Nicole Percival, President of the Students Association, presented a report from the Students Association (SA) which included the following:

- The Behaviours framework was now at the final stage of development and would be complete by the end of this session.
- The Students Association were currently reviewing the Student Representative Council system in light of poor attendance at these meetings. Various options were being considered and information from other college on the operation of the SRC's there was being sought to help inform this review.
- The Students Association was working closely with Student Services with regards to the 'Going Further for Student Carers: Recognition Award'. This award would ensure that the College had support in place for students who were carers. It was the aim to achieve this award by October 2019.
- The Committee congratulated the Students Association on achieving the 'Officer Team of the Year' award at the NUS Scotland awards held recently.
- The in-coming Officers of the Students Association had all attended at least one NUS event as part of their induction to their new roles.
- The Students Association continued to work on the 'Healthy Body, Healthy Mind' campaign and were aiming to achieve 3 stars this year for this work. The Students Association wished to record their appreciation of the input and support they received from Kirsty MacEwan who worked with them on student mental health matters. As part of mental health awareness a number of activities were being held each week during May across all the main Campuses.
- The Students Association continued to hold monthly meetings to discuss progress with the range of matters they were involved with. In order to increase partnership working they had issued invitations to members of staff, such as Heads and members of SMT, to attend these meetings.
- The handover process from the current Officer team to the new team was now well underway.
- The Committee noted the Budget Report from the Students Association.

The Chair thanked the Student President for her report which clearly showed the progress being made. He also took this opportunity to thank the Students President and her team for all their hard work and dedication to the Students Association and for the recognition

and achievement they received during their time in office. This was appreciated by the Committee and provided further assurance to the Board.

LM318   STUDENTS ASSOCIATION CONSTITUTION

The Committee considered the revised Students Association Constitution. This Constitution had been updated and made more concise in line with national best practice. A few minor amendments had been suggested and these would be considered further. The Committee welcomed this revised Constitution and

RECOMMENDS to the Board that the updated Students Association Constitution be approved with effect from 1 August 2019, subject to some final minor editing.

[Action: NP]

LM319   REGIONAL OUTCOME AGREEMENT 2017-20 MONITORING (LM304)

The Committee noted the monitoring report on the Regional Outcome Agreement (ROA) 2017/18 – 2019/20. The Committee noted a paper provided by the Vice Principal Educational Leadership which summarised the changes to the ROA and provided further data that had not been available for the previous update. It was noted that articulation data had been provided by the SFC and showed the number of students who had progressed to University with advanced standing as well as those who went to University with no advanced standing. It was noted that the information provided by the SFC should provide a much richer source of information and allow for further in-depth analysis as well as provide benchmarking information. It was the aim to provide a report on this at the next meeting.

[Action: SG]

LM320   EDUCATION SCOTLAND TEACHING AND LEARNING REVIEW REPORT: APRIL 2019

The Committee noted the Education Scotland Teaching and Learning Review Report which had been issued to the College following the learning and teaching observations undertaken during March 2019. Overall this was a positive report with helpful feedback on areas of positive practice as well as areas for development. One comment that had been made was in relation to 'traditional style teaching' which had been observed in a few classes. Education Scotland had been asked to provide further information in relation to this comment to allow the College to take the necessary action to make improvements. The Committee welcomed this information.

LM321   EVALUATION REPORT AND ENHANCEMENT PLAN (LM307)

The Assistant Principal, Performance and Skills, informed the Committee that the Evaluative Report 2017-18 and Enhancement Plan 2016/17 – 2020/21 was now available on the Education Scotland website. The Committee noted an update on progress with the various actions contained in this report under the three main headings of Outcomes and Impact; Delivery of Learning and Services to Support Learning; and Leadership and Culture. This information would be used to inform the next review which would be undertaken in the autumn when Education Scotland would next visit.

LM322   **CURRICULUM INITIATIVES IN RECEIPT OF DEVELOPMENT FUNDING**
The Committee noted information on a number of curriculum initiatives and enhancements that had been enabled through Development Funding. The Committee welcomed this information and **agreed** that this should be brought to the attention of the Board at its next meeting.   **[Action: MH]**

LM323   **SCQF AUDIT OF COLLEGE CREDIT RATED ACTIVITY (LM302.2)**
The Committee noted the final report from the SCQF Partnership on their audit of the credit rated activities offered through the College. A number of actions had been identified and were now underway. The Committee welcomed this report.

LM324   **MODERN SLAVERY STATEMENT**
In order to comply with the Modern Slavery Act 2015 a statement setting out the steps that the College was taking to ensure that there was no modern slavery in the College or its supply chain had been prepared and had been considered by the Board at its last meeting. The Board had approved this statement and had asked each of the Committees to consider this in relation to the areas that fell within their remit. It was noted that this was one of a suite of policies developed and was on the College website. The Committee noted this statement.

LM325   **RISK (LM310)**
The Committee noted the Strategic Risk Register. In considering this the Committee raised concerns about the impact of the industrial action taken by EIS members, particularly in relation to students. While there was reference to this matter in the risk register along with the mitigating actions that were being taken, it was considered that the wording of this be reviewed to ensure that this was fully captured in the risk register. The Committee had no further comments to make.

LM326   **DATES OF MEETINGS IN 2019/20**
The Committee noted the dates of meetings for session 2019/20 as follows:
- 13 November 2019 at the Clydebank Campus
- 26 February 2020 at the Paisley Campus
- 20 May 2020 at the Greenock Campus
All Wednesdays starting at 4.00 p.m.

LM327   **NICOLE PERCIVAL**
On behalf of the Committee the Chair thanked Nicole Percival for her contributions and dedication to the Students Association and to the work of this Committee. Nicole and her team had worked extremely hard to ensure that the Students Association was robust and was now a recognised part of college life. Nicole had also stepped in to fill the gap created when the Student President had stood down part way through the year, as indeed had

happened the previous year also. She had proved to be an excellent and respected President of the Students Association. He wished her well for the future.

LM328   NEXT MEETING
Wednesday 13 November 2019 at 4.00 p.m. at the Clydebank Campus.

GMcA/31.05.19/DRAFT v2

TITLE: **AUDIT COMMITTEE**
          Minutes of the meeting held on 23 May 2019

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

AM418 Audit Strategy Memorandum – the Committee approved the Audit Strategy Memorandum 2018-19 which set out the scope, approach and timeline for the audit to be conducted by the External Auditors. The Committee also approved the audit fee.

AM422 Internal Audit Plan 2019-20: following consultation with the Board the Committee approved the Internal Audit Plan 2019-20 which would cover the following areas:
- Financial System Health Check (6 days)
- Regional Outcome Agreement (7 days)
- Equality and Diversity (6 days)
- Continuing Professional Development (8 days)
- Virtual Learning Resource (8 days)
- Digital Strategy (8 days)
- With the remaining days being used to attend Committee meetings and for follow-up actions.

AM423 & 429 Annual Reviews – the Committee noted the reports on the annual effectiveness reviews of the Audit Committee and of the Internal Auditors. The Committee was pleased that both were positive.

AM425 Risk Management – the Committee approved the revised Strategic Risk Register and had no further changes or additions to make to it.

AM430 Other Audit Work – following a tender process the Committee awarded the contract for Other Audit Services to Wylie & Bisset LLP for the academic year 2018-19.

AM431 Closed Session with Internal Auditors – the Committee members met with the Internal Auditors in closed session. This was a very positive meeting.

AM432 Report on Payroll Fraud - the Committee received a report on a payroll fraud that had been perpetrated recently. This report is attached at Annex 1.

Lead: John McMillan, Chair of Audit Committee

Status: Open, except for items AM429 – 432 which are reserved under the Freedom of Information Act as being commercially sensitive.

AUDIT COMMITTEE

MINUTES: 23 May 2019

Present: John McMillan (in the Chair), Andrew Hetherington.

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 Andrew Diffin, Scott-Moncrieff, Internal Auditors; Joanne Buchanan and Suzie Graham, Mazars, External Auditors.

Apologies: Graeme Bold, Wai Wong, Lucy Nutley.

AM413   DECLARATION OF INTERESTS
John McMillan and Liz Connolly 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.

AM414   MINUTES
The minutes of the meeting held on 14 March 2019 were approved.

AM415   ACTIONS FROM THE MINUTES
The Committee noted a report on the actions taken since the last meeting.

.1   Policies (AM403) – it was noted that the Fraud and Corruption Policy and the Public Interest Disclosure (Whistleblowing) Policies would be brought to the next meeting for consideration.   **[Action: DA; AR]**

AM416   SFC FUNDING ALLOCATION FOR 2019-20 (AM401)
The Director of Finance and Estates tabled information that showed the funding allocation from the Scottish Funding Council (SFC) to the College for 2019-20. This information had only been received the previous week. The Vice Principal Operations informed the Committee that overall the College would receive a reduction of 3.23% over the previous year's allocation. This was mainly due to a significant reduction in the level of funding in support of estates life cycle maintenance and also for high priority maintenance. Discussions with the SFC were therefore ongoing regarding how the overall level of estates funding might be applied during 2019-20 to ensure that this could be prioritised as required and enable operational maintenance costs to be met. The funding allocation overall would be challenging for the College, and it was estimated that a budget gap ▉ ▉▉▉▉▉▉▉▉▉▉▉ would require to be addressed in 2019-20 based on the final SFC funding allocation. While the SFC had informed the College that investment in

the Greenock and Paisley Campuses were a high priority it was noted by the Audit Committee that the SFC final funding announcement for 2019-20 did not contain any specific funding to meet the cost of any new college estates projects. The Committee expressed its disappointment at this allocation and noted that the College Executive were already taking measures to address the funding gap identified for 2019-20, and that this would be discussed at the Finance and General Purposes Committee in detail.

AM417   AUDIT ASSURANCE FRAMEWORK UPDATE (AM402)
The Committee noted progress with the development of an assurance framework for the College. It had been agreed previously that the Student Experience area should be the first area to proceed and start to develop the assurance framework. A start had been made on this and liaison with the Internal Auditors was currently underway as to how best to refine this framework to take it forward and roll out to other areas. The Committee welcomed this information and would receive a further update at its next meeting.   **[Action: AR]**

AM418   AUDIT STRATEGY MEMORANDUM 2018-19
The External Auditors presented their Audit Strategy Memorandum for the year ending 31 July 2019. This Memorandum provided the Committee with an overview of the External Auditor's preliminary audit planning procedures and approach in relation to the Financial Statements of the College. The Committee noted the audit scope, approach and timeline proposed by the External Auditors, who would be taking a risk based approach. They had already identified some of the significant risks facing the College and had set out their approach to how they would test these areas. A new area for inclusion this year would be the voluntary severance scheme. There would also be some wider scope work undertaken which would include sustainability, and there was scope to include other matters should anything arise during the audit process.

The Committee welcomed this report and noted the audit fee for 2018-19, which showed an increase of 4% over the previous years' fee. The Committee **agreed** that the Audit Strategy Memorandum 2018-19 and audit fee be approved.

AM419   INTERNAL AUDIT REPORTS
The Committee noted and considered the following reports from Internal Audit:

.1   Student Experience
The Committee noted the Internal Audit report on Student Experience which had a particular focus on part-time and evening students and the support that was in place for them. The report was positive in its findings and confirmed that there were several areas of good practice identified. There were seven recommendations for improvement which were already being actioned by the staff concerned. The Committee welcomed this report and **agreed** that this report now be forwarded to the Learning, Teaching and Quality Committee for information and action as appropriate.   **[Action: GMcA]**

.2   **Safeguarding**

The Committee noted the Internal Audit report on Safeguarding. This report confirmed that the College had a number of initiatives and controls in place to meet its statutory obligations under the Children and Young People (Scotland) Act 2014. A number of areas of good practice had been identified and a number of recommendations for improvement had been proposed. The Internal Auditors indicated that staff training was emerging as a theme from a number of the reviews that they had undertaken and the College should consider what further action it should take in relation to this matter.

The Committee welcomed this report and **agreed** that it should be forwarded to the Learning, Teaching and Quality Committee for further consideration and action as appropriate. **[Action: GMcA]**

.3   **Freedom of Information**

The Committee noted the Internal Audit report on Freedom of Information. This report confirmed that the College has robust and effective controls in place to ensure that the College meets the requirements of the legislation. The report identified areas of good practice and proposed two areas for improvement, one of which was regarding training provided to staff to recognise and process freedom of information requests appropriately. Considering the points emerging from this and the previous Internal Audit reports, the Audit Committee encouraged the College to consider developing a training plan for staff as required in relation to Freedom of Information. **[Action: LC]**

The Committee welcomed this report and noted that the Organisational Development and HR Committee had already received and considered this report at its meeting the previous week.

AM420   INTERNAL AUDIT ANNUAL PLAN 2018-19: UPDATE (AM405)

The Committee noted that the Internal Auditors had completed their planned audit work for session 2018-19 and welcomed this information.

AM421   ROLLING AUDIT ACTION PLAN (AM404)

The Director of Finance and Estates presented the updated Rolling Audit Action Plan. The Committee considered a request for an extension of time for recommendations relating to the Fraud Prevention report, in light of a recent payroll fraud; and the Workforce Planning report, as the update on actions taken had only been considered by the Organisational Development and HR Committee at its meeting the previous week.

The Committee **approved** the Rolling Audit Action Plan and the extension of time requested for the two reports identified above.

AM422   INTERNAL AUDIT PLAN 2019-20 (BM536.6; AM406)

In light of the discussion at the last meeting further consideration had been given to the proposed Internal Audit Plan for session 2019-20. The Senior Management

Team (SMT) had considered the proposed plan and Board members had also been consulted. It was noted that some of the areas identified at the last meeting for possible inclusion in the plan were covered by other external reviews. Other areas were not considered to be of high priority and/or high risk. On balance it was considered that the annual plan proposed represented the best use of the Internal Audit time.

The Committee **agreed** that the Internal Audit Plan for 2019-20 be approved and would cover the following areas:
- Financial System Health Check (6 days)
- Regional Outcome Agreement (7 days)
- Equality and Diversity (6 days)
- Continuing Professional Development (8 days)
- Virtual Learning Resource (8 days)
- Digital Strategy (8 days)
- With the remaining days being used to attend Committee meetings and for follow-up actions.

AM423   ANNUAL EFFECTIVENESS REVIEW OF AUDIT COMMITTEE (AM407)
The Committee noted the report on the outcomes of its annual effectiveness review. It was pleased to note that this feedback was positive and the Committee members were satisfied with the operation of the Committee and the level of information and assurances it received from a range of sources. Both the Internal and External Auditors confirmed that they were satisfied with the operation and effectiveness of the Committee. One matter raised was the development and training provided to Board and Committee members. The Board did have a series of development sessions and encouraged members to attend other development sessions as appropriate. The Committee was also aware that each Board member had an annual review with the Chair of the Board where individual development and training needs were discussed.

The Committee approved the report and would report to the Board on this matter.

AM424   GOVERNANCE COMPLIANCE AND ROA OUTCOMES (AM347)
The Committee noted the report on governance compliance and Regional Outcome Agreement outcomes for 2018-19.

AM425   RISK MANAGEMENT (AM408)
The Director of Finance and Estates provided the Committee with an update on the changes made to the Strategic Risk Register in light of the recent review conducted by the SMT. It was noted that the SMT had been of the view that risk 15, which related to carbon management, could be removed from the risk register as the College had achieved its reduction target early, and this would be considered by the Estates Committee at its meeting the following week, along with the proposal to merge the two existing estates risks into one. It was also noted that another column would be added to the register to show the direction of travel of each risk, for example, whether the risk rating had increased, reduced or remained the same

since the previous report. The Committee was pleased to note that it was the intention to hold a session on developing a risk management appetite statement at the October 2019 meeting of the Board.

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

AM426   NATIONAL FRAUD INITIATIVE 2018: UPDATE REPORT (AM372)
The Committee noted the report on the College engagement with the 2018 National Fraud Initiative (NFI) review. It was also noted that the information captured in this report was subject to External Audit review.

AM427   SCHEDULE OF BUSINESS 2018-19 (AM411)
The Committee noted its Schedule of Business 2018-19 and an indication of the potential business to be undertaken in session 2019-20.

AM428   DATES OF MEETINGS IN 2019-20
The Committee noted its proposed dates of meetings for session 2019-20 as follows:
-    Thursday 5 September 2019*
-    Tuesday 19 November 2019 – Joint meeting with Finance and General Purposes Committee
-    Thursday 12 December 2019
-    Thursday 12 March 2020
-    Thursday 21 May 2020
The meetings to be held at 4.00 p.m. on the Paisley Campus.

It was noted that 5 September 2019 was not suitable for all members and so an alternative date would be explored for the next meeting.   **[Action: GMcA]**

RESERVED BUSINESS

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

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TITLE: FINANCE AND GENERAL PURPOSES COMMITTEE
Draft Minutes of the meeting held on 27 May 2019

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

1.   **Recommendations**
FPM261 2019-20 Budget and Financial Strategy – this matter will have been discussed at agenda item 6.2. The Committee is recommending approval of the 2019-20 Budget and Financial Forecasts.

FPM272 Contract Approval: Insurance – the Committee is recommending to the Board that Zurich Municipal be awarded the contract for the provision of insurance services – see Paper 18.1.

2.   **Matters for Report**
FPM259 Overview of College Pension Schemes – the Committee noted that the contribution rate to the pension scheme for Teaching staff was due to change on 1 September 2019 from the current rate of 17.2% to 23.0%. The SFC had indicated that, at present, colleges may only receive 50% of the funding required to meet this change. This would have a significant impact on the 2019-20 College budget as the College would have to find another £500k to meet the increase in pension costs if only 50% of funding was provided. Colleges Scotland has made representation to the Scottish Government on this matter. The Committee agreed that the Board should be made aware of this matter.

FPM260 Management Accounts to 30 April 2019 – these were approved by the Committee and are provided at Paper 6.1 on the agenda.

FPM263 Draft Scottish Public Sector Cyber Resilience Framework – the Committee noted that the Scottish Government had issued a consultation paper on the development of a Cyber Security framework for all public sector organisations. The College had responded to this. A financial version of this framework would be prepared for implementation during financial year 2019-20, with relevant requirements incorporated into the Scottish Public Finance Manual (SPFM).

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

Status: Open, except for FPM271 – 273, which are restricted items as they are deemed to be commercially sensitive.

DRAFT

FINANCE AND GENERAL PURPOSES COMMITTEE

MINUTES: 27 May 2019

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

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

Apologies: Keith McKellar.

FPM255 DECLARATION OF INTERESTS

Jim Hannigan declared an interest as NMIS Programme Manager, Skills Development Scotland. Liz Connolly declared an interest as a Trustee of the 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.

FPM256 MINUTES

The minutes of the meeting held on 5 March 2019 were approved.

FPM257 ACTIONS

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

.1 National Bargaining (FPM240)

The Principal updated the Committee on the current situation regarding negotiations and developments being progressed by the Employers Association. The Vice Principal Operations provided the Committee with a paper that set out the main elements of the 3 year pay offer for teaching staff – to cover the period until 31 August 2020 - made by the Management side of the Employers Association to the EIS. There had been no feedback yet but it was known that there would be another meeting of the Employers Association later in the week where it was hoped that some progress could be made.

The Committee was also advised that the process of national job evaluation for support staff remained ongoing with job profile questionnaires for all roles to be submitted by the end of June 2019. Further updates would be provided to the Committee as this project progressed.

.2 Business Transformation Plan (FPM226.1)

The Principal informed the Committee that discussions with the Scottish Funding Council (SFC) were continuing. The SFC had sought further information on the re-shaping of curriculum activity and this was being supplied to them. The Committee would be kept informed of progress in the discussions with the SFC. **[Action: LC]**

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.3 Corporate Plan and Regional Outcome Agreement (FPM204)
It was noted that the College Executive were still considering hoe the Regional Outcome Agreement (ROA) linked to the Strategic Plan 2019-25, as agreed by the Board earlier in the session. The Committee was aware that the ROA was essentially an operating plan for the year ahead, while the Strategic Plan set out the longer term vision and strategic aims of the College. It was the intention to show how the annual objectives, as set out in the ROA, tied in with the longer term vision in the Strategic Plan. The College was currently going through the annual operational planning process at present and all areas had been asked to show how their plans linked to the Strategic Plan. Once this exercise was complete then this information could be provided to the Committee and the Board.   **[Action: LC]**

FPM258 VICE PRINCIPAL UPDATE (FPM243)
The Vice Principal Operations provided the Committee with an update on a range of matters relating to the financial position of the College and IT developments. This included an update on the following:

.1 Funds Arising from Net Depreciation – it was noted that, in light of the SFC funding allocation for 2019-20 the College would again need to use funds arising from net depreciation to meet the costs of core activities.

.2 Voluntary Severance – the Committee noted the savings that would be achieved through the Voluntary Severance (VS) scheme. The staff establishment would reduce ▆▆▆▆▆ by 31 July 2019. The VS scheme was available until 31 July 2019 and there was a small sum of funds still available to support VS until that time.

.3 SFC Funding Allocation 2019-20 – the Vice Principal provided an overview of the main points emerging from the SFC funding allocation for 2019-20. The Committee would return to discuss this matter later when considering the Budget for 2019-20 – see FPM 261 below.

.4 Information Technology: SFC Strategic Funding – the Committee noted that, following the presentation from Martin Kirkwood, Assistant Director of Capital and Climate Change at SFC, to the College's Estates Committee meeting in February 2019, the College had volunteered to work with the SFC in looking at how possible future investment in ICT across the sector might be identified in a consistent way and prioritised. SFC were proposing to conduct a survey, similar to the estates condition survey, to determine the level of ICT infrastructure currently in place across the sector and to identify future requirements. This survey should set the baseline of where the colleges are now, identify future needs and inform the analysis to quantify the gap. The discussion with the SFC had focussed on the role of ICT in supporting the student experience, and the Committee agreed with this, recognising the importance that any investment identify the platform that students needed and teaching staff could use to deliver the overall learning experience required. Dialogue with the SFC on this was at an early stage and it was recognised that in progressing matters there may be difficulties in managing sector needs and expectations in relation to ICT investment given the current challenging financial climate. The Committee would be kept informed of progress.   **[Action: DA; DB]**

FPM259 OVERVIEW OF COLLEGE PENSION SCHEMES (FPM188)
The Committee received the annual report which provided an overview of the pension schemes currently in operation within the College. It was noted that the number of staff in the pension schemes had shown a very slight reduction overall. ▆▆▆▆▆

███ The Committee noted that employer contributions to the Local Government Pension Scheme (LGPS), which was the scheme for Support staff, were currently 19.3% and would remain in place until at least March 2020. However, the Scottish Public Pensions Agency (SPPA) scheme, for Teaching staff, was scheduled to change on 1 September 2019 from the current rate of 17.2% to 23.0%. This was due to UK changes to public service pension schemes. The SFC had indicated that, at present, colleges may likely receive only 50% of the funding required to meet these additional costs. This would have a significant impact on the budget for 2019-20 as the College would have to find another ████ to meet the increase in pension costs if only 50% of funding was provided. The Committee was disappointed at this information and expressed the view that Colleges Scotland should take this matter up on behalf of the sector and press the SFC and the Scottish Government to fund this rise in pension costs in full. The Committee was advised that Colleges Scotland had made representation on these costs to the SFC and Scottish Government and it was a matter impacting across all areas of the public sector where staff were members of this pension scheme. It was **agreed** that this point should be raised at the next Board meeting when it would be considering the budget for next session. **[Action: JH; DA]**

FPM260 **MANAGEMENT ACCOUNTS TO 30 APRIL 2019 (FPM244)**
The Committee received the Management Accounts for the year to 30 April 2019. The College was on track to achieve the required savings target ██████ by the end of session 2018-19 in order to deliver a breakeven underlying operating position. The Management Accounts presented forecast a financial deficit ██████ for 2018-19 with an underlying operating surplus ██████. The Director of Finance and Estates drew the Committee's attention to the key points emerging and the key performance indicators included in this report. The Committee welcomed this information and congratulated the Team for the financial management which had gone into achieving this forecast position in light of the challenging financial circumstances. The Committee **approved** the Management Accounts for the period to 30 April 2019.

FPM261 **2019-20 BUDGET AND FINANCIAL STRATEGY (FPM241)**
.1 **SFC Funding Allocation 2019-20**
The Vice Principal Operations provided the Committee with an overview of the key points emerging from the SFC funding allocation for 2019-20, including the following points:
- Overall the core funding had been reduced by 3.23% as compared to the previous year's budget.
- This was due mainly to the significant reduction in funding for estates life cycle maintenance and also for high priority maintenance. The funding provided for estates life cycle maintenance was insufficient to meet the operating costs of the buildings and so discussions with the SFC were underway in order to determine how high priority and lifecycle maintenance priorities might be met given these levels of 2019-20 funding.
- Net depreciation funding would have to be used to meet core operational costs, as had been the case in 2018-19.
- There was a slight reduction in teaching activity, of 104 credits.
- Last year the College had received significant demand on funding to support care experienced students and had received one-off additional funding from SFC to help meet these costs. However, the SFC had not confirmed that the College might receive

the same additional level of financial support to help meet these costs in session 2019-20 and so discussions regarding this were underway with SFC.

- It was the intention to raise the funding allocated to the Students Association to £91,000 in session 2019-20, the allocation had been £90,000 in session 2018-19.
- Overall the College was facing a challenging financial situation and would require to make savings ███████████████████ in session 2019-20 in order to balance its budget and achieve an underlying breakeven position.

.2 2019-20 Budget and Financial Strategy

In proposing the budget to be set for session 2019-20 account had been taken of all the above factors and other factors, including any additional funding that the College might receive. Only additional income that was know at this stage had been included in the budget, but any further income achieved during the year would be taken into account and, if achieved, would help meet the funding gap already identified. In considering the Financial Strategy for the period to 2023-2024 a number of assumptions had been made (as outlined in the paper presented). It was noted that the SFC had not provided any information on funding assumptions beyond session 2019-20. However it was noted that this information would follow over the next few weeks. In relation to staff costs, annual salary uplifts had been included in the future plans with these being based on public sector pay policy. If pay awards above this were to be approved then the savings the College would need to make would increase. In relation to income from the European Social Fund (ESF) this had been assumed to continue until 2021-22, as the position beyond this was not known yet. It was also noted that College loan repayments would reduce over the planning period and some would come to an end. Based on current knowledge it was estimated that there would be a funding gap ███████ over the next 3 years for the College and savings would require to be delivered to address this. The Committee was aware that the College had produced a Business Transformation Plan which showed how the College intended to meet the challenges ahead. This was under discussion with the SFC and would require further development and review following confirmation of 2019-20 final funding and receipt of financial planning assumptions to be used over the 5 year period from the SFC (with this information being expected sometime before the end of June 2019).

The Committee was disappointed that the College was in such a challenging financial position and would have to make savings again over the next few years in order to ensure its sustainability. However, the Committee was clear that the actions proposed would help address the funding gap and thanked the Team for all their hard work and efforts in achieving the savings so far and identifying the actions being taken to address the future challenges.

The Committee
RECOMMENDS to the Board that
i.   The budget for the Students Association in session 2019-20 be set at £91,000;
ii. The overall College budget for 2019-20 be approved as presented;
iii. The five year Financial Strategy and the assumptions underlying it be noted as presented.   **[Action: DA; AR]**

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The Committee considered that it would be helpful to hold an additional meeting to consider the information emerging from the SFC relating to the assumptions for the financial planning period to 2024 – see FPM269 below.

FPM262 GOVERNANCE COMPLIANCE AND ROA OUTCOMES 2018-19

The Committee noted the report on governance compliance and Regional Outcome Agreement outcomes for 2018-19. This had also been considered at the Audit Committee the previous week. The Committee welcomed this information.

FPM263 DRAFT SCOTTISH PUBLIC SECTOR CYBER RESILIENCE FRAMEWORK (FPM245)

The Committee had previously discussed the Scottish Government's Public Sector Action Plan on Cyber Resilience. A key government action in this plan was for the Scottish Government to develop a Cyber Security framework for all public sector organisations. The consultation papers now set out the security standards and frameworks that the Scottish Government were basing their framework on. This included the development of a self-assessment tool to help public sector organisations identify key areas of strength and weakness in their current cyber resilience arrangements so that action could be taken to address these as appropriate. The College had provided a response to this consultation. It was noted that the Scottish Government intended to prepare a final version of the framework for implementation during financial year 2019-20, with relevant requirements incorporated into the Scottish Public Finance Manual (SPFM). The Committee would be kept informed of progress.   **[Action: DB]**

FPM264 STRATEGIC RISK REGISTER (FPM247)

The Director of Finance and Estates provided the Committee with an update on the changes made to the Strategic Risk Register in light of the recent review conducted by the SMT. It was noted that the SMT had been of the view that risk 15, which related to carbon management, could be removed from the risk register as the College had achieved its reduction target early. This would be considered by the Estates Committee at its meeting the following day, along with a proposal to merge two risks relating to the Estate Strategy. It was also noted that Risk 16, relating to the impact of Brexit, was still a high risk due to the uncertainties around the Brexit arrangements which had not yet been resolved. The Committee noted the Strategic Risk Register and had no further changes or amendments to make to it.

FPM265 WHOLE OF GOVERNMENT ACCOUNTS

It was noted that the College was now required to participate in the whole of Government Accounts process. For session 2018-19 this would be done for the College so that the College was clear about the information it needed to provide n the future. The Committee acknowledged that this was a significant increase in the reporting requirements placed on the College.

FPM266 EXTERNAL AUDIT: 2018-19 AUDIT STRATEGY MEMORANDUM AND FEE PROPOSAL

The Committee noted the 2018-19 Audit Strategy Memorandum and Fee proposal from Mazars, the External Auditors. This had been approved at the meeting of the Audit Committee the previous week.

FPM267   INTERNAL AUDIT REPORT: FRAUD PREVENTION

The Committee noted the report from Internal Audit on Fraud Prevention. The Committee was pleased to note that the Internal Auditors had confirmed that the College had robust policies and procedures in place. Two minor improvements had been suggested and these had been actioned by Management. The Committee welcomed this report.

FPM268   SCHEDULE OF BUSINESS 2018-19

The Committee noted its schedule of business for 2018-19 and an indication of the potential business to be undertaken in session 2019-20.

FPM269   DATES OF MEETINGS IN SESSION 2019-20

The Committee noted its proposed dates of meetings for session 2019-20 as follows:
- 24 September 2019
- 19 November 2019 at 2.00 p.m. – Joint meeting with Audit Committee
- 10 March 2020
- 2 June 2020

All Tuesdays and to be held at 4.00 p.m. on the Paisley Campus, save that the meeting on 19 November would start at 2.00 p.m. and would be followed by the Joint meeting at 4.00 p.m.

In discussion it was **agreed** that it would be useful to hold an additional meeting on Tuesday 3 September 2019 to discuss the financial position and the 5 year financial plan in more depth in light of the assumptions emerging from the SFC.   **[Action: GMcA]**

FPM270   NEXT MEETING

Tuesday 3 September 2019 at 4.00 p.m. at the Paisley Campus.

RESERVED BUSINESS

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

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GMcA/2.06.19/DRAFT v2

TITLE: ESTATES COMMITTEE
Draft Minutes of the meeting held on 28 May 2019

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

1. **Recommendations**
    EM343 Strategic Risk Register – the Committee
    RECOMMENDS to the Board that
    i.   Risks 2 and 9 be combined as they both related to the delivery of the estate strategy;
    ii. Risk 15, relating to carbon management, be removed from the risk register as the College had already exceeded its target.
    The revised Strategic Risk register will have been discussed at agenda item 7.

    EM353 Disposal of Property – the Committee is recommending to the Board that the property at Drumry Road, Clydebank be disposed of. Paper 19.1 contains further information on this matter.

2. **For Report**
    EM338.1 SFC Funding for 2019-20 – the Committee noted that the SFC funding allocation for 2019-20 showed that the College would receive a significant reduction in funding to support estates life cycle maintenance and also for high priority maintenance. The funding allocated for life cycle maintenance was insufficient to meet the operational costs of the College and so further discussions were underway with SFC on this matter. The Committee is disappointed at the level of funding provided for 2019-20 by the SFC to support investment in the estate.

    EM345 Renfrewshire Council Local Development Plan – the Committee agreed that the Head of Regeneration at Renfrewshire Council be invited to the next meeting of the Committee, on 10 September 2019, to discuss the various developments being planned for Paisley Town Centre and Glasgow airport development plans.

    EM351 Greenock Outline Business Case – the Committee noted that, following the outcome of the Reporter process and the further discussions between representatives of Inverclyde Council and the College, Inverclyde Council had acknowledged the College's need for a new building. The Council had provided the College with a list of potential sites for consideration. This information had been analysed within the College and had not provided a suitable solution. Indeed the Council's own assessment of these sites had indicated that none of these sites met the College's stated requirements. The Committee is disappointed with the information provided by the Council. However, the College would continue its dialogue with the Council to explore all options with a view to finding a way forward. It was agreed that the Board be updated on the current position.

    The Committee received updates on the following matters:
    EM340 Room Utilisation Survey
    EM341 Estates Maintenance Plans and Carbon Management Projects

EM342 Monitoring of Regional Outcome Agreement Objectives
EM352 Paisley Outline Business Case

Lead: Nick Allan, Chair of Estates Committee

Status: Open, except for items EM351 - 353 which are restricted as they are commercially sensitive.

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ESTATES COMMITTEE

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MINUTES: 28 May 2019

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

Apologies: Liz Connolly, Keith McKellar, Stephanie Graham.

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

EM336   **DECLARATION OF INTERESTS**
            John McMillan declared an interest as a Trustee of the West College Scotland Foundation. David Alexander declared an interest as a member of the Council of the Scottish Funding Council (SFC) and Chair of the SFC's Audit and Compliance Committee.

EM337   **MINUTES**
            The minutes of the meeting held on 26 February 2019 were approved.

EM338   **ACTIONS FROM THE MINUTES**
            The Committee noted the actions taken since the last meeting, and particularly the following:

   .1   **Scottish Funding Council (SFC) Funding for 2019-20 (EM326.3) –** the Vice Principal Operations presented a paper showing the SFC funding allocation for 2019-20. This showed that overall the College would receive a reduction of 3.23% over the previous year's allocation. This was mainly due to a significant reduction in the level of funding in support of estates life cycle maintenance and also for high priority maintenance. The funding allocated for estates life cycle maintenance was insufficient to meet the operational costs of the College and so discussions with the SFC were underway to seek agreement on how estates priorities for 2019-20 could be met given the funding provided. The funding allocation overall would be challenging for the College, and there would be a funding gap ▮▮▮▮▮▮ in session 2019-20 which would need to be addressed. While the SFC had informed the College that investment in the Greenock and Paisley Campuses was a high priority there was no funding available at present to meet these costs. The Committee expressed its disappointment at this position.

   .2   **Greenock – Potential Opportunity (EM302) –** the Committee was aware that, earlier in the session, the College had been approached by Riverclyde homes regarding the possibility of collaboration in relation to use of the Waterfront site. However, the Committee noted that this opportunity had now passed.

   .3   **Clydebank District Heating System (EM326.2) –** it was noted that the Director of Finance and Estates had sought further information from West Dunbartonshire Council on the

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College's possible involvement with this project. He was still waiting for feedback which would be brought to the Committee once it was available. **[Action: AR]**

EM339 **VICE PRINCIPAL UPDATE AND EMERGING OPPORTUNITIES (EM327)**
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. The focus recently had been on developing the Outline Business Cases for both the Greenock and Paisley Campuses. The Committee also noted the following information:

.1 **Clydebank –** it was noted that the Vice Principal Operations and Head of Estates were continuing to meet with representatives of the Golden Jubilee Hospital to discuss opportunities for joint working/collaboration. The new Chief Executive of the Hospital had asked to meet with the Vice Principal Operations to discuss the Memorandum of Understanding. Further information would be brought to the Committee once available.
[Action: DA]

.2 **Greenock –** it was noted that discussions regarding possible developments at the Cappielow area of Greenock had now ceased.

.3 **Paisley –** the Vice Principal Operations reported that Alastair Morrison, Head of Regeneration at Renfrewshire Council, was currently running a series of stakeholder meetings to discuss developments in Paisley town centre and Glasgow airport development plans. Mr Morrison had indicated that he would be happy to attend a meeting to update the Committee on the various developments being planned. It was **agreed** that Alastair Morrison be invited to attend the next meeting of the Committee to discuss these plans. **[Action: DA]**

The Committee noted and welcomed the above information.

EM340 **ROOM UTILISATION SURVEY (EM314)**
The Committee noted the report on the findings of the room utilisation survey conducted in March 2019. 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 College, but that this was due mainly to the increase in utilisation at the Paisley campus. There had been a decrease in average room utilisation at the Clydebank and Greenock Campuses since the last survey conducted in November 2018. The Committee noted that this was continuing to be monitored.

EM341 **ESTATES MAINTENANCE PLANS AND CARBON MANAGEMENT PROJECTS (EM328)**
The Director of Finance and Estates presented a report which provided an update on Estate Maintenance Plans and Funding and Carbon Management/Sustainability projects. In particular the Committee noted the following information:

i. **Estate Maintenance Plans:** the Committee noted the progress made with the estates projects agreed for 2018-19. Most of these were well underway with some being complete. In relation to the plans for 2019-20, the Committee was disappointed at the

significant reduction in SFC funding to support this. There was a significant need to invest in the estate, which the SFC was well aware of, however, the funding provided was much reduced for next session. Priority would be given to meeting all essential operational and maintenance needs with the remaining balance being used to fund specific projects. The indicative projects proposed for 2019-20 were noted.

ii. **Carbon Management and Sustainability:** the Committee was aware that the College had exceeded its target for carbon reduction. The College was continuing to promote actions to reduce its carbon footprint and improve sustainability, with these actions being recognised by the Environmental Association for Universities and Colleges (EAUC). It was noted that a new waste management and recycling contract was now in place which should provide further improvements. The College continued to engage with the Students Association on these matters also.

iii. **Estates Performance Indicators and Benchmarking:** the College was part of the Smaller Institutions Sustainability Group which had been formed to allow colleges and smaller universities to share best practice**.** Attempts had been made to agree on performance indicators to be used and for institutions to share this data. However, the data was never fully collated across all members of the group and so the information obtained was of limited use. No sector data in relation to estates performance indicators/usage was currently collated and shared by the SFC so the College required to adopt this approach. The College would continue to participate in the group and try and get meaningful information on agreed performance indicators. The Committee noted this information.

EM342   MONITORING OF REGIONAL OUTCOME AGREEMENT OBJECTIVES (EM282)
The Committee noted the report showing how the objectives relevant to its remit contained in the Regional Outcome Agreement (ROA) had been met during the year. The Committee was satisfied with the progress made.

EM343   STRATEGIC RISK (EM329)
The Director of Finance and Estates provided the Committee with an update on the changes made to the Strategic Risk Register in light of the recent review conducted by the SMT. It was noted that the SMT had been of the view that risk 15, which related to carbon management, could be removed from the risk register as the College had achieved its reduction target early. The SMT had also proposed that risk 2 and risk 9 should be combined as they both related to the delivery of the estate strategy. The Committee supported this view and
RECOMMENDS to the Board that
iii. Risks 2 and 9 be combined as they both related to the delivery of the estate strategy;
iv. Risk 15, relating to carbon management, be removed from the risk register as the College had already exceeded its target.   **[Action: AR]**

EM344   COMMUNITY EMPOWERMENT ANNUAL UDPATE (EM287)
The Head of Estates reported that, during the period 1 April 2018 to 31 March 2019, the College had not received any requests to transfer assets under the Community Empowerment legislation.

EM345 **RENFREWSHIRE COUNCIL LOCAL DEVELOPMENT PLAN UPDATE**
The Committee noted information on the Local Development Plan prepared by Renfrewshire Council which had implications for the College's Renfrew Road campus. It was agreed that the detail contained within the Local Development Plan did not require a formal response from the College.

EM346 **DRAFT SCOTLAND'S LEARNING ESTATE STRATEGY**
The Committee noted a report on the work undertaken by the Scottish Government in collaboration with COSLA regarding the development of a Learning Estate Strategy: Connecting People, Places and Learning. This was still in draft form and the final report was awaited.

EM347 **INFRASTRUCTURE COMMISSION FOR SCOTLAND**
The Committee noted a report on the work being undertaken by the Infrastructure Commission for Scotland. This Commission had recently issued a call for evidence and contributions. Colleges Scotland had prepared a draft response on behalf of the sector and the College had indicated its support for this response. The Committee noted this information.

EM348 **SCHEDULE OF BUSINESS 2018-19 (EM331)**
The Committee noted its Schedule of Business for 2018-19 and planned business for 2019-20.

EM349 **DATES OF MEETINGS IN 2019-20**
The Committee **agreed** that it would meet on the following dates in session 2019-20
- Tuesday 10 September 2019 at the Paisley Campus
- Tuesday 10 December 2019
- Tuesday 3 March 2020
- Tuesday 26 May 2020

The meetings will continue to be held at 4.00 p.m. and venues have still to be confirmed for some of the meetings.
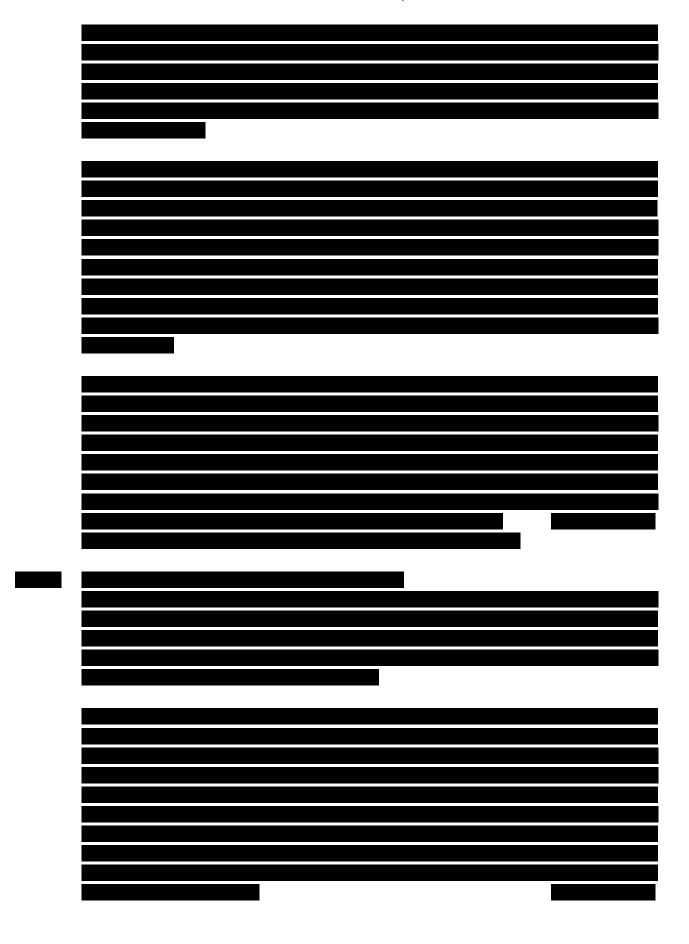
EM350 **NEXT MEETING**
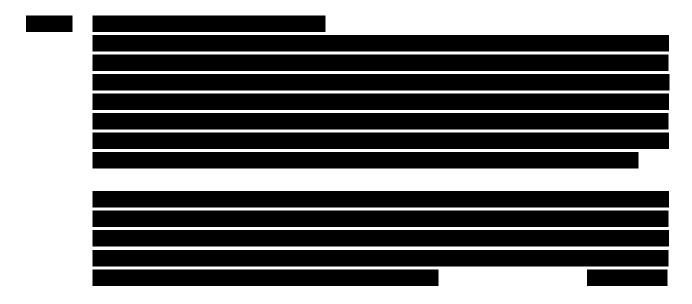The next meeting will be held on Tuesday 10 September 2019 at the Paisley Campus.

RESERVED BUSINESS

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

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GMcA/4.06.19/DRAFT v2

Dates of Meetings in 2019/20

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

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

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

GMcA/1.05.19/v6

TITLE: MEMBERSHIP, PROPOSED SCHEDULE OF BUSINESS 2019/20 AND DATES OF MEETINGS IN 2019/20

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

1. **Current Board membership** – see **Annex 1**.

2. **Proposed Schedule of Business for 2019/20** – see **Annex 2**. This will be subject to review and adjustment in light of the business coming forward.

3. **Dates of meetings in 2019/20** – see **Annex 3**. This includes the dates of meetings of the Committees.

Action: The Board is asked to note the information.

Lead: Gwen McArthur, Secretary to the Board

Status: Open

WEST COLLEGE SCOTLAND
BOARD OF MANAGEMENT

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

Chair
Keith McKellar

Vice Chair
Jacqueline Henry

Principal
Elizabeth Connolly (*ex officio*)

Teaching staff – 1 elected
David Watson

Non-Teaching staff – 1 elected
Danny Walls

Students Association (2)
James Morrison
Nicole Percival

Non-Executive Members
Nick Allan
Mike Haggerty
Jim Hannigan
Andrew Hetherington
Jenifer Johnston
Linda Johnston
Lyndsay Lauder
John Leburn
John McMillan
Mark Newlands
Angela Wilson

In Attendance
Stephanie Graham, Vice-Principal Educational Leadership
David Alexander, Vice-Principal Operations

Gwen McArthur, Secretary to the Board

Annex 2

PROPOSED SCHEDULE OF BUSINESS 2019/20
BOARD OF MANAGEMENT

Date of meeting	Agenda items	Deadline for Papers
7 October 2019 Greenock Campus	**Main items of business** Dashboard/Key Performance Indicators Regional Outcome Agreement Review Report 2018/19 **Committee reports** Audit; Estates; Finance & GP; Organisational Development & HR **Development session (at 3.00 p.m.)** Risk management appetite statement	24 September
9 December 2018 Paisley Campus	**Main items of business** Evaluation Report and Enhancement Plan Student Satisfaction Survey Outcomes Management Accounts *Board External Effectiveness Review Report?* Financial Statements for the year ending 31 July 2019 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.	27 November
3 February 2020 Paisley Campus	**Main items of business** *Board Development Action Plan Update?* *Draft Regional Outcome Agreement 2020-?* *Review of Modern Slavery Statement?* **Committee Reports** Audit; Estates	22 January
23 March 2020 Clydebank Campus	**Main items of business** Final Regional Outcome Agreement 2020 - ? HR Annual Report 2019	11 March

	Key Performance Indicators update? Proposed dates of meetings 2020/21 **Committee Reports** Audit; Corporate Development; Estates; Finance & General Purposes; Learning, Teaching & Quality; Organisational Development & HR	
15 June 2020 **Paisley Campus**	**Main items of business** Management Accounts Budget 2020/21 and Financial Strategy (including Budget for Students Association) Review of Board Development Action Plan? Report on outcome of annual effectiveness review? Committee Reports on Progress against Regional Outcome Agreement? Draft Schedule of Business 2019/20 **Committee reports** Audit; Corporate Development; Estates; Finance & General Purposes; Learning, Teaching & Quality; Organisational Development & HR	3 June

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