

**WEST COLLEGE SCOTLAND
BOARD OF MANAGEMENT**

**MONDAY 25 MARCH 2019 at 3.30 p.m. in
Room 1, Abercorn Centre, Paisley Campus**

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|---|-----------------|
| 1. Assurance Framework | Paper 1 AR |
| The Scottish Government issued a revised Audit and Assurance Committee Handbook in 2018. The College is working with Scott-Moncrieff to develop an assurance framework and this session is aimed at informing the Board of the work currently underway. | |

AGENDA

General Business

- | | |
|--|------------------|
| 2. Welcome | |
| 3. Apologies | |
| 4. Declaration of Interests | |
| 5. Minutes of the meeting held on 4 February 2019 | Enclosed KM |
| .1 Actions from the minutes | Enclosed KM |
| 6. Matters Arising from the minutes
(and not otherwise on the agenda) | |

Main Items for Discussion and/or Approval

- | | |
|---|--------------------|
| 7. Chief Executive's Report | Paper 7 LC |
| .1 Regional Outcome Agreement 2019 – 20 | Annex 1 SG |
| 8. Centre for Performing Arts | Paper 8 AH |
| 9. HR Annual Report 2018 | Paper 9 LL/DG |
| 10. Strategic Risk Register | Paper 10 AR |
| 11. Chair's Report | Paper 11 KM |
| 12. Students Association Report | Paper 12 JM |

Committee Reports

- | | | |
|--|-------------|-----|
| 13. Organisational Development and HR Committee
Minutes of meeting of 13 February 2019 | Paper 13 | LL |
| .1 Employee Health and Wellbeing Strategy | Paper 13.1 | LL |
| 14. Corporate Development Committee
Minutes of meeting of 19 February 2019 | Paper 14 | JHa |
| 15. Learning, Teaching and Quality Committee
Minutes of the meeting of 20 February 2019 | Paper 15 | JHe |
| 16. Estates Committee
Minutes of meeting of 26 February 2019 | Paper 16 | AH |
| 17. Finance and General Purposes Committee
Minutes of the meeting of 5 March 2019 | Paper 17 | JHa |
| .1 Sport and Leisurewear Contract | Paper 17.1 | AR |
| 18. Audit Committee
Report from the meeting of 14 March 2019 | Oral Report | JM |

Items for Information

- | | | |
|---|------------|----|
| 19. Board of Management: | | |
| .1 Proposed dates of meetings in 2019/20 | Paper 19.1 | GM |
| .2 Membership, Dates of Meetings and Schedule of
Business 2018/19 | Paper 19.2 | GM |
| 20. Report on Delegated Action Taken since last meeting | Paper 20 | KM |
| 21. Any other business | | |
| 22. Next meeting: Monday 17 June 2019 at 4.00 p.m. at the Paisley Campus. | | |

Gwen McArthur
Secretary to the Board

BOARD OF MANAGEMENT

Minutes: 4 February 2019

Present: Keith McKellar (Chair)

Liz Connolly, Nick Allan, Jim Hannigan, Jacqueline Henry, Andrew Hetherington, Jenifer Johnston, Linda Johnston, Lyndsay Lauder, John Leburn, John McMillan, James Morrison, Mark Newlands, Nicole Percival, Danny Walls, David Watson, Angela Wilson.

Attending: Stephanie Graham (Vice Principal Educational Leadership), David Alexander (Vice Principal Operations), Gwen McArthur (Secretary to the Board).

Apologies: Mike Haggerty.

BM512 DRAFT REGIONAL OUTCOME AGREEMENT 2019-2020 (BM446)

The Board received the Draft Regional Outcome Agreement (ROA) for 2019-20. In presenting the ROA to the Board the Vice Principal Educational Leadership reminded the Board of the purpose of the ROA and the process behind the preparation of this document. The Vice Principal Educational Leadership took the Board through the main aspects of the ROA and tabled information on the National Measures data that had just been supplied for the sector. This allowed the College to see how it was performing against other colleges in the sector. The Scottish Funding Council (SFC) had seen an earlier draft of the ROA and had commented positively on it. Further information on a few matters had been sought and the College was in the process of providing this.

In discussion the following points emerged:

- The ROA was a lengthy document but the SFC had asked for further information to be included. There was a concern that the provision of further information might dilute the main priorities that the College had to address.
- Feedback from the SFC had confirmed a range of positive aspects of note which the Board welcomed. There were also a few areas identified to be considered further.
- In terms of success rates the FE full-time student success rate was above sector average but the part-time success rate was below average. For HE students the success rate was better for part-time students than full-time students. Overall the College tended to be mid sector level for both FE and HE success rates. The success rates for students from SIMD10 (the most deprived areas of the community) was improving and more work was being done to improve this even further.
- In relation to making improvements in success rates this matter was being considered at the local level where staff had been asked to look again at

their provision to ensure that it was right for the students coming onto the course. In some areas the background of the students was very mixed and might require different approaches to improve the success rates.

- The ROA was being shared not just with staff in the College but with the College Community Planning Partners and other stakeholders. It would be helpful to get input from these other sources to ensure that the ROA was more of a partnership document.

The Board welcomed the draft Regional Outcome Agreement for 2019-20. It was noted that the final edition of the ROA would be brought to the Board at its next meeting prior to submission to the SFC by the April deadline.

[Action: SG]

BM513 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 Audit and Compliance Committee.

BM514 MINUTES

The minutes of the meeting held on 10 December 2018 were approved.

BM515 ACTIONS FROM THE MINUTES

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

- .1 Board Agenda and Structure of Meetings (BM496)** – following the decision at the last meeting to start some of the Board meetings half-an-hour earlier to allow consideration and in-depth discussion of strategic issues, the Chair indicated that the next meeting in March would start earlier to allow for this. The Chair would also discuss this matter with Board members during their annual review meetings (which would take place shortly) in order to obtain feedback on this approach and identify further potential matters for detailed discussion.
[Action: KM]
- .2 Annual Effectiveness Review of the Board of Management (BM506.3)** – it was noted that this matter was currently under consideration at sector level. The College Development Network (CDN) had been asked to review the guidance for conducting external effectiveness reviews and the Board Secretary Steering Group would be meeting the following week at CDN to discuss this matter and consider what changes, if any, were required to the guidance. The Board would be kept informed of developments.

[Action: GMcA]

BM516 CHIEF EXECUTIVE'S REPORT (BM501)

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

- i. Business Transformation Plan** – the Principal informed the Board that a meeting with staff from the SFC had taken place to discuss the College’s current distance learning provision and aims for the future. While the SFC now had a greater understanding of this provision further discussion would be taking place in the near future. Feedback from this would be provided to the Board at a future meeting. **[Action: LC]**

An update on savings achieved under the Voluntary Severance (VS) scheme was provided. The Principal reported that the College was on track to meet its savings target and deliver its activity target for this session, 2018-19. In discussion it was noted that indicative figures for the budget for 2019-20 should be available later this month, with final figures being released in May. Early indications were that there would be no increase in funding, particularly to support investment in estates development. The Board was disappointed with this information but would await the release of information on the budget for next session.

- ii. National Bargaining** – the Board noted that the EIS had notified the sector of a programme of discontinuous strike action that was now underway. The first of a series of strikes by EIS members was held on 16 January 2019, with the next strike being held the following day, 5 February 2019, and two more dates proposed for March. The College was taking all appropriate action to mitigate the impact of these strikes. It was noted that the Employers Association was continuing to negotiate with the EIS but there remained a gap between what the EIS sought and the funding available to meet the increased cost this would bring. The Board would be kept informed of developments.

- iii. Brexit** – the sector wide group, established by the Scottish Government and the SFC, had issued a checklist to assist colleges to consider the potential implications of Brexit. The College was currently working its way through this checklist to better understand its position.

The Board noted a copy of a recent publication, ‘Developing a Four Nations College Blueprint for a post-Brexit economy’. Colleges Scotland had been working with counterparts across the UK to develop a blueprint to assist colleges in the future.

- iv. Corporate Strategy** – the Corporate Strategy had been updated in light of feedback obtained from staff and stakeholders and was now before the Board for consideration. While the Board was satisfied with this it did not wish to publish this until after its strategic session which would be held soon, just in case any further adjustments were required in light of the outcomes of this strategic session. The Board

RESOLVED that the Corporate Strategy 2019-2025 be approved but publication be delayed until after the Board strategic session. **[Action: LC]**

- v. **Modern Slavery Statement** – in order to comply with the Modern Slavery Act 2015 the College was required to produce a statement setting out the steps it had taken to ensure there was no modern slavery in the College or its supply chains. In considering the statement produced for the financial year ending 31 July 2019 the Board was aware that it covered a range of College activities and was consistent with policies already in place, e.g. the Sustainability and Social Responsibility Statement and Equal Opportunities Procedure. While the College could not provide absolute assurance on this matter it did make clear what it expected from its suppliers and others that it did business with. In discussion it was considered that this statement could be broadened out to cover more areas of activity. It was the intention that this statement would be reviewed annually. In light of the above discussion the Board **RESOLVED** that the Modern Slavery Statement be approved and that each of the Board Committees be asked to consider this statement in relation to the areas that fell within their remit. **[Action: LC; GMcA]**

- vi. **Audrey Cumberland** - the Board was delighted to note that Audrey Cumberland, the previous Principal, had been awarded an MBE in the New Year's Honours list for services to education and the community in the West of Scotland.

BM517 STRATEGIC RISK REGISTER (BM503)

The Board considered the Strategic Risk Register. There had been no major changes since the last meeting as there had not been a cycle of Board Committee meetings since the previous review. However, the next cycle of Committee meetings was coming up and considerations at these might result in proposed changes to the Risk Register. It was the intention to consider developing a risk management appetite statement at the next meeting and extra time had been allowed for this. There were also a number of matters that would be coming up over the coming period including, Brexit, the outcomes of the Board strategic session and the indicative budget allocation for next session, which might impact on the Risk Register.

In discussion it was noted that while the College could identify the risks it faced, there were some that were not under its control. Some items had been on the Risk Register for a while, and were considered high risk, but there was a limit to the mitigating actions the College could take, e.g. core funding was allocated by the SFC and the College had to manage the allocation it was given as best it could. In relation to investment in the College estate the Vice Principal Operations informed the Board that he was considering inviting a senior member of staff from the SFC to address a meeting of the Estates Committee in order to have a full discussion of this matter and the College's need for investment in this area. If this did go ahead all members of the Board would be invited to attend this meeting. **[Action: GMcA]**

The Board **agreed** that the Strategic Risk Register be approved.

BM518 STUDENTS ASSOCIATION REPORT (BM504)

The Chair informed the Board that there had been changes in the structure of the Students Association and their membership of the Board. Mac Murray had stood down from the President post and was now Vice President Greenock, and she had also stood down from membership of the Board. Nicole Percival was now President of the Students Association. Nicole and James Morrison, Vice President Clydebank, were now the members of the Students Association on the Board.

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

- The President had attended a roundtable discussion with Ministers from the Scottish Government. This meeting had been set up by the NUS and covered the topics of student mental health, ensuring quality throughout further and higher education, and the cost of being a student. This had proved to be a positive meeting where a number of issues had been raised which the Ministers had agreed to take away and consider further, including student support and the impact of Universal Credit.
- A number of mental health awareness events for students and staff had been arranged across all three campuses which would be held on 7 February 2019.
- The process for holding student elections to appoint the Officers for next session was now underway. There had been quite a bit of interest shown in these posts which was welcomed. It was noted that the current Students Association team were offering students the opportunity to 'shadow an officer' for a day, which would provide an insight into what was expected of Students Association Officers.
- Feedback from students at the Waterfront Campus had shown that there was some dissatisfaction with the current level of catering provision and also queries around the current level of IT support being provided. This matter would be discussed with the College Management to determine what action was required.

The Board welcomed this report and was pleased to note the range of matters being actively pursued.

BM519 CHAIR'S REPORT (BM505)

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

- i. **West College Scotland Foundation** – the membership of John McMillan on the Foundation would shortly be ending and the Board had been invited by the Foundation to consider if it wished to re-appoint John. The Board **RESOLVED** that John McMillan be re-appointed to the Foundation for a further two years. **[Action: GMcA]**

It was noted that both Audrey Cumberland and David Alexander had resigned from the Foundation.

- ii. **Good Governance Steering Group (GGSG)** – the Chair had attended a recent meeting of the Group where the outcomes of the consultation on new governance proposals had been discussed. The Chair informed the Board of the main outcomes that had emerged, some of which might require changes to the primary legislation. There were some matters that needed to be discussed further before the final changes to the governance arrangements were agreed and announced to the sector.
- iii. **Colleges Scotland Employers Association** – the Chair provided the Board with a report on the outcomes of the meeting between the Chairs and Principals of four Colleges and the Chair of the Employers Association, the Chief Executive and the Director of Employment Services of Colleges Scotland. This was to discuss the negative impact that the offer on pay made by the Employers Association to the Teaching staff could have had on the financial position of the colleges concerned. This had been a constructive meeting and it was agreed that a meeting with the SFC would be arranged to discuss this matter in more detail. The Board would be kept informed of developments.
[Action: KM]
- iv. **Strategic Session for Board** – a date for this event was still being sought. The Chair had invited Nora Senior, Chair of the Enterprise and Skills Strategic Board, to address this meeting and potential dates were being discussed. The Board would be notified as soon as possible.
- v. **Four Nations College Group** – the Chair had been invited to attend and represent Colleges Scotland at the Four Nations College Group meeting in March, in relation to Good Governance.
- vi. **Other Events** – the Chair informed the Board that he had been invited to attend a meeting to discuss the possibility of establishing a Scottish Stock Exchange; and also to attend a meeting of the College of the Future Commission, chaired by Professor Sir Ian Diamond, Regional Chair of Edinburgh College.

BM520 BOARD DEVELOPMENT ACTION PLAN: UPDATE (BM470)

The Board noted its updated Development Action Plan. This showed the progress that had been made during the session so far. A further update would be provided to the June meeting, following the Strategic Session and the annual effectiveness review. The Board welcomed this update.

BM521 COMMITTEE REPORTS

The Board noted the following reports:

.1 Estates Committee

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

- i. Developments at Queen's Quay, Clydebank (EM306)** – the Estates Committee had received a presentation from the Strategic Lead, West Dunbartonshire Council, regarding the developments that were planned for Queen's Quay and the surrounding area at Clydebank. Some Board members had been able to attend this meeting and all had agreed that this was a very positive and interesting presentation which demonstrated the level of ambition that the Council had to regenerate the Queen's Quay and surrounding area. This would bring exciting opportunities which the College hoped to be able to access.
- ii. Greenock Outline Business Case (OBC) (BM500; EM320)** – at its last meeting the Board had delegated responsibility to the Estates Committee to decide the best course of action for progressing the Greenock OBC. The Board noted the actions the Committee had decided and also the following update on progress since then, namely:
 - i. The revised OBC for the Greenock Campus, which showed the potential development at the East India Dock site, had been submitted to the SFC for consideration.
 - ii. The case to be submitted to the Reporter to seek a review of Inverclyde Council's decision and to consider and assess the College proposal, was currently being prepared.
 - iii. The College would submit a Proposal of Application Notice to Inverclyde Council (this was a statutory step which had to be taken before a planning application could be made but it did not require the College to make a subsequent planning application in the future). Meetings with the Estates Team and the College's Planning Consultant had been held to discuss this matter further and agree the case to be made for the College's application.

The Chair and the Principal would, as appropriate within this process, be meeting with elected members from Inverclyde Council to discuss this matter further. The Board would be kept informed of developments. **[Action: KM; LC]**

.2 Audit Committee

The Board noted the draft minutes of the meeting of the Audit Committee held on 13 December 2018 and particularly the following:

- i. Audit Committee Remit (AM384)** – in light of the publication of the Scottish Government's Audit and Assurance Committee Handbook the Audit Committee had reviewed its remit and now proposed some minor adjustments to it. The Board

RESOLVED that the Audit Committee's remit be amended as proposed.

[Action: GMcA]

ii. Scottish Government’s Audit and Assurance Committee Handbook (AM383) – in reviewing this latest guidance from the Scottish Government the Committee was aware that some adjustments needed to be made to its operation as well as its remit. The main change was the responsibility placed on the Audit Committee to develop an audit assurance framework. In order to progress this matter a series of actions had been agreed. While no timescale had been set for when public bodies had to have this assurance framework in place the College was hoping to progress this matter with the aim of having the framework in place by the end of 2019. The Board would be kept informed of developments and training would be provided as appropriate. **[Action: AR; GMcA]**

iii. Internal Audit Reports (AM385) – the Committee had received two Internal Audit Reports: one on Internal Communications; and the other on Financial Planning and Monitoring. Both of these reports had been very positive and the Committee had welcomed the assurance they provided.

BM522 BOARD: COMMITTEE MEMBERSHIP, SCHEDULE OF BUSINESS AND DATES OF MEETINGS 2018/19 (BM507)

The Board noted its membership, proposed schedule of business for 2018/19 and the dates of Board and committee meetings for session 2018/19. The Board membership information had been presented in a different format, in light of the guidance contained in the Scottish Government Audit and Assurance Committee Handbook, and the Board welcomed this change in format.

BM523 REPORT ON DELEGATED ACTION TAKEN SINCE LAST MEETING

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

- i. The Chair had agreed that a recruitment process be put in place to recruit a new co-opted member for the Audit Committee in light of the imminent departure of one of the current co-opted members, Stephen Vere.
- ii. The Chair had approved the extension of appointment of David Mark to the Organisational Development and HR Committee for one year, to 29 February 2020.
- iii. A recruitment process to appoint a new co-opted member for the Learning, Teaching and Quality Committee had been initiated following the departure of Peter Macleod.

The Board **homologated** the above actions.

BM524 NEXT MEETING

Monday 25 March 2019 at 3.30 p.m. at the Paisley Campus.

Board of Management: Meeting of 4 February 2019

Actions from the Minutes

Date of meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
4 Feb 2019	BM512 446	Draft ROA – Final edition of ROA to be brought to next meeting	S Graham		March meeting
	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		Future meeting
	BM516(iv) 501	Corporate Strategy – publication to be delayed until after the Board Strategic session	L Connolly	Date for Strategic session still being sought	Future 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 some Committees and the others will consider this at their next meeting	June 2019
	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 to be invited to attend this meeting.	G McArthur	This meeting took place on 26 February and all Board members were invited. Feedback will be provided to next meeting via report from Estates Committee	March meeting
	BM519(i)	West College Scotland Foundation – John McMillan to be re-appointed for a further 2 years	G McArthur	Secretary to the Foundation has been notified	Complete
	BM519(iii) 501	Colleges Scotland Employers Association – meeting with SFC to	K McKellar	Feedback to be provided once meeting has been held	Future meeting

		be arranged to discuss this matter further			
	BM521.1 500 483	Estates Committee Report: Greenock OBC – Board noted actions taken and would be kept informed of developments	K McKellar L Connolly	Update to be provided at next meeting	March 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 to be provided to March meeting	(i) Complete (ii) March meeting
		Actions from previous minutes			
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
	BM501(iv) 487	Brexit – small group to be established to consider what kind of College there should be in the future and align this with the potential impact of Brexit	K McKellar	Update on actions being taken within College was provided to February meeting	February meeting
9 Oct 2017	BM378 360	Student Partnership Agreement – now approved and to continue to be developed over time. Board to be kept informed of developments	S Graham	Reports on developments to be provided to Board at appropriate times	Future meetings

TITLE: ASSURANCE FRAMEWORK

Background: The Scottish Government issued a revised Audit and Assurance Committee Handbook in April 2018 to replace the previous Audit Committee Handbook published in July 2008. The purpose of this paper is to provide the Board of Management with background information concerning the presentation to be delivered by the College internal auditors, Scott Moncrieff.

Action: The Board of Management are requested to note the content of the paper in advance of the presentation by Scott Moncrieff.

Lead: Alan Ritchie, Director of Finance and Estates
Gwen McArthur, Secretary to the Board

Status: Open

1. Introduction

- 1.1 The Scottish Government issued a revised Audit and Assurance Committee Handbook in April 2018 to replace the previous Audit Committee Handbook published in July 2008. A copy of the revised Handbook can be found at <https://www.gov.scot/publications/audit-assurance-committee-handbook/>
- 1.2 The 2018 Handbook includes a number of minor amendments (Audit Committee remit and training) and one major addition that affects various aspects of governance and audit committee responsibilities. The purpose of this paper is to provide background information in relation to the major change required by the new handbook namely the introduction of the requirement to produce and update an assurance framework document.
- 1.3 Scott Moncrieff will update the Committee on the background to this requirement along with the implications it has on College governance.

2. Assurance Framework

- 2.1 The major change in the revised handbook is an increased responsibility for the Audit Committee to develop an assurance framework and to understand the various sources of assurance it receives and the role that each assurance provider plays. The new handbook advocates using the 'three lines of defence' model (referred to in the handbook as "the three lines of assurance") to help articulate this framework. The full requirements are covered in Chapter 4 of the handbook.
- 2.2 Scott Moncrieff will introduce Board members to the handbook requirements, what constitutes the College's three lines of assurance and the sources of assurance that can be used to support these defences. The three lines of defence are:
 - First line: high level management assurance from front line areas.
 - Second line: oversight of management activity, including effective management information, separate from those responsible for delivery, but not independent of the organisation's management chain.
 - Third line: independent and more objective assurance, including the role of Internal Audit and from external bodies.
- 2.3 An indication of what the final assurance framework may look like is attached for reference purposes at Appendix 1. This framework has yet to be finalised and once it has been agreed it will be populated with the required assurance evidence to support the College stated position.

2.4 The March Audit Committee received an update on the progress made in relation to addressing the requirements of the new handbook. The Board will receive an update on the work undertaken to date as part of the main agenda.

3. Conclusion

3.1 The Board of Management are requested to note the content of the paper in advance of the presentation by Scott Moncrieff.

Appendix 1 – Draft Assurance Map

	1 st Line		2 nd Line				3 rd Line		
	Control Framework	Management Review	Control Self Assessment	Risk and Compliance Review	Legal	Board Review	Internal Audit	External Audit	Other Third Party Audit
Student Experience									
Income									
Information Technology									
Corporate									
People									
Finance									
Current level of overall assurance									
Level of assurance required									
Action required (Y/N)									

Key

	High Assurance
	Medium Assurance
	Low Assurance
	No Assurance but should be assurance in this area
	Not Applicable

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.

- The ROA requires to be submitted to the Scottish Funding Council by the end of April. The Board is asked to approve the ROA, recognising that there may be some minor adjustments required between now and the end of April.

Lead: Liz Connolly, Principal and Chief Executive

Status: Open

1 Regional Outcome Agreement 2019-20

1.1 Attached at Annex 1 is the Final draft of the Regional Outcome Agreement which was discussed in some detail at the February Board meeting. The ROA requires to be Approved by the Board and submitted to the SFC by the end of April. The Board is asked to approve the ROA recognising that there may be some minor adjustments required between now and the end of April.

2 Business Transformation Plan

2.1 Further positive and constructive discussions have been held with SFC in respect of the balance and nature of our on-line learning offering. A further meeting has been arranged with SFC for Tuesday 26th March. Good progress has been made with activities to save money and we are

on-target to achieve the required savings this financial year. Next year's financial position remains challenging, as outlined in section 3 below. The level of saving required next year will be fully determined as our budget is finalised in the coming weeks.

3 2019-20 Scottish Funding Council Indicative Funding

- 3.1 On 28 February 2019 the Scottish Funding Council (SFC) published Circular SFC/AN/05/2019 – *Outcome Agreement Funding for Colleges – Indicative Allocations for 2019-20*. This Circular provided initial SFC decisions on funding for colleges in academic year 2019-20 (from 1 August 2019 to 31 July 2020). These indicative allocations are intended to help colleges plan their provision and for SFC to move towards finalised outcome agreements for 2019-20.
- 3.2 Final SFC funding allocations for 2019-20 – which are expected to be confirmed some time during May 2019 – may see some final adjustments being made to the indicative allocations following a final SFC review of 2019-20 college outcome agreements and the extent to which these are assessed to meet national aspirations.
- 3.3 The indicative allocations set out in the SFC indicative funding Circular are based on the Scottish Government's draft Scottish Budget 2019-20, announced in December 2018, which was approved by the Scottish Parliament on 21 February 2019. The budget paper contains a note on the potential impact of Brexit outcomes which states the following:
'If Brexit can be avoided, those resources currently invested in contingency planning and mitigation can be reinvested into our public services and economy.' However, *if we face a no deal or cliff edge Brexit I will have to return to Parliament to reassess our spending priorities.'*
- 3.4 Key points contained within this indicative SFC funding announcement for 2019-20 are:
 - SFC has undertaken consultation with the college sector on revising the demographic model which informs the decision of the allocation of places to colleges/regions – based on feedback received, SFC intend to revise the current model and will have further discussions with the sector over the coming months. However there is no intention with this to change the credit targets for 2019-20 based on this

consultation and so these have largely been rolled forward from 2018-19.

- Teaching funding has been increased by approximately £10.1m for the college sector – however this funding is to specifically meet the costs associated with national bargaining harmonisation and job evaluation – beyond this colleges have not been provided with any additional funding to meet recurring operational costs.
- Overall student credit activity targets for the sector are similar to the previous year (2018/19 – 1,745,158 credits; 2019/20 – 1,744,473 credits) and the budget reaffirms the Scottish Government commitment to maintain 116,000 full-time equivalent student places. There is a slight amendment to WCS activity levels, with the target being reduced by 86 credits.
- The SFC has allocated total funding of approximately £13m to colleges for the delivery of additional ESF activity in 2019-20. This includes an assumed ESF contribution of £5m from the European Commission and £8m from SFC as a match funding commitment – this amount is in line with 2018-19.
- SFC now require a formal sign off from colleges/regions in year on their expected final credit activity value. Where a college/region cannot confirm that it expects to meet its credit target, SFC will use this information to transfer credits to other colleges/regions that would be able to deliver additional activity.
- Funding to support investment in the college sector estate was announced as £47.6m, a £29.1m decrease – and this allocation includes a funding commitment of £22.7m to complete Forth Valley College's new estate project. The SFC methodology for allocating 2019-20 estates maintenance funding contains a contribution towards two elements:
 - Backlog maintenance to ensure historic poor condition is addressed (60% of allocation basis)
 - Lifecycle maintenance (40% of allocation basis)

For West College Scotland, funding to meet high priority maintenance and estates maintenance totalled approximately £4.186m in 2018-19 – for 2019-20, the total available based on the above allocation methodology is £2.530m – a reduction of £1.656m (almost 40%).

- SFC anticipates that a further year of funding for the provision of free sanitary products will be announced in due course, and work is ongoing with the Scottish Government to confirm this.
- SFC has an expectation that additional ring fenced funds will be transferred from the Scottish Government in order to meet the commitment to providing more than 80 additional counsellors in further and higher education over the next four years. It is anticipated that the final detail of this will be available by the time the SFC announce final outcome agreement funding decisions.
- There is a commitment to maintaining a £10m budget to support the Flexible Workforce Development Fund.
- No specific funding has been provided to support ESOL provision and the Circular does not reference this - clarity is therefore being sought from the SFC.
- Student support funding administered by colleges has been increased by approximately £7m to allow institutions to further implement the recommendations of the review of student support which is intended to make bursary level funding available to 18-19 year old students, rather than the lower level Education Maintenance Allowance; increase the maximum FE bursary by almost 6%; and continue to provide care experienced students with a bursary of £8,100. West College Scotland has therefore received an indicative student support funding allocation of 2.1% in order to support this, and is currently working through this in more detail.
- A proportion of SFC's annual funding is earmarked for strategic purposes – during 2018-19 this totalled £14.9m – for 2019-20 the budget has been reduced by £6.2m to £8.7m – this means SFC will have less capacity to assist colleges in driving change, kick starting new activity and/or assisting with financial sustainability requirements.

- The 2019-20 SFC indicative funding announcement ultimately contains no funding to meet the cost of:
 - any annual pay uplifts or
 - increased levels of employer pension contributions in relation to the teachers superannuation fund, which will take effect from 1 April 2019.
- 3.5 • For West College Scotland, a summary analysis of the 2019-20 indicative SFC funding announcement is attached with this report as Annex 2 and can be summarised as follows:
 - Total SFC funding to support core operations has been reduced by 0.79%.
 - Overall funding to support estates investment has been reduced by almost 40%.
 - The total level of funding available to the College has been reduced by 2.71%.
 - The College will now require to revisit the 2019-20 budget and 5 year financial strategy based on these indicative SFC funding allocations – however the required level of savings/efficiencies necessary in order to achieve an underlying breakeven operating position for 2019-20 – previously estimated as being approximately £1.1m – may now prove to be higher, particularly if no funding is confirmed as being available to meet the cost of increased employer pension contributions.

4 College KPIs

An update on College KPIs is attached an annex 3. A few the targets have been revised upwards following discussion at Learning Teaching and Quality Committee.

5 National Bargaining Update

- 5.1 As Board members will be aware on 20th December EIS-FELA notified the sector of dates for a programme of discontinuous strike action. This action is in relation to the 2017/18 pay claim. Strike action has now taken place on Wednesday 16th January, Tuesday 5th February and Wednesday 6th March. A further day of action is planned for Thursday 21st March. On each of the strike days we decided to keep the College open for students but to cancel classes, unless a lecturer specifically told a class to attend. Support for the action has been strong at WCS and on the last date of action (at time of writing) 34 lecturers attended work and 380 took strike action. Across Scotland 1,898 attended work and 3,675 took strike action.
- 5.2 Negotiation continue, and the management side has made a revised offer which extends the offer period for 5 months. The most recent offer is outlined at annex 4. A further NJNC has been arranged for Monday 18th March.
- 5.3 On 26th February the College received notification that EIS intended to hold a statutory ballot on action short of strike. The ballot indicated that this action was expected to take the following forms:
- A 'resulting boycott' involving members refusing to enter or record student results in their employer's results system; and/or
 - A withdrawal of 'goodwill' i.e. refusing to carry out activities which are not contractually required.

The ballot indicated that it was anticipated that action of this nature would commence from 15th April 2019 and continue until 27th September 2019 or end earlier if a resolution is found.

- 5.4 The ballot opened on the 5th March and closes on the 28th March.
- 5.5 A further update will be provided at the Board meeting.

6 Change in Graduation Dates

- 6.1 Based on student and staff feedback it has been decided to move Graduation from October-November to September from this year.

There is a sense that for many students the gap between leaving and graduating is too long and that by the late autumn the connection to WCS has weakened. Also, as many move on to work or further study, other commitments mean they are simply unable to attend. The Marketing team is confident that they will be able to deliver the usual high-quality ceremonies for the earlier dates. This year's graduation dates, therefore, will be:

- **Clydebank** - Thursday 12 September 2019
- **Paisley** - Thursday 19 September 2019
- **Greenock** - Wednesday 25 September 2019

7 Minister's Visit to WCS

- 7.1 On Wednesday 27th February Richard Lochhead MSP, Minister for Further Education, Higher Education and Science visited our Paisley Campus. The visit was the result of an invitation made to the Minister when he was first appointed, by our Chair.
- 7.2 The minister spent all morning at the College which gave us a good opportunity to showcase many of the innovative and industry led projects and programmes that we are delivering.
- 7.3 During his visit the Minister had the opportunity to meet many staff and students, including apprentices, from across the College including in care, construction, hairdressing and beauty and design. He also met with representatives from Neat Living and Ikea, two of the businesses that the College works with on a regular basis.

8 College Fellowships

- 8.1 The College has decided to introduce Fellowship Awards, which will be awarded at the Graduation Ceremony. The purpose is to recognise individuals who have made a substantial contribution to the College, the local community, education, or within their particular field.
- 8.2 It is hoped that Fellows will become ambassadors for the College and will become involved in the life of the College, through guest lecturers,

workshops and/or project work as appropriate. It is anticipated that only one or two Fellowships will be awarded each year.

- 8.3 A process will be developed to allow for nominations from staff and Board members and a small committee including the Chair, the Principal the Student President and two others will meet to determine the Fellows each year.
- 8.4 It is hoped that the first WCS Fellowships can be awarded at the 2019 graduations.

9 Brexit

- 9.1 The Scottish Government has this month, published their Brexit Action Plan for Further and Higher Education. This plan sets out key threats and actions being taken by the Government. A copy is attached for information at Annex 5.

Annex 3: West College Scotland KPIs

Link To Corporate Strategy		Performance Indicator	Target 18/19	Actual 17/18	Target 17/18	Actual 16/17	Actual 15/16	Comment	Data Source	Responsible	College Committee	Frequency
Priorities 1,2,3,5	KPI	Delivering Exceptional Learning										
	1	Proportion of college completers in work, training or further study 3-6 months after qualifying (full time programmes)										
	a	Further Education	97.5%	TBC	97%	96%	96%	SFC survey	SFC	VP Educational Leadership	LT&Q	Annually
		Higher Education	97%	TBC	96%	96%	95%	SFC survey	SFC	VP Educational Leadership	LT&Q	Annually
	2	Student Attainment % (*Interim, pre FES 20.9.18)										
	a	Full Time FE	70%	69%	67%	69%	64%	Published results	SFC	VP Educational Leadership	LT&Q	Annually
	b	Part Time FE	72%	72%	68%	68%	52%	Published results	SFC	VP Educational Leadership	LT&Q	Annually
	c	Full Time HE	72%	69%	69%	69%	65%	Published results	SFC	VP Educational Leadership	LT&Q	Annually
	d	Part Time HE	78%	80%	75%	77%	74%	Published results	SFC	VP Educational Leadership	LT&Q	Annually
	3	Early Student withdrawal %										
	a	FE full time	7.5%	7.7%	8%	8.7%	9%	Published results	SFC	VP Educational Leadership	LT&Q	Annually
	b	HE full time	4%	5.8%	4.5%	4.8%	4.6%	Published results	SFC	VP Educational Leadership	LT&Q	Annually
Priorities 4,6,7,8		Working in Partnership										
	4	Overall % Student satisfaction	95%	93%	94%	95%	91%	Student survey	Quality	VP Educational Leadership	LT&Q	Annually
	5	Staff Turnover %	10%	11%	10%	11.78%	9%	External benchmark 16.5%	HR&OD	Director OD & HR	OD & HR	Quarterly
Priority 10		Contributing to the Growth of our Region										
	6	% Credit Target achieved	100%	100%	100%	100%	100%			VP Educational Leadership	LT&Q	Quarterly

Link To Corporate Strategy		Performance Indicator	Target 18/19	Actual 17/18	Target 17/18	Actual 16/17	Actual 15/16	Comment	Data Source	Responsible	College Committee	Frequency
Priorities 1,2,3,5	KPI	Delivering Exceptional Learning										
	7	% Credits from SIMD10	27%	25%	28%	27%	27%			VP Educational Leadership	LT&Q	Quarterly
	8	Direct Contracted Modern Apprenticeships delivered	928 (1)	917	916	886	838			VP Corporate Development	CDC	Quarterly
Priority 11		Delivering a sustainable College through Good Governance and Leadership										
	9	Alternative Income Generated	£3.5m (2)	£3.5m	£3.2m	£3.2m	£3.3m		B&E	VP Corporate Development	CDC	Quarterly
	10	Underlying operating surplus / (deficit) position of the College	£8,000	£19,000	£39,000	£18,000	£48,000			VP Operations	F&GP	Quarterly
	11	% staff sickness absence	4.4%	5.3%	4.1%	5.0%	4.6%			Director OD & HR	OD & HR	Quarterly
	12	Cumulative reduction in carbon dioxide emissions from 2014-15 baseline	950 18.0%	873 16.5%	530 10.0%	444 8.4%	170 3.2%	Target for 2021 was 10% reduction (530 tonnes)		VP Operations	Estates	Annually

(1) Subject to confirming contracts.

(2) Excludes FWDF.

* PI's could still be subject to change through SFC finalisation

TITLE: HUMAN RESOURCES REPORT 2018

Background: The Human Resources Report is intended to update the Board of Management on a range of activities covered by the Organisational Development and HR Directorate during 2018 and reviews key Organisational Development and HR performance indicators. The Human Resources Report 2018 was considered by the Organisational Development and HR Committee at its meeting on 13 February 2019. This report was warmly welcomed. It provides information on a range of key staffing metrics, confirms the progress being made with implementation of the People Strategy and future workforce planning, and the uptake in relation to continuing professional development activities. The Committee commends the report to the Board.

Action: The Board is invited to consider and approve the Human Resources Report 2018.

Lead: Lyndsay Lauder, Chair of Organisational Development and HR Committee and David Gunn, Director Organisational Development and HR

Status: Open

TITLE: STRATEGIC RISK REGISTER REVIEW

Background: Under the Corporate Governance Code the Board of Management is tasked with ensuring a framework of risk management and control is in place. This paper presents the College Strategic Risk Register for the consideration of the Audit Committee.

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: Alan Ritchie, Director of Finance and Estates

Status: Open

1. Risk Management Strategy

- 1.1 The West College Scotland Risk Management Strategy was approved by the Board of Management. 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 February 2019 Board of Management meeting with no additions or amendments proposed. The Risk Register has been reviewed by the Board Committees at each subsequent meeting after the February Board with no further additions or amendments being proposed.
- 2.3 The risk register therefore remains largely unchanged from the previous review cycle with only some amendments by the Senior Management Team to reflect updates in relation to risk mitigation – for example, to reflect the fact the College has now achieved Cyber Essentials Plus accreditation and the confirmation of receipt of the Greenock OBC from the SFC.
- 2.4 It should be noted that at the time of drafting this paper the 2019-20 Scottish Funding Council indicative funding figures had just been published on 28 February 2019. The College will require some time to assess the implications of the indicative funding announcement for 2019-20. The Board of Management will receive an update on the indicative funding as part of the Chief Executive's Report (agenda item 7) and may wish to consider the wider strategic risk implications of the funding announcement.
- 2.5 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.
- Revisions to the Strategic Risk Register following finalisation of the College Corporate Plan
The new College Corporate Plan was approved at the Board 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 as yet been aligned with the new College Corporate Plan and this will be done after it has been finalised.
- The introduction of a formal risk management appetite statement
The December Audit Committee meeting considered that some further explanation around the activities and the level of acceptable risk that the Committee and Board of Management were willing to accept as part of the risk appetite statement could be clarified during a development session – for example, the Audit Committee would have a low appetite for risk relating to core finances, but might consider some risk if appropriate opportunities arose. Further information around risk and opportunity across a range of College activities might help provide a better understanding of the risk management appetite.

The Audit Committee agreed that it would be helpful if at the next Board strategic day consideration of the College Corporate Plan could also incorporate the introduction of a formal risk management appetite statement and what this statement might be.

3. Conclusion

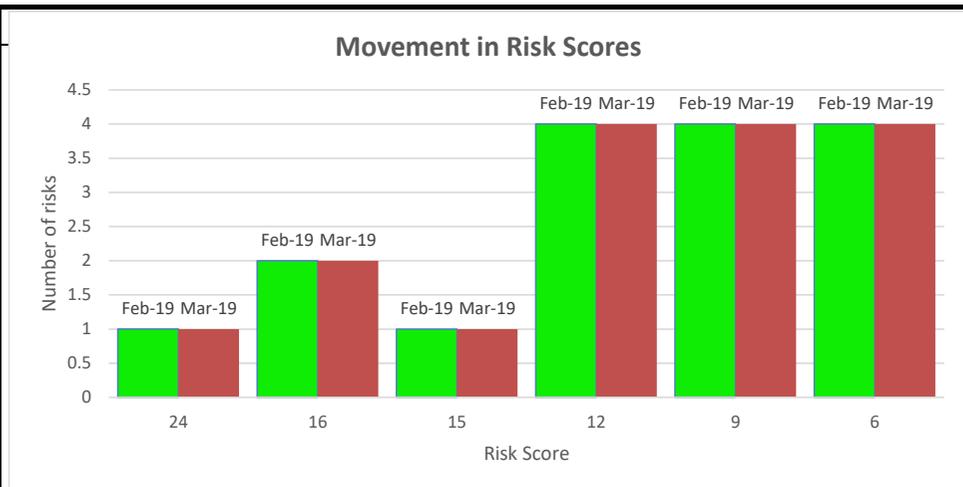
3.1 The Board of Management is requested to review and approve the Strategic Risk Register and consider:

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

Strategic Risk Register Dashboard Report

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

Top 5 risks this period				
Ref	Risk	Probability	Impact	Score
WCS 1	Inability to clearly forecast the volatility and impact of SFC funding and funding methodology changes in relation to core-grant-in-aid, credit activity model; reduction in European funding; student support funding and estates maintenance.	6	4	24
WCS 2	Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure.	4	4	16
WCS 3	Business cases for development of estate are delayed, impacting upon ability of College to recruit students / retain staff.	4	4	16
WCS 4	Intensification of the SFC Regional Outcome Agreement process requires the College to be more ambitious in delivering and sustaining outcomes at a time of limited resource and changing educational landscape, particularly in relation to schools.	4	3	12
WCS 5	Impact and outcome of National Pay Bargaining for both teaching and support staff.	6	2	12



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

As can be seen from the above graph the higher rated risks have not changed since the previous review in December 2018.

WEST COLLEGE SCOTLAND STRATEGIC RISK REGISTER 2018-19

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
1	WCS 1	1,2,3,11	Inability to clearly forecast the volatility and impact of SFC funding and funding methodology changes in relation to core-grant-in-aid, credit activity model; reduction in European funding; student support funding and estates maintenance.	6	4	24	1) Detail of 2018-19 final SFC funding received on 18 May 2018. This shows a level of core funding which is not greater than in 2017-18; a reduction in the level of activity the College will be required to deliver; a change in the estates funding methodology which will impact upon College operations; and no specific funding in order to meet the cost of any annual pay increases. The College will continue to face a number of financial challenges arising from this settlement. The detail of 2019-20 SFC indicative funding were expected on 22 February 2019 but have been delayed and SFC as yet to announced revised publication date. When received the College can review its financial position at that point. 2) 2018-19 budget approved in conjunction with 5 year future financial scenario planning and detailed assumptions. 3) Transition Plan submitted to SFC in order to address future financial challenges. Initial version of Plan submitted to SFC in August 2018 with further update provided to SFC in November 2018 following on from Board of Management consideration in October 2018.. 4) Robust financial forecasting including production and review of monthly management accounts. 5) Estates Strategy including objective to improve / rationalise the College estate utilising estate maintenance funding. 6) Commercial Development Group reporting to Corporate Development Committee with focus on maintaining and growing income including ESF activity. 7) Robust monitoring of current and future curriculum delivery plans (CMAP) including staffing requirements. 8) Significant work undertaken to embed Workforce Planning into College operations / planning. 9) Active College representation and involvement in external SFC review groups - funding methodology, CDN Finance network; credit review; access and inclusion; rural and remoteness premium and student funding.	6	4	24	VP Operations / VP Educational Leadership
2	WCS 2	1,2,3,11	Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure.	5	4	20	1) College Estate Strategy submitted to SFC, reviewed by internal audit and subject to annual review on implementation and progress by Board of Management Estates Committee. 2) 2018-19 final funding for estates now split into lifecycle maintenance and high priority maintenance. Reduction in lifecycle maintenance will present College with operational challenges as financial modelling assumed flat cash settlement in future years. There is also a need to understand the basis of estates maintenance funding allocation beyond 2018-19. 3) WCS participation in SFC/sector Capital Working Group. 4) Outline Business Case for Greenock updated and submitted to the SFC in December 2018 following Board of Management approval. SFC have confirmed receipt and willingness to work with College to take forward OBC. Implications of recently published Inverclyde local development plan now being considered and College is engaging with 5) Outline Business Case for Paisley submitted to the SFC and feedback received from the SFC. Discussion with partner organisations remains ongoing in relation to the collaborative aspects of the proposals, and an updated OBC for Paisley will require to be submitted to SFC. 6) SFC have issued the outcome of a national College estate condition survey. College has discussed and obtained agreement with SFC as to how the 2018-19 high priority maintenance funding will be applied.	4	4	16	VP Operations

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
3	WCS 3	1,2,3,11	Business cases for development of estate are delayed, impacting upon ability of College to recruit students / retain staff.	5	4	20	1) The College continues to actively engage with SFC, SFT and other key stakeholders. 2) College Estate Strategy highlights required estate investment for consideration by SFC and Scottish Government. 3) Outline Business Case for College estate in Paisley submitted to the SFC. Response received from SFC in regard to Paisley OBC and the College is currently engaging with partners in relation to the collaborative aspects of any proposals. 4) Outline Business Case for Greenock updated and submitted to the SFC in December 2018 following Board of Management approval. SFC have confirmed receipt and willingness to work with College to take forward OBC Implications of recently published Inverclyde local development plan now being considered and College is engaging with partners in relation to this. 5) Ongoing prioritisation of College estates funding in a way which links to priority projects, with update reports being provided to each meeting of the Board of Management Estates Committee. 6) Ongoing involvement in sector/SFC capital working group enables WCS input to ongoing discussions in relation to SFC estates maintenance allocation methodology and capital allocations. 7) Ongoing engagement with SFC in relation to implementation of national estate condition survey review and future direction of travel.	4	4	16	VP Operations
4	WCS 4	1, 3, 5, 6	Intensification of the SFC Regional Outcome Agreement process requires the College to be more ambitious in delivering and sustaining outcomes at a time of limited resource and changing educational landscape, particularly in relation to schools.	5	4	20	1) Improving working relationships with local authorities and school head teachers in order to access attainment funding in support of College activities in this area. 2) Continued engagement with SFC in relation to ROA monitoring" for current and future years. 3) Robust internal monitoring, tracking and reporting procedures in place, including through College operational planning process and ongoing monitoring through the Board of Management and sub-committees. 4) Detailed curriculum development planning and review process which has been subject to review by internal audit. 5) Blended approach to delivery of teaching and learning including distance and online learning allowing College to address changes in recruitment and delivery. 6) Curriculum offering is reviewed to ensure employer and student needs are met and appropriate courses delivered. 7) The Board of Management considered the updated College ROA during the meeting in January 2019, and considered the outcomes that will be delivered at that time. The ROA will be further considered once the 2019-20 SFC indicative funding is provided, with a final version agreed with SFC prior to summer 2019 based on final SFC funding figures.	4	3	12	VP Educational Leadership

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
5	WCS 5	3, 11	Impact and outcome of National Pay Bargaining for both teaching and support staff.	6	3	18	1) WCS representation and involvement in national college Employers Association and national joint negotiating committee (NJNC). 2) Financial impact assessment / planning scenarios with the financial impacts of National Bargaining subject to ongoing discussion with the SFC. National Bargaining funding distribution for 2019-20 amended in year and agreed with Colleges Scotland and the Scottish Funding Council. 3) 2018-19 final SFC funding included an allocation in order to meet the cost of national bargaining. Further information and understanding of how this will be funded in and beyond 2018-19 is required. 4) Business Continuity Planning considers impact of industrial action, with specific plans in place. 5) Local trade union consultation and negotiating committees for support and teaching staff continuing to meet on an ongoing basis in order to maintain positive College industrial relations. 6) Robust college sector and WCS communications plan. 7) Local workforce planning arrangements subject to positive internal audit review (June 2018). 8) Support staff pay award for 2018/19 has now been settled.	6	2	12	Principal
6	WCS 6	2, 3	Failure to maintain or acquire and use IT systems and infrastructure to support the digital ambitions of the College.	4	4	16	1) IT Strategy, Policies / Procedures and system access processes in place. The Finance and General Purposes Committee have reviewed progress achieved in delivering the IT Strategy as at Year 2 and are satisfied with progress given the level of resource available to the College - although recognise that the College digital ambitions are being constrained by the level of SFC funding. Strategic dialogue with the SFC is therefore ongoing in an effort to secure the required level of funding in order to deliver College digital ambitions. 2) Staff and student feedback and evaluation procedures in place. 3) IT Contingency Plan in place with regular review. 4) Embedded IT incident review process. 5) Review of College cyber resilience undertaken and significant work carried out to ensure college gains Cyber Essentials Plus accreditation by required deadline in accordance with Scottish Government guidelines. 6) Development of College Digital Strategy. 7) Funding bid developed based on above work for submission to SFC to ensure IT systems are fit for purpose. 8) College has achieved cyber essentials plus accreditation.	4	3	12	VP Operations
7	WCS 15	1,2,3,11	Failure to deliver the financial and/or non-financial objectives outlined in the College transition plan "Future Proofing Our College".	4	4	16	1) Transition plan has been developed by the College and discussed in detail with the SFC. 2) Board of Management have approved the Transition Plan and financial objectives are monitored through the F&GP Committee. Board of Management monitor overall plan achievement. 3) Projects have been initiated in line with the plan and are directed by a specific member of SMT. 4) Detailed delivery plan has been created to allow milestones to be set and monitoring to take place. 5) College on track to meet financial objectives outlined in the plan during 2018-19. However future years remain challenging and the plan will require to be further reviewed/updated. SFC indicative funding figures were expected to be provided on 22 February 2019 for the 2019-20 financial year. However these have been delayed with no revised publication date.	3	4	12	Principal

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
8	WCS 16	1, 3, 5, 6, 11	Failure to prepare for the anticipated impact upon the College of Brexit including loss of European funding, loss of students / staff and access to exchange programme funding (Erasmus / Leonardo).	5	3	15	1) Board of Management has established a working group to review the available data on the impact of Brexit and to make recommendations to the Board. 2) College is a member of a Colleges Working Group on Brexit allowing access to latest intelligence specific to the College sector. 3) Close liaison with SFC on future funding arrangements post 2021 when current funding due to end. 4) SMT briefing paper discussed and checklist of likely impacts being completed to identify potential risk areas.	5	3	15	Principal
9	WCS 8	2, 9, 11	Unable to develop and commence implementation of an Estate Strategy that achieves the agreed criteria for size, quality, flexibility and carbon emissions	3	4	12	1) Estate Strategy 2016-2026 approved by Board of Management and submitted to SFC and now being implemented. 2) Improvements to infrastructure and equipment are actioned and updated annually based on funding available. 3) Minimise possibility of unplanned closures through regular maintenance of physical assets. 4) On going discussions with funders and other stakeholders to identify potential funding / development opportunities. 5) College wide condition survey work undertaken to assist with identification of areas of investment . 6) Internal audit review (May 2017) of Asset Management included positive review of work undertaken to develop and implement the College Estate Strategy 2016-26. 7) 2018-19 final funding for estates now split into lifecycle maintenance and high priority maintenance. Reduction in lifecycle maintenance will present College with operational challenges as financial modelling assumed flat cash settlement in future years. Discussions with the SFC on nature of spend under high priority maintenance and agreement reached on areas of priority spend. There is also a need to understand the basis of estates maintenance funding allocation beyond 2018-19. 8) Board of Management Estates Committee consider progress in implementing the Estate Strategy on an ongoing basis, with an annual review undertaken to demonstrate progress achieved.	3	3	9	VP Operations
10	WCS 9	3, 4, 11	Inability to maintain positive staff relations	4	3	12	1) Internal audit report (June 2018) on Workforce Planning confirmed substantial progress made in addressing Audit Scotland recommendations. 2) Clear procedures for communication in place in order to engage with Trade Unions and all staff across the College. 3) Developed procedures for staff engagement and negotiations. 4) Staff engagement session and staff surveys undertaken on regular basis allowing issues to be addressed early. 5) Local trade union consultation and negotiation committees in place for teaching and support staff and meet on an ongoing basis 6) Board of Management considered the College Workforce Development Plan and approach at the December 2018 meeting. The Board were content with approach being taken. Noted that a follow up report was to be provided to Audit Committee in order to close off the internal audit recommendations.	3	3	9	Principal

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
11	WCS 11	5, 6, 8, 11	Inability to specify, deliver and effectively implement an approach to generation of alternative income	3	4	12	1) Development of strong partnerships with local employers and stakeholders. 2) Operation planning process used to identify potential opportunities for income growth. 3) Adaption of course portfolio to meet student / employer needs. 4) Financial strategy and planning in place to address resource needs and redirect as required. 5) Review of resources required within Curriculum Development Planning procedure. 6) Annual financial target is agreed and monitored by the Corporate Development Committee. 7) Commercial Development Group reporting to Corporate Development Committee.	3	3	9	Principal
12	WCS 7	2, 11	Inadequate business continuity / cyber resilience planning leading to material interruptions to service delivery.	3	4	12	1) Internal audit report on Business Continuity Planning highlighted areas for development. Action has been taken to address the audit recommendations with updates provided to the Audit Committee. 2) Internal audit have carried out IT security health check with aim of preparing the College to answer requirements of Governments Cyber resilience Strategy. Action plan in place to address recommendations made. 3) Incident response plan has been updated and communicated to all relevant staff. 4) Effective estate response procedures to incidents. 5) Adequate insurance cover to assist in recovery after an incident. 6) Risk assessment process well embedded at strategic level now being further embedded at operational level. Review of risk appetite undertaken by Board and SMT. 7) Planned preventative maintenance regime in place including fire and intruder alarms. 8) College has achieved Cyber Essentials Plus accreditation..	3	3	9	VP Operations
13	WCS 10	3, 4,	Failure to implement a systematic approach to workforce planning resulting in lack of appropriate resources and skills to achieve strategic priorities	4	3	12	1) Internal working groups have been set up to develop College workforce Plan and associated reporting requirements. 2) Detailed teaching resource planning through use of curriculum mapping tool (CMAP). 3) Resourcing of support staff structures reviewed on an ongoing basis by Executive Management Team to ensure alignment with operational and strategic priorities. 4) Itrent HR and Payroll software developed to provide staff data and reports. 5) Professional Development Policies are aligned to strategic priorities. 6) Roll out of College CPD review process is ongoing and supports succession planning, leadership development and assists in mitigating the impact of the loss of key staff. 7) Internal audit reviewed workforce planning as part of 2017-18 audit plan. Internal audit recommendations are subject to final report from OD&HR Committee to the Audit Committee to allow the closure of the issues raised.	3	2	6	VP Educational Leadership VP Operations

Risk No.	Risk Reference	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
				Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
14	WCS 13	11	Inability to ensure a holistic response to data and information governance, including compliance with the General Data Protection Regulations (GDPR).	3	3	9	1) External briefings provided to SMT on principles and practicalities of implementing GDPR. 2) Establishment of College working group on implementation of GDPR requirements. This group has oversight of the information risk assessment process. 3) Update reports to SMT and OD&HR Committee on progress made. 4) Active engagement across the College to ensure collaborative approach. 5) Data Protection concepts and principles embedded within the operations of the College. 6) Working with other Colleges to pool resources and minimise duplication of effort. 7) Data protection Officer appointed to the College.	3	2	6	Principal
15	WCS 12	1,2,3,11	Failure to invest sufficient resource (financial / staff) into delivery of College Carbon Management Plan (CMP) resulting in negative publicity and failure to achieve ROA outcomes.	3	3	9	1) Approval of CMP by Board of Management in October 2016 with this subsequently being submitted to the SFC. The Board of Management Estates Committee also consider progress made in implementing the CMP on an ongoing basis, with a formal annual review undertaken. 2) Specific resource - staff and funding - allocated to allow CMP to be implemented. 3) Development of Sustainability Group involving board, staff and student representatives. 4) Annual Scottish Government report on carbon management and wider sustainability issues now reported on for second year. 5) College on target to achieve objectives of CMP including 10% reduction in emissions.	2	3	6	VP Operations
16	WCS 14	1, 3, 5, 6	Normal business activities are unduly affected due to the complexity of sequencing estates investment works	4	2	8	1) Detailed resource planning involving all relevant parties at an early stage for project work undertaken. 2) Level of investment at a stage where no material impact on activities. 3) Knowledge base within current staff to be able to identify issues.	3	2	6	VP Operations

STRATEGIC PRIORITIES

1. We will provide education and training in inspirational and innovative ways to engage and meet the diverse needs of our students.
2. Education and training will be delivered to students in high quality College facilities, in their place of work or through the development and use of digital technologies.
3. We will provide the highest quality of teaching and tailored support to maximise our students' opportunities to achieve success and progress to employment and further study.
4. We will support the development of our staff and teams to achieve successful outcomes for themselves, our students and the College.
5. We will develop our curriculum and services to ensure they align with and support Scotland's key economic sectors. We will ensure that our students are equipped with the relevant training, qualifications and essential skills they need for employment and life.
6. We will develop meaningful partnerships; connections and alliances with business and industry to ensure employers are directly involved and invest in educational and skills development across the west.
7. We will become a strategic resource and valued partner with our stakeholders, building relationships, leveraging resources and capabilities to design, develop and deliver our products and services.
8. We will proactively look for new partners and new areas of activity, which will allow us to grow and develop our income to reinvest in our core business for the benefits of our students, our staff and our communities.
9. We will grow our reputation both nationally and internationally. Our reputation will be based on the quality of our teaching, outcomes for our students and our willingness to strive for and set the highest standards across all areas of our work.
10. We are committed to taking a leadership role in the West Region and together with our partners and stakeholders, tackle the significant social and economic deprivation, which still characterise many of our communities.
11. We will deliver a sustainable, effective and efficient service to our communities, through the implementation of sound governance, leadership, planning and management.

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

Risks - Probability x Impact Score Grid

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

Board of Management

25 March 2019

Paper 12

TITLE: STUDENTS ASSOCIATION REPORT

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

Lead: James Morrison, Vice President, Students Association

Status: Open



The Student Association Board Report March 2019

The Students' Association {SA} continues to work for the benefit of all students. At the time of writing, The SA consists of Student President– Nicole Percival and three Vice Presidents at Paisley - Marek Gorecki, at Clydebank - James Morrison and at Greenock – Mac Murray. 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.

Firstly, we would like to make the board aware of our recent elections with regards to the SA team for the academic session 19/20. We have had 3 positions uncontested, these positions are: President, Vice President Clydebank and Paisley, this means these candidates have been successful in getting this position. Excitingly we do however have 2 candidates for Vice President Greenock and this means we will have a campaign running for this position.

We are working in partnership with NUS Scotland and the quality team to review our constitution and we are hoping to have a much shorter constitution prepared to be approved at the next board meeting. This will make it a much smaller document which will make it easier for students to read, however, we will not be completely removing certain parts, we will instead be put into schedules which will be available separately. Some of the changes will be: to include re-open nominations with regards to elections, to have guidelines on the steps to take if a SA officer leaves during their term in office.

Together with the student experience team we are host focus groups to review the student behaviour framework which the president worked on with the quality department. This is being carried out on all of our 3 main campuses and this feedback will be considered by both the SA and the quality department before taking the framework forward to the next steps.

The president also attended a Scottish Funding Council event with regards to the student survey and carried out a presentation on the ways in which the SA support the student experience assistants in promoting this survey and also how we use the data to implement change for the students. During this presentation the president also brought to the attention of the SFC the issues in which students associations have with question 10 within the survey and they have assured us that they will look into rewording this question.

We also displayed the 'gies a break café' which is ran by the Wellbeing Advisor Kirsty and the President and the Principal signed this years Student Mental Health Agreement during the ministerial visit.

We celebrated our LGBT+ students and showed our support to them on the 27th February with our LGBT history day across all campuses. This was an extremely successful day where a lot of students and staff signed our flag as a pledge to support the rights of our LGBT+ students. We have also worked with the marketing team to produce a fantastic LGBT+ support services booklet that has all the numbers within the Glasgow area. It was also fantastic to also have our chair, the Principal and the Minister sign our flag within the Paisley campus.

At the point of writing this report we are preparing for our mental health awareness days that will happen on all main campuses, this will include information on mental health as well as providing a bit of fun and stress relief through the hiring of some fun inflatable resources; the rodeo bull and an assault course. We are hoping this will increase our student interaction with regards to these events.

Finally, on the 13th of March we are hosting a no smoking day event on all campuses, we are looking to provide some resources to our students as well as our science students doing a demonstration of what smoking does to your lungs. During this event we are also going to offer students a cupcake for a cigarette as a way of encouraging the reduction of smoking. A competition will also be launched on this day for students to design a banner or poster promoting that the using is a no smoking college, the hope is that this will bring more awareness to students as well as staff.

Any questions are welcome.

TITLE: ORGANISATIONAL DEVELOPMENT AND HR COMMITTEE
Minutes of the meeting held on 13 February 2019

Action: There are two recommendations for consideration and a number of items for report.

1 Recommendations

OM235 HR Annual Report 2018 – the Committee is recommending approval of this annual report. This will have been considered earlier in the meeting at agenda item 9.

OM234 Employee Health and Wellbeing Strategy – the Committee is recommending approval of this strategy. This is presented as a separate paper at agenda item 13.1.

2 Items for Report

The Committee received updates on the following

- OM233 National Bargaining
- OM236 People Strategy 2016-19

The Committee would like to thank the Director Organisational Development and HR and his Team for the excellent work that has been achieved and is currently being undertaken.

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

Status: Open

ORGANISATIONAL DEVELOPMENT & HR COMMITTEE

MINUTES: 13 February 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

OM230 DECLARATION OF INTERESTS

No interests declared.

OM231 MINUTES

The minutes of the meeting held on 7 November 2018 were approved.

OM232 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 (OM228)** – it was noted that this matter was currently under consideration at sector level. The College Development Network (CDN) had been asked to review the guidance for conducting external effectiveness reviews and the Board Secretary Steering Group would be meeting the following day at CDN to discuss this matter and consider what changes, if any, were required to the guidance. The Committee would be kept informed of developments.
[Action: GMcA]

- .2 Voluntary Severance Scheme (OM223)** – the Committee noted that [REDACTED] members of staff would leave the College by the end of session 2018/19 (some members having already left). [REDACTED]
[REDACTED]

- .3 Finnart Street Building (OM227)** – the Director, Organisational Development and HR, reported that remedial work had been undertaken to make safe the cladding on the Finnart Street building in Greenock. The Estates Management were satisfied with the work that had been undertaken. A presentation had been given by the Head of Estates to the Health and Safety sub-committee in Greenock and they were satisfied with the work undertaken. A report on this matter would be brought to the next meeting.
[Action: DG]

OM233 NATIONAL BARGAINING: UPDATE (OM221)

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 main issue affecting Support staff was the national job evaluation process. West College Scotland had previously implemented a job evaluation process for Support staff following merger. The scheme adopted nationally was different. A request from Colleges Scotland had been made to second a member of College staff for 3 months on a 0.5 basis to join the team to get this national process up and running. This was in her capacity as a trade union representative. Also the Vice Principal Operations, who was a member of the Employers Association, had been invited to move from the Teaching Staff side to the Support Staff side to provide advice with the implementation of this process particularly in view of his role in implementing the local job evaluation scheme.

- .2 Teaching staff** – following the outcome of a statutory ballot members of the EIS had agreed to take strike action and 2 days of strikes had been held so far. Over 70% of Teaching staff at West College Scotland had supported the strike action. Another 2 days of strike action were planned for March. The Senior Management Team (SMT) at the College were taking all possible action to mitigate the impact of the strikes and to maintain local employee relations.

The Director, Organisational Development and HR, tabled information regarding the latest offer made by the Employers Association to the Teaching Staff. The EIS had sought the same deal as that agreed with the Support Staff. The Employers Association had considered this and had come back with a revised offer which was similar to the Support Staff offer for years 1 and 3, but year 2 remained the same as previously made (an unconsolidated payment of £200). The Employers Association were clear that this was the best offer the sector could afford as there would be no additional funding provided by the Scottish Government. The EIS had not accepted this offer and were considering their position. The EIS had indicated that they would be balloting their members in respect of taking action short of strike action. No further information was available at present. The Committee would be kept informed of developments.

[Action: DG]

OM234 EMPLOYEE HEALTH AND WELLBEING STRATEGY (OM209)

The Committee considered the Employee Health and Wellbeing Strategy that had been prepared to assist with the implementation of Objective 4.5 (Health Safety and Wellbeing) of the People Strategy 2016-19. The

Organisational Development & HR Committee – Minutes of 13 February 2019

Employee Health and Wellbeing Strategy had been prepared with input from the College Occupational Health provider. This strategy would also be discussed with the relevant trade unions. It was the intention to issue this strategy to all staff once it was approved.

The Committee welcomed this strategy and how it connected to the other strategies that had been developed. The Committee also particularly liked the acronym, PROSPER, that was used to represent the seven pillars that the strategy was based on. In looking at the Action Plan associated with this strategy it was noted that a question on health and wellbeing would be included in the staff survey that would be undertaken later this session. It was noted that the College had just moved to a new Employee Counselling provider and so had no feedback from them yet on the number of College employees seeking help/advice. This information would be obtained and brought to a future meeting of the Committee.

[Action: DG]

The Committee

RECOMMENDS to the Board that the Employee Health and Wellbeing Strategy be approved.

[Action: GMCA]

OM235 HR ANNUAL REPORT 2018

The Committee considered the draft Human Resources Report 2018. In discussion it was noted that:

- There had been no formal staff grievances brought forward following the introduction of the new Grievance Resolution Procedure in October 2017. This procedure placed the emphasis on seeking to resolve such matters in a less formal manner at a local level and appeared to be working well.
- Under the terms of the agreement reached through National Bargaining teaching staff were now required to achieve the TQFE qualification. Those staff who did not already have this qualification were being enrolled for the programme offered through the University of Dundee. In addition the College offered the 'Teaching in Colleges Today' programme for those staff who did not hold a relevant teaching qualification through CDN.
- There had been good uptake of the leadership development course run by the College and this would run again in 2019.
- The Behaviours framework was currently being rolled out to staff and a series of training sessions had been organised to support this.

The Committee welcomed this information and

RECOMMENDS to the Board that the Human Resources Report 2018 be approved.

[Action: LL; DG]

OM236 PEOPLE STRATEGY 2016-19: PROGRESS REPORT (OM209)

The Committee noted the progress report on the implementation of the People Strategy 2016-19 and welcomed the progress made to date. The People Strategy would be reviewed and updated for the next 3 year period (2020-2023) and brought to a meeting of the Committee for consideration later in the year. It would take account of the updated Corporate Strategy once this was in place. **[Action: DG]**

OM237 RISK (OM225)

The Committee noted the Strategic Risk Register and had no additions or amendments to propose. It was noted that the Board would be considering developing a risk management appetite statement at its next meeting which might impact on the Strategic Risk Register.

OM238 REPORTS FROM SUB-COMMITTEES (OM226)

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

- i. Joint Consultative and Negotiating Committee for Lecturing Staff meetings of 10 October and 14 November 2018;
- ii. Joint Consultative and Negotiating Committee for Support Staff meetings of 10 October and 14 November 2018;
- iii. Equality, Diversity and Inclusion Committee meeting of 20 September 2018;
- iv. Health & Safety Committee meetings of 12 September and 28 November 2018.

OM239 ORGANISATIONAL DEVELOPMENT AND HR TEAM

On behalf of the Committee the Chair thanked the Director and his Team in Organisational Development and HR for the excellent work that was being undertaken. The reports provided to the Committee clearly demonstrated the good progress being made.

OM240 NEXT MEETING

Wednesday 15 May 2019 at 4.00 p.m. at the Paisley campus.

TITLE: EMPLOYEE HEALTH AND WELLBEING STRATEGY

Background: The Health and Wellbeing Strategy was considered by the Organisational Development and HR Committee at its meeting on 13 February 2019. This strategy was prepared with input from the College Occupational Health Provider and is intended to assist with implementation of Objective 4.5 (Health Safety and Wellbeing) of the People Strategy 2016-2019. Consultation has also taken place with recognised trade unions who welcomed the strategic approach being taken by the College.

The Committee welcomed this strategy and is now recommending to the Board that it be approved.

Action: The Board is asked to approve the Health and Wellbeing Strategy.

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

Status: Open



PROSPER

Employee Health and Wellbeing Strategy

Introduction

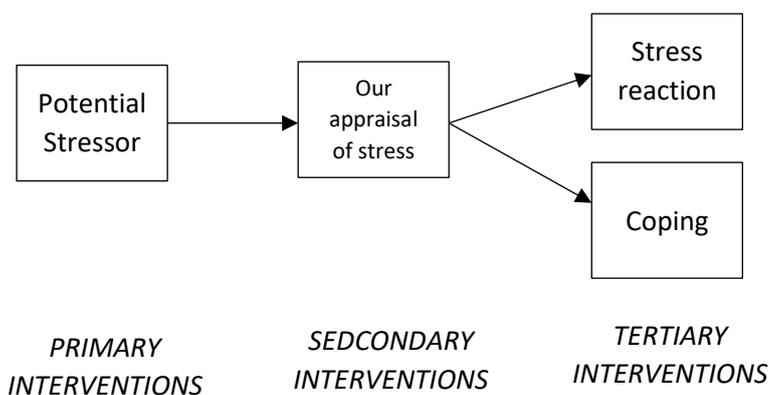
The College has developed an Employee Health and Wellbeing Strategy to manage its obligations to maintain the mental health and wellbeing of all staff. It covers the organisation's commitment to employee health, the responsibilities of managers and others for maintaining psychological health, health promotion initiatives, communicating and training on health issues and the range of support available for the maintenance of mental and organisational commitment to handling individual issues.

At West College Scotland we are proud of our record of health promotion which is recognised by our attainment of the NHS Health Scotland Healthy Working Lives Gold Award. We participate in Healthy Working Lives believing that a happier, healthier workforce makes for a better student experience.

Under the umbrella of Healthy Working Lives our staff have benefitted from such initiatives as: flu vaccinations; health checks; cycle to work scheme; step count challenge; information sessions on such topics as healthy eating, alcohol awareness, suicide prevention; information promoted through the staff intranet; and training on a wide range of topics including stress awareness, mindfulness and mental health first aid (this list is just a representative sample of the many things that have been put in place). In 2017 the College was recognised by a College Development Network (CDN) Award for "Health Promoting College".

This Strategy signals our intention to build on past success by broadening and deepening our efforts in health and wellbeing. These efforts will extend beyond the Healthy Working Lives Initiative and indeed beyond the confines of the workplace because we know that in times of uncertainty, with financial pressures and a growing number of dependents in society, that health and wellbeing issues can arise at home as well as at work and we need to help our employees to be able to cope.

The focus of our efforts in helping employees to cope is illustrated in the following diagram:-



Ideally, we would want to remove unnecessary pressures at the primary stage. However, it is impossible to remove all pressures from work. Some pressure is desirable. For example we will feel the pressure of working to a deadline but a deadline focusses and encourages our efforts. Without the deadline we may lack the drive to complete the task. Also, a great many pressures are outwith the control of the organisation such as finances, relationships or caring responsibilities. It is how we appraise these potential stressors which will determine how well we can cope. This is where the College can do a great deal to help. For example training, advice, management conversations, and efforts to improve general health are all excellent secondary interventions which help individuals develop robust coping mechanisms. Of course it is not possible to avoid a stress reaction for every person in every situation. When employees do have a stress reaction, the College will provide other services such as counselling support or occupational health services.

So West College Scotland's Health and Wellbeing Strategy includes primary and tertiary interventions. However, it is in developing and implementing secondary interventions that we hope to develop a culture of organisational resilience.

The Strategy - PROSPER

There are seven pillars to our Employee Health and Wellbeing Strategy demonstrating the breadth of our ambition to nurture the health and wellbeing of our employees.

The seven pillars are:-

Promote health and wellbeing.

Respond appropriately to concerns affecting the health and wellbeing of individuals.

Observe signs highlighting health and wellbeing issues, such as trends in absence data.

Support people in the College community who are experiencing difficulties affecting their health and wellbeing.

Practice open and honest discussion around health and wellbeing, especially mental health, to reduce the stigma and encourage preventative action.

Educate by providing appropriate information and training to improve awareness and enhance responses.

Review actions on an annual basis to continuously improve support for health and wellbeing.

The seven pillars are described and illustrated in the following sections:

Promote

Our well established framework for health promotion at West College Scotland is the Healthy Working Lives Award programme for which we currently hold the Gold Award. The award is in recognition of a broad spectrum of health and wellbeing promotional activity at WCS from policies and procedures to promotional events, health and lifestyle checks, training and information.

We have a Healthy Working Lives intranet page which informs staff about our health promotion activity.

Further Action

We intend to redouble our efforts by:

- Broadening membership of the Healthy Working Lives Steering Group
- Identifying and utilising a wider range of channels of communication
- Involving more people in leading promotional events and activities

Respond

In matters of health and wellbeing, particularly when the matter involves mental ill health, a swift appropriate response will make a significant difference to reducing the time it takes to recover.

The formal supports for employees are accessed through the Organisational Development and HR Directorate. Our key response arrangements are as follows:-

Employee Assistance Helpline

An important safety net for employees is our employee assistance helpline available 24 hours a day, 7 days a week. Whereas this service is paid for by the College, it is run by an independent company (PAM Assist) and provides a completely confidential service. The service offers advice on a whole range of personal issues and employees can gain access to one-to-one counselling under the terms of the service provision. Counselling can be face-to-face, telephone or online, whichever suits the specific needs of the employee.

It is important to note that, in order to protect confidentiality, the College is not notified of the personal details of anyone who contacts the helpline, nor the specific details of any calls that are made. The College receives statistical reports about the level of usage.

Occupational Health Provision

The College receives an Independent Occupational Health Service from Integral Occupational Health based in Glasgow. Occupational Health seeks to promote and maintain the health and wellbeing of employees, with the goal being to ensure a positive relationship between an employee's work and health. There are many benefits to occupational health; managing the health and well-being of people at work and having access to specialist occupational health practitioners is key to unlocking these benefits.

The most frequent services provided by Integral to West College Scotland are sickness absence referrals and health surveillance. Employees who are experiencing a health problem that may be affecting their work or work is affecting their health are also given individual Occupational Health advice.

When an employee is off sick for a period of time, or where the reason for absence merits an early referral (such as when the sickness involves stress or mental health issues) the HR Manager will make an Occupational Health appointment. The purpose of the referral is to help support the employee back to work. For example, it is often beneficial for an employee to return on a phased basis rather than suddenly return to full-time working. Occupational Health advise the HR Manager about the nature of the phased return. The Occupational Health Physician will also provide advice on the likely duration of the absence. This enables the line manager make interim arrangements, including putting temporary cover in place where necessary. The OH report will also detail what supports, if any, need to be put in place prior to the employee's return, to protect the employee from any recurrence of their condition. The same referral will also determine whether the OH Physician would recommend a further referral for specialist services. All of the Occupational Health interventions are done with the employee's full knowledge, permission and co-operation.

Health surveillance is appropriate for employees undertaking specific hazardous activities e.g. working in a noisy area. In such circumstances the College puts in place certain controls such as noise reducing enclosures or the provision of ear defenders. The purpose of the health surveillance is to ensure that the controls are working. So in the case of noise, employees will regularly have their hearing tested. Any deterioration would trigger an immediate review of the workplace to determine whether the controls were still in place and were working as designed e.g. it could be that individuals are not ensuring that ear defenders are worn at all times in the noisy area. Common hazards for which health surveillance is appropriate includes noise, vibration, chemicals which can cause skin sensitivity, dusts including wood dusts etc.

Mental Health First Aid

Mental Health First Aid is an initial response to an individual in a crisis situation associated with mental health issues (e.g. suicidal thoughts). Mental Health First Aid training does not train people to be mental health workers. It offers basic general information about mental health problems. The knowledge presented and understanding developed in the course helps to remove stigma and fear and to give confidence in approaching a person in distress.

In the same way as the college provides conventional first aid cover, the college aims to have volunteers trained in Mental Health First Aid so that we can provide an appropriate response to anyone, staff or students, who need help in a crisis situation.

Rigorous Absence Management

It is important that WCS line managers respond appropriately to sickness absence as this can significantly affect the health and wellbeing of the individual. As well as guidance and support from HR Managers, WCS has documented guidance contained within the Attendance Management Procedure which requires the line manager to take specific actions.

For example it has long been recognised in the HR profession that the longer an employee is absent, the more difficult it is for that individual to return to work. If the employer keeps in touch and seeks to support the employee whilst they are absent, it very much lessens apprehension and signals that the employee is truly valued. That is why the WCS Attendance Management Procedure requires the Head or appropriate Support Staff Manager to maintain regular contact, by telephone, with employees who are absent through ill health. Other ways of maintaining contact, such as e-mail or home visits (with the prior agreement of the employee), can also be used.

The procedure also requires line managers to conduct “return to work” discussions and long term absence review meetings which help to ensure that the staff member receives all of the supports which the College has available.

Further Action

Despite a robust platform of response arrangements the College continues to have a significant level of sickness absence. Therefore, we would propose the following:

- Convene a working group to consider how to strengthen the Attendance Management Procedure.
- Prepare a statistical analysis of absence data to identify specific areas with high levels of sickness absence and develop appropriate responses.

Observe

The Director Organisational Development and HR chairs a monthly meeting of HR Managers to focus on sickness absence, share successful responses, identify appropriate solutions for complex cases and monitor data. This approach has been instrumental in ensuring that employees receive the best guidance and support we can offer, and in ensuring that line managers also receive the support they need in managing the situation.

With improvements in the iTrent Human Resources System we now have an opportunity to produce improved monitoring reports with a greater level of granularity. This should enable us to pinpoint areas of concern, giving us a clearer picture of the most serious problems and the areas these affect. This in turn will allow us to target our efforts most effectively.

Another valuable mechanism by which we can gain insights into employee health and wellbeing is through a staff survey. Our last staff survey was conducted in 2016 therefore sufficient time has lapsed to require another staff survey to be conducted. In developing the wellbeing related survey questions we should consider the HSE Management Standards toolkit (which related to stress) and the widely available and validated wellbeing scoring tools such as the Warwick-Edinburgh Mental Well-being Scale (WEMWBS).

Further Action

- Develop and improved range of metrics for monitoring sickness absence.
- Ensure that health and wellbeing is included as an area of enquiry in the 2018-19 Staff Survey.

Support

Some of our support structures have already been described under the heading “respond” (such as the Employee Assistance Programme) but we have other supports worth signposting and further opportunities to enhance supports.

Supportive Policies

The College has an array of supportive policies and procedures which, either directly or indirectly, have a positive influence on health and wellbeing. Examples include:

- Mental Health and Wellbeing Policy
- Stress at Work Procedure
- Alcohol, Drugs and Other Substances Procedure

- Career Break Procedure
- Grievance Resolution Procedure
- Flexible Working Procedure
- Mediation Procedure
- Personal and Domestic Leave Procedure

All of these policies and procedures serve to underpin the College commitment to supporting our employees as a responsible employer.

We have taken steps to ensure ready access to these policies and procedures by providing a convenient link to them through the OD and HR Portal on the staff intranet.

Carer Positive

West College Scotland secured “Carer Positive” recognition towards the end of 2017. This was mainly in recognition for the wide range of supports and policies we have in place which are of benefit to carers. We know that care responsibilities can have an effect on the health and wellbeing of individuals and we believe that an increasing number of our staff have carer responsibilities whether for children or grandchildren with additional needs or for aging parents or for some other reason. We therefore intend to find ways to enhance and promote our supports for carers using “Carer Positive” as a framework.

Further Action

- Review our range of supportive policies to determine where improvements or additions may be made.
- Consider strategies to enhance and promote our supports for carers using “Carer Positive” as a framework.

Practice

Mainstreaming health and wellbeing issues, particularly mental ill health issues, is extremely important in ensuring that staff take up the support mechanisms that are available. Employers like West College Scotland often provide the right supports, like a 24 hour helpline, but getting people to come forward and use those supports can be a challenge. This is often to do with stigma or fear of the employer labelling you as a problem or potentially unreliable.

We believe that by working in partnership with our EAP provider we can go some way to breaking down the barriers and encouraging people to come forward when they need help.

We also think that we can provide more of a platform for initiative such as “See Me” and “Mental Health Awareness Week”. Joint initiatives with the student body would give even more visibility in this area.

Further Action

- Invite our EAP provider to provide material and promotional events in order to practice having open and honest conversations about health and wellbeing (the PAM Assist Website has a wealth of health information).
- Consider more active involvement in campaigns such as “See Me” and Mental Health Awareness Week.
- Collaborate with the student body to develop campaigns which include the whole College community.

Educate

This is an area of the strategy where we have already made good progress. Within the 2018-19 CPD Programme we have included:

- Mental Health Awareness
- Mental Health First Aid
- Mindfulness
- Epilepsy Awareness

These programmes are popular and we intend to add to them with other awareness raising courses.

Further Action

- Identify additional training to raise awareness and support health and wellbeing amongst the College community.
- Ensure that sufficient health related training is available, either face-to-face or online, to allow all staff to have a health and wellbeing related training course as part of their personal development plan.

Review

Our knowledge of how best to support the health and wellbeing of employees is constantly changing, as are the issues which are most pressing for them. We have therefore built “review” into the strategy. We will review our action plan on an annual basis, to assess the success of the previous plan, and then develop a plan for the forthcoming academic year.

Further Action

- Develop a Health and Wellbeing Action Plan for 2019-20.

Links to the Student Body

Students are well supported through our Student Services and Communities Directorate working with the Students Association. The Students Association signed up to the Healthy Body Healthy Mind Awards (an NUS Scotland and Scottish Student Sport initiative) at the end of 2017 and have already been recognised with one star. This year the aim is for three stars (the highest is five) and some of the key areas of activity will be around:-

- Mental health
- Physical Activities
- Smoking cessation

The student Services and Communities Directorate has helped focus the mental health activities by developing a Mental Health Action Plan. The Plan is aimed at ensuring that the college has the capacity to deal with, and respond to, mental health issues that impact on the learning experience.

Our aim with the Employee Health and Wellbeing Strategy is to dovetail with the efforts on the student support side such that the College's complete efforts to support employee and student health and wellbeing are complementary. So, for example, a Student's Association office bearer will join the Healthy Working Lives group and both staff and student will be invited to attend joint awareness raising initiatives.

2019 Action Plan

PROMOTE		
Action		Timeframe
1	Broaden membership of the Healthy Working Lives Steering Group.	April 2019
2	Identify and utilise a wider range of channels of communication.	June 2019
3	Involve more volunteers in leading promotional events and activities.	June 2019
RESPOND		
Action		Timeframe
4	Convene a working group to consider how to strengthen the Attendance Management Procedure.	April 2019
5	Prepare a statistical analysis of absence data to identify areas with high levels of sickness absence and develop appropriate responses.	August 2019
OBSERVE		
Action		Timeframe
6	Develop and improved range of metrics for monitoring sickness absence.	August 2019
7	Ensure that health and wellbeing is included as an area of enquiry in the 2018-19 Staff Survey.	November 2019
SUPPORT		
Action		Timeframe
8	Review our range of supportive policies to determine where improvements or additions may be made.	November 2019
9	Consider strategies to enhance and promote our supports for carers using "Carer Positive" as a framework.	August 2019
PRACTICE		
Action		Timeframe
9	Invite our EAP provider to provide material and promotional events in order to practice having open and honest conversations about health and wellbeing.	June 2019
10	Consider more active involvement in campaigns such as "See Me" and Mental Health Awareness Week.	June 2019
11	Collaborate with the student body to develop campaigns which include the whole College community.	June 2019
EDUCATE		
Action		Timeframe
12	Identify additional training to raise awareness and support health and wellbeing amongst the College community.	August 2019
13	Ensure that sufficient health related training is available, either face-to-face or online, to allow all staff to have a health and wellbeing related training course as part of their personal development plan.	From August 2019
REVIEW		
Action		Timeframe
14	Develop an action plan for 2019-20.	August 2019

TITLE: CORPORATE DEVELOPMENT COMMITTEE
Minutes of the meeting held on 19 February 2019

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

CDM193 Economic Data Update - the Committee received a paper and presentation from Allan Dick, Economic Development Manager in the College. This provided some very useful information for the Committee to consider, particularly in relation to the courses and learning opportunities it should offer. The Committee agreed that the Board should be made aware of the key points emerging and a copy of the report is attached at **Annex 1** for information.

CDM194 Internal Audit Report: Internal Communications – the Committee was pleased to note that this was a very positive report which confirmed that the College reflected good practice in a number of areas. One recommendation emerging from this report related to conducting a staff survey on internal communications. Consideration is currently being given to the scope and timing of this.

CDM198 International Strategy – the Committee considered the draft International Strategy that has been produced. The Committee welcomed the progress so far and asked that an action plan be developed to support the strategy.

CDM199 Alternative Income Update – the Committee was updated on the current position and noted the challenges ahead.

Lead: Jim Hannigan, Vice Chair of the Corporate Development Committee

Status: Open, except for items CDM198 & 199 which are restricted as they are commercially sensitive.

CORPORATE DEVELOPMENT COMMITTEE

MINUTES: 19 February 2019

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

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

Apology: Mark Newlands.

CDM190 DECLARATION OF INTERESTS

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

CDM191 MINUTES

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

CDM192 ACTIONS FROM THE MINUTES

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

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

CDM193 ECONOMIC DATA UPDATE

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

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

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

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

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

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

[Action: JH; LC]

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

CDM194 INTERNAL AUDIT REPORT: INTERNAL COMMUNICATIONS

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

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

[Action: LC, DOH]

CDM195 STRATEGIC RISK REGISTER (CDM183)

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

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

CDM196 GRADUATION DATES

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

[Action: DOH]

CDM197 NEXT MEETING

Tuesday 7 May 2019 at 4.00 p.m. at the Paisley Campus.

RESERVED BUSINESS

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

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

TITLE: LEARNING, TEACHING AND QUALITY COMMITTEE
Minutes of the meeting held on 20 February 2019

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

LM302 Update from Vice Principal Educational Leadership – a number of matters were reported at the meeting including:

- There had been a number of changes in staffing, including the departure of Anne Campbell, Assistant Principal. Consideration had been given to the staffing structure and there had been some re-allocation of duties and responsibilities. A paper was tabled showing these changes, which included changes for three Senior Management Team (SMT) Directors who would now take on the leadership of a curriculum Sector each in addition to their current roles. There had also been a number of changes at Sector Heads level as well. It was the intention for the SMT and the Sector Heads to meet on a more regular basis so that they could take a more strategic approach to business.
- Applications for next session were now open. It was still the early stages but the number of applications looked positive at present, although there was some concern about the number of applications made to study at the Greenock campus. Consideration was being given to this matter and how best to address this.
- College promotional events, 'Choose Your Career Day', had been held in Clydebank, Greenock and Paisley. These had been different from the traditional 'Open Days' session, being run off-campus, and had been well attended by young people and employers.
- The College had delivered 86% of its target credits already this session and was on course to achieve the target for the year.
- Recruitment for Foundation Apprenticeships for 2019/20 and 2020/21 had now opened. So far there had been a good response with applications coming in from across the Region.
- Professional development of teaching staff through TQFE (5 candidates ongoing) and Teaching in Colleges Today (TiCT) programme (32 with 5 completed successfully) was taking place. Staff also undertake Learning and Development awards as required for teaching in vocational skills areas.

LM304, 305 & 306 Regional Outcome Agreement – the Committee considered the monitoring report for the ROA 2017/18-2019/20. The Committee also considered the Sector Performance and Profile charts that had been issued by the SFC and the ROA Measurement Table targets. All of this information would be taken into account in the next edition of the ROA - which will have been discussed earlier in the meeting at agenda item 7.1.

LM307 Evaluation Report and Enhancement Plan – the Evaluation Report and Enhancement Plan (EREP) had been updated in light of the performance indicators produced in January 2019 and had been re-submitted to the SFC who had endorsed this report. The HMI for the College attended the meeting to update the Committee on the evaluation process, the next steps the College would need to take and the role of Education Scotland in the process.

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

Status: Open

LEARNING, TEACHING AND QUALITY COMMITTEE

MINUTES: 20 February 2019

Present: Jacqueline Henry (in the Chair), Liz Connolly, Nicole Percival, Danny Walls, David Watson.

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

Attending by

Invitation: Janet Campbell, HMI Education Scotland; Ruth Binks, Corporate Director of Education, Communities and Organisational Development, Inverclyde Council.

Apologies: Mike Haggerty, Keith McKellar.

LM298 WELCOME AND MEMBERSHIP CHANGES

The Chair welcomed Janet Campbell, HMI Education Scotland; Ruth Binks, Corporate Director of Education, Communities and Organisational Development, Inverclyde Council; and Nicole Percival, Student President, to the meeting.

It was noted that Mac Murray had stood down from President of the Students Association and Nicole Percival was now the President. Peter Macleod had resigned from the Committee as he had moved to a new post. On behalf of the Committee the Chair thanked Mac and Peter for their contributions and wished them well in the future.

LM299 DECLARATION OF INTERESTS

None

LM300 MINUTES

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

LM301 ACTIONS FROM THE MINUTES

The Committee noted the actions from the minutes.

LM302 UPDATE FROM VICE PRINCIPAL EDUCATIONAL LEADERSHIP (LM286)

.1 Activity Update

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

- Since the last meeting there had been a number of changes in staffing, including the imminent departure of Anne Campbell, Assistant Principal. Consideration had been given to the staffing structure and there had been some re-allocation of duties and responsibilities. A paper was tabled showing these changes, which included changes for three Senior Management Team (SMT) Directors who would now take on the leadership of a curriculum Sector each in addition to their current roles. There had also been a number of changes at Sector Heads level as well. It was the intention for the SMT and the Sector Heads to meet on a more regular basis so that they could take a more strategic approach to business.
- It was noted that, under the terms and conditions of the agreement reached through National Bargaining, all temporary staff who had been employed by the College for more than two years would become permanent with effect from April 2019. This was a large exercise and all those staff involved would be issued with new contracts to confirm this change.
- The Vice Principal informed the Committee that the Centre for Performing Arts would be moving from their current base in Paisley town centre to accommodation on the Paisley campus. Refurbishment work of the identified space would take place in the period up to Christmas 2019 following which the staff and students would move into this space. This was a positive move for the staff and students which the Committee welcomed.
- The Vice Principal tabled a paper produced by the Scottish Funding Council (SFC) on the key functions and activities of STEM Hubs. It was noted that the STEM Hub Steering Group for the West region was already in place and a lot of activity was already underway. There had been good input from Local Authorities and the University of the West of Scotland but more input from employers was being sought.
- It was noted that applications for next session were now open. It was still the early stages but the number of applications looked positive at present, although there was some concern about the number of applications made to study at the Greenock campus. Consideration was being given to this matter and how best to address this.
- College promotional events, 'Choose Your Career Day', had been held in Clydebank, Greenock and Paisley. These had been different from the traditional 'Open Days' session, being run off-campus, and had been well attended by young people and employers.
- The College had delivered 86% of its target credits already this session and was on course to achieve the target for the year. It was noted that with the decline of young people in the area the College was looking to increase the number of older people who came to study at the College. The College was already reviewing its range of products, as part of the work being undertaken in Future Proofing Our College, and how to improve the delivery efficiency.
- It was noted that the Educational Institute for Scotland (EIS) had held two days of strike action, in January and February, and two more days, both in

March were planned. Actions was being taken to mitigate the impact these strike days would have on students.

- Richard Lochhead, Minister for Further Education, Higher Education and Science, would be visiting the College the following week.

.2 Quality, Learning and Teaching

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

- Preparation for Education Scotland learning and teaching reviews was underway. This would take place over three days, 12/13/14th March 2019, and all campuses would be covered. A series of course team meetings were planned to increase coverage. The College's own Education Scotland trained Associate Assessors (AA) would be involved in the process.
- Professional development of teaching staff through TQFE [REDACTED] and Teaching in Colleges Today (TiCT) programme [REDACTED] was taking place. College AAs would undertake the learning and teaching observation requirement. There was now a need to grow capacity as the numbers of TiCT candidates increased, and all temporary staff were being reminded of the opportunity to take up the Continuing Professional Development (CPD) on offer. Staff also undertake Learning and Development awards as required for teaching in vocational skills areas.
- The Student Behaviours Framework was currently out for consultation. Also a new Student Association Constitution was under development. It was intended to bring this revised Constitution to the next meeting and then to the Board in June for approval. **[Action: CM; NP]**
- The five colleges involved in the Scottish Government College Improvement Project (CIP) were holding bi-weekly WebEx on-line conferencing meetings, sharing progress on actions for improvement, as well as trying and testing small interventions. Attainment tracking was being used. Staff in West College Scotland were now embedding quality improvement methodology in designing and measuring improvements in their areas, including using tools such as run charts and driver diagrams. The next CIP two day residential meeting would be themed around learning and teaching and would take place at the end of March.
- Evaluative Report and Enhancement Plan (EREP) progress monitoring was continuing with spreadsheet monitoring of evidence, led by SMT and Head on each Quality Indicator from the 'How Good is Our College' framework. Curriculum evaluation and operational planning updates were also well underway and would provide evidence for 2018/19 Enhancement Planning, along with Curriculum Planning Reviews from December 2018 and Performance indicators for 2017/18. Particular emphasis was being placed on testing evidence and ensuring a degree of externality in verifying the evidence and impact.
- An SCQF Audit of college credit rated activity (around 2500 headcount unit enrolments) had been conducted recently, resulting in one immediate

action plus a number of recommendations, mainly relating to suggestions for procedural improvement, had been made. The report on this activity would come to the next meeting. **[Action: CM]**

.3 Student Services and Communities

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

- Recruitment for Foundation Apprenticeships for 2019/20 and 2020/21 had now opened. So far there had been a good response with applications coming in from across the Region. Skills Development Scotland (SDS) had agreed to support the College in relation to its marketing activity in order to take a more targeted approach. The aim was to keep this as a Regional initiative and work with SDS and the Local Authorities involved so that a joint approach could be taken. It was recognised that it would be easier to recruit to a programme that was for one year, rather than asking young people to commit to two years.
- In relation to schools activity good progress had been made with each of the areas in the Region. In particular a different approach had been taken in Inverclyde which had proved to be more successful.
- There had been some growth in participation with local community engagement in each of the areas within the Region.
- The Student Counselling team were looking at an on-line support tool to help them with delivery of the counselling service.
- 'Gie us a Break Café's' had been launched and had been well attended. Consideration was being given to expanding this activity to include 'Gie us a break-fast' for those who might otherwise not get breakfast.
- Consideration was also being given to rolling out training for staff to help them deal with students who had mental health issues.
- All the sanitary dispenser machines in the College had now been changed so that free sanitary products could be provided to those who needed them.
- The College was the only College member of the Standalone Key Stakeholder Group Scotland. An event had been held at the Scottish Government, Holyrood building, recently which had involved a number of young people and which provided information to MSP's about the issues and difficulties that estranged higher education students experienced. This had been a successful event.

The Chair thanked the Vice Principal and the Directors for their reports.

LM303 STUDENTS ASSOCIATION UPDATE (LM287)

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

- The Student President had taken part in a roundtable meeting, organised by NUS Scotland, of Student Presidents and Scottish Government Ministers. This meeting had been very positive and many issues had been raised with the Ministers.

- It was noted that an extra £36k was being allocated to Students Associations to train students to help those facing mental health issues. This funding had been provided through the NUS Think Positive strategy.
- Two mental health awareness events had been held in the College on 7 February. These had been run in partnership with the Health and Wellbeing Adviser and feedback obtained from students showed that these had proved to be well received. Further student events would be held on each of the three main campuses during March.
- The process to elect Officers to the Students Association was now underway. There had been quite a bit of interest from students and it was anticipated that elections would be held this year.
- A number of issues had been raised by the students at the Waterfront Campus which had led the Student President to meet with the Catering Manager to discuss the arrangements at the Waterfront Campus. Changes would be made and the situation would be monitored. The Student President had also met with staff from IT and new reporting arrangements had been put in place for reporting IT issues experienced by students at the Waterfront Campus. The Student President confirmed that she was satisfied with the actions taken so far.
- The Student President would shortly be attending a meeting with the SMT to discuss the production of a video campaign on mental health. This would involve both staff and students talking about their experience of mental health and the support that was available.
- 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.

LM304 REGIONAL OUTCOME AGREEMENT 2017-20 MONITORING (LM290)

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 the enrolments and the success rates for students from the most deprived areas (SIMD10) had both reduced in 2017-18. There had been an increase in the number of care experienced students but a fall in their success rates as well. The College did focus support on these students in order to help them as much as possible but this had not been reflected in their success rates and so this matter was under consideration to identify what other measures the College could take to improve the outcomes for these students. The Committee noted and welcomed the updated ROA monitoring report.

LM305 SECTOR PERFORMANCE AND PROFILE (BM512)

The Vice Principal Educational Leadership presented the Sector Performance and Profile charts that had been issued by the SFC. This had been discussed at the most recent Board meeting on 4 February 2019 where it had been well

received. In terms of success rates the FE full-time student success rate was above sector average but the part-time success rate was below average. For HE students the success rate was better for part-time students than full-time students. Overall the College tended to be mid sector level for both FE and HE success rates. The Committee noted this report.

LM306 ROA MEASUREMENT TABLE TARGETS

The Committee noted a table showing the targets set in the Regional Outcome Agreement (ROA) that had been achieved in 2016/17 and 2017/18, the targets that had been agreed for session 2018/19 as well as the targets for sessions 2019/20 and 2020/21. The College was required to review and update the targets in the ROA each year for the measurement table. The guidance issued by the SFC asks Colleges to consider setting 'more ambitious and challenging targets' in the ROA. The Committee discussed the targets in more detail and particularly those areas where the College was facing challenges in meeting the current target. The Committee supported the approach taken by the College team in deciding the targets to aim for. It was noted that the Vice Principal Educational Leadership would provide further information on the targets in the next edition of the ROA which would be considered at the next Board meeting in March prior to submission to the SFC. **[Action: SG]**

LM307 EVALUATION REPORT AND ENHANCEMENT PLAN (LM289)

The Director of Quality, Learning and Teaching confirmed that the Evaluative Report 2017-18 and Enhancement Plan 2016/17 – 2020/21 had been submitted to the SFC by the end of October 2018 deadline. This report had been updated in light of the performance indicators produced in January 2019, which had helped the College to update the report and make the grading assessments. The updated report had been re-submitted to the SFC and had been endorsed. The College team were now working on actions within the Enhancement Plan.

Janet Campbell, HMI for the College, presented information to the Committee which summarised the process involved, the next steps that the College would need to take and the role of Education Scotland in the process. The Committee noted that the College would not need to submit another Evaluative Report this year and it already had an Enhancement Plan in place for the three year period. Education Scotland worked collaboratively with the colleges to finalise the reports and encouraged colleges to benchmark themselves against the sector data. West College Scotland used SMART objectives which Education Scotland welcomed and encouraged, which allowed the College to be realistic about its performance and outcomes. It was hoped that all the college reports would be published the following week which would allow colleges to compare their performance with others in the sector. It was also the intention of Education Scotland to produce an overview report which would identify any themes emerging from this process.

Education Scotland would continue its schedule of regular visits to colleges in order to monitor progress with the Enhancement Plan. Assessors from Education Scotland would be in the College in the next few weeks to observe teaching. Following this statement of assurance would be issued by Education Scotland which would cover the three main areas contained in the report, i.e. outcomes and impact; delivery of learning and services to support learning; and leadership and quality culture.

The Committee welcomed this information and thanked Janet Campbell for her presentation.

LM308 CURRICULUM PLANNING AND REVIEW SUMMARY 2018

The Committee noted the report on the outcomes of the Curriculum Planning and Review Summary 2018.

LM309 STUDENT FEEDBACK AND PROGRESSION BENCHMARKING

The Committee noted the Student Feedback and Progression Benchmarking Report 2018.

LM310 RISK (LM294)

The Committee noted the Strategic Risk Register which had been approved by the Board at its meeting on 4 February 2019. The Committee noted the information and had no changes to make.

LM311 NEXT MEETING

Wednesday 22 May 2019 at 4.00 p.m. at the Greenock Campus.

TITLE: ESTATES COMMITTEE
Draft Minutes of the meeting held on 26 February 2019

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

1. Recommendation

EM335 Centre for Performing Arts – the Committee is recommending approval for the move of the Centre to the Paisley Campus. This will have been discussed earlier in the meeting at agenda item 8.

2. For Report

EM324 Estate and Infrastructure Investment – the Committee welcomed Martin Kirkwood, Assistant Director Capital and Climate Change, Scottish Funding Council, to the meeting. Mr Kirkwood provided the Committee with information on the SFC’s policy and approach to estate and infrastructure investment. It was noted that funding available to support such investment was declining and so other funding models were being considered.

EM328 Estates Maintenance Plans and Carbon Management Projects – the Committee was pleased to note that the College had exceeded its target for carbon reduction. The original target had been to reduce carbon emissions by 10% by 2021. To date the College had achieved a reduction of 17.2%. The Committee approved the revised target of 20% reduction by July 2021.

EM333 Greenock Outline Business Case – the Board had delegated responsibility to the Estates Committee to decide how best to progress the Greenock Outline Business Case (OBC). The Committee was updated on progress. [REDACTED]

[REDACTED]

Subsequent to the meeting the Principal 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 is now under consideration by the SFC and feedback is awaited. A copy of the letter from the SFC is attached as an Annex to this report.

Lead: Andrew Hetherington, Vice Chair of Estates Committee

Status: Open, except for items EM333 - 335 which are restricted as they are commercially sensitive.

DRAFT

ESTATES COMMITTEE

MINUTES: 26 February 2019

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

Apologies: Keith McKellar.

Attending: Jenifer Johnston (Board member), John Leburn (Board Member), David Alexander (Vice Principal Operations), Stephanie Graham (Vice Principal Educational Leadership), Alan Ritchie (Director of Finance and Estates), David Black (Director of IT – for items EM322- 324 only), Peter Thorne (Head of Estates) and Gwen McArthur (Secretary to the Committee).

Attending by

Invitation: Martin Kirkwood, Assistant Director Capital and Climate Change, Scottish Funding Council (for EM324 only).

EM322 WELCOME

The Chair welcomed to the meeting: Jenifer Johnston and John Leburn, both Board members; David Black, Director of IT; and Martin Kirkwood, Assistant Director Capital and Climate Change, Scottish Funding Council.

EM323 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.

EM324 ESTATE AND INFRASTRUCTURE INVESTMENT

Martin Kirkwood, Assistant Director Capital and Climate Change, Scottish Funding Council, had been invited to attend the meeting to discuss estate and infrastructure investment. His presentation included the following information:

- The SFC had conducted a national college sector condition survey in 2017 to provide a baseline report on the sector's estate. The findings of this survey helped inform the discussions with the Scottish Government and provided a headline figure of some £360M required for investment. It also confirmed that 70-75% of the sector was in good condition. The strategy adopted by the SFC was to target very high priority needs. The SFC was aware that neither Inverclyde nor Renfrewshire had received significant investment for some time and were now regarded as high priority.
- Mr Kirkwood outlined the SFC's methodology and approach to in-year estates funding. Distribution was based on addressing backlog requirements and supporting lifecycle costs, but this funding was also used

to meet on-going costs associated with college new builds previously delivered under the Scottish Government's Non-Profit Distributing model. The information from the national 2017 college sector building condition survey undertaken by the SFC was being used less to inform the 2019-20 distribution of funding but it would still be used for the current round of allocations. However, Mr Kirkwood stressed the importance of colleges ensuring that they maintained up-to-date information on the condition of their estate as this would still be taken into account when considering future investment. It was noted that the funding available to support estates maintenance was declining. The SFC was aiming to issue the 2019-20 indicative budget allocations to the sector by the end of the week.

- It was acknowledged that the SFC maintenance funding available was not sufficient to meet the investment required in ICT and colleges were having to use other funds to meet the costs involved. The SFC were seeking to commission a 'state of the nation' report on ICT needs for the college sector in 2019 and indicated that consideration was being given as to whether this might be undertaken by JISC (the Joint Information and Systems Committee). Consideration would also be given to how any information obtained from this might then be used by the SFC in future spending review discussions. It was noted that the new University of the West of Scotland (UWS) build at Hamilton had the ICT infrastructure built into the plans for the new building from the outset, which was the approach that the SFC would like to see in all major estates developments. West College Scotland was aware of the need to provide a suitable digital environment for students but currently did not have sufficient funds to meet its ambitions for this.
- Mr Kirkwood outlined the approval process for new build projects. Once beyond the outline business case stage then Ministerial approval would be required for all subsequent approval stages.
- The current model being considered for the financing of large scale college refurbishments or new builds was the Mutual Investment Model (MIM) which had been used in Wales. The Scottish Futures Trust (SFT) was currently investigating the MIM model to determine if it could be adapted for use in Scotland. While the procurement model for MIM in Scotland might be agreed soon there was, currently, no funding to support it. However, the SFC was still seeking business cases from colleges as they needed to demonstrate that there was a demand for such investment. It was noted that the Scottish Government preferred collaboration models where possible. It was also noted that the market preferred new builds rather than refurbishment projects.

The Committee welcomed the information provided by Mr Kirkwood. While the College would continue to develop its business cases for investment it would also welcome a further understanding of the MIM model from the SFC going forward as this continued to be developed by the SFT. The Committee was also aware of the issues that could arise when entering into collaborative projects but acknowledged this was an aspect the College required to engage with.

This meeting had considered the Council's aspirations for developing Paisley town centre. This work was being jointly funded by the Scottish Government and the Council. It was considered that Paisley should have an advantage as it had both a University and a College in its town centre and it should build on this. A further meeting of this group would take place in March to consider this matter and the Committee would be kept informed of developments.

[Action: LC; DA]

.2 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 and further information would be brought to the next meeting. **[Action: DA]**

.3 Greenock – it was noted that Morton FC had pulled back from discussions regarding developments at the Cappielow area of Greenock due to on-going changes in operation within the club. However, it was hoped that discussions with the club would resume later in the year.

The Committee noted and welcomed the above information.

EM328 ESTATES MAINTENANCE PLANS AND CARBON MANAGEMENT PROJECTS (EM313)

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 underway and those that were still to be initiated. The Committee was pleased to note that the plans to move the Centre for Performing Arts from Paisley town centre to the College's Paisley Campus were already taken into account in the estates maintenance spending plans. As was the decision to conduct an update building condition survey for the College estate. This latter project would update the College's database on its estate and help support the case for funding being made to the SFC.
- ii. Carbon Management and Sustainability:** the Committee was pleased to note that the College had exceeded its target for carbon reduction. The original target had been to reduce carbon emissions by 10% by 2021. However, the College had already achieved a reduction of 17.2%. It was proposed that consideration be given to revising the carbon reduction target to 20% over the current planning period to 2021 as it was considered that this would be achievable. The Committee congratulated the Team on exceeding the carbon reduction target and **approved** the revised 20% target for the period to July 2021.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

FPM254 Contract Approvals – the Committee approved the contracts for College Transport (Taxis), this being for an initial period of 2 years but with the option to extend for a further 2 years dependent on satisfactory performance.

However, the tenders to supply College Sports and Leisurewear were still being evaluated at the time of the meeting. Following consultation with the Chair of the Board, it was agreed that approval for the award of this contract be sought from the Board at this meeting. Paper 17.1 provides the necessary information for the Board to consider.

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

Status: Open, except for FPM252 – 254, which are restricted items as they are deemed to be commercially sensitive.

DRAFT

FINANCE AND GENERAL PURPOSES COMMITTEE

MINUTES: 5 March 2019

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

Attending: 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: David Alexander, Keith McKellar.

FPM237 DECLARATION OF INTERESTS

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

FPM238 MINUTES

The minutes of the meeting held on 20 November 2018 were approved.

FPM239 ACTIONS

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

FPM240 NATIONAL BARGAINING (FPM226.2)

The Principal updated the Committee on discussions regarding national bargaining that were taking place at the Employers Association. It was noted that no agreement had been reached with the EIS and that there would be strike action the following day (6 March) and again at the end of March. The EIS were now balloting their members to determine support for action short of a strike. The Scottish Government had made it known that there was no additional funding to increase the offer made. There was another meeting of the Employers Association planned for later this week where the revised offer would be considered. A paper setting out the revised offer was tabled at the meeting. The Committee was of the view that there might be merit in employees being given sight of this revised offer as the EIS had not so far made this available to its members. Further consideration would be given to this.

[Action: LC]

FPM241 2019-20 SFC FUNDING UPDATE

The SFC announced on 28 February the indicative funding allocations for 2019-20 to the sector. These figures were still being analysed but overall the College would receive a flat cash core grant settlement and, when all funding allocations were taken account of, the overall College position was a fall of circa 3%. The Finance Team were currently working their way through the detail of the indicative figures and further information was being sought from

the SFC on a number of matters. Once this information was available a draft 2019-20 budget would be brought to the next meeting for consideration.

[Action: AR]

FPM242 MINUTES OF JOINT MEETING WITH AUDIT COMMITTEE

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

FPM243 VICE PRINCIPAL UPDATE (FPM226)

The Director of Finance and Estates 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 SFC Circulars** – two circulars had been issued recently by the SFC: National Bargaining Funding for 2018-19 (SFC/AN/03/2019); and In-Year re-distribution of student support funds for 2018-19 (SFC/AN/02/2019). This had meant some re-adjustment of funding for the College and this had been taken into account in the Management Accounts for the period to 31 January 2019 (see FPM244 below).
- .2 Voluntary Severance** – the Committee was updated on progress and spend associated with implementing the voluntary severance scheme.
- .3 Engagement with the SFC** – the Committee noted that discussions with the SFC were continuing in relation to the College business transformation plan, 'Future Proofing our College'. The main focus of these discussions centred on the College's distance learning provision and the transformation plan had been adjusted to reflect this.
- .4 Information Technology** – the Committee noted that Skype for Business was now being rolled out across the College, with completion of the project anticipated to be achieved by the beginning of session 2019-20. The College was continuing to seek strategic investment from the SFC for ICT infrastructure.

FPM244 MANAGEMENT ACCOUNTS TO 31 JANUARY 2019 (FPM229)

The Committee received the Management Accounts for the year to 31 January 2019. The College was on track to achieve its savings target [REDACTED] by the end of session 2018-19. [REDACTED]

[REDACTED] [REDACTED] [REDACTED] [REDACTED] The Committee noted the risks to the achievement of the forecasted position including changes to teaching pension contributions and consideration of the on-going ESF (European Social Fund) audits. The Committee **approved** the Management Accounts for the period to 31 January 2019.

FPM245 COLLEGE CYBER ACTION PLAN: UPDATE REPORT (FPM227)

The Committee was pleased to note that the College had achieved Cyber Essentials Plus accreditation in December 2018. In relation to the cyber action plan developed by the College, only two actions were not complete in advance of the meeting. In relation to these two actions the Director of IT was able to confirm to the meeting that:

- i) The Internal Auditors had required that a process be put in place to document and audit logon/off activities for IT administrators accessing Active Directory and server resources. The Internal Auditors had now confirmed that this action was complete and they would be reporting this to the next meeting of the Audit Committee on 14 March.
- ii) Suitable computer based training for staff had now been identified and procurement should be completed by July 2019.

The Committee noted and welcomed this update. In relation to Cyber Essentials Plus accreditation it was noted that this was for one year only. The Director of IT had recommended to the Committee that annual accreditation under this scheme should be sought in order to provide the College with suitable cyber resilience assurance. The Committee **agreed** that annual accreditation through this scheme should be sought. **[Action: DB]**

The Committee also wished to record its thanks to the IT Team for their hard work and efforts in achieving this accreditation and in continuing to make improvements despite the limited funding available.

FPM246 IT STRATEGY UPDATE (FPM179)

The Director of IT presented a report on progress in implementing the Information Technology (IT) Strategy 2016-20. This was the third year of implementing the strategy and the Committee welcomed the progress that had been made to date across the six main objectives. The plans for the following year were also noted. The Committee was disappointed that the SFC had not made specific funding available for ICT investment. The Principal reported that the SFC were working with JISC (Joint Information Systems Committee) who were about to undertake a study of ICT infrastructure across the sector. The information obtained would help inform the SFC's future spending plans.

The Director of IT confirmed that the development of a College Digital Strategy was underway. His team was working with the Assistant Principal Creativity and Skills and the Assistant Principal Enterprise and Skills to determine what was required to improve both the teaching and the programmes on offer to better meet the needs of the students entering the programmes and the needs of the employers. The SFC had been made aware of the College's aims and its need for investment in ICT infrastructure. The Committee recognised the challenges the College faced in this area and encouraged the team to articulate

what the Digital Strategy could achieve for the College and what was required to meet the aims of this strategy. The Committee welcomed this information.

FPM247 STRATEGIC RISK REGISTER (FPM231)

The Committee noted the College Strategic Risk Register. There had been no movement in the risks identified since the last meeting but that might change once the implications of the SFC funding allocations for 2019-20 were fully analysed.

FPM 248 MODERN SLAVERY STATEMENT (BM516.v)

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 the College would be asking any supplier and/or contractor who wanted to work with the College to confirm that they met the requirements of this statement and the legislation. The Committee welcomed this approach.

FPM249 INTERNAL AUDIT REPORT: FINANCIAL PLANNING AND MONITORING

The Committee welcomed the Internal Audit Report on Financial Planning and Monitoring. This was a very positive report which confirmed that the College had robust processes in place for financial planning and monitoring. The Audit Committee had also welcomed this report and the audit actions would be included in the Rolling Audit Action Plan.

FPM250 SCHEDULE OF BUSINESS 2018-19

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

FPM251 NEXT MEETING

Monday 27 May 2019 at 4.00 p.m. at the Paisley Campus.

RESERVED BUSINESS

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

[REDACTED]

TITLE: AUDIT COMMITTEE
Minutes of the meeting held on 14 March 2019

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

AM406 Draft Internal Audit Plan 2019-20: the Committee agreed that the Board should be informed of the areas currently included in the Draft Internal Audit Plan 2019-20 so that the Board could provide input as appropriate. These are:

- 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.

This draft plan has still to be considered by the SMT. The final edition of the plan will be brought to the next meeting of the Audit Committee in May.

AM399 Other Audit Work: quotes for other audit work (student activity and support funding) will be sought for one more year. Thereafter it is the intention to combine the other audit work with the tender for the appointment of internal audit services contract.

AM402 Audit Assurance Framework Update: the Committee noted the progress to date and confirmed that it was comfortable with the direction of travel. The Board will have received an update on this at agenda item 1.

AM403 Internal Audit Report: Fraud Prevention: - the Committee noted the findings and recommendations of the Internal Auditors Fraud Prevention Report. This was a very positive report which confirmed that the College had robust processes in place for preventing and responding to suspected fraud.

AM408 Strategic Risk Register Review: the Committee noted that there had been no movement in the risk ratings since the last meeting. The College had only just received notification from the SFC of the indicative funding allocations for 2019-20 and considered this might impact on the risk register once further analysis had been conducted. Funding is a major concern across the sector and the lack of movement in the risk ratings of these items needed to be addressed. It was known that the College had raised these matters of concern with the SFC and discussions were continuing.

Lead: John McMillan, Chair of Audit Committee

Status: Open.

AUDIT COMMITTEE

MINUTES: 14 March 2019

Present: John McMillan (in the Chair)
Graeme Bold, Andrew Hetherington, Wai Wong.

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, Scott-Moncrieff, Internal Auditors.

Apologies: Claire Beattie, Lucy Nutley, Joanne Buchanan.

AM395 WELCOME

The Chair welcomed the new member, Wai Wong, to his first meeting of the Committee.

AM396 DECLARATION OF INTERESTS

John McMillan declared an interest as a Trustee 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.

AM397 MINUTES

The minutes of the meeting held on 13 December 2018 were approved.

AM398 ACTIONS FROM THE MINUTES

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

AM399 OTHER AUDIT WORK (AM381)

Further consideration had been given to this matter and it was now proposed that quotes for the other audit work (student activity and support funding) be sought for one more year at this time. This would allow the tender for the other audit work to be combined with the tender for the appointment of the internal audit services contract. It was noted that most other colleges tendered for their internal audit services and other audit work at the same time. It was the hope that taking this approach might secure improved value for money. The Committee **agreed** with this approach and noted that it was the intention to place the notice seeking quotes for the other audit services on the procurement

portal the following week. A report on progress with this matter would be brought to the next meeting. **[Action: AR]**

AM400 COMMITTEE REMIT (AM384)

It was noted that the Board had approved the proposed changes to the remit of the Audit Committee at its meeting on 4 February 2019. The Committee noted a copy of the revised remit.

AM401 SFC INDICATIVE FUNDING FOR 2019-20

The Vice Principal Operations informed the Committee that the SFC had announced the indicative funding allocations for 2019-20 to the sector at the end of February. These figures were still being analysed but overall the College would receive a flat cash core grant settlement. Some ring-fenced funding had been provided to support agreements reached through National Bargaining. The Committee noted that the teaching unions were seeking a 3% increase in staff salaries and there would be an increase in employer's contribution to teaching staff pensions. Both of these increases meant that the financial position for 2019-20 continued to be challenging. There was a significant reduction in the level of funding in support of estates life cycle maintenance and also for high priority maintenance. The funding allocation overall would be challenging for the College, as indeed it would be for most of the sector.

AM402 AUDIT ASSURANCE FRAMEWORK UPDATE (AM383)

The Committee noted progress with the development of an assurance framework for the College. A training session, led by Scott-Moncrieff, had been held with members of the Senior Management Team (SMT) on 31 January 2019. At this meeting it was agreed that the assurance framework should be at a high level so that it would be manageable. Six main assurance areas had been identified for inclusion in the framework. Consideration had then been given to the prioritisation of these areas and which area would be developed first. In reaching a view in determining prioritisation of the areas, account was taken of the extent of review and audit that was already in place for each area, so that those areas that were already subject to significant audit and review would be viewed as a lower priority at this stage in the development of the framework. In light of this it was decided that the Student Experience area should be the first area to proceed. A draft assurance map had been prepared and it was agreed that the Student Experience team would populate this with the information being sought. The feedback obtained on following this process and the suitability of the assurance map prepared would then be used to inform the roll-out of this process to the other areas.

The Committee noted the progress made to date. It was also noted that the prioritisation of the areas was not directly linked to risk, but rather

was linked to the areas where most value might be obtained in developing this process. The Committee was aware that the assurance framework had to be viewed in the wider context of all other activity being undertaken - e.g. the Internal Audit Plan, the Strategic Risk Register, etc. Once the assurance framework was developed the Committee would have a clearer view on how all these different elements fitted together to provide the assurance that the Board and the Committees needed.

The Committee **agreed** that it was comfortable with the direction of travel and the steps taken so far. Scott-Moncrieff would continue to work with the College to develop the assurance framework. It was noted that there would be a development session on the 'Assurance Framework' at the start of the next Board meeting on 25 March, so that the Board would be made aware of the requirements for this area and the progress to date. A further report on progress would be provided to the next meeting.

[Action: AR; GM; EY]

AM403 INTERNAL AUDIT REPORT: FRAUD PREVENTION (AM394)

The Internal Auditor presented their findings and recommendations from the Fraud Prevention Report. This was a very positive report and confirmed that the College *'has robust processes in place for preventing and responding to suspected fraud'*. The College has a Fraud and Corruption Policy in place which sets out the responsibilities of staff and the process for reporting and investigating suspected cases. The Internal Auditors confirmed that *'these processes were applied effectively through a review of the College's response to the purchase ledger fraud identified during October 2018'*. The Internal Auditor confirmed that this audit had been planned and was not in response to the specific case that arose.

The Committee welcomed the findings of this report and was pleased to note that the Internal Auditors were satisfied with the robustness of the policy and processes and that these had been followed when an incident had arisen. Two minor recommendations for improvement had been proposed and these had been accepted by the Management and would be included in the Rolling Audit Action Plan for follow-up. In discussion it was noted that the Fraud and Corruption Policy was one of a suite of policies that the College had in place to deal with instances of suspected fraud, the other main policy being the Public Interest Disclosure (Whistleblowing) Policy. It was **agreed** that both these policies would be brought to the next meeting for consideration.

[Action: DA; AR]

AM404 ROLLING AUDIT ACTION PLAN (AM386)

The Director of Finance and Estates presented the updated Rolling Audit Action Plan. The Committee noted that 12 recommendations had been reviewed during this period and Internal Audit recommended that 6 of

these be removed as they were now complete. In discussion the Committee noted that the Internal Auditors were satisfied with the progress made regarding the health and safety refresher training for staff. Priority had been given to ensuring that staff in the higher risk areas were trained first, with those in the lower risk areas following on.

The Committee **approved** the Rolling Audit Action Plan, including the removal of 6 completed recommendations.

AM405 INTERNAL AUDIT ANNUAL PLAN 2018-19 UPDATE (AM387)

The Committee received an update on progress with the implementation of the Internal Audit Annual Plan 2018-19. It was noted that the Internal Auditors were on track to complete the 2018-19 audit assignments as originally planned. The Committee noted this information and the progress made to date.

AM406 DRAFT INTERNAL AUDIT PLAN 2019-20

The Internal Auditor presented the draft Internal Audit Annual Plan 2019-20 and noted the proposed areas to be reviewed and the number of days for each, with a total of 55 annual days which was the same as for session 2018-19. The Committee had seen an earlier version of this when it had considered the annual plan for 2018-19. It was noted that the areas identified for audit during session 2019-20 were all areas that had not been audited for some time and were areas that were consistent with the Audit Universe. The Strategic Risk Register was also used to assist in identifying the areas to be audited during the year. All Committees had the opportunity to input to the risk register, as did the Board and the SMT, so that any areas within the College could be highlighted for audit as appropriate.

In discussion the following points were raised:

- Further explanation as to why these areas had been included in the Audit Plan for 2019-20 would be helpful. While the Committee was satisfied with the areas to be included it was considered that these were quite generic and some further information should be included to clarify why these areas were important for the College.
- GDPR (General Data Protection Regulations) had been in place for 1 year now and it was queried if this area should be included to provide assurance that this had been effectively implemented.
- Both the VLE (Virtual Learning Environment) and the Digital Strategy had been included in the Plan. These were quite separate areas and would be audited differently.
- The SMT had still to consider this proposed plan and might identify areas that they wished to be included.

The Committee **agreed** that the areas currently included in the draft Internal Audit Annual Plan 2019-20 should be brought to the attention of the Board so that the Board was aware of these and could provide input as appropriate. These areas are:

- 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. **[Action: JM]**

The Senior Management Team would consider the draft Internal Audit Plan 2019-20 and input as appropriate. All feedback obtained would be taken into account and the final edition of the Plan would be brought to the next meeting for consideration and approval. **[Action: DA; AR; EY]**

AM407 ANNUAL REVIEW OF EFFECTIVENESS OF AUDIT COMMITTEE (AM329)

The Committee noted that it was now time to conduct the annual review of the effectiveness of the Committee and of the External and Internal Auditors. The questionnaires used previously for this exercise had been reviewed in light of the revised Audit and Assurance Committee Handbook. However, only one minor amendment was proposed to the wording of the questionnaire on the effectiveness of the Committee. The Committee **agreed** that the annual effectiveness reviews be conducted using the questionnaires considered at the meeting with responses being sought by 15 April 2019. A report on the outcomes would be brought to the next meeting. **[Action: GMcA]**

AM408 STRATEGIC RISK REGISTER REVIEW (AM388)

The Committee noted the College Strategic Risk Register. There had been no movement in the risk ratings since the last meeting with the top five risks remaining the same, although some mitigating actions had been revised. The College had only just received notification from the SFC on the indicative funding allocation for session 2019-20, which was currently being analysed and might affect the strategic risks faced by the College.

In discussion the Committee was concerned that there was a risk that the highest risks on the register might become even higher, in light of the recent funding allocation announcement, and the College would have limited ability to mitigate the impact. It was acknowledged that funding was a major concern across the sector and the lack of movement in the risk rating of these items needed to be addressed. It was known that the

College was already in the process of transformational change to its business and delivery mechanisms and was discussing this with the SFC. It was also known that the lack of funding to invest in the College estate and ICT infrastructure was affecting the student learning experience and this had been raised with the SFC. This would be considered further when the SMT considered the risk register and how best this could be captured in the risk register.

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

AM409 MODERN SLAVERY STATEMENT (BM516.v)

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 not all of the Committees had had the opportunity to consider this statement yet but all would have reviewed it in order to report back to the Board meeting in June. The Committee welcomed this approach.

AM410 COLLEGE GOVERNANCE: MINISTERIAL STATEMENT

The Committee noted a statement issued by the Minister for Further Education, Higher Education and Science regarding proposed changes to college governance. Further discussions were currently taking place at sector level regarding these changes, as clarification of how some of them were to be implemented was required. Some of the changes would require a change in the legislation, so there would be a delay before these could be implemented. The Committee would be kept informed of progress with these changes.

[Action: GMcA]

AM411 SCHEDULE OF BUSINESS 2018-19

The Committee noted its Schedule of Business 2018-19.

AM412 NEXT MEETING

Thursday 23 May 2019 at 4.00 p.m. at the Paisley campus.

TITLE: PROPOSED DATES OF MEETINGS IN SESSION 2019/20

Background:

Consideration has been given to the proposed dates of meetings for session 2019/20. It is proposed that the Board continue to schedule 5 meetings during the year following the same pattern as for the current session, and should continue to meet on Mondays starting at 4.00 p.m. (unless otherwise notified). The proposed dates of meetings in 2019/20 are therefore:

7 October 2019 at the Greenock Campus
9 December 2019 at the Paisley Campus
3 February 2020 at the Paisley Campus
23 March 2020 at the Clydebank Campus
15 June 2020 at the Paisley Campus.

Once approved consideration will be given to the dates of the various Committee meetings to be scheduled for session 2019/20.

Action:

The Board is asked to approve the proposed dates of its meetings in session 2019/20.

Lead:

Gwen McArthur, Secretary to the Board of Management.

Status:

Open

Dates of Meetings in 2019/20

Committee	Aug	September	October	November	December	January	February	March	April	May	June
BOARD Mondays at 4.00 p.m.			7 G		9 P		3 P	23 C			15 P
Audit Thursdays at 4.00 p.m.											
Joint Audit & Finance											
Finance and GP Tuesdays at 4.00 p.m.											
Corporate Development Tuesdays at 4.00 p.m.											
Estates Tuesdays at 4.00 p.m.											
OD&HR Wednesdays at 4.00 p.m.											
LTD Wednesdays at 4.00 p.m.											

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

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

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

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

1. **Current Board membership** – see **Annex 1**.
2. **Proposed Schedule of Business for 2018/19** – see **Annex 2**.
3. **Dates of meetings in 2018/19** – see **Annex 3**. This includes the dates of meetings of the Committees.

Action: The Board is asked to note the information.

Lead: Gwen McArthur, Secretary to the Board

Status: Open

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

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

GMCA/Updated 15.01.19

Annex 2

PROPOSED SCHEDULE OF BUSINESS 2018/19

BOARD OF MANAGEMENT

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

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

GMcA/12.03.19/v5

Paper 19.2 Annex 3
Dates of Meetings in 2018/19

Committee	Aug	September	October	November	December	January	February	March	April	May	June
BOARD Mondays at 4.00 p.m.			8 C		10 G		4 P	25 P			17 P
Audit Thursdays at 4.00 p.m.		6			13			14		23	
Joint Audit & Finance				20 4.00 p.m.							
Finance and GP Tuesdays at 4.00 p.m.		25		20 2.00 p.m.				5		27	
Corporate Development Tuesdays at 4.00 p.m.			23				19			7	
Estates Tuesdays at 4.00 p.m.		11 C			11 C		26 P			28 C	
OD&HR Wednesdays at 4.00 p.m.		26		7			13			15	
LTQ Wednesdays at 4.00 p.m.			24 C				20 P			22 G	

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

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

TITLE: DELEGATED ACTION TAKEN BY CHAIR

Background: The Chair has taken action in relation to the following matters:

1 Co-opted Membership of Committees

Following a selection process the Chair has taken action and approved the following appointments:

i) Audit Committee – Wai Wong, Board Governance Consultant and Trustee Director (of a pension scheme), has been co-opted to membership of the Audit Committee for the period 1 March 2019 – 29 February 2020.

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

2 Evaluative Report and Enhancement Plan (EREP)

The EREP submitted to the SFC in October 2018 was updated in light of the performance indicators produced in January 2019, which had helped the College to update the report and make the grading assessments. The updated report was signed-off by the Chair and the Principal before being re-submitted to the SFC. All college EREP reports have now been published by Education Scotland on their website at the following link

[Education Scotland - College EREPs](#)

Action: The Board is asked to homologate these actions.

Lead: Keith McKellar, Chair, Board of Management.

Status: Open