

**WEST COLLEGE SCOTLAND  
BOARD OF MANAGEMENT**

**MONDAY 26 MARCH 2018 at 4.00 p.m. in  
The Cunard Suite, Clydebank Campus**

**Please note:** there will be a **development session on Risk Management** immediately prior to the Board meeting **at 3.00 p.m., also in the Cunard Suite, Clydebank Campus.**

**AGENDA**

**General Business**

1. Welcome
2. Apologies
3. Declaration of Interests
4. Minutes of the meeting held on 5 February 2018
 

.1 Actions from the minutes	Enclosed	KM
	Enclosed	KM
5. Matters Arising from the minutes  
(and not otherwise on the agenda)

**Main Items for Discussion and/or Approval**

6. Chief Executive's Report
 

.1 Regional Outcome Agreement 2017/18 – 2019/20	Oral report	AC
	Paper 6.1	SG
7. Chair's Report
 

	Paper 7	KM
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8. Students Association Report
 

	Paper 8	NP
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9. Corporate Parenting Update and Action Plan
 

	Paper 9	IFS
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10. HR Annual Report 2017
 

	Paper 10	LL/DG
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**Committee Reports**

11. Organisational Development and HR Committee  
Minutes of meeting of 14 February 2018
 

	Paper 11	LL
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| 12. Corporate Development Committee<br>Minutes of meeting of 26 February 2018            | Paper 12    | MN  |
| 13. Estates Committee<br>Minutes of meeting of 27 February 2018                          | Paper 13    | NA  |
| 14. Finance and General Purposes Committee<br>Minutes of the meeting of 6 March 2018     | Paper 14    | JHa |
| 15. Audit Committee<br>Minutes of the meeting of 8 March 2018                            | Paper 15    | JM  |
| 16. Learning, Teaching and Quality Committee<br>Report from the meeting of 20 March 2018 | Oral Report | JHe |

### **Risk**

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| 17. Strategic Risk Register | Paper 17 | DA |
|-----------------------------|----------|----|

### **Items for Information**

- |  |          |    |
|--|----------|----|
| 18. Board of Management: Membership, Dates of Meetings<br>Schedule of Business 2017/18 | Paper 18 | GM |
| 19. Report on Delegated Action Taken since last meeting                                | Paper 19 | KM |
| 20. Any other business   |          |    |
| 21. Next meeting: Monday 18 June 2018 at 4.00 p.m. at the Paisley Campus.              |          |    |

A Corporate Development session with the Senior Management Team will be held on **Monday 23 April 2018 from 10.00 a.m. – 3.00 p.m.** at the Paisley Campus. Further information will be issued nearer the time.

Gwen McArthur  
Secretary to the Board

## **BOARD OF MANAGEMENT**

**Minutes:** 5 February 2018

**Present:** Keith McKellar (Chair)  
Nick Allan, Jacqueline Henry, Andrew Hetherington, Jenifer Johnston, Linda Johnston, John Leburn, John McMillan, Alison Mitchell, Nicole Percival, David Watson, Angela Wilson.

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

**Apologies:** Audrey Cumberland, Mike Haggerty, Jim Hannigan, Lyndsay Lauder, Mark Newlands.

### **BM425 BOARD MEMBERSHIP**

The Board was delighted to note that the Chair had been re-appointed by the Scottish Government for a further two years to 2 March 2020 and congratulated him on his re-appointment.

The Chair informed the Board that Matthew Marsden, Student President, had resigned from this position. Nicole Percival would be Acting Student President for the remainder of the session. The Board wished to record its thanks to Matthew for all his hard work and various contributions he had made during his period of office.

### **BM426 DECLARATION OF INTERESTS**

John McMillan and David Alexander declared an interest as Trustees 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.

### **BM427 MINUTES**

The minutes of the meeting held on 4 December 2017 were approved.

### **BM428 ACTIONS FROM THE MINUTES**

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

- i. Financial Statements 2016/17 and the External Auditors Annual Report (BM418)** – it was noted that these documents had been finalised and submitted to the SFC for its deadline of the end of December.

- ii. **Board Development Action Plan (BM400)** – previously it had been agreed that the Board Development Action Plan would be reviewed at this meeting. However, it was proposed that consideration of this be deferred to tie in with the annual effectiveness review of the Board and the updated Action Plan be brought to the June meeting along with the outcomes of the effectiveness review. The Board **agreed** to this change in timing. **[Action: GMcA]**

#### **BM429 CHIEF EXECUTIVE'S REPORT (BM414)**

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

- i. **College Innovation** – the Board noted the update on progress with the College Innovation Fund and the various strands of activity that this would be used to support. The College has submitted a proposal to participate in the pilot of the FUTURE equipped project, which was a national, collaborative pilot project between the college sector and industry. The aim of this project being to explore the potential for Scotland's colleges to support business innovation through collaboration with Innovation Centre expertise and capability to support the skills development for the future workforce.
- ii. **National Manufacturing Institute for Scotland & Manufacturing District** it was noted that a new National Manufacturing Institute for Scotland (NMIS) would be established in Renfrewshire with the University of Strathclyde being the anchor university for this venture. Discussions were on-going regarding the possibility of the College becoming the anchor college for this venture as it was the local regional college and already had ambitions to create an innovation centre on the Paisley Campus, which were consistent with the plans for the development of the NMIS.
- iii. **National Bargaining** – the Board received an update on progress with National Bargaining. It was noted that tenders to undertake the national job evaluation exercise for Support staff had been issued and submissions were under review. It was acknowledged that this could present a challenge to the College as it could cause uncertainty amongst Support staff, particularly as the College had previously conducted its own job evaluation exercise following merger. It was also noted that Support staff trade unions had submitted a pay claim for 2018/19 and that this would now be considered by the Colleges Scotland Employers Association. In relation to Teaching staff, it was noted that no agreement had been reached on the pay award for 2017/18. EIS members had recently voted to accept the plans for the national harmonisation of terms and conditions and this would now be progressed. However, colleges were still waiting for the funding required to implement this agreement to be confirmed. It was acknowledged that the sector was entering a difficult period in terms of staff relations and it would be important to keep staff informed of developments and to maintain good staff relations.

**BM430 CORPORATE PLANNING EVENT (BM414 ii)**

At the last meeting it had been agreed that the Board and Senior Management Team hold a corporate development event to review the Corporate Development Plan 2015 – 2020 and associated ambitions and strategic priorities. It was noted that this event would take place on Monday 23 April 2018.

**BM431 DRAFT REGIONAL OUTCOME AGREEMENT 2018-2019 (BM414 iv)**

The Board received the Draft Regional Outcome Agreement (ROA) update for 2018/19. An earlier draft of this document had been submitted to SFC for consideration and the feedback had been positive. The SFC were satisfied with the content and the performance targets being set by the College. However, they had indicated they would prefer if a shorter document could be produced. It was also noted that the national sector performance indicators were not available yet, but would be shortly, and these would be taken into account in the next edition of the ROA to show how the College was performing in relation to them.

In particular the Board considered the targets relating to attainment and gender. The Board noted that staff within the College were undertaking a significant amount of work in order to achieve the targets set. The Board was of the view that a statement could be included in the ROA in relation to the action being taken to improve Board diversity. It was also of the view that colleges were performing well in relation to widening access and that Colleges Scotland should be promoting these achievements. The Board welcomed the draft Regional Outcome Agreement and would receive the next edition at its next meeting in March.

**[Action: SG]**

**BM432 COLLEGE KEY PERFORMANCE INDICATORS (BM397; CDM146)**

The Vice Principal Corporate Development presented a dashboard that contained a revised set of key performance indicators (kpi's) for the College that had been agreed by the Corporate Development Committee following consultation with the other Board Committees. The Committee had attempted to identify a balanced mix of kpi's that encompassed a broad range of activity that could be measured and reported on, with targets set that linked to the Corporate Plan. The Committee would continue to monitor the kpi's and review as necessary.

In discussion it was suggested that other kpi's could be included and efficiency measures could be included as well. However, it was noted that some of the kpi's suggested were not easily measurable, nor could targets be set as the College had limited control over them. It was also noted that the Board Committees would have their own, more detailed kpi's and objectives that they would monitor on a regular basis and report to the Board as necessary. It was accepted that there were different levels of kpi's and the dashboard was a tool that would provide the Board with an instant report on a strategic kpi's at any

given or agreed point in time. It was considered that the proposed kpi dashboard should be published and monitored. It could be refined over time once more information was available.

The Board **agreed** that the College dashboard of Key Performance Indicators be published as presented and kept under review with regular reports to the Board. **[Action: LC]**

### **BM433 CHAIR'S REPORT (BM416)**

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

- The Scottish Government had issued the Draft Budget for 2018/19, which had set out the main funding priorities. The final Budget would be issued in due course.
- Audit Scotland had issued guidance on the areas it would be focussing on during its review of Scotland's Colleges 2018.
- The SFC had published an Estates Condition Survey which covered all campuses at each college and would help the SFC determine its spending priorities on estates infrastructure, as well as backlog and on-going estates maintenance, in the future.
- Through the School Education Governance Review, the Scottish Government had brought forward a number of proposals to deliver change across the school system, some of which could have a significant impact on the colleges. Further information would be brought to the Board once the outcomes of the consultation period was known.
- Colleges Scotland had made representation to the SFC and the Scottish Government for the continued use of commercial insurance by individual colleges. The College currently held commercial insurance and could do so until 31 July 2018. However, it was not yet known if this could continue beyond July. The Board expressed concern at this potential change and would urge Colleges Scotland to continue to press the case on behalf of the sector. The Board would be kept informed of progress. **[Action: KM]**
- The Chair had established a Short Life Working Group to look at improving Board Diversity. The Board noted the remit and membership of this Group and endorsed the action taken by the Chair.

### **BM434 GOVERNANCE DOCUMENTS**

It was noted that the Good Governance Steering Group established by Colleges Scotland had published templates for a Scheme of Delegation and for Standing Orders, which Colleges were encouraged to adopt. Colleges were free to adapt these to suit their own local needs but it was expected that they would retain the main guidance contained in the templates. The Board Secretary had revised the College documents in line with the guidance issued. It was noted that currently the Articles of Governance contained the scheme of delegation that operated within the College. However, in light of the guidance issued it was proposed that the Articles of Governance and the Scheme of Delegation

be produced as two separate documents. The Board noted that the Audit Committee had considered these revised documents and was satisfied with the changes proposed.

In light of the above information the Board

**RESOLVED** that

- i. The revised Articles of Governance and Scheme of Delegation be approved as proposed;
- ii. The revised Standing Orders be approved as proposed.

#### **BM435 STUDENTS ASSOCIATION REPORT (BM417)**

The Board congratulated Nicole Percival on her appointment as Acting Student President. Nicole updated the Board on the activities of the Students Association, and particularly the following:

- It had been agreed that Nicole Percival take on the role of Student President but on a part-time basis. James Morrison, Vice President (Clydebank), would increase his hours so that he could provide greater assistance to Nicole and stand in for her when she was unavailable. This left a gap in provision at the Greenock Campus and steps were being taken to appoint a Vice President there as soon possible.
- Meetings with the Class Representatives would continue to be held on a regular basis so that their feedback and input was maintained.
- The process for the election of the Students Association Officers for 2018/19 had been initiated, with nominations currently being sought.
- In light of recent events some changes to the Constitution of the Students Association were currently being considered. Any such changes would be brought to the Board for final approval.

The Board welcomed this report.

#### **BM436 COMMITTEE REPORTS**

The Board noted the following reports:

##### **.1 Corporate Development Committee**

The Board noted the minutes of the meeting of the Corporate Development Committee held on 12 December 2017 and particularly the following:

- i. **West of Scotland Skills Survey (CDM147)** – the Board was pleased to note that this survey had been launched and the main findings of this survey would be available in time for the June meeting.

##### **.2 Audit Committee**

The Board noted the minutes of the meeting of the Audit Committee held on 14 December 2017, and particularly the following matters:

- i. **Internal Auditor Contract (AM303; BM178.4)** - the Board noted that the Audit Committee had approved the extension of the appointment of

Scott-Moncrieff as Internal Auditors for a further two years to 31 July 2020. The Board endorsed this action.

- ii. **Internal Audit Reports** – the Committee had received a number of reports from Internal Audit including Health and Safety; IT Security Health Check and a progress report on 2017/18 audit activity.

**BM437 STRATEGIC RISK REGISTER (BM420)**

The Board considered the Strategic Risk Register. It was noted that there had been minimal change made to the register as there had not been a full cycle of Committee meetings since the last Board meeting. However, this would be updated and brought to the next Board meeting.

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

**BM438 BOARD: COMMITTEE MEMBERSHIP, SCHEDULE OF BUSINESS AND DATES OF MEETINGS 2017/18 (BM422)**

The Board noted the Committee membership, schedule of business 2017/18 and the dates of Board and committee meetings for 2017/18.

**BM439 REPORT ON DELEGATED ACTION TAKEN SINCE LAST MEETING**

There were no actions to report.

**BM440 NEXT MEETING**

Monday 26 March 2018 at 4.00 p.m. at the Clydebank Campus.

This would be preceded by a development session on Risk Management at 3.00 p.m. This would be facilitated by Mott McDonald.



## Board of Management: Meeting of 5 February 2018

### Actions from the Minutes

Date of meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
5 Feb 2018	BM428(ii) 400, 372	Board Development Action Plan – next update to be provided to June 2018 meeting	G McArthur	Re-scheduled to tie in with annual effectiveness review	June meeting
	BM431 414(iv)	Draft Regional Outcome Agreement (ROA) 2018/19 – next edition of ROA to come to Board in March	S Graham		March meeting
	BM432 397, 380.1	College Key Performance Indicators (KPI's) – dashboard of KPI's to be published and kept under review with regular reports to Board	L Connolly		Future meeting
	BM433	Commercial Insurance – Colleges Scotland to press the case for colleges to have suitable insurance cover arrangements in place	K McKellar	Chair to keep Board informed of progress with discussions between Colleges Scotland, SFC and the Scottish Government	Future meeting
		<b>Actions from previous meetings</b>			
4 Dec 2017	BM414 ii, 394	Chief Executive's Report ii. Corporate Planning – Board Corporate Development event to be held in Spring 2018.	K McKellar A Cumberland G McArthur	Date confirmed as 23 April 2018	Complete
	BM414 iii	Chief Executive's Report iii. Cyber Security – College Executive to be responsible for implementation of cyber resilience action plan and to report progress	Executive	Progress reports to be provided via Finance and General Purposes Committee	Future meeting
	BM419.4	Finance and General Purposes Committee: Remit – approved subject to further consideration of one proposed amendment	G McArthur	Finance and General Purposes Committee to consider at its next meeting in March	March meeting
	BM420	Strategic Risk Register – Organisational Development and HR Committee to consider how best to capture health and safety matters in strategic risk register	A Ritchie G McArthur	Further information to be gathered and ODHR to consider further at its next meeting in February	March meeting

9 Oct 2017	BM388	Equality, Diversity and Inclusion – i. equality monitoring forms to be issued to all Board members for completion; ii. action plan for future Board recruitment to be developed	C Fraser G McArthur	i. Forms issued to all Board members with return deadline of 31 October; ii. Short Life Working Group established to develop action plan and report back to Board in June	June meeting
	BM389	Corporate Parenting – Director of Student Services & Communities to be invited to attend Board future meeting and present action plan	S Graham G McArthur		March meeting
	BM404.3 361	Estates Committee: ii. Inchinnan/Oakshaw Project – Board to receive progress reports on this project	A Cumberford D Alexander A Ritchie	Board will be updated at each meeting until project complete Update provided at December meeting	March meeting
	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
27 Mar 2017	BM357 339	Voluntary Severance Scheme – Board to be kept informed of progress with discussions with SFC	A Cumberford	Discussions with SFC continuing. Board to be kept informed of progress.	Future meeting

GMCA/26.02.18

**TITLE:** Draft Regional Outcome Agreement 2018-19

**Background:** As reported previously at the Board, the 2017-2020 Regional Outcome agreement requires to be updated on an annual basis to respond to any changes in the government priorities as set out in the ROA guidance, reflect the progress made and make any adjustments to commitments and targets. SFC feedback on the first draft update submitted in December 2017 was very positive, with the major objective being to shorten the overall document by inserting links to other documents where at all possible.

The final ROA 2018-19 update is due to be submitted at the end of April. The version in Board papers has been shortened from the previous version and recently published Sector PI data, and our indicative credit targets and funding has now been included. A few minor parts still required to be finalised – mainly the section on Articulation where we still await the last two years articulation data from SFC. We also require to insert the links to the documents in the places identified. This version has been resubmitted to SFC for any further feedback at this point. The document will be reviewed by Learning, Teaching and Quality Committee on 20 March (unfortunately the previously scheduled meeting was cancelled due to the snow).

**Action:** The Board is asked to provide any feedback on this document and agree to the final version being circulated for approval by email prior to submission at the end of April.

**Lead:** Stephanie Graham, Vice Principal Educational Leadership

**Status:** Open.

**TITLE:** STUDENTS ASSOCIATION REPORT

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

**Lead:** Nicole Percival, Acting Student President, Students Association

**Status:** Open

**TITLE:** Corporate Parenting Update and Action Plan

**Background:**

The majority of the care experienced young people studying at the college, or considering the college as a destination, reside within one of the Local Authorities areas within the West Region.

It is acknowledged that the best outcomes can be achieved when Corporate Parents plan, work and act together. Whilst there is no regional model, the college has strong and effective relationships with Local Authorities for the transition and ongoing support of our care experienced young people. The college has developed a standard support offering and shares best practice amongst Local Authorities and stakeholders.

The following discussion paper outlines the progress made to date across the College, our reporting update for the Scottish Government and identified future priorities.

**Action:** The Committee is invited to consider the progress to date against the agreed Corporate Parenting Plan

**Lead:** Iain Forster-Smith, Director of Student Services & Communities

**Status:** Open.

**TITLE:** **HUMAN RESOURCES REPORT 2017**

**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 2017 and reviews key OD and HR performance indicators. It also contains information on progress made in implementing the People Strategy.

The draft report was discussed by the OD&HR Committee at its meeting on 14 February 2018. The Committee welcomed the range and quality of information provided. The Committee is of the view that this report showed there are many positive developments taking place in the College, particularly in relation to equality, diversity and inclusion; health, safety and wellbeing; and CPD, particularly the development of a bespoke leadership development programme and the move towards professional accreditation for all teaching staff. The Committee commends this report to the Board.

**Action:** The Committee **RECOMMENDS** that the Human Resources Report 2017 be approved.

**Lead:** Lyndsay Lauder, Chair of the Organisational Development & HR Committee, and David Gunn, Director, Organisational Development and HR.

**Status:** Open

**TITLE: ORGANISATIONAL DEVELOPMENT AND HR COMMITTEE**  
**Minutes of the meeting held on 14 February 2018**

**Action:** There is 1 recommendation for consideration and a number of items for report.

**1 Recommendation**

**OM181 Human Resources Report 2017**

The Committee **RECOMMENDS** to the Board that the Human Resources Report 2017 be approved – this matter will have been discussed at agenda item 10.

**2 Items for Report**

The Committee noted progress with a number of matters including:

**OM179.2 Building Our Collective Future** - following consultation the behaviours framework was now being finalised ready to be rolled-out to staff. This would be accompanied by a series of CPD events and presentations to staff to ensure that key message were understood.

**OM180 People Strategy: Progress Report** - the People Strategy has been updated to include the workforce planning framework and activities. It was the aim to have a draft workforce plan in place by April which could then be finalised by the start of next session, following which it would be tested and monitored on a regular basis. The Committee was delighted to note that the College had received Carer Positive accreditation.

**OM182 HSE Improvement Notice** - the Committee noted an update on progress in relation to the actions required to be taken in light of the receipt of an Improvement Notice from the HSE. An Asbestos Policy and Asbestos Management Plan had been drafted and relevant staff had received training in asbestos awareness. A positive meeting with an HM Inspector of Health and Safety had taken place and he had indicated that he was satisfied with these actions, both completed and planned. He had also agreed to an extension of time, to 26 February 2018, to allow all these actions to be completed.

**OM183 EU General Data Protection Regulations (GDPR)** - the Committee noted that agreement had been reached that the College would use the shared service that would be provided by Universities and Colleges Shared Services (UCSS). As part of the preparatory

## **Organisational Development & HR Committee – Minutes of 14 February 2018**

work the College had also engaged the services a legal expert to advise on this matter.

**OM184 Risk** - the Committee noted the revised Strategic Risk Register which had been updated in light of detailed consideration by the Senior Management Team (SMT). The Committee endorsed the changes that had been made and had no further changes to propose.

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

**Status:** Open



**TITLE: CORPORATE DEVELOPMENT COMMITTEE  
Minutes of the meeting held on 26 February 2018**

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

**CDM 155 Risk** - the Committee was of the view that risk should remain towards the end of the agenda for the Committees, so that they considered the business first and then considered risk and what changes, if any, were required to the risk register. However, the Board might wish to consider the position of risk and whether it should be higher up its own agenda. The Committee **agreed** that it supported the changes proposed by SMT and would ask the Board if it wished to consider the position of risk on its agenda.

[REDACTED]

[REDACTED]

**Lead:** Mark Newlands, Chair of the Corporate Development Committee

**Status:** Open [REDACTED]

**TITLE:           ESTATES COMMITTEE**  
**Minutes of the meeting held on 27 February 2018**

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

**EM263.1 Clydebank District Heating System** – it was noted that West Dunbartonshire Council would be taking the lead in the project to install a District Heating System. The College would not be an investing partner in this project but consideration was being given to the College being a customer.

**EM263.3 Inchinnan/Oakshaw Project** – the final phase of this project was nearing completion with students moving into the new facility at the beginning of March. It was noted that the project would be completed within the overall budget.

**EM264 Drumry Road** – it was the aim, as set out in the College’s Estate Strategy, to dispose of a property at Drumry Road, Clydebank. Discussions surrounding this disposal were taking place.

**EM265 2018/19 SFC Funding Update** – the Committee was pleased to note that the College would receive ██████████ for estates maintenance in 2018/19 and ██████████ capital funding for high priority maintenance. Consideration would now be given to how best to invest this funding taking account of the College’s Estate Strategy. Further discussions with SFC would also be held in order to better understand the basis of the funding allocation made by SFC and what it could be used to support.

**EM269 Estates Maintenance Plans 2017-22 and Carbon Management** – the Committee noted an update report on Estates Maintenance Funding, the College’s Estates Maintenance Plan 2017-2022 and progress with the Carbon Management/sustainability initiatives. In particular, a total of ██████████ had been allocated for estate maintenance funding in 2017/18 (which represented a reduction of ██████████, ██████████ from the previous year); and ██████████ would be invested in the implementation of the Carbon Management Plan in 2017/18. The College was making good progress towards achieving its target of 10% reduction in its carbon footprint by 2021, having achieved a reduction of 8.4% to date.

**EM270 Strategic Risk** - The Committee agreed that it supported the changes proposed to the Strategic Risk register by the SMT and that strategic risks 2 and 3 should remain separate on the risk register.

**Lead:**           Nick Allan, Chair of Estates Committee

**Status:**       Open.

**TITLE: FINANCE AND GENERAL PURPOSES COMMITTEE**  
Draft Minutes of the meeting held on 6 March 2018

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

**.1 Recommendation**

**FPM177 Review of Financial Regulations** – the Committee **RECOMMENDS** to the Board that the proposed amendments to the Financial Regulations be approved, as set out in Annex 1.

**.2 Matters for Report**

**FPM170.1 SFC Financial Forecast Return (FFR)** – it was noted that there had been no feedback from the SFC on this specific return. However, discussions with the SFC were continuing.

**FPM170.3 Technology One Finance System** – it was noted that the College would transfer to this new system on 1 August 2018.

**FPM172 Committee Remit** – the Committee **agreed** that no further amendments be made to its remit and that its remit remain as approved by the Board in December 2017.

**FPM173 Vice Principal Update** – the Committee noted an update on a range of matters including:

Funds arising from net depreciation - the Scottish Government had agreed that colleges no longer needed to seek permission to use net depreciation funds as long as they were used to support Government priorities. A new framework for the allocation and utilisation of these funds would come into effect in 2017/18.

**FPM174 2018/19 Indicative Funding Allocations for the College Sector** – the Committee was provided with a brief summary of the key points contained within the indicative funding allocation for 2018/19.

**FPM176 Management Accounts to 31 January 2018** – the Committee approved the Management Accounts for the period to 31 January 2018.

**FPM178 Scottish Government Cyber Resilience Strategy** – the Committee was updated on progress with actions taken in light of the Scottish Government's Public Sector Action Plan on Cyber Resilience. A pre-assessment exercise had been conducted within the College by an independent accreditation certification body, Seric, to assess the College's preparedness for meeting the Scottish Government's requirements. This highlighted a number of actions that the College would need to undertake if it was to achieve Cyber Essential Plus certification by October 2018. A scoping exercise was underway and an action plan was being prepared. A progress report would be brought to the next meeting.

**FPM179 IT Strategy Progress Report** – the Committee noted the progress report on implementing the IT Strategy and welcomed the progress made to date.

**FPM180 Strategic Risk Register** - the Committee considered the changes proposed by the SMT to the Strategic Risk Register and supported these. Additionally, the Committee was aware that the College had just received confirmation from the Scottish Government that it had agreed to support the continuation of the derogation that allows colleges to purchase non-statutory (commercial) insurance for the period to July 2021. The Committee approved the changes being proposed to the Strategic Risk Register and **agreed** that Risk 16 that referred to the commercial insurance derogation could now be removed.

[REDACTED]

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

**Status:** Open [REDACTED]

**TITLE: AUDIT COMMITTEE**  
**Minutes of the meeting held on 8 March 2018**

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

**AM323 Indicative Funding Allocations** - the Committee was provided with a brief overview of the indicative funding allocations made to Colleges for 2018/19. The Committee generally welcomed this information and noted that further information was being sought regarding some of the detail of the allocations made. The Committee was also aware that this allocation did not resolve the on-going need for investment in the College estate as it represented a stand-still budget.

**AM326 Internal Audit Report: Payroll and Expenses** – the Committee was delighted that the Internal Audit Report confirmed that the College’s payroll and expenses procedures are robust, well-designed and represent good practice.

**AM328 Rolling Audit Action Plan** – the Committee approved the updated Rolling Audit Action Plan. As part of this report the Committee also noted an update on progress with Business Continuity Planning. An overarching Business Continuity Policy had been prepared and a review of 22 business critical areas had been conducted with the results being collated into a master spreadsheet. This identified the interdependencies between departments and all areas would now be asked to revisit this and to provide further information on how their business continuity plans would be implemented. The information gained from this would be used to produce a comprehensive business continuity plan for the College. A report on progress would be brought to the next meeting.

**AM330 Strategic Risk Register** - the Committee the Strategic Risk Register and commented on the following:

- i. Risk 2 – the wording had been changed to highlight the need for continued investment in IT Infrastructure when taking decisions about estates maintenance and refurbishment. There was a concern that the revised wording of Risk 2 might dilute the overall message regarding the need for investment in the estate generally, as Risk 6 related to the need for investment in IT (although this was for kit and equipment). It was noted that Risk 2 sat within the remit of the Estates Committee and that Committee had already confirmed that it was satisfied with this change.
- ii. Risk 5 – negotiations on National Bargaining were continuing and no agreement had yet been reached with EIS on a pay award for Teaching staff for 2017/18. This might require further action in the future and so it remained high on the risk register.
- iii. Risk 7 – the Committee received an update on the work being undertaken by the College in relation to business continuity internal audit recommendations and noted that this was progressing. On this basis no further changes were proposed to Risk 7 at this time.

- iv. Risk 14 – could be removed as all the matters captured here were now accounted for in other risks on the register.
- v. Risk 16 – could be removed as the College had just received confirmation from the Scottish Government that it had agreed to support the continuation of the derogation that allows colleges to purchase non-statutory (commercial) insurance for the period to July 2021.

In light of the above discussion the Committee agreed that it supported the changes proposed by the SMT and that Risks 14 and 16 could now be removed from the Strategic Risk Register.

[REDACTED]

**Lead:** John McMillan, Chair of Audit Committee

**Status:** Open [REDACTED]

**TITLE: STRATEGIC RISK REGISTER**

**Background:** Under the Corporate Governance Code the Board of Management is tasked with ensuring a framework of risk management and control is in place. This paper:

- Presents to the Board of Management the considerations of Board Committees and the College Senior Management Team regarding the Strategic Risk Register; and
- Provides a summary of assurances regarding the adequacy of the management of risk within the College.

**Action:** The Board of Management is requested to review and approve the Strategic Risk Register and in doing so consider:

- The risks included in the register;
- The risk ratings both pre and post mitigation;
- The removal of risks 14 and 16;
- Whether any other risks should be considered for removal;
- Whether any new risks should be considered for inclusion; and
- Any further matters arising from the Board of Management risk training session which preceded this meeting.

**Lead:** David Alexander, Vice Principal Operations

**Status:** Open

**TITLE: MEMBERSHIP, SCHEDULE OF BUSINESS AND DATES OF MEETINGS IN 2017/18**

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

1. **Current Committee membership** – see Annex 1. It should be noted that, as Acting Student President, Nicole Percival becomes the student member on the Learning, Teaching and Quality Committee and on the Nominations Committee.
2. **The Schedule of Business for 2017/18** – see Annex 2.
3. **Dates of meetings in 2017/18** – see Annex 3. It is **proposed** that in session 2018/19 the Board continue to follow the same pattern of meetings and will, therefore, meet on the following dates:

8 October 2018 at the Clydebank Campus  
3 December 2018 at the Paisley Campus  
4 February 2019 at the Greenock Campus  
25 March 2019 at the Paisley Campus  
17 June 2019 at the Paisley Campus

All Mondays starting at 4.00 p.m.

**Action:** The Board is asked to note this information.

**Lead:** Gwen McArthur, Secretary to the Board

**Status:** Open



## Paper 18 Annex 3

### Dates of Meetings in 2017/18

Committee	Aug	September	October	November	December	January	February	March	April	May	June
<b>BOARD</b> Mondays at 4.00 p.m.			9 G		4 P		5 P	26 C			18 P
<b>Audit</b> Thursdays at 4.00 p.m.		7 G			14 C			8 P		24 P	
<b>Joint Audit &amp; Finance</b>				21 4.00 p.m.							
<b>Finance and GP</b> Tuesdays at 4.00 p.m.				21 2.00 p.m.				6 P			5 P
<b>Corporate Development</b> Tuesdays at 4.00 p.m.		5			12		26 (Monday)			22	
<b>Estates</b> Tuesdays at 4.00 p.m.		12 P		14 G			27 P			29 C	
<b>OD&amp;HR</b> Wednesdays at 4.00 p.m.		13		8			14			16	
<b>LTD</b> Wednesdays at 4.00 p.m.			11 C					20 P		23 C	

**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 Selection Panel that was established by the Board in 2017 to recommend appointments to Board membership identified an individual who could be considered for co-option to a Board committee. Following a series of discussions with the individual concerned it was decided that David Mark be considered for co-option to the membership of the Organisational Development and HR Committee. The Chair of the ODHR Committee has also met with David to discuss the work of the Committee.

All discussions were positive and the Chair has taken action on behalf of the Board and has co-opted David Mark to membership of the ODHR Committee for the period 1 March 2018 to 28 February 2019.

**Action:** The Board is asked to homologate this action.

**Lead:** Keith McKellar, Chair, Board of Management.

**Status:** Open