

**West College Scotland**

**NOMINATIONS COMMITTEE**

**Tuesday 11 May 2021 at 4.00 p.m. via Teams**

**AGENDA**

**General Business**

1. Welcome
  2. Apologies
  3. Declaration of Interests
  4. Minutes of meeting held on 23 June 2020  
.1 Actions arising from the minutes
  5. Matters arising from the minutes  
(and not otherwise on the agenda)
- |  |          |    |
|--|----------|----|
|  | Enclosed | WH |
|  | Enclosed | WH |
|  | Paper 5  | WH |

**Items for discussion and/or approval**

- |  |         |    |
|--|---------|----|
| 6. Nominations Committee - Remit and Membership    | Paper 6 | WH |
| 7. Board - Membership and Succession Planning      | Paper 7 | WH |
| 8. Committees - Membership and Succession Planning | Paper 8 | WH |
| 9. Strategic Risk Register                         | Paper 9 | WH |

**Items for Information**

- |  |          |    |
|--|----------|----|
| 10. Board Member - Attendance Information 2020/21        | Paper 10 | SG |
| 11. Board Member - Development Activities Report 2020/21 | Paper 11 | SG |
| 12. Any Other Business                                   |          |    |

## **WEST COLLEGE SCOTLAND NOMINATIONS COMMITTEE**

**MINUTE:** Tuesday 23 June 2020 via Skype

**Present:** Waiyin Hatton (in the Chair)  
Jim Hannigan, Steven Cairney, John McMillan, Mark Newlands, Vanessa Thompson.

**Attending:** Shirley Gordon, Secretary to the Committee.

**Apologies:** Jacqueline Henry, Nick Allan.

### **NM105 DECLARATION OF INTERESTS**

The following declarations of interest were recorded and **noted**:

- Waiyin Hatton: Wai Beyond, People and organisational development consultancy; Harvey McMillan, People and organisational development consultancy; Action Against Stalking; Ayrshire Sportsability; Scottish Chamber of Commerce.
- John McMillan: Trustee of the West College Scotland Foundation.
- Jim Hannigan: NMIS Project Manager, Skills Development Scotland.

### **NM106 MINUTES**

The minutes of the meeting held on 21 May 2019 were approved.

### **NM107 ACTIONS FROM THE MINUTES**

The Committee **noted** the actions taken since the last meeting.

### **NM108 MATTERS ARISING FROM THE MINUTES (AND NOT OTHERWISE ON THE AGENDA)**

There were no matters arising not already included in the agenda.

### **NM109 NOMINATIONS COMMITTEE - REMIT AND MEMBERSHIP**

The Committee **noted** its remit and membership and in particular that:

- David Watson's term on the Nominations Committee (1.04.18 – 31.03.20) had concluded and the staff member category would be represented by Steven Cairney for the period 1.04.20 – 31.03.22. The Chair welcomed Steven to his first meeting.
- Vanessa Thompson had been re-elected as the Students Association President so she would continue her membership for the period 1.08.20 – 31.07.21.

### **NM110 BOARD - MEMBERSHIP AND SUCCESSION PLANNING**

The Committee noted the current Board membership along with information on the period of appointment of each of the Board members.

Members discussed the Board membership and the upcoming vacancies. In looking to appoint two new Board members to those vacancies later in the year, the Committee was mindful of the importance of having due regard to diversity and equality and ensuring it had the required skills and expertise that it needed both now and in the future. The Chair echoed this view and assured members of that approach to the recruitment / appointment selection process.

**The Committee:**

- **Agreed to allow the Chair to have discussions with Linda Johnston and John Leburn as outlined. This would then allow the Chair to recommend to the Board, at its meeting scheduled for Monday 5 October 2020, that both Linda and John’s period of membership may be extended for a further 4 years, i.e. from 1 January 2021 to 31 December 2024 if they so wished. {ACTION – WH}**
- **Agreed to recommend to the Board, at its next meeting scheduled for Monday 5 October 2020, the approach and membership for a Selection Panel as follows to appoint 2 new Board members (to replace Andrew Hetherington and John McMillan):**
  - ❖ Waiyin Hatton, Chair of the Board and Chair of the Selection Panel.
  - ❖ Jacqueline Henry, Vice Chair of the Board.
  - ❖ Shirley Gordon, Secretary to the Board.
  - ❖ John McMillan, Senior Independent Member of the Board.
  - ❖ An independent person – required in accordance of Paragraph 3.25 of the College Sector Board Appointments: 2014 Ministerial Guidance. The Chair would consider this further and discuss within her college networks. {ACTION – WH}
- **Noted the continued Board membership of Vanessa Thompson until 31 July 2021 and Stefana Margarint as a new Students Association representative Board member until 31 July 2021.**
- **Noted that the Nominations Committee would require to make a recommendation to the Board on a new Senior Independent Member after 31 January 2021 when John McMillan left.**

**NM111 COMMITTEES - MEMBERSHIP AND SUCCESSION PLANNING**

The Committee noted the current membership and quorum requirements of the seven Board Committees along with information on the period of appointment of each of their members including the co-opted members.

Members discussed the need to ensure each Committee was populated with Board members (new and existing) who had the required skillset to drive forward the remit(s) as well as an area of interest in that field. It was particularly important to allow any new Board member time to settle into their Board and Committee membership role with induction to the wider college sector as well as WCS. That was especially the case, at the moment, when formal meetings were being held virtually.

With that in mind, the Committee recognised the membership gaps especially in the Audit and Estates Committees when two Board members demitted office on 31 January 2021. The Committee discussed the key role of both Committees and the potential advantage in having membership from an audit / financial / planning / risk background.

The Chair welcomed views from members on the filling of these upcoming Committee vacancies and confirmed that it was her intention to discuss this in greater detail with each Board member as well as each existing Committee Chair. That would assist in identifying any lateral moves that may be made to enhance the input and experience of Board members and their current Committee(s) portfolio and balance that with the needs of the Committees themselves.

**{ACTION – WH}**

The Chair added that new members / Chairs to Committees may also want an opportunity to attend meetings / shadow existing members / Chairs so that could be arranged beforehand to facilitate some hand-over. That approach was welcomed.

**The Committee:**

- **Noted the current membership of the 7 Committees, including that of the co-opted members;**
- **Considered extending the period of appointment of Mark Hamilton, co-opted member of LTQ Committee, for 1 further year to 31 October 2021 and agreed that this be recommended to the Board for approval at its meeting scheduled for Monday 5 October 2020.**
- **Noted that some changes would take place for the Board and its Committees at the end of January 2021. This, in particular, would impact the:**
  - ❖ **Audit Committee – A new Audit Committee Chair would require to be appointed as well as a new member(s).**
  - ❖ **Estates Committee – A new Estates Committee Vice Chair would require to be appointed as well as a new member.**
  - ❖ **Remuneration Committee – The new Audit Committee Chair would, become a member of the Remuneration Committee.**
  - ❖ **Nominations Committee - The new Audit Committee Chair would, become a member of the Nominations Committee.**

**NM112 ATTENDANCE AT BOARD AND COMMITTEE MEETINGS 2019/20**

The Committee **noted** the attendance data for the Board and Committee members in 2019/20.

**NM113 BOARD DEVELOPMENT ACTIVITIES REPORT 2019/20**

The Committee **noted** the report on the various development and training activities that Board members had attended during session 2019/20. In looking ahead to the next session, members agreed it would be useful to revisit the Board Development Action Plan 2019 to identify any outstanding actions for Board members / Committees to progress. The Chair reported that it was her intention to

hold a Board development session to regroup as a Board and discuss the new college landscape since the Covid 19 pandemic. **{ACTION – WH}**

**NM114 STRATEGIC RISK REGISTER**

The Committee considered risk in relation to the activities within its remit. It was acknowledged that risk was considered by the Board and the Board Committees at each of the meetings. That meant emerging risks were quickly identified and mitigating actions agreed. In relation to the risks that were pertinent to its remit, the Committee agreed to raise the following points at the next Board meeting scheduled for October 2020 to be confident that these had been considered and mitigating actions agreed:

- The risk register made mention of risks associated with staff and students throughout. Should consideration be given to adding Board / Board member / Committee / governance associated risks? This was especially relevant to business continuity.
- Contingency plans for the Board Secretary role.

**The Committee reviewed the current strategic risk register and agreed to raise the above points at the next Board meeting scheduled for October 2020. **{ACTION - WH}****

**NM115 ANY OTHER BUSINESS**

- No other business items were raised.
- Date of next meeting:
  - ❖ Board Development session to be arranged as referenced at NM113 above.
  - ❖ Nominations Committee meeting to be arranged.

### Nominations Committee: Actions from the Minutes

Date of meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
23 June 2020	NM110	<p>1 - Have discussions with Linda Johnston and John Leburn re their periods of membership being extended for a further 4 years, i.e. from 1 January 2021 to 31 December 2024 if they so wished.</p> <p>2 - This would then allow the Chair to make a relevant recommendation to the Board, at its meeting scheduled for Monday 5 October 2020.</p>	WH	<b>COMPLETE</b>	<p>1 - Early Sept (before Board papers are issued on 28 September).</p> <p>2 - To the 5 October 2020 Board meeting.</p>
	NM110	Recommend to the Board, at its next meeting scheduled for Monday 5 October 2020, the approach and membership for a Selection Panel to appoint 2 new Board members (to replace Andrew Hetherington and John McMillan).	WH	<b>COMPLETE</b>	To the 5 October 2020 Board meeting.
	NM110	Consider the appointment of an independent person to sit on the Selection Panel further and discuss within college networks.	WH	<b>COMPLETE</b>	<p>1 - Early Sept (before Board papers are issued on 28 September).</p> <p>2 - To the 5 October 2020 Board meeting.</p>
	NM110	Make a recommendation to the Board on a new Senior Independent Member after 31 January 2021 when John McMillan left.	WH	<b>COMPLETE</b>	Nominations Committee to meet to agree this prior to it being approved at the 14 December 2020 Board meeting.
	NM111	Discuss the Committee memberships (esp Audit and Estates) in greater detail with each Board member as well as each existing Committee Chair.	WH	<b>COMPLETE</b>	1- 121s with Board members and

					Committee chairs tba. 2 - Nominations Committee to meet to agree new memberships prior to it being approved at the 14 December 2020 Board meeting.
	NM111	Extend the period of appointment of Mark Hamilton, co-opted member of LTQ Committee, for 1 further year to 31 October 2021	WH / SG	<b>COMPLETE</b>	To the 5 October 2020 Board meeting.
	NM113	Hold a Board development session to regroup as a Board and discuss the new college landscape since the Covid 19 pandemic.	WH / SG / LC		TBC
	NM114	Raise some points re Risk at the next Board meeting scheduled for October 2020.	WH		To the 5 October 2020 Board meeting.

**TITLE:**       **Matters Arising**

**Action:**       1 - The Nominations Committee will recall giving the paper below **(Appendix 1)** consideration at the Board meeting held on 1 February 2021 when the proposals were approved.

The Nominations Committee is asked to homologate the decisions made:

- Senior Independent Board Member – Linda Johnston
- Chair for the Audit Committee – Graeme Bold
- Board representative on the WCS Foundation – John Leburn

2 - The Nominations Committee will recall giving the paper below **(Appendix 2)** consideration by email following the Board meeting held on 1 February 2021.

The Nominations Committee is asked to homologate the decisions made in respect of memberships of the standing committees and office bearer roles.

**Lead:**         Dr Waiyin Hatton, Chair of Board of Management

**Status:**       Open

## **APPENDIX 1**

**Paper 8.2**

### **West College Scotland Board**

#### **Appointment to Senior Independent Board Member, Chair for the Audit Committee and Board representative on the WCS Foundation**

##### **Introduction**

The retirement of John McMillan at the end of January 2021 requires a replacement the Senior Independent Board Member, Chair for the Audit Committee and Board representative on the WCS Foundation roles.

##### **Current position**

In the absence of a pre-scheduled meeting before the Board on 1 February 2021, the Nominations Committee was agreeable to receiving nominations from the Chair of the Board and to provide their response by email. The Committee unanimously supported the nominations. The decision of the Committee will be homologated at their next scheduled meeting.

##### **Proposal**

It is proposed that the following Board members are appointed to the roles below:

Senior Independent Board Member – Linda Johnston  
Chair for the Audit Committee – Graeme Bold  
Board representative on the WCS Foundation – John Leburn

All nominees have confirmed their willingness to serve in the respective capacities.

##### **Recommendation**

The Board is asked to consider and endorse the nominations.

***Dr Waiyin Hatton***  
***Chair of Nominations Committee***  
***25 January 2021***

## **APPENDIX 2**

### **West College Scotland Nominations Committee February 2021 Board Committee Realignment – membership, Chair and Vice-chair of committees**

#### **Introduction**

The Board approved the realignment of committees at its meeting on 1 February 2021 and for the population of membership, Chair and Vice-chairs to be progressed through the Nominations Committee and thereafter, the Board by email.

#### **Proposals**

Appendix 1 attached details the recommended membership, Chair and Vice-chair for the respective committees. The following are highlighted in support of the recommendations:

#### **1. Audit Committee**

Chair – Graeme Bold – already approved by the Board on 1 February 2021.  
Vice-chair - Sabira Akram – to ensure there is a current Board member on this Committee to provide wider College and Board context. Furthermore, Sabira has a wealth of experience and expertise in corporate, organisational and leadership development.  
3<sup>rd</sup> Member – Grant Lyall – professional background in finance and risk management.

#### **2. Corporate Development Committee (CDC)**

Chair – Jim Hannigan – former Chair of Finance & General Purposes Committee (F&GPC); ensuring continuity and organisational memory is maximised prior to his retirement from the Board at the end of January 2022.  
Vice-chair – Nick Allan – former Chair of Asset & Infrastructure Committee (A&IC), ensuring continuity and organisational memory is maximised in transition to new CDC; with a view to him becoming Chair in one year's time on retirement of Jim Hannigan.  
Members – Linda Johnston, John Leburn and Angela Wilson – all transferred from the current F&GPC and HR & Corporate Development Committee (HR&CDC), enabling smooth transition to the new CDC.  
Staff member – Steven Cairney – ensuring non-teaching staff input and perspective in discussions and decisions.  
Student member – Stefana Magarint – ensuring student input and perspective in discussions and decisions.

#### **3. Learning, teaching & Quality Committee**

Chair – Jackie Henry – current LTQC Chair, ensuring continuity and organisational memory is maximised prior to her retirement from the Board at the end of January 2022.

Vice-chair – Mark Newlands – has extensive experience working in the education sector, along with current Scottish Enterprise professional background, brings added-value in linking learning, skills and employment. Former Chair of HR&CDC, therefore, strengthening workforce development discussions. With a view to him becoming Chair in one year's time on retiral of Jackie Henry.  
Additional Member – Gordon Hunt – extensive further and higher education, Robertson Trust and CDN experience.

#### **4. Remuneration Committee**

In addition to the standing membership consisting of the Vice-Chair of the Board, Chairs of Audit, CDC, LTQC and Nominations Committee:

- Non-executive member – Angela Wilson, given her HR background (It is noted that Angela will not be seeking a further term when her current appointment terminates at the end of August 2021).

#### **5. Nominations Committee**

In addition to the standing membership consisting of the Chair and Vice-Chair of the Board, Chairs of Audit, CDC, LTQC and Remuneration Committee, a Staff and a Student Board member:

- Non-executive member – Linda Johnston.

### **Recommendations**

The Nominations Committee is recommended to consider and approve the nominations above.

When approved:

- 1) I will contact nominees to check if they are happy to serve on the respective committees and advise that nominations are subject to Board endorsement.
- 2) The approved nominations will be recommended to the Board.

***Dr Waiyin Hatton  
Chair, Nominations Committee  
2 February 2021***

## Board and Committee Membership Breakdown

### Board Composition (Para 2.1 of the Articles of Governance)

Meetings – at least 4 per annum (Remaining Meetings for 2020 / 21 – Monday 22 March and Monday 14 June)

Category	Name
A person appointed by the Scottish Ministers to chair meetings of the Board.	Dr Waiyin Hatton
The Principal of the College.	Liz Connolly
2 members of staff: 1 elected by the teaching staff from among their own number; and 1 elected by the support staff from among their own number.	Teaching - David Watson Non-Teaching - Steven Cairney
2 students nominated by the Students Association	Vanessa Thompson Stefana Margarint
Up to 12 non-executive members.	Sabira Akram Nick Allan Graeme Bold Jim Hannigan Jacqueline Henry ( <b>Vice Chair</b> ) Gordon Hunt Linda Johnston ( <b>Senior Ind Member</b> ) John Leburn ( <b>Board representative on the WCS Foundation</b> ) Grant Lyall Fiona McKerrell Mark Newlands Angela Wilson

In Attendance	Name
Vice Principal Operations	David Alexander
Vice Principal Educational Leadership	Stephanie Graham
Secretary	Shirley Gordon

Directors / Senior Management Team as Required	Name
Director of Finance	Alan Ritchie
Director Organisational Development & HR	Natalie Smith
Director of Infrastructure	Martin Joyce

Quorum	A quorum will be no less than 50% of Board members.
--------	---

### Audit Composition (Para 2 of the Remit)

Meetings – 4 per annum plus 1 Joint Audit / CDC (Remaining Meetings for 2020 / 21 – Thursday 11 March and Thursday 20 May)

Category	Name
<b>A minimum of three</b> Members of the Board of Management, one of whom will Chair.	Sabira Akram ( <b>Vice Chair</b> ) Graeme Bold ( <b>Chair</b> ) Grant Lyall
The Committee is empowered to co-opt additional members, subject to approval by the Nominations Committee. Such members will normally be appointed for one year, will be subject to annual review, and may be re-appointed annually up to a maximum of 8 years.	Wai Wong

In Attendance	Name
Principal	Liz Connolly
Vice Principal Operations	David Alexander
Director of Finance	Alan Ritchie
Secretary	Shirley Gordon
Internal Auditor (Wylie Bisset)	Graham Gillespie Stephen Pringle
External Auditor (Mazars)	Lucy Nutley Joanne Buchanan

<b>Quorum</b>	<b>A quorum will be no less than 50% of Board members on the Committee.</b>
---------------	---

Chair, Vice Chair and members appointments to the Committee will be between 3 to a maximum of 5 years, providing systematic opportunities for Committee members to serve on another Committee.

Members of the Audit, Corporate Development and Learning and Teaching Quality Committees can request to attend other Committees' meetings as observers, providing opportunities to gain more understanding of the respective Committees' issues.

**Corporate Development Committee Composition (Para 2 of the Remit)**  
**Meetings – 4 per annum plus 1 Joint Audit / CDC (Remaining Meetings for 2020 / 21 – Tuesday 9 March and Tuesday 1 June)**

<b>Category</b>	<b>Name</b>
The Principal and <b>a minimum of four</b> members of the Board of Management, one of whom will Chair.	Nick Allan ( <b>Vice Chair</b> ) Liz Connolly, Principal Jim Hannigan ( <b>Chair</b> ) Linda Johnston John Leburn Angela Wilson
One Staff member (non-teaching)	Steven Cairney - Support Staff
One Student member	Stefana Margarint
The Committee is empowered to co-opt additional members, subject to approval by the Nominations Committee. Such members will normally be appointed for one year, will be subject to annual review, and may be re-appointed annually up to a maximum of 8 years.	David Mark

<b>In Attendance</b>	<b>Name</b>
Vice Principal Operations	David Alexander
Secretary	Shirley Gordon

<b>Directors / Senior Management Team as Required</b>	<b>Name</b>
Director of Finance	Alan Ritchie
Director of Infrastructure	Martin Joyce
Director of Communications, Policy & Planning	
Director Organisational Development & HR	Natalie Smith
Internal Auditor (Wylie Bisset)	Graham Gillespie Stephen Pringle
External Auditor (Mazars)	Lucy Nutley Joanne Buchanan

<b>Quorum</b>	<b>A quorum will be no less than 50% of Board members on the Committee.</b>
---------------	---

Chair, Vice Chair and members appointments to the Committee will be between 3 to a maximum of 5 years, providing systematic opportunities for Committee members to serve on another Committee.

Members of the Audit, Corporate Development and Learning and Teaching Quality Committees can request to attend other Committees' meetings as observers, providing opportunities to gain more understanding of the respective Committees' issues.

## LTQ Composition (Para 2 of the Remit)

Meetings – 4 per annum (Remaining Meetings for 2020 / 21 – Wednesday 24 February and Wednesday 19 May)

Category	Name
The Principal and a <b>minimum of four</b> members of the Board of Management, one of whom will Chair.	Liz Connolly – Principal Gordon Hunt Jackie Henry ( <b>Chair</b> ) Fiona McKerrell Mark Newlands ( <b>Vice Chair</b> )
One Staff member (teaching)	David Watson - Teaching Staff
One Student member	Vanessa Thompson - Student President
The Committee is empowered to co-opt additional members, subject to approval by the Nominations Committee. Such members will normally be appointed for one year, will be subject to annual review, and may be re-appointed annually up to a maximum of 8 years.	Ruth Binks Mark Hamilton

In Attendance	Name
Vice Principal Educational Leadership	Stephanie Graham
Secretary	Shirley Gordon

Directors / Senior Management Team as Required	Name
Assistant Principal, Performance and Skills	Cathy MacNab
Assistant Principal, Student Life and Skills	Iain Forster-Smith
Assistant Principal Creativity and Skills	Angela Pignatelli
Assistant Principal Technology and Skills	Rob Aitken
Assistant Principal Enterprise and Skills	Sara Rae

<b>Quorum</b>	<b>A quorum will be no less than 50% of Board members on the Committee.</b>
---------------	---

Chair, Vice Chair and members appointments to the Committee will be between 3 to a maximum of 5 years, providing systematic opportunities for Committee members to serve on another Committee.

Members of the Audit, Corporate Development and Learning and Teaching Quality Committees can request to attend other Committees' meetings as observers, providing opportunities to gain more understanding of the respective Committees' issues.

**Remuneration Composition (Para 2 of the Remit)**

**Meetings – 2 per annum (Remaining Meetings for 2020 / 21 – None left to be scheduled)**

<b>Category</b>	<b>Name</b>
The Chair of the Board of Management	Dr Waiyin Hatton
The Vice Chair of the Board of Management	Jacqueline Henry ( <b>Vice Chair</b> )
The Chairs of each of the standing Committees of the Board	LTQ Chair - Jacqueline Henry Audit Chair – Graeme Bold CD Chair – Jim Hannigan ( <b>Chair</b> ) Nominations Chair – Dr Waiyin Hatton
<b>A minimum of 1</b> member of the Board of Management	Angela Wilson

<b>In Attendance</b>	<b>Name</b>
Principal	Liz Connolly
Director of Organisational Development & HR	Natalie Smith
Secretary	Shirley Gordon

<b>Quorum</b>	<b>A quorum will be no less than 50% of Board members on the Committee.</b>
---------------	---

## Nominations Composition (Para 2 of the Remit)

Meetings – 1 per annum (Remaining Meetings for 2020 / 21 – one meeting – date TBC)

<b>Category</b>	<b>Name</b>
Chair of the Board of Management	Dr Waiyin Hatton ( <b>Chair</b> )
The Vice Chair of the Board of Management	Jacqueline Henry
The Chairs of each of the standing Committees of the Board	LTQ Chair - Jacqueline Henry ( <b>Vice Chair</b> ) Audit Chair – Graeme Bold CDC Chair – Jim Hannigan Remuneration – Jim Hannigan
<b>A minimum of 1</b> member of the Board of Management	Linda Johnston
One Staff Member (The Staff members will serve for 2 years each (in succession), so that both the Teaching staff member and the Support staff member will have the opportunity to join this committee during their period of membership of the Board).	David Watson (1.04.18 – 31.03.20) Steven Cairney (1.04.20 – 31.03.22)
The Student President	Vanessa Thompson

<b>In Attendance</b>	<b>Name</b>
Secretary	Shirley Gordon

<b>Quorum</b>	<b>A quorum will be no less than 50% of Board members on the Committee.</b>
---------------	---

**Title:** **Committee Remit and Membership**

**Background:** The Committee is asked to consider and approve the following:

- Nominations Committee Remit
- Nominations Committee Membership List

Following approval of a Committee restructure at the Board meeting held on 1 February 2021, the Committee is asked to approve its revised remit and membership. Changes have been made to the Nominations Committee membership and quorum in accordance with the principles approved by the Board.

**Action:** The Committee is asked to:

- consider and approve its revised remit and membership.

**Lead:** Waiyin Hatton, Chair, Nominations Committee

**Status:** Open

**West College Scotland**

**Board of Management**

**Nominations Committee**

**Statement of Purpose**

The Board of Management provides the principal governance mechanism through which all activities are managed in accordance with relevant legislation and regulations, as well as ensuring that systems are in place to provide efficiency, effectiveness, and economy. The Board of Management has delegated some of its responsibilities to certain committees.

The purpose of the Nominations Committee is to consider and make recommendations to the Board on Board appointments ensuring due process is followed, to consider matters of succession planning, and to consider processes in place for the induction, training and development of Board members.

**1. Remit**

- a. To manage the process for identifying individuals for nomination to membership of the Board of Management, using appropriate search and recruitment methods and following good practice, and to nominate such Board member appointments and extensions of appointments to the Board of Management, all in accordance with the guidance issued by the Scottish Ministers as amended or updated from time to time.
- b. To review and consider the composition and balance of the Board of Management in relation to equality of representation as well as particular skill sets.
- c. To make recommendations to the Board of Management regarding the appointment or reappointment of the Vice Chair of the Board of Management, the Senior Independent Member, as well as the Chairs and members, including co-opted members, of its standing committees.
- d. To develop and keep under review succession planning arrangements taking into account the challenges and opportunities facing the College and the impact these have on the skill and expertise required by the Board of Management.
- e. To develop and keep under review procedures for the induction, training, development and evaluation of Board members.
- f. To review the attendance of members of the Board of Management and its standing committees and to take follow up action as appropriate.
- g. To consider risk relating to the matters that fall within the Committee's remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.

## **2. Membership**

### **Category**

Chair of the Board of Management

The Vice Chair of the Board of Management

The Chairs of each of the standing Committees of the Board

A minimum of 1 member of the Board of Management

One Staff Member (The Staff members will serve for 2 years each (in succession), so that both the Teaching staff member and the Support staff member will have the opportunity to join this committee during their period of membership of the Board).

The Student President

### **In Attendance**

Secretary

The Chair and Vice Chair of the Committee will be members of the Board of Management with the Chair of the Board of Management being Chair of the Committee.

The Staff members will serve for 2 years each (in succession), so that both the Teaching staff member and the Support staff member will have the opportunity to join this committee during their period of membership of the Board.

The Principal will not be a member of, nor attend meetings of the Nominations Committee.

Vice Chair and members appointments to the Committee will be between 3 to a maximum of 5 years, providing systematic opportunities for Committee members to serve on another Committee.

The Committee is empowered to invite other members of the Executive / Senior Management Team to attend meetings of the Committee.

## **3. Frequency of Meetings**

The Committee will meet as required and should be at least annually.

## **4. Quorum**

A quorum will be no less than 50% of Board members on the Committee.

## **5. Secretariat**

The Secretary to the Board of Management.

Papers for the meeting will be sent out electronically 7 days in advance of the meeting.

The Committee will report to the Board of Management and the minutes of its meetings will be circulated to the Board for information.

## **6. Review**

The Remit will be subject to review by the Committee annually.

**Nominations Composition (Para 2 of the Remit)****Meetings – 1 per annum (Remaining Meetings for 2020 / 21 – one meeting – date TBC)**

<b>Category</b>	<b>Name</b>
Chair of the Board of Management	Dr Waiyin Hatton (Chair)
The Vice Chair of the Board of Management	Jacqueline Henry
The Chairs of each of the standing Committees of the Board	LTQ Chair - Jacqueline Henry (Vice Chair) Audit Chair – Graeme Bold CDC Chair – Jim Hannigan Remuneration – Jim Hannigan
A minimum of 1 member of the Board of Management	Linda Johnston
One Staff Member (The Staff members will serve for 2 years each (in succession), so that both the Teaching staff member and the Support staff member will have the opportunity to join this committee during their period of membership of the Board).	David Watson (1.04.18 – 31.03.20) Steven Cairney (1.04.20 – 31.03.22)
The Student President	Vanessa Thompson

<b>In Attendance</b>	<b>Name</b>
Secretary	Shirley Gordon

Quorum	A quorum will be no less than 50% of Board members on the Committee.
--------	--

**TITLE: BOARD - MEMBERSHIP AND SUCCESSION PLANNING**

**Background:**

The current membership of the Board is noted at **Annex 1** for information along with information on the period of appointment of each of the Board members.

**Recommendations:**

1. Recommend the approach and membership for a Selection Panel to appoint 3 new Board members to the Board at its next meeting scheduled for Monday 14 June 2021.
2. Note the membership of Abbie McGrath (new Student President) and a Student Association Vice President (as yet name unconfirmed) as the new Student Association representative Board members from 1 August 2021 until 31 July 2022.
3. Note the membership of a new Teaching Staff representative Board member from 13 September 2021 until 12 September 2025.
4. Note the membership of a new Support Staff representative Board member from 14 June 2021 until 13 June 2025.
5. Note that the Nominations Committee will require make a recommendation to the Board on a new Board Vice Chair after 31 January 2022 when Jacqueline Henry leaves.

**Lead:**

Waiyin Hatton, Chair, Board of Management and Nominations Committee

**Status:**

Open

### Background to Recommendation No 1:

Two members of the Board, Jacqueline Henry and Jim Hannigan – highlighted in pink have tenures that expire on 31 January 2022 (both having served two consecutive periods of 3 and 4 years respectively) and are not, therefore, eligible for re-appointment in accordance with Paragraph 3.5 of the College Sector Board Appointments: 2014 Ministerial Guidance. So, a recruitment process will need to be instituted to find two new members for the Board.

Additionally, one Board members (Angela Wilson – highlighted in blue) has a 4-year tenure that expires on 31 August 2021. Although Angela is eligible to serve a second term, she has written to the Board Chair to confirm she does not wish to do so.

It is proposed that a Selection Panel be established and be delegated responsibility for the recruitment of **three** new Board members. The membership of this Selection Panel would be:

- Waiyin Hatton, Chair of the Board and Chair of the Selection Panel.
- Jacqueline Henry, Vice Chair of the Board.
- Linda Johnston, Senior Independent Member of the Board.
- An independent person – required in accordance of Paragraph 3.25 of the College Sector Board Appointments: 2014 Ministerial Guidance **(the Nominations Committee is asked to consider this and agree a suitable person)**.
- Shirley Gordon, Secretary to the Board

If the Committee is satisfied with this proposal, then it is **asked to recommend this approach to the Board at its next meeting scheduled for Monday 14 June 2021**. The Committee may wish to consider any particular skills, expertise or experience that should be sought through this recruitment process.

### Background to Recommendation No 2:

The Students Association election 2021/22 is still ongoing but has so far has concluded:

- President: Abbie McGrath
- Vice Presidents x 3: Still to be confirmed

Abbie will replace Vanessa (in green) as President and take up Board membership from 1 August 2021 for a period of one year to 31 July 2022.

A new Vice President will replace Stefana (in yellow) and take up Board membership from 1 August 2021 for a period of one year to 31 July 2022.

The Committee is asked to **note the membership of Abbie McGrath and a new Vice President as the new Students Association representative Board members from 1 August 2021 until 31 July 2022**.

### Background to Recommendation No 3:

The Term of Office of the current member of Teaching Staff (David Watson in grey) on the Board of Management comes to an end on 12 September 2021 and so nominations were sought for a replacement with the closing date for nominations being 12.00 noon on Monday 10 May 2021. The nominations and election process for a new member of teaching staff to join the Board was initiated prior to the summer break.

The nomination and election process (conducted in accordance with Paragraphs 2.6.1, 2.6.3 and 2.6.4 of the Board's Articles of Governance) does not conclude until Tuesday 1 June 2021. The name of the new Teaching Staff Board member will, therefore, be reported to the Board meeting scheduled for Monday 14 June 2021.

The Committee is asked to **note the membership of a new Teaching Staff representative Board member from 13 September 2021 until 12 September 2025.**

#### **Background to Recommendation No 4:**

The current member of Support Staff (Steven Cairney in **olive**) on the Board of Management resigned with effect from 3 May 2021 and so nominations were sought for a replacement with the closing date for nominations being 12.00 noon on Tuesday 18 May 2021.

The nomination and election process (conducted in accordance with Paragraphs 2.6.2, 2.6.3 and 2.6.4 of the Board's Articles of Governance) does not conclude until Wednesday 9 June 2021. The name of the new Support Staff Board member will, therefore, be reported to the Board meeting scheduled for Monday 14 June 2021.

The Committee is asked to **note the membership of a new Support Staff representative Board member from 14 June 2021 until 13 June 2025.**

#### **Background to Recommendation No 5:**

In accordance with Paragraph 1c of the Nominations Committee remit (and given that Jackie leaves on 31 January 2022), the Committee will be asked, thereafter, to make a recommendation to the Board of Management regarding the appointment of the Board Vice Chair. In accordance with Paragraph 2.3 of the Articles of Governance:

### **2.3 Appointment of Vice Chair**

2.3.1 *The Board may appoint any of its members who is not:*

- (a) *a student of the College,*
- (b) *an employee of the College,*
- (c) *the Principal,*

*to act as Vice Chair and who may substitute for the Chair in the conduct of Board meetings but who may not discharge any other duty delegated to the Chair.*

2.3.2 *The Board shall determine the period of appointment of the Vice Chair (if one has been appointed) and may remove the Vice Chair from office.*

**The Committee is asked to note that this will require to be actioned after 31 January 2022 when Jackie leaves.**

**WEST COLLEGE SCOTLAND  
BOARD OF MANAGEMENT**

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

**Chair**

Dr Waiyin Hatton

**Vice Chair**

Jacqueline Henry

**Principal**

Elizabeth Connolly (*ex officio*)

**Teaching staff – 1 elected**

David Watson

**Non-Teaching staff – 1 elected**

Steven Cairney

**Students Association (2)**

Vanessa Thompson

Stefana Margarint

**Non-Executive Members**

Sabira Akram

Nick Allan

Graeme Bold

Jim Hannigan

Gordon Hunt

Linda Johnston

John Leburn

Grant Lyall

Fiona McKerrell

Mark Newlands

Angela Wilson

**In Attendance**

Stephanie Graham, Vice-Principal Educational Leadership

David Alexander, Vice-Principal Operations

Shirley Gordon, Secretary to the Board

**BOARD OF MANAGEMENT  
PERIOD OF APPOINTMENT AND MEMBERSHIP OF COMMITTEES 2020/21**

Name	Status	Period of appointment	Committee (s)	Period of appointment (as Chair / Vice Chair / member from Feb 2021 Committee Restructure)
Dr Waiyin Hatton	Chair	03.03.20 – 02.03.24	Board Nominations Remuneration CDC LTQC	Chair Chair Member Ex officio Ex officio
Jacqueline Henry	Non-Executive	3 +4 years 1.02.15 – 31.01.18 1.02.18 – 31.01.22	Board LTQC Nominations Remuneration	Vice Chair from 01.01.17 Chair – from Feb 2021 Vice Chair - from Feb 2021 Vice Chair - from Feb 2021
Elizabeth Connolly	Principal	01.09.18	Board CDC LTQC Audit Remuneration	Member Member Member In attendance In attendance
David Watson	Teaching Staff	4 years 13.09.17 – 12.09.21	Board LTQC Nominations	Member Member - from Feb 2021 Member - 01.04.18 – 31.03.20
Steven Cairney	Support Staff	4 years 18.09.19 – 17.09.23	Board CDC Nominations	Member Member - from Feb 2021 Member - 01.04.20 – 31.03.22

Vanessa Thompson	Student President	1 year 1.08.19 – 31.07.20 Re-elected - 1.08.20 – 31.07.21	Board LTQC Nominations	Member Member – from Feb 2021 Member - from Feb 2021
Stefana Margarint	Student rep	1 year 1.08.20 – 31.07.21	Board CDC	Member Member - from Feb 2021
Sabira Akram	Non-Executive	4 years 1.12.19 – 30.11.23	Board Audit	Member Vice Chair - from Feb 2021
Nick Allan	Non-Executive	4 + 4 years 1.02.15 – 31.01.19 1.02.19 – 31.01.23	Board CDC	Member Vice Chair – from Feb 2021
Graeme Bold	Non-Executive	4 years 1.02.21 – 31.01.25	Board Audit Nominations Remuneration	Member Chair – from Feb 2021 Member - from Feb 2021 Member - from Feb 2021
Jim Hannigan	Non-Executive	3 +4 years 1.02.15 – 31.01.18 1.02.18 – 31.01.22	Board CDC Nominations Remuneration	Member Chair – from Feb 2021 Member – from Feb 2021 Chair – from Feb 2021
Gordon Hunt	Non-Executive	4 years 1.02.21 – 31.01.25	Board LTQC	Member Member - from Feb 2021
Linda Johnston	Non-Executive	4 + 4 years 1.01.17 – 31.12.20 1.01.21 – 31.12.24	Board CDC Nominations Senior Independent Member	Member Member – from Feb 2021 Member - from Feb 2021 Nominee – from Feb 2021
John Leburn	Non-Executive	4 + 4 years 1.01.17 – 31.12.20 1.01.21 – 31.12.24	Board CDC WCS Foundation	Member Member - from Feb 2021 Nominee – from Feb 2021
Grant Lyall	Non-Executive	4 years 1.02.21 – 31.01.25	Board Audit	Member Member - from Feb 2021

Fiona McKerrell	Non-Executive	4 years 1.12.19 – 30.11.23	Board LTQC	Member Member - from Feb 2021
Mark Newlands	Non-Executive	4 +4 years 1.02.15 – 31.01.19 1.02.19 – 31.01.23	Board LTQC	Member Vice Chair - from Feb 2021
Angela Wilson	Non-Executive	4 years 1.09.17 – 31.08.21	Board CDC Remuneration	Member Member - from Feb 2021 Member - from Feb 2021

**CO-OPTED MEMBERS PERIOD OF APPOINTMENT AND MEMBERSHIP OF COMMITTEES 2020/21**

Name	Status	Period of appointment	Committee
Ruth Binks	Co-opted	1 year 1.03.19 – 29.02.20 1.03.20 – 29.02.21 1.03.21 – 29.02.22	LTQ
Mark Hamilton	Co-opted	1 year 1.11.19 – 31.10.20 1.11.20 – 31.10.21	LTQ
Wai Wong	Co-opted	1 year 1.03.19 – 29.02.20 1.03.20 – 29.02.21 1.03.21 – 29.02.22	Audit
David Mark	Co-opted	1 year 1.03.18 – 29.02.19 1.03.19 – 29.02.20 1.03.20 – 29.02.21 1.03.21 – 29.02.22	CDC

**TITLE: COMMITTEES - MEMBERSHIP AND SUCCESSION PLANNING**

**Background:**

There are currently **5** Board Committees:

- Corporate Development
- Audit
- Learning Teaching and Quality
- Nominations
- Remuneration

The membership of each of these Committees is as set out in **Appendix 1**. Each Board member is a member of at least 1 Committee, with some members being on 2 or more Committees. There are 18 members of the Board (as noted previously in an earlier agenda item) of which 12 are non-executive members (excluding the Chair). The remits of all the Committees specify the number of members required and the quorum for each Committee. This is noted below.

In addition to the Board members who are members of Committees, there are 4 co-opted members who bring a range of experience and different skills to the Committees as shown in **Appendix 2**.

**Recommendations:**

The Committee is invited to:

- Note the current membership of the 5 Committees, including that of the co-opted members and to consider if any changes are required.
- Consider extending the period of appointment of Mark Hamilton, co-opted member of LTQ Committee, for 1 further year to 31 October 2022 **and that this be recommended to the Board for approval at its meeting scheduled for Monday 14 June 2021.**
- Note that, as highlighted in the previous paper (Agenda Item No 7), some changes will take place for the Board and its Committees. This will impact the Committees as follows:
  - ❖ Corporate Development Committee
    - With **Jim**'s tenure expiring at the end of January 2022, a new CD Committee Chair will require to be appointed as well as a new member to replace **Angela** from 1 September 2021.
    - A new member will replace **Stephen Cairney** as the Staff member.
    - The new Student Association Vice President will replace **Stefana Margarint** as the Student member.
  - ❖ LTQ Committee
    - With **Jackie's** tenure expiring at the end of January 2022, a new LTQ Committee Chair will require to be appointed.
    - A new member will replace **David Watson** as the Teaching member.
    - Abbie McGrath will replace **Vanessa Thompson** as the Student member.

- ❖ Remuneration Committee
  - Jackie and Jim are members of the Remuneration Committee by default of being CD and LTQ Committee Chairs – the new CD and LTQ Committee Chairs will, therefore, become members of the Remuneration Committee.
  - A new member to replace Angela from 1 September 2021 will need to be identified.
  
- ❖ Nominations Committee
  - Jackie and Jim are members of the Nominations Committee by default of being CD and LTQ Committee Chairs – the new CD and LTQ Committee Chairs will, therefore, become members of the Remuneration Committee.
  - Two new members will replace Stephen Cairney and David Watson as the Staff members. Each will serve a two-year term in succession so that both the Teaching staff member and the Support staff member will have the opportunity to join this committee during their period of membership of the Board. The new Support staff member will be a Nominations member from 14 June 2021 to 13 June 2023 then the Teaching staff member will take over from 14 June 2023 to 13 June 2025.
  - Abbie McGrath will replace Vanessa Thompson as the Student member.
  
- ❖ Audit Committee
  - There will be no changes to the Audit Committee.

**Lead:**

Waiyin Hatton, Chair, Board of Management and Nominations Committee

**Status:**

Open

## Appendix 1 - MEMBERSHIP OF COMMITTEES AND SUCCESSION PLANNING

### Board and Committee Membership Breakdown

#### Board Composition (Para 2.1 of the Articles of Governance)

#### Meetings – at least 4 per annum

Category	Name
A person appointed by the Scottish Ministers to chair meetings of the Board.	Dr Waiyin Hatton
The Principal of the College.	Liz Connolly
2 members of staff: 1 elected by the teaching staff from among their own number; and 1 elected by the support staff from among their own number.	Teaching - David Watson Non-Teaching - Steven Cairney
2 students nominated by the Students Association	Vanessa Thompson Stefana Margarint
Up to 12 non-executive members.	Sabira Akram Nick Allan Graeme Bold Jim Hannigan Jacqueline Henry (Vice Chair) Gordon Hunt Linda Johnston (Senior Ind Member) John Leburn (Board representative on the WCS Foundation) Grant Lyall Fiona McKerrell Mark Newlands Angela Wilson

In Attendance	Name
Vice Principal Operations	David Alexander
Vice Principal Educational Leadership	Stephanie Graham
Secretary	Shirley Gordon

Directors / Senior Management Team as Required	Name
Director of Finance	Alan Ritchie
Director Organisational Development & HR	Natalie Smith
Director of Infrastructure	Martin Joyce

<b>Quorum</b>	<b>A quorum will be no less than 50% of Board members.</b>
---------------	--

**Audit Composition (Para 2 of the Remit)**  
**Meetings – 4 per annum plus 1 Joint Audit / CDC**

<b>Category</b>	<b>Name</b>
A minimum of three Members of the Board of Management, one of whom will Chair.	Sabira Akram (Vice Chair) Graeme Bold (Chair) Grant Lyall
The Committee is empowered to co-opt additional members, subject to approval by the Nominations Committee. Such members will normally be appointed for one year, will be subject to annual review, and may be re-appointed annually up to a maximum of 8 years.	Wai Wong

<b>In Attendance</b>	<b>Name</b>
Principal	Liz Connolly
Vice Principal Operations	David Alexander
Director of Finance	Alan Ritchie
Secretary	Shirley Gordon
Internal Auditor (Wylie Bisset)	Graham Gillespie Stephen Pringle
External Auditor (Mazars)	Lucy Nutley Joanne Buchanan

<b>Quorum</b>	<b>A quorum will be no less than 50% of Board members on the Committee</b>
---------------	--

**Corporate Development Committee Composition (Para 2 of the Remit)  
Meetings – 4 per annum plus 1 Joint Audit / CDC**

<b>Category</b>	<b>Name</b>
The Principal and a minimum of four members of the Board of Management, one of whom will Chair.	Nick Allan (Vice Chair) Liz Connolly, Principal Jim Hannigan (Chair) Linda Johnston John Leburn Angela Wilson
One Staff member (non-teaching)	Steven Cairney - Support Staff
One Student member	Stefana Margarint
The Committee is empowered to co-opt additional members, subject to approval by the Nominations Committee. Such members will normally be appointed for one year, will be subject to annual review, and may be re-appointed annually up to a maximum of 8 years.	David Mark

<b>In Attendance</b>	<b>Name</b>
Vice Principal Operations	David Alexander
Secretary	Shirley Gordon

<b>Directors / Senior Management Team as Required</b>	<b>Name</b>
Director of Finance	Alan Ritchie
Director of Infrastructure	Martin Joyce
Director of Communications, Policy & Planning	
Director Organisational Development & HR	Natalie Smith
Internal Auditor (Wylie Bisset)	Graham Gillespie Stephen Pringle
External Auditor (Mazars)	Lucy Nutley Joanne Buchanan

<b>Quorum</b>	<b>A quorum will be no less than 50% of Board members on the Committee.</b>
---------------	---

**LTQ Composition (Para 2 of the Remit)**  
**Meetings – 4 per annum**

<b>Category</b>	<b>Name</b>
The Principal and a minimum of four members of the Board of Management, one of whom will Chair.	Liz Connolly – Principal Gordon Hunt Jackie Henry (Chair) Fiona McKerrell Mark Newlands (Vice Chair)
One Staff member (teaching)	David Watson - Teaching Staff
One Student member	Vanessa Thompson - Student President
The Committee is empowered to co-opt additional members, subject to approval by the Nominations Committee. Such members will normally be appointed for one year, will be subject to annual review, and may be re-appointed annually up to a maximum of 8 years.	Ruth Binks Mark Hamilton

<b>In Attendance</b>	<b>Name</b>
Vice Principal Educational Leadership	Stephanie Graham
Secretary	Shirley Gordon

<b>Directors / Senior Management Team as Required</b>	<b>Name</b>
Assistant Principal, Performance and Skills	Cathy MacNab
Assistant Principal, Student Life and Skills	Iain Forster-Smith
Assistant Principal Creativity and Skills	Angela Pignatelli
Assistant Principal Technology and Skills	Rob Aitken
Assistant Principal Enterprise and Skills	Sara Rae

<b>Quorum</b>	<b>A quorum will be no less than 50% of Board members on the Committee.</b>
---------------	---

**Remuneration Composition (Para 2 of the Remit)  
Meetings – 2 per annum**

<b>Category</b>	<b>Name</b>
The Chair of the Board of Management	Dr Waiyin Hatton
The Vice Chair of the Board of Management	Jacqueline Henry (Vice Chair)
The Chairs of each of the standing Committees of the Board	LTQ Chair - Jacqueline Henry Audit Chair – Graeme Bold CD Chair – Jim Hannigan (Chair) Nominations Chair – Dr Waiyin Hatton
A minimum of 1 member of the Board of Management	Angela Wilson

<b>In Attendance</b>	<b>Name</b>
Principal	Liz Connolly
Director of Organisational Development & HR	Natalie Smith
Secretary	Shirley Gordon

<b>Quorum</b>	<b>A quorum will be no less than 50% of Board members on the Committee.</b>
---------------	---

**Nominations Composition (Para 2 of the Remit)**  
**Meetings – 1 per annum**

<b>Category</b>	<b>Name</b>
Chair of the Board of Management	Dr Waiyin Hatton (Chair)
The Vice Chair of the Board of Management	Jacqueline Henry
The Chairs of each of the standing Committees of the Board	LTQ Chair - Jacqueline Henry (Vice Chair) Audit Chair – Graeme Bold CDC Chair – Jim Hannigan Remuneration – Jim Hannigan
A minimum of 1 member of the Board of Management	Linda Johnston
One Staff Member (The Staff members will serve for 2 years each (in succession), so that both the Teaching staff member and the Support staff member will have the opportunity to join this committee during their period of membership of the Board).	David Watson (1.04.18 – 31.03.20) Steven Cairney (1.04.20 – 31.03.22)
The Student President	Vanessa Thompson

<b>In Attendance</b>	<b>Name</b>
Secretary	Shirley Gordon

<b>Quorum</b>	<b>A quorum will be no less than 50% of Board members on the Committee.</b>
---------------	---

## Appendix 2 - CO-OPTED MEMBERS PERIOD OF APPOINTMENT AND MEMBERSHIP OF COMMITTEES 2021/22

The co-opted members currently are:

Name	Status	Period of appointment	Committee
Ruth Binks	Co-opted	1 year 1.03.19 – 29.02.20 1.03.20 – 29.02.21 1.03.21 – 29.02.22	LTQ
Mark Hamilton	Co-opted	1 year 1.11.19 – 31.10.20 1.11.20 – 31.10.21	LTQ
Wai Wong	Co-opted	1 year 1.03.19 – 29.02.20 1.03.20 – 29.02.21 1.03.21 – 29.02.22	Audit
David Mark	Co-opted	1 year 1.03.18 – 29.02.19 1.03.19 – 29.02.20 1.03.20 – 29.02.21 1.03.21 – 29.02.22	CDC

**Audit Committee** – currently has 1 co-opted member:

- Wai Wong - joined the Audit Committee in March 2019 and was appointed for 1 year from 1 March 2019 to 29 February 2020.

Wai's appointment was extended for a further year (1.03.20 – 29.02.21) following agreement at the Audit Committee meeting held on 12 December 2019 and approved by the Board of Management meeting on 3 February 2020.

Wai's appointment was extended for a further year (1.03.21 – 29.02.22) following agreement at the Audit Committee meeting held on 3 December 2020 and approved by the Board of Management meeting on 14 December 2020.

**Learning Teaching and Quality Committee** – currently has 2 co-opted members:

- Ruth Binks – was originally appointed for the period 1 March 2019 to 29 February 2020.

At the 3 February 2020 Board meeting, it was reported that the Chair had exercised a delegated action and had re-appointed Ruth as a co-opted member of the LTQ Committee until 29 February 2021. The Board duly homologated this action taken by the Chair.

Ruth's appointment was extended for a further year (1.03.21 – 29.02.22) following agreement at the LTQ Committee meeting held on 11 November 2020 and approved by the Board of Management meeting on 14 December 2020.

- Mark Hamilton – was invited to join the membership of the Learning, Teaching and Quality Committee in a co-opted position from 1 November 2019 – 31 October 2020.

Mark's appointment was extended for a further year (1.11.20 – 31.10.21) following agreement at the Nominations Committee meeting held on 23 June 2020 and approved by the Board of Management meeting on 5 October 2020.

**As the next LTQC meeting is not until Wednesday 6 October 2020 (the minute of which will go to the 13 December 2021 Board meeting after Mark's tenure expires), it is proposed that his appointment be extended for a further year to 31 October 2022 and that this be recommended to the Board for approval at its meeting scheduled for Monday 14 June 2021.**

**Corporate Development Committee** – currently has 1 co-opted member:

- David Mark - joined the HRCD Committee on 1 March 2018 and his appointment was extended for a further year from 1 March 2019 to 29 February 2020.

At the 3 February 2020 Board meeting, it was reported that the Chair had exercised a delegated action and had re-appointed David as a co-opted member of the HRCD Committee (as it went on to become) until 29 February 2021. The Board duly homologated this action taken by the Chair.

David's appointment was extended for a further year (1.03.21 – 29.02.22) following agreement at the HRCD Committee meeting held on 4 November 2020 and approved by the Board of Management meeting on 14 December 2020.

**TITLE: RISK MANAGEMENT STRATEGY AND STRATEGIC RISK REGISTER**

**Background:** The Committee considers risk in relation to the activities within its remit. Risk is considered by the Board and all the Board Committees at each of the meetings. This means that emerging risks are quickly identified and mitigating actions agreed.

In relation to the risks pertinent to its remit, the Committee must be confident that these have been identified and mitigating actions agreed.

The latest update of the Strategic Risk Register was considered by the Board at its meeting held on 22 March 2021 and a copy of these Board papers are attached.

**Action:** The Committee is asked to review the current strategic risk register attached and propose any amendments and / or additions, or any re-phrasing, required to be made.

**Lead:** Waiyin Hatton, Chair, Board of Management and Nominations Committee

**TITLE: RISK MANAGEMENT STRATEGY AND STRATEGIC RISK REGISTER**

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

This paper provides:

- A revised Risk Management Strategy
- an updated on the development of the College Risk Management Strategy
- presents the current College Strategic Risk Register for the consideration of the Board of Management

**Action:** The Board of Management is requested to:

- approve the revised Risk Management Strategy
- note the update on the development of the College Risk Management Framework
- review and approve the Strategic Risk Register and in doing so consider:
  - The risks included in the register
  - The revised risk rating both pre and post mitigation
  - Whether any other risks should be considered for removal
  - Whether any new risks should be considered for inclusion

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

**Status:** Open

## 1. Risk Management Strategy

- 1.1 The Risk Management Strategy details and communicates the College's approach to risk management and assurance. It is an integral part of the College's internal control and corporate governance arrangements. The Risk Management Strategy was approved in December 2020 and is updated annually to reflect required changes.
- 1.2 The December 2020 Risk Management Strategy has subsequently been updated to reflect:
- an expansion of the Risk Mitigation Measures (section 4.33) to:
    - align the specific statement within the College Financial Regulations that '*The Board of Management requires that the Risk Management Strategy and supporting documentation include: a decision on the level of risk to be covered by insurance*'
    - provide readers of the Strategy with a more expansive narrative regarding the use of these mitigation measures
  - The change in the composition of the Board Committee structure (section 4.39)
- 1.3 The 9 March 2021 Audit Committee approved the updated Risk Management Strategy for presentation to the Board of Management and it is attached at *Appendix A* for consideration.

## 2. Development of the College Risk Management Framework

- 2.1 The Strategic Risk Register has now been fully migrated to the Pentana Management System with all members of the Senior Management Team (SMT) having access to the online register. Each risk has been assigned to a member of the Executive who is responsible for maintaining the overall risk. All the mitigating controls have been assigned to a member of the SMT, who are responsible for maintaining the control and ensuring it is operating as intended.

### Operational Planning and Risk

- 2.2 The College has launched its Operational Planning cycle for 2021 and beyond, and as part of that work, risk will play a key role. The Sectors/Departments will be required to identify if any of their planned activities are likely to either impact upon the current strategic risks or if the activities are likely to create a new strategic risk. The SMT will consider the output from the Operational Plans during the summer of 2021 and make any required amendments to the Strategic Risk Register for the start of 2021-22 academic year.
- 2.3 In addition, the Sectors/Departments will be requested to identify where their planned activities could be considered as a mitigating control to any of the Strategic Risk currently faced by the College.

### **Internal Audit Recommendation**

- 2.4 As part of the work they carried out in 2019-20 on Assurance Mapping, the College internal auditors recommended that *'The College consider including a section on its risk register relating to actions to improve/mitigate the risk further. We also recommend that the College considers, as a longer-term goal, including a target status for the risk.'*
- 2.5 The SMT and Audit Committee have previously considered this recommendation and agreed to proceed as follows:
- a) While responsibility for the management and mitigation of an overall risk remains with a member of the College Executive, mitigating controls have been assigned to a member of the SMT and it is for that member to ensure that the control is updated and operating as required. The SMT review these on a quarterly basis, in advance of the Committee cycle, and consider the operation of the allocated controls. Should any actions be required these will be undertaken by the relevant member of the SMT.
  - b) Regarding the setting of a target status for the risk, it was agreed that the current control and review processes that are in place are sufficient to ensure a robust risk management process. The setting of target risk may be considered in future.

### **3. College Strategic Risk Register Update and Considerations**

- 3.1 The College Strategic Risk Register was approved at the December 2020 Board of Management meeting. A copy of the current register is attached at *Appendix B*.
- 3.2 The SMT has continued to review the Strategic Risk Register.
- 3.3 In carrying out the review process, the following removals, additions and amendments have been made to the Strategic Risk Register:

#### **3.3.1 Removal of Risks**

- **Brexit (WCS11) – previous risk register ranking (5)**

*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.*

On reviewing the Strategic Risk Register the SMT were of the view that this risk related to the impending Brexit timeline, which has now passed. The view is that any impacts post 1 January 2021 will now form part of the normal operations of the College and be managed in that way. As such the mitigating controls have been transferred in the main to (1) SFC Funding and Funding Methodology and (5) Alternative Income Growth, with the overall risk of Brexit impacts now being removed from the register.

- **General Data Protection Regulations – previous risk register ranking (13)**

*Inability to ensure a holistic response to data and information governance, including compliance with the General Data Protection Regulations (GDPR).*

On reviewing the Strategic Risk Register the SMT were of the view that the College has a successful track record of dealing with data requests and compliance matters. The GDPR Working Group has had ongoing oversight of the College data management governance arrangements and it has no issues to report. The operation of responding to information requests is now a core part of the College business. Based on these factors the SMT considers that this risk should be removed from the register.

### 3.3.2 New Risks

- **Risk 10 - Cyber Resilience (WCS15)**

*The College fails to properly prepare for either an internal or external cyber-attack due to poor procedures or system failures resulting in a loss of data, funding and/or stakeholder trust.*

Gross Risk Score	15	Impact 3 x Probability 5
Net Risk Score	12	Impact 3 x Probability 4

The recent cyber-attack on the College highlighted the ongoing and increasing risk threat faced by the College to its operations. The SMT believe this risk should be recorded separately whereby previously it was encapsulated within the 'Business Continuity / Cyber Resilience Planning (WCS07)' risk.

The College has included the current mitigating actions which are being undertaken to address this risk including the renewal of the Cyber Essentials Plus accreditation along with the work being carried out following the recent cyber-attack. The gross risk score of 15 places the risk at the top of the medium risk faced by the College, the work being undertaken to mitigate the probability of a future attack is believed to reduce the net score to 12.

### 3.3.3 Amendment to Risks

- **Risk 03 - Estates and IT Investment (WCS02)**

- a) **Previous Risk Register Entry**

- (04) Estates maintenance / capital funding (WCS02)**

- Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure.*

- Gross Risk Score 20
    - Net Risk Score 16

- b) **Revised Risk Register Entry**

- (03) Estates maintenance / capital funding (WCS02)**

- Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure resulting in increased maintenance costs or loss of students due to failing facilities.*

- Gross Risk Score 20 Impact 4 x Probability 5
    - Net Risk Score 16 Impact 4 x Probability 4

- The risk description has been revised to include the impact of an increase in maintenance costs (both estate and IT related) and the potential loss of students due to poor facilities. This point was highlighted in the Financial Statements Annual Audit Report. The mitigating actions have been updated to reflect the actions being taken by the College to address this overall risk.

- **Risk 04 - Impact upon Business Continuity Planning of Covid-19 pandemic (WCS07)**

- a) **Previous Risk Register Entry**

- (01) Business Continuity / Cyber Resilience Planning (WCS07)**

- Inadequate business continuity / cyber resilience planning leading to material interruptions to service delivery primarily resulting from Coronavirus epidemic.*

- Gross Risk Score 24
    - Net Risk Score 24

**b) Revised Risk Register Entry**

**(04) Impact upon Business Continuity Planning of Covid-19 pandemic (WCS07)**

*A material interruption to the service delivery of the College caused by inadequate business continuity planning, resulting in failure to delivery learning and teaching and achievement of required funding outcomes.*

Gross Risk Score	24	Impact 4 x Probability 6
Net Risk Score	15	Impact 3 x Probability 5

The previous Strategic Risk Register had as the top risk faced by the College ‘*Business Continuity / Cyber Resilience Planning*’. However, due to the continuing and potentially long-lasting impact of the Covid-19 pandemic on the operations of the College, the SMT felt that the impact of the pandemic further impacting the College warranted the risk to be included.

The mitigation actions have been updated to reflect the work undertaken by staff across the College to ensure that core learning and teaching continues to be effectively delivered despite the impacts of Covid-19. As the College has now been operating effectively for a year it was felt that the mitigating actions have worked as planned, and the probability and impact of future challenges should be reduced.

• **Risk 05 - Alternative Income Growth (WCS11)**

**a) Previous Risk Register Entry**

**(11) Alternative Income Growth (WCS11)**

*Ability to generate consistent levels of alternative income or to grow alternative income streams*

Gross Risk Score	12
Net Risk Score	9

**b) Revised Risk Register Entry**

**(05) Alternative Income Growth (WCS11)**

*An inability to generate consistent levels of alternative income or to grow alternative income streams due to impact of external factors impacting College delivery plans results in loss of income and failure to deliver College ROA objectives.*

Gross Risk Score	24	Impact 4 x Probability 6
Net Risk Score	15	Impact 3 x Probability 5

The ability of the College to generate consistent levels of alternative income is core to the delivery of the College adjusted operating surplus each year. With the ongoing and recurring impact of the global pandemic affecting both domestic and international funding streams, the SMT have therefore revised the gross risk score to the highest score available highlighting the critical nature of this risk.

The mitigating controls have been updated to reflect the work being undertaken by the College to address this risk.

- **Risk 8 - Digital Ambitions and IT Systems (WCS06)**

- a) **Previous Risk Register Entry**

- (08) IT Systems and Infrastructure (WCS06)**

- Failure to maintain or acquire and use IT systems and infrastructure to support the digital ambitions of the College.*

- b) **Revised Risk Register Entry**

- (08) Digital Ambitions and IT Systems (WCS06)**

- Failure to adequately maintain or acquire and use IT systems and infrastructure effectively results in a failure to deliver / support the digital ambitions of the College.*

The risk wording has been updated to include the word *adequately*. The gross and net risk scores have not been changed.

- **Risk 13 - Estates Investment Works (WCS14)**

*Normal business activities are unduly affected due to the complexity of sequencing estates investment works.*

Gross Risk Score	8	Impact 4 x Probability 2
Net Risk Score	4	Impact 2 x Probability 2

The SMT have reviewed the net risk score of this risk and have reduced it from 6 to 4. Given the reducing level of estate maintenance funding and the past position of the Estates Team in delivering estate works without unduly affecting normal College operations, the reduction in the impact score from 3 to 2 was acceptable.

- **Overall Mitigating Controls**

The mitigating controls across all risks have been reviewed by the responsible member of the Senior Management Team and where appropriate the controls have been updated or removed.

#### **4 Conclusion**

4.1 The Board of Management is requested to:

- approve the revised Risk Management Strategy
- note the update on the development of the College Risk Management Framework
- review the Strategic Risk Register and in doing so consider:
  - The risks included in the register
  - The revised risk rating both pre and post mitigation
  - Whether any other risks should be considered for removal
  - Whether any new risks should be considered for inclusion

<b>Policy &amp; Procedure</b>	Risk Management Strategy
<b>Policy Area</b>	Finance
<b>Version Number</b>	03. <u>1</u>
<b>Approved by</b>	Board of Management
<b>Date of Approval</b>	<del>December 2020</del> <u>March 2021</u>
<b>Date of Equality Impact Assessment</b>	December 2020
<b>Date of Review</b>	<del>December 2021</del> <u>March 2022</u>
<b>Responsible Senior Manager</b>	Director of Finance

## History of Amendments

Version	Date	Review	Summary of changes made
V1.0 Draft	01-09-15	A Ritchie	Initial strategy document for review
V1.2	12-09-15	A Ritchie	Final Strategy for approval
V2.0	04-12-17	A Ritchie	Strategy document review
V3.0	24-11-20	A Ritchie	Updated following Board of Management approval of risk appetite levels; style updated, and content amended to reflect current operations
V3.0	14-12-20	A Ritchie	<del>Approved by</del> <del>To be presented to</del> the Board of Management <del>for approval</del>
<u>V3.1</u>	<u>11-03-21</u>	<u>A Ritchie</u>	<u>Amended for new committee names</u>

### Policy Statement

The College Risk Management Strategy is to apply best practice in the identification, evaluation, and cost-effective control of risk to ensure that risks are managed, eliminated or reduced to an acceptable level. The strategy support opportunity risk and do not look to inhibit innovation but to deliver change in a well-managed and controlled way. The College recognises that it has a responsibility to manage hazards and risks and this strategy supports a structured and focused approach to managing them. In this way the College will better achieve its corporate objectives and enhance the value of services it provides to the community.

It is acknowledged that some risks will always exist and will never be eliminated. All employees must consider risk and accept responsibility for risks associated with their area of authority.

### Equality Statement

The College is committed to providing equal opportunities to ensure its students, staff, customers and visitors are treated equally regardless of gender reassignment, race, religion or belief; disability; age; marriage and civil partnerships; pregnancy and maternity; sexual orientation; sex.

Please note this document is available in other formats, to request another format please email [info@wcs.ac.uk](mailto:info@wcs.ac.uk)

<b>1. INTRODUCTION FROM CHAIR OF BOARD OF MANAGEMENT AND THE PRINCIPAL.....</b>	<b>3</b>
<b>2. RISK MANAGEMENT OVERVIEW.....</b>	<b>6</b>
Purpose .....	6
Objectives.....	6
Definitions.....	7
Roles and Responsibilities .....	8
Partnership and Projects .....	9
<b>3. RISK MANAGEMENT FRAMEWORK.....</b>	<b>10</b>
Code of Corporate Governance .....	11
Internal / External Audit.....	11
Insurance.....	11
Business Continuity Management (BCM) .....	12
Health and Safety .....	12
Risk Implications – Decision Making Process .....	12
<b>4. RISK MANAGEMENT PROCESS AND APPROACH.....</b>	<b>13</b>
Identification of Risks.....	13
Risk Assessment and Evaluation .....	15
Plan Mitigations.....	20
Monitor and Control .....	23
<b>5. MEASURING THE EFFECTIVENESS OF THE RISK MANAGEMENT PROCESS .....</b>	<b>25</b>
Internal Audit .....	25
Review of Procedures .....	25
<b>APPENDIX 1: CATEGORIES OF RISK.....</b>	<b>26</b>
<b>APPENDIX 2 – EXAMPLE OF FORMAT - COLLEGE STRATEGIC RISK REGISTER ENTRY .....</b>	<b>27</b>
<b>APPENDIX 3 – RISK APPETITE STATEMENT .....</b>	<b>28</b>
<b>APPENDIX 4 – EQUALITY IMPACT ASSESSMENT .....</b>	<b>31</b>

## 1. Introduction from Chair of Board of Management and the Principal

1.1 The Financial Memorandum with the Scottish Funding Council (SFC) requires that the governing body complies with the principles of good governance set out in the Code of Good Governance for Scotland's Colleges. The Financial Memorandum also requires the governing body to ensure that:

- The College has an effective policy of risk management and risk management arrangements;
- Internal audit must provide the governing body and senior management of the College with an objective assessment of adequacy and effectiveness of risk management, internal control, governance and value-for- money; and
- The College undertakes careful appraisal of the risks before accepting any contingent liability.

1.2 The College is also required to comply with the requirements of the Scottish Public Finance Manual (SPFM). The SPFM requires that the College must *'develop a framework for assessing risks that evaluates both the likelihood of the risk being realised, and of the impact if the risk is realised. Risk assessment should be recorded in a way that demonstrates clearly the key stages of the process.'*

1.3 This Risk Management Strategy has therefore been written taking account of the requirements of both the Financial Memorandum with the SFC and Scottish Public Finance Manual.

1.4 In addition to the above requirements the internal auditor must produce an Annual Report to the Board of Management on their activities during the year. The report must include an opinion on the adequacy and effectiveness of the College's risk management, internal control and governance. This Strategy therefore forms a key

component in allowing the internal auditors to be able to report without qualification that the College is complying with these requirements.

1.5 The Risk Management Strategy is a key document in ensuring that the four Strategic Priorities of Personalisation, Collaboration, Agile and Adaptive and Digital contained within the College Strategy 2019-205 are delivered. The Risk Management Strategy aims to ensure that the College community is aware of the level of risk that the organisation is willing to accept; that some risks will always exist and will never be eliminated, however mitigation can be put in place to minimise their impacts.

1.6 The College recognises that it has a responsibility to manage risks and supports a structured and focused approach to managing them through application of the Risk Management Strategy. In this way the College will better achieve its four strategic priorities and enhance the value of services it provides to the wider community.

1.7 The approach of the Risk Management Strategy is that it is owned and led by the Board of Management and it is intended to deliver a more dynamic and inclusive approach to risk management. The Risk Management Strategy aims to ensure that the Strategic Risk Register will be informed by the College Operational Planning process and from all Board of Management Committees with the objective of being outward facing and strategically focused.

1.8 The College's Risk Management Strategy objectives are to:

- Integrate risk management into the culture of the College;
- Manage risk in accordance with best practice;
- Anticipate and respond to changing requirements;
- Prevent injury, damage, losses and reduce the cost of risk; and

- Raise awareness of the need for risk management by all those connected with delivering the College's Strategic Priorities.

1.9 These objectives will be achieved by:

- Establishing clear roles, responsibilities and reporting lines within the College for risk management;
- Providing opportunities for shared learning on risk management across the College;
- Reinforcing the importance of effective risk management as part of everyday work by offering training;
- Incorporating risk management considerations into the annual internal audit plan and any internal / external audit work carried out; and
- Monitoring arrangements on an on-going basis.

1.10 The Risk Management Strategy aligns with the Regional Outcome Agreement (ROA) and will be reviewed and presented to the Board of Management every three years for approval.

1.11 The Board of Management and Senior Management Team are fully committed to the principles of risk management and the approach outlined within this Strategy.

Approved by:

**Dr Waiyin Hatton**

**Chair of the Board of Management**

**Liz Connolly**

**Principal**

## 2. Risk Management Overview

### Purpose

2.1 The purpose of the Risk Management Strategy is to:

- outline West College Scotland's approach to risk management; and
- describe the procedures for the management of risk within the College while detailing the roles and responsibilities of the key business areas.

### Objectives

2.2 To ensure the effective delivery of the College Risk Management Strategy, the following objectives will require to be progressed by the College Senior Management Team:

- To undertake a review every three years of the College Risk Management Strategy. The review will ensure clear roles, responsibilities and a reporting framework for the managing of risk across the College is maintained and developed;
- To develop operational planning guidance on risk identification and its translation into strategic risk where appropriate;
- To monitor and report on risk management arrangements to the Board of Management Audit Committee;
- To continue to integrate risk management into the culture of the College and to raise awareness of the need to manage risk effectively throughout the College; and

- To comply with corporate governance requirements and integrate effective processes to allow the Board of Management to approve the annual Accountability Report including the section on Risk Management and Internal Controls.

## Definitions

2.3 The following represents the meaning of terminology that is used throughout the Strategy document:

- **Risk Management:** The coordinated activities, systems and processes in place to direct and control the College regarding the management of risk.
- **Risk:** The potential ‘effect of uncertainty on objectives’, where an effect is a deviation from an intended or expected outcome. A risk will be considered as either a threat (negative) to the College’s ability to achieve any given objective or as uncertainty resulting from an opportunity (positive) which offers potential benefits to the institution.
- **Issue:** A certain event which is known and will impact upon the achievement of the College’s Priorities and Objectives.
- **Risk Appetite:** This refers to the level of risk the College is willing to tolerate or accept in the pursuit of its objectives. When considering threats, risk appetite defines the acceptable level of exposure deemed tolerable or justifiable by the College; when considering opportunities, risk appetite defines how much the College is prepared to actively put at risk in order to realise potential or expected benefits.
- **Risk Exposure:** The calculated level of risk which the organisation is exposed to in pursuit of its objectives.
- **Risk Owner:** this is the person, persons or entity in authority who is accountable for the effective management of a risk.

## Roles and Responsibilities

2.4 To be effective, the risk process is recognised as the responsibility of the Board of Management and of all members of staff and will integrate with College operating requirements.

Owner	Role
<p><b><u>Board of Management</u></b></p> <ul style="list-style-type: none"> <li>• <i>Has a fundamental role to play in the management of risk</i></li> </ul>	<ul style="list-style-type: none"> <li>• Provide authority and responsibility for the establishment, maintenance, support and evaluation of the Risk Management Strategy</li> <li>• Set the tone and promote a positive risk culture within the College</li> <li>• Delegate the overall implementation of risk management to the SMT</li> <li>• Have knowledge of the significant risks facing the College</li> </ul>
<p><b><u>Audit Committee</u></b></p> <ul style="list-style-type: none"> <li>• <i>Has a fundamental role to play in the review and management of risk</i></li> </ul>	<ul style="list-style-type: none"> <li>• To ensure compliance with corporate governance requirements</li> <li>• To review the Strategic Risk Register and approve for presentation to the Board</li> <li>• To review internal processes and systems and work closely with internal and external auditors to obtain reports on these</li> </ul>
<p><b><u>Senior Management Team</u></b></p> <ul style="list-style-type: none"> <li>• <i>Support and implement policies approved by the Board of Management.</i></li> <li>• <i>The Senior Management Team consists of the Principal, Vice Principals, Assistant Principals and Directors.</i></li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of Risk Management Strategy</li> <li>• Overall co-ordination of risk management</li> <li>• Promotion of a holistic approach to risk management</li> <li>• To review the probability and impact assessments of risks on a regular basis</li> <li>• Ensure appropriate levels of awareness throughout the College</li> </ul>
<p><b><u>College Management Team</u></b></p> <ul style="list-style-type: none"> <li>• <i>Encouraging and embedding good risk management practice</i></li> </ul>	<ul style="list-style-type: none"> <li>• Co-ordinating and ensuring that the operational objectives are implemented in line with the Risk Management Strategy</li> </ul>

Owner	Role
<p><i>within their area of activity.</i></p> <ul style="list-style-type: none"> <li><i>The College Management Team consists of all those managers who are directly line managed by SMT.</i></li> </ul>	<ul style="list-style-type: none"> <li>Have an awareness and understanding of risks which fall into their area of responsibility, the impacts these may have, and monitor outcomes against the risks identified ensuring that response plans detail corrective action to minimise risk</li> <li>Report any new risks identified or failures of existing control measures to SMT</li> <li>Report on current 'active' risks highlighting mitigating actions and effect towards risk reduction</li> </ul>
<p><b><u>College Staff</u></b></p> <ul style="list-style-type: none"> <li><i>Encouraging and embedding good risk management practice within their area of activity</i></li> </ul>	<ul style="list-style-type: none"> <li>Understand their accountability for individual risks</li> <li>Understand how they can enable continuous improvement of risk management and risk awareness</li> <li>Report systematically and promptly to a member of the College Management Team or Senior Management Team any perceived new risks or failures of existing control measures</li> </ul>
<p><b><u>Internal/External Audit</u></b></p> <ul style="list-style-type: none"> <li><i>Ensuring the effectiveness of organisational and financial control systems, including monitoring performance against quality assurance standards.</i></li> </ul>	<ul style="list-style-type: none"> <li>To review risks and limitations of existing control measures</li> <li>To review the adequacy of internal control systems designed to minimise risk</li> <li>To make appropriate recommendations following on from any internal / external audit reports to the SMT, which will effectively improve systems of control</li> </ul>

## Partnership and Projects

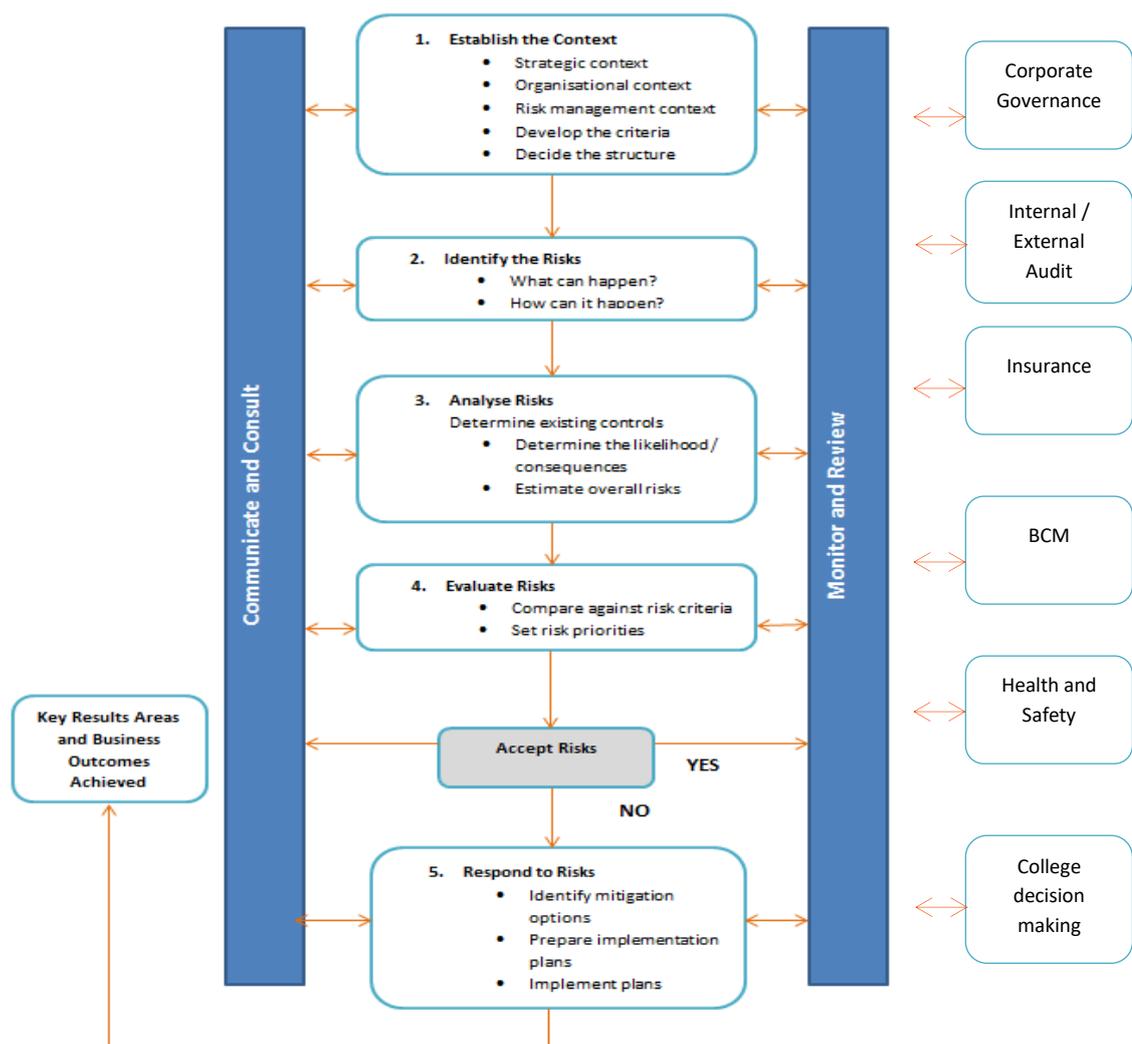
2.5 For the College, it is important to ensure partnerships and projects are considered in a Risk Management context, as well as core services. Where the College is involved in strategic projects and partnerships, it will look to develop joint risk management practices with relevant partners as required.

### 3. Risk Management Framework

3.1 The overall responsibility for ensuring the College has effective risk management framework is with the Board of Management but this is implemented and co-ordinated by the College Senior Management Team (SMT). Risk management at the College is closely aligned to corporate governance, internal/external audit, business continuity management (BCM), insurance, health and safety and occupational health and safety arrangements. These different elements act as support mechanisms for the delivery of the Risk Management Strategy at the College. Internal and external audit also plays a key role in scrutinising the mitigations and controls implemented by the College.

Figure 1 below summarises the overall College risk management framework:

Figure 1 - Risk Management Framework



## **Code of Corporate Governance**

3.2 The Board of Management is ultimately responsible for the College's system of internal control and for reviewing its effectiveness. Such a system is designed to manage rather than eliminate the risk of failure to achieve the College strategic priorities and can only provide reasonable and not absolute assurance against material misstatement or loss.

3.3 The Board of Management has delegated the day-to-day responsibility to the Principal, as Chief Executive, for maintaining a sound system of internal control that supports the achievement of the College's policies, aims and objectives, whilst safeguarding the public funds and asset.

## **Internal / External Audit**

3.4 Internal audit will assess the effectiveness of the College's internal controls and review risk management as part of the Corporate Governance arrangements. Internal audit will use the information on the Strategic Risk Register to inform their annual audit plan.

3.5 External audit will annually undertake an overall review of the corporate governance arrangements and processes of internal control in place at the College. Based on their audit work and the findings made by the internal auditors they will form an opinion on adequacy of the systems in place to comply with corporate governance requirements.

## **Insurance**

3.6 Insurance is one method the College uses to transfer risk. The implementation of an effective Risk Management Strategy will have an impact upon the premiums paid by the College. The prevalence of insurance claims will need to be monitored as these will have a bearing on the Strategic Risk Register.

### **Business Continuity Management (BCM)**

3.7 Business continuity underpins risk management and is concerned with how the College can overcome disruption in the event of an adverse incident or situation and continue to deliver key services at an agreed, pre-determined level. It is the low probability/high impact risks that if they occurred could result in the failure of key services or systems.

### **Health and Safety**

3.8 There are clear and well-established links between the health and safety and risk management. The College is committed to achieving best practice in health and safety management and is fully committed to controlling risk and preventing harm to people.

3.9 The College will use the guidance in Managing for Health and Safety at Work (MFHS), which supports the model of managing health and safety with a 'Plan, Do, Check and Act' approach. This model helps to achieve a balance between the systems and behavioural aspects of management.

3.10 The Board of Management has a primary objective to ensure health and safety is integrated into the College's core business management activities and that suitably resourced health and safety management systems are implemented which are also influenced by risk management arrangements.

### **Risk Implications – Decision Making Process**

3.11 Effective risk management is crucial to the achievement of the College's Strategic Priorities and the success of the strategic operation and provision of College services. It is important to recognise that there are risks associated with decisions taken in respect of the delivery of College business.

3.12 The nature, impact and probability of these risks will vary depending on a wide range of circumstances or potential outcomes.

## 4. Risk Management Process and Approach

4.1 Risk management is a cyclical process – new risks emerging while old risks become obsolete – and is based upon the following basic workflow:

- a) Identification of Risks
- b) Risk Assessment and Evaluation
- c) Plan Mitigations
- d) Monitor and Control

4.2 The following sections explain in detail what each of the above steps require the College to undertake.

### Identification of Risks

4.3 The first step in the risk management process is risk identification. The process of risk identification will vary depending on context and the level at which risks are being assessed. For example, at organisational level, strategic risks should correlate with the key college objectives linked to the College Strategy 2019-2025 and should therefore be identified as part of the College planning process, which is cyclical. Similarly, at departmental level, risks should align with the key objectives set out in Operational Plans and should therefore be identified early as part of the planning process. Within a project setting, key risks should be identified at the start of the project lifecycle, during the project initiation/planning phase.

4.4 A variety of methods can be used for identifying risks. For example, sessions or workshops involving key stakeholders are common approaches. At project level, risk identification may be carried out using standardised checklists which identify risks commonly associated with project-based work, or by benchmarking against similar projects undertaken in the past.

4.5 The risk management process is cyclical and therefore risk identification is not a one-off exercise; it is a continuous process which is necessary to identify new risks that had not previously arisen, but which might affect the College's ability to achieve its objectives in the area under consideration.

### **Recording the Identified Risks**

4.6 All identified risks will be recorded in the Strategic Risk Register using the College's standardised risk register template (Appendix 2). Within the Strategic Risk Register there are several fields to populate.

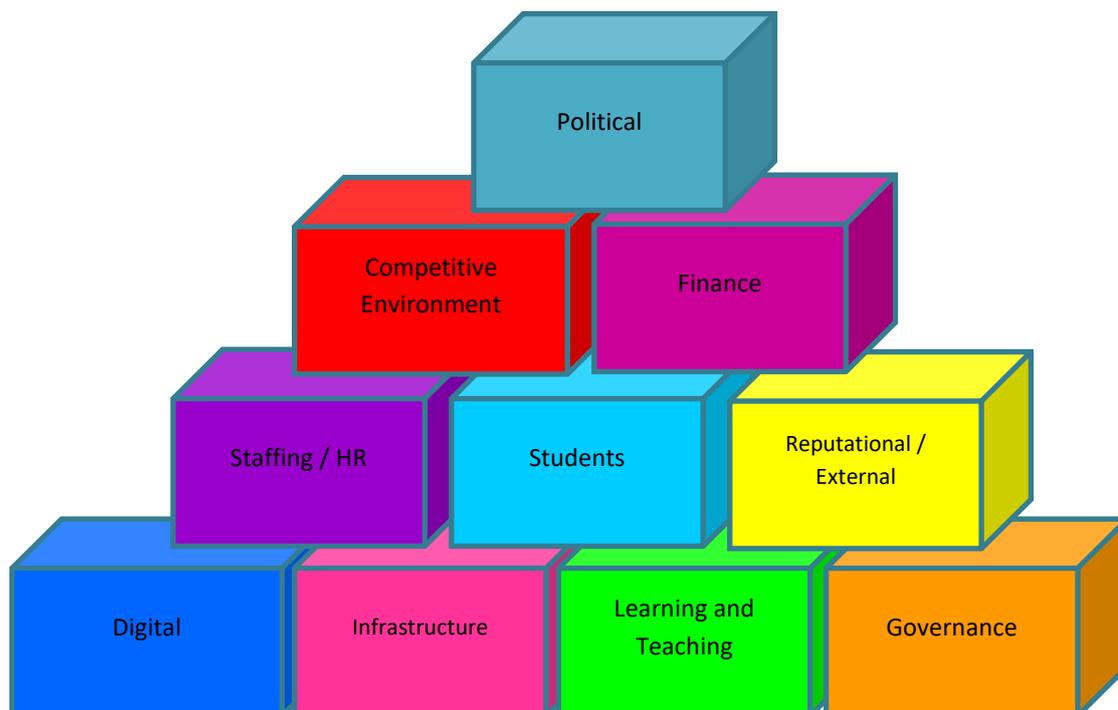
4.7 Each risk should have:

- a) A risk number and a title which should be concise but contain enough information to distinguish it from the others.
- b) A risk description containing information on the three composite parts of a risk; the cause, the risk event and the impact on the College Strategic Priorities:

'As a result of <cause/statement of fact>, there is a risk that <uncertain event> may occur, which would result in <an effect on Strategic Priorities>.

- c) A list of which of the College Strategic Objectives is impacted by the identified risk.
- d) A specific risk category. The College classifies each risk according to one of ten categories as noted in figure 2 and Appendix 2 contains a full definition of each category.

**Figure 2 – Risk Categories**



Ideally, each risk will be allocated to only one category, according to its main criteria. For example, a risk associated with carbon management might be Governance or Infrastructure depending on the College's stated priority.

- e) An indication of the proximity of the risk occurring ranging from immediate through to medium or long term.
- f) A risk owner who is a member of the Senior Management Team that has been given the responsibility and authority to manage a risk/set of risks and is accountable for doing so.

4.8 The risk category is linked to the risk appetite that the College is willing to be exposed to and the methodology for arriving at the risk appetite is explained below.

4.9 The information collected and recorded within the Strategic Risk Register to this point should enable initial assessment and scoring of the risk.

### **Risk Assessment and Evaluation**

4.10 Risk assessment and evaluation takes account of various key components.

## Risk Appetite

4.11 The next step in the risk management cycle is to establish the risk appetite level that the Board of Management is willing to accept in pursuit of its Strategic Priorities.

4.12 The College accepts that it must take risks, to some extent, in order to achieve its Priorities and to realise expected benefits. The College is committed to ensuring that all risks taken will be proactively controlled and exposure will be kept to an acceptable level. The College acknowledges that the level of exposure carried by different activities will vary and its threshold for accepting varying levels of risk will change depending on the risk area under consideration, the specific objectives involved, the subsequent activities undertaken and the projected benefits.

4.13 However, the College is clear that it will reject or closely manage any activity that has the potential to cause significant financial or reputation harm to the institution, most notably where these might endanger the College's ongoing viability, its ability to achieve its key strategic priorities or its ability to meet its regulatory and/or legal obligations.

4.14 The College defines Risk Appetite based on the following categories:

<b>Classification</b>	<b>Description</b>
<b>AVERSE</b>	Avoidance of risk and uncertainty is a key organisational objective.
<b>MINIMALIST</b>	Preference for ultra-safe business delivery options that have a low degree of inherent risk and only have a potential for limited reward.
<b>CAUTIOUS</b>	Preference for safe delivery options that have a low degree of residual risk and may only have limited potential for reward.
<b>OPEN</b>	Willing to consider all potential delivery options and choose the one that is most likely to result in successful delivery while also providing an acceptable level of reward (and value for money etc.)
<b>HUNGRY</b>	Eager to be innovative and to choose options offering potentially higher business rewards, despite greater inherent risk.

4.15 Based on these categories, the College's institutional baseline Risk Appetite is defined as 'cautious to open'. This means that, while maintaining a level of prudence, the College is generally willing to consider all options and will accept moderate levels of risk in the pursuit of its Priorities, albeit with a preference for options or activities that limit exposure, even if the rewards are likely to be similarly limited.

4.16 A full definition of the College risk appetite for each category of risk can be found at Appendix 3.

4.17 While a general appetite of cautious to open is in place, it is recognised that risk appetite will vary according to the Priorities pursued and the linked activities undertaken. For example, the College would give consideration to options or activities which carry elevated levels of risk, where it can be shown that the anticipated outcomes are realistically achievable, and likely to deliver enhanced benefits; acceptance of risk, irrespective of risk appetite, should always take account of the likely benefits an activity will deliver.

4.18 At a strategic level, risk appetite is applied to the College’s identified risk areas as follows:

	<u>Averse</u>	<u>Minimalist</u>	<u>Cautious</u>	<u>Open</u>	<u>Hungry</u>
Finance					
Political					
Governance					
Competitive Environment					
Staffing and HR					
Student					
Reputational / External					
Infrastructure					
Learning and Teaching					
Digital					

4.19 It should also be noted that risk appetite will likely vary according to context; for example, capital projects provide a different context and should be considered on individual merit, as projects are usually stand-alone, and fall out with the ‘business as usual’ activities of the College. Consequently, the College may be prepared to accept higher levels of risk for a project that will feasibly deliver transformative change or bring significant rewards.

### **Risk Scoring**

4.20 Risk scoring will be undertaken in the first instance to prioritise risks using a standard 6 by 4 semi-quantitative scale (shown in Figure 3) for risk probability and impact.

4.21 This use of a standard scoring threshold promotes consistency in risk assessment.

**Figure 3 - Risk Scoring Thresholds**

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		

4.22 When assessing impact, it is important that a holistic analysis of the categories of risk be considered, in terms of how the issue would impact on the College (a partnership, a service or a specific project). The agreed approach to the assessment of risk at the College is undertaken based on existing control measures.

4.23 When assessing probability, a consideration of historical information, external drivers, trends and statistics can be useful in determining an appropriate level.

4.24 Each risk should be allocated two risk scores, as follows:

- Gross Risk Score
- Net Risk Score

4.25 The Gross Risk Score is populated and refers to the level of risk an activity would pose if no controls or mitigating actions were in place.

4.26 The Net Risk Score refers to the level of risk remaining after controls and mitigating actions are considered and should ideally reflect the applicable risk appetite.

4.27 Risks identified within the Strategic and Operational Risk Register will be plotted on a probability impact grid, as shown in figure 4 below, to provide a pictorial representation of risk exposure. Risks which fall into the upper boundary (Red RAG status) will be considered as critical for management attention and as greater than

the acceptable risk appetite. Efforts will be made to reduce risk exposure below the upper boundary.

**Figure 4 - Risk Probability Impact 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
		1	2	3	4
		Negligible	Marginal	Critical	Catasrophic

4.28 Risks with low probability but high impact scores will be elevated for attention of the Board. Risk response plans will be developed which seek to reduce the potential impact of the risk.

### **Plan Mitigations**

4.29 When considering the appropriate risk response, the controls already in place should be recorded under Controls in the Strategic Risk Register and potential mitigating actions should be identified, where applicable (i.e. where a risk requires treatment).

4.30 Mitigations actions should change or reduce either the probability of a risk materialising, or its impact if it does (or both) and they should also be recorded in the Strategic Risk Register assigned a responsible person/lead and set a target date for completion.

4.31 Taking account of the mitigations the Gross Risk Score should be re-assessed and revised, and a Net Risk Score agreed. The Net Risk Score should not be higher than the Gross Risk Score (either in terms of impact, or probability, or both), because again, it refers to the level of risk remaining after controls and mitigating actions are considered.

4.32 After mitigations and risk scores have been identified, the planning process is effectively complete, and the agreed plans should be taken forward for implementation.

4.33 Control strategies / plans may align with the categories below:

**Figure 5 – Risk Mitigation Measures**

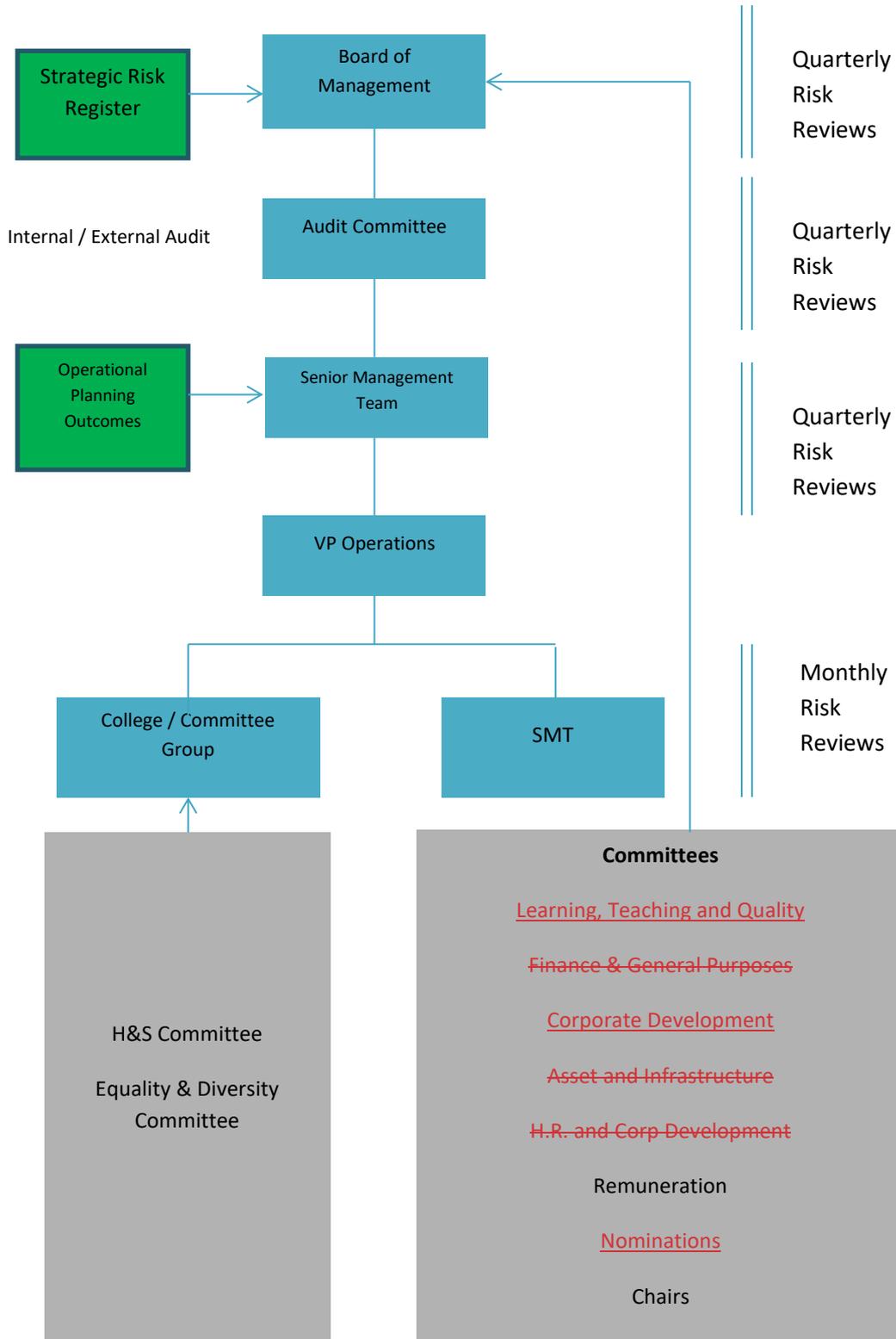
Risk Response	Commentary
<p><u>Tolerating or Accepting the Risk:</u></p>	<p><del>The exposure may be tolerable without any further action being taken. It may be supplemented by contingency planning for handling the impacts that will arise if the risk is realised</del></p> <p><u>It is rarely possible or economically desirable to remove all risks entirely and, unless Terminated, all risks will eventually be accepted at some level. In addition, there are some risks over which the College has little or no control and some for which any management actions would be prohibitive in terms of resource; yet for valid reasons the College will continue with the activity. The important point is that these risks are identified, clearly understood and monitored. This option is frequently accompanied by a contingency plan for dealing with the impact that will arise if the risk is realised.</u></p>
<p><u>Transfer or sharing the Risk:</u></p>	<p><del>Transfers the risk to a third party. Be aware that the entirety of a risk is practically impossible to transfer</del></p> <p><u>Some risks can be transferred to another body or organisation, for example- insurance, contractual arrangements, outsourcing and, partnerships.. Realistically, transferring all of a risk is extremely difficult to achieve effectively and is often confused with action ownership (where the risk is owned by entity A (who feels the pain if the risk comes about) but action to mitigate or control the risk lies with entity B. If the risk is Transferred, then care needs to be taken that the risk is actually transferred. However, some risks (for example reputation) cannot be transferred. It is important that how (to whom) the risk has been transferred.</u></p>

<p><b><u>Terminating or Avoiding the risk:</u></b></p>	<p><del>Some risks are only treatable by terminating an activity. Alternative plans and/or processes will require developing. Although unusual, it may be that a particular risk cannot be adequately controlled or transferred and the consequence or likelihood of such a risk being realised is such that it cannot be accepted. In this case the only course of action may be to eliminate the risk by ending all or part of a particular activity. In some instances, this may involve temporary suspension of an activity until the likelihood and/or impact of the risk has reduced for external reasons.</del></p>
<p><b><u>Treating or Controlling the Risk:</u></b></p>	<p><del>Action is taken to constrain the risk to an acceptable level. This includes reducing the probability of occurrence and/or the impact of the risk. It is usually possible to control a risk to an acceptable level and this is achieved by building control mechanisms into operational activities. Whichever strategy is adopted it is important that the controls are proportionate and cost effective. Where the decision is taken to mitigate a risk by introducing control measures it is also important that the operation is not impeded by over controlling in an attempt to completely eliminate a threat risk or realise an opportunity.</del></p>
<p><b><u>Take</u></b></p>	<p><del>Implement actions to exploit the identified opportunity</del></p>

## **Monitor and Control**

- 4.34 Risks should be monitored and controlled on an ongoing basis as part of the Risk Management Process. Responsibility for monitoring and control lies with the Risk Owner and should be ongoing at the appropriate levels.
- 4.35 Each element of the Strategic Risk Register should be revisited on an ongoing basis; for example, mitigating actions should be regularly reviewed for their impact and effectiveness in controlling the risk and in reducing the risk score. Where a mitigating action is complete, it should be removed from the relevant column and where appropriate, referred to under Controls. Where a risk score has escalated, action should be taken to identify and implement control measures in order to reduce the risk score.
- 4.36 Reporting arrangements also provide an additional level of monitoring and control. At College level, the Board of Management will receive a high-level report on risk at each meeting. The report will provide a summary update on the risks included in the Strategic Risk Register, giving current risk scores and notification of any significant changes.
- 4.37 Each Board Committee will receive a report on all strategic risks for their consideration and review based upon the business undertaken at each Committee meeting.
- 4.38 The College Senior Management Team will receive reports on risk for the Strategic Risk Register. Risks at departmental level will be monitored and controlled as part of the operational planning process.

4.39 It is the responsibility of the SMT to highlight risks within their Directorates that are considered to have strategic significance. The College reporting framework is outlined below:



## 5. Measuring the Effectiveness of the Risk Management Process

### Internal Audit

5.1 As indicated, the Audit Committee must be satisfied as to the College's risk management arrangements and will receive the Strategic Risk Register at each of its meetings. The overall College risk management framework (of which this document is part) is also subject to review by the College's internal auditors both formally through the internal audit process and through the auditor's reliance on the College Strategic Risk Register in formulating Audit Needs Assessment. The College's external auditor also take account of the College Strategic Risk Register in planning their work.

### Review of Procedures

5.2 This Strategy will be reviewed at every three years and presented to the Board of Management for approval.

## Appendix 1: Categories of Risk

<u>Category</u>	<u>Description of Risk</u>
<b>1) Political</b>	Those affecting the College Strategic Priorities normally at a national political level.
<b>2) Competitive Environment</b>	Those affecting the competitiveness of the College to deliver its services in terms of cost, quality, ability to deliver best value and to attract customers / partners to the College.
<b>3) Finance</b>	Those related to financial planning and control and the adequacy of insurance cover.
<b>4) Staffing and HR</b>	Those affecting the recruitment, retention and morale of staff.
<b>5) Students</b>	Those affecting the recruitment, retention, attainment and morale of students.
<b>6) Reputational / External</b>	Those affecting the reputation of the College and/or external partnerships / projects / community in which the College is involved.
<b>7) Digital</b>	Those affecting the ability of the College to deliver the objectives set out in its Digital Strategy.
<b>8) Infrastructure</b>	Those affecting the College's physical assets including buildings and IT systems.
<b>9) Learning and Teaching</b>	Those affecting the successful delivery of the College's curriculum including student experience, performance and associated ROA targets.
<b>10) Governance</b>	Those that impose requirements on the College which could affect priorities / funding / reputation.

## Appendix 2 – Example of Format - College Strategic Risk Register Entry

<b>Risk number</b>	<b>05</b>	<b>WCS 4</b>
<b>Risk description</b>	<b><u>SFC Regional Outcome Agreement</u></b> Failure to deliver SFC Regional Outcome Agreement targets at a time of limited resource results in future credit and/or funding adjustments.	
<b>Link to the Strategic Priority</b> <i>Refers to the relevant Strategic Priority.</i>	1.2 2.1 3.2 3.4	
<b>Risk category / appetite</b>	Learning and Teaching	Open
<b>Proximity</b>	Long-term	
<b>Impact/Likelihood</b>	5 x 4	
<b>Gross Risk Score</b>	<b>20</b>	
<b>Controls</b> <i>A control is a framework in place to mitigate the risk.</i>	1) Positive engagement with SFC in relation to ROA development and monitoring for current and future years. Internal audit of ROA process indicated robust planning arrangements in place regarding development of ROA.	
	2) Effective internal monitoring and reporting procedures in place, including operational planning process, and monitoring through the Board of Management and all Committees.	
	3) Good working relationships with local authorities and schools in order to access attainment funding in support of College activities in this area.	
	4) Detailed curriculum development planning and review process which has been subject to positive review by internal audit.	
<b>Net Risk Score</b>	<b>12</b>	
<b>Trend</b>	↔	
<b>Risk Owner</b>	Principal	

## Appendix 3 – Risk Appetite Statement

The College's approach is to minimise its exposure to Finance, Political and Governance risks, whilst accepting and encouraging an increased degree of risk in pursuit of its mission and objectives. It recognises that its appetite for risk varies according to the activity undertaken, and that its acceptance of risk is subject always to ensuring that potential benefits and risks are fully understood before developments are authorised, and that sensible measures to mitigate risk are established.

The College's appetite for risk across its activities is provided in the following statements:

### **(3) Finance**

The College aims to maintain its long-term financial viability and its overall financial strength. Whilst targets for financial achievement will be challenging the College has a minimalist appetite for risk that puts in peril the long-term sustainability of the College.

### **(1) Political**

The College aims to make a significant, sustainable, and socially responsible contribution to the West of Scotland and to Scotland through education, knowledge exchange and operational activities. It recognises that this should involve a cautious approach to political risk and is comfortable in accepting this risk subject always to ensuring that potential benefits and risks are fully understood before developments are authorised and that sensible measures to mitigate risk are established.

### **(10) Governance**

The College places great importance on governance, and has no appetite for any breaches in statute, regulation, professional standards, bribery or fraud. It wishes to maintain accreditations related to courses or standards of operation and has cautious appetite for risk relating to actions that may put accreditations in jeopardy.

***The above statements take priority over the statements of areas of risk appetite below.***

### **(2) Competitive Environment**

The College wishes to be amongst the leaders in transforming knowledge, ideas, skills and expertise into teaching, innovation and enterprise, thereby enriching our stakeholders and wider society. It recognises that developing this may involve an increased degree of risk and is comfortable in accepting this risk subject always to ensuring that potential benefits and risks are fully understood before developments are authorised and that sensible measures to mitigate risk are established.

#### **(4) Staffing and HR**

The College aims to value, support, develop and utilise the full potential of our staff to make the College a stimulating and safe place to work. It places importance on a culture of equality and diversity, dignity and respect, collegiality, annual reviews, the development of staff, and the health and safety of staff, students and visitors. It recognises that in fulfilling the potential of the College staff, this may involve an increased degree of risk and is comfortable in accepting this risk subject always to ensuring that potential benefits and risks are fully understood before any deviation from its standards in these areas are authorised and that sensible measures to mitigate risk are established.

#### **(5) Student**

The College aims to ensure that we recruit the correct student onto the correct course, retain those students and ensure that they have a productive time at College. It recognises that in order to compete with other institutions that it must accept an increased degree of risk in order to attract and retain those students. It is comfortable in accepting this risk subject to a) limitations imposed by ethical considerations, and b) ensuring that potential benefits and risks are fully understood before developments are authorised and that sensible measures to mitigate risk are established.

#### **(6) Reputational / External**

It is regarded as critical that the College preserves its high reputation whilst at the same time it is open to exploring new / innovative external partnerships. The College has an open appetite for risk in the conduct of any of its activities that puts its reputation in jeopardy, could lead to undue adverse publicity, or could lead to loss of confidence by the political establishment and funders of its activities.

#### **(8) Infrastructure (including estate projects, IT and equipment)**

Major change activities are required periodically to develop the College, and to adapt to changes in the regulatory and technological environment and in the nature and conduct of the College's activities. The College expects such changes to be managed according to best practice in project and change management but given the operating environment in which it operates has open appetite for investment in this area where the benefits can be shown to outweigh the costs.

## **(9) Learning and Teaching**

The College wishes to stimulate students to develop a wish to engage in lifelong learning, encourage an independent attitude and an aspiration to achieve success. It recognises that this should involve an increased degree of risk in developing education and the student experience and is comfortable in accepting this risk subject always to ensuring that potential benefits and risks are fully understood before developments are authorised and that sensible measures to mitigate risk are established.

## **(7) Digital**

The College wishes to be at the leading edge in the digital arena and wishes to grow its digital ambitions. It recognises that that this will involve an increased degree of risk in developing digital solutions and is comfortable in accepting this risk subject to a) limitations imposed by financial considerations, and b) ensuring that potential benefits and risks are fully understood before developments are authorised and that sensible measures to mitigate risk are established.

## Appendix 4 – Equality Impact Assessment

**Name of policy/procedure/decision: Risk Management Strategy**

**Provide a brief summary of the aims of the policy/procedure/decision and main activities:**

This Strategy has been developed to Integrate risk management into the culture of the College and to manage risk in accordance with best practice.

**Assessed By:** Clare Fraser **Date:** 21 December 2020

**This stage establishes whether a policy, procedure or decision will have a differential impact from an equality perspective on people who share protected characteristics or whether it is “equality neutral” (i.e. have no effect either positive or negative).**

**1. Who will benefit from this (students/staff/stakeholders)? Is there likely to be a positive impact on people who share protected characteristics, and if so, how? Or is it clear at this stage that it will be equality “neutral”? i.e. will not have a differential impact on any equality group/s?**

This Strategy has limited relevance to equality, diversity and inclusion and there is no indication of a differential impact on protected groups.

**2. Is there likely to be an adverse impact on people who share protected characteristics? If so, who may be affected and why? Or is it clear at this stage that it will be equality “neutral”?**

There is no likelihood of an adverse impact – equality neutral.

**3. What action will you take to ensure that you are monitoring the impact of this policy?**

In the event of any risks involving equality and diversity, the Director OD & HR and/or the EDI Manager will be involved to ensure that best practice guidelines are followed.



# **Strategic Risk Register**

**Proximity:** when might the risk occur.

Description	Timing
Immediate	Now
Medium-term	Within three to six months
Longer-term	Greater than six months

**Impact:** this is the estimated effect of the risk on the Strategic Priorities.

Impact	Criteria	
Catastrophic	4	Significant and unacceptable impact on objectives that would require a material change to approach, procedure or process.
Critical	3	Moderate impact on Priorities that may require minor changes in approach, procedure or process.
Marginal	2	Minor impact on Priorities, which requires little overall change in approach.
Negligible	1	No real impact on achieving Priorities.

**Probability:** this is the estimated chance of the risk occurring.

Likelihood	Criteria	
Almost certain	6	Extremely likely to occur
Very likely	5	Almost certain to occur
Likely	4	Most likely to occur than not
Possible	3	May occur
Very unlikely	2	Unlikely to occur
Remote chance	1	Extremely unlikely to occur

**Risk Score:** Impact x Probability

Impact		Result			
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
		1	2	3	4
<b>Probability</b>		Negligible	Marginal	Critical	Catastrophic

**Risk Score:** the overall risk level.

Risk level	Score	Description
High	16 - 24	Unacceptable level of risk exposure that requires a review of controls and immediate mitigating action
Medium	6 - 15	Acceptable level of risk exposure subject to regular monitoring
Low	1 - 5	Acceptable level of risk exposure subject to periodic monitoring

**Net Risk Score:** the overall risk level after controls and mitigating actions are put in place

**Trend:** after controls and mitigating actions are considered

↑	New or increasing risk
↔	No change to risk
↓	Declining risk

## Risk Appetite

	Averse	Minimalist	Cautious	Open	Hungry
Finance					
Political					
Governance					
Competitive Environment					
Staffing and HR					
Student					
Reputational / External					
Infrastructure					
Learning and Teaching					
Digital					

Classification	Description
<b>AVERSE</b>	Avoidance of risk and uncertainty is a key organisational objective.
<b>MINIMALIST</b>	Preference for ultra-safe business delivery options that have a low degree of inherent risk and only have a potential for limited reward.
<b>CAUTIOUS</b>	Preference for safe delivery options that have a low degree of residual risk and may only have limited potential for reward.
<b>OPEN</b>	Willing to consider all potential delivery options and choose the one that is most likely to result in successful delivery while also providing an acceptable level of reward (and value for money etc.).
<b>HUNGRY</b>	Eager to be innovative and to choose options offering potentially higher business rewards, despite greater inherent risk.

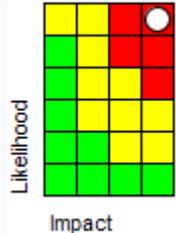
# Top 5 Strategic Risk Summary

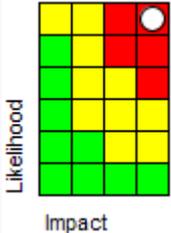


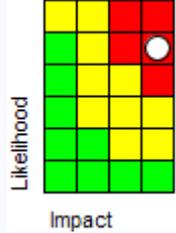
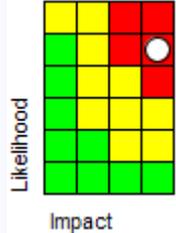
Risk No.	Risk Title	Risk Description	Proximity	Prior	Current	Trend since last report
01 WCS01	SFC Funding and Funding Methodology	Inability to clearly forecast the volatility and impact of SFC funding and funding methodology changes in relation to core-grant-in-aid, credit activity model; reduction in European funding; student support funding and estates maintenance.	Immediate	24	24	
02 WCS03	Estate Strategy	Failure to deliver Estate Strategy 2016-2026 objectives due to business cases for development of estate being delayed, with this having a resultant negative impact on the ability of the College to recruit students, retain staff and address legislative requirements.	Longer-term	20	20	
03 WCS02	Estate and IT Investment	Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure resulting in increased maintenance costs or loss of students due to failing facilities.	Medium-term	20	16	
04 WCS07	Impact upon Business Continuity Planning of Covid-19 pandemic	A material interruption to the service delivery of the College caused by inadequate business continuity planning, resulting in failure to delivery learning and teaching and achievement of required funding outcomes.	Medium-term	24	15	
05 WCS11	Alternative Income Growth	An inability to generate consistent levels of alternative income or to grow alternative income streams due to impact of external factors impacting College delivery plans results in loss of income and failure to deliver College ROA objectives.	Longer-term	18	15	

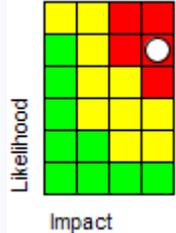
# Corporate Strategic Risk Register

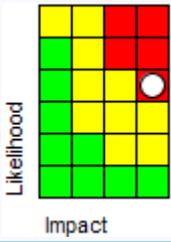
Generated on: 26 February 2021

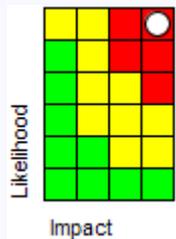
<b>Risk Code &amp; Title</b>	01 WCS01 SFC Funding and Funding Methodology	
<b>Risk Summary</b>	Inability to clearly forecast the volatility and impact of SFC funding and funding methodology changes in relation to core-grant-in-aid, credit activity model; reduction in European funding; student support funding and estates maintenance.	
<b>Risk Category</b>	Finance	
<b>Risk Appetite</b>	Minimalist	
<b>Proximity</b>	Immediate	
<b>Probability &amp; Impact</b>	6	4
<b>Gross Risk Score</b>	24	 <p>A 5x5 grid risk matrix with 'Likelihood' on the vertical axis and 'Impact' on the horizontal axis. The grid is color-coded: green for low risk, yellow for medium risk, and red for high risk. A white circle is placed in the top-right cell (High Likelihood, High Impact).</p>
<b>Mitigating Controls</b>	Detail of 2020–21 SFC core funding for teaching, estate and student funding confirmed. Ongoing engagement with SFC on funding for estate investment and support for voluntary severance programme.	
	College Transformation Plan agreed with SFC to take effect from 2020–21 onwards and funding / credit level confirmed by SFC to support this. Requirement for College to deliver 2020–21 curriculum activity in accordance with the agreed Business Transformation Plan. Further discussions to take place with the SFC regarding the curriculum delivery model required for 2021–22 in order to meet Transformation Plan requirements.	
	Estates Strategy 2016–2026 includes objective to improve / rationalise the College estate utilising estate maintenance funding. Annual Estate Strategy update provided to the relevant Board Committee which includes progress towards achievement of objectives. The Estates Strategy is currently being refreshed and the current plan is that an update will be provided to the Corporate Development Committee later in 2021, assuming lockdown restrictions ease and enable engagement with staff and students to take place.	
	Commercial Development and Credit Group monitor current and future curriculum delivery plans including credit delivery and staffing requirements. Report provided to each SMT meeting on credit activity.	
	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.	

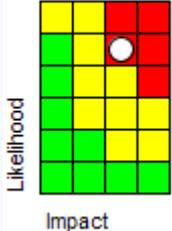
	<p>During 2020 the College undertook a review of the possible impacts of Brexit on College operations. This review was discussed at senior management level and with relevant Board Committees. At this early stage the Brexit transition has not immediately impacted on College funding, however this will require to be kept under review as EU funding streams will expire over the coming period and alternative funding and the nature of it remains to be confirmed by Government.</p> <p>The College is a member of a sector working group on Brexit allowing access to latest intelligence specific to the College sector. The College continues to consider and review developments especially in relation to students / staff and access to exchange programme funding.</p> <p>On-going liaison with SFC on future funding arrangements post 31 July 2023 when current ESF funding is due to end.</p> <p>Break-even adjusted operating position (excluding the costs of voluntary severance) budget approved for 2020-21 by the Board of Management on 20 July 2020 along with 3-year financial scenario plan. 2020-21 forecast is monitored by SMT and quarterly by the Board of Management through provision of management accounts.</p>	
<b>Probability &amp; Impact Scores</b>	6                      4	
<b>Net Risk Score</b>	24	
<b>Trend</b>		
<b>Managed By</b>	Vice Principal Operations; Vice Principal Educational Leadership	

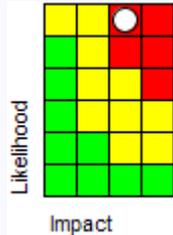
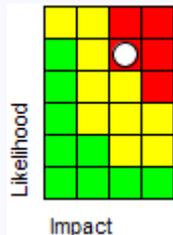
<b>Risk Code &amp; Title</b>	02 WCS03 Estate Strategy	
<b>Risk Summary</b>	Failure to deliver Estate Strategy 2016–2026 objectives due to business cases for development of estate being delayed, with this having a resultant negative impact on the ability of the College to recruit students, retain staff and address legislative requirements.	
<b>Risk Category</b>	Infrastructure	
<b>Risk Appetite</b>	Open	
<b>Proximity</b>	Longer-term	
<b>Probability &amp; Impact</b>	5	4
<b>Gross Risk Score</b>	20	
<b>Mitigating Controls</b>	Board approved Estate Strategy 2016–2026, with the relevant Board Committee receiving an annual implementation update which highlights the need for required estate investment for consideration by SFC and Scottish Government on an ongoing basis. The Estate Strategy is currently being refreshed and the current plan is that an update will be provided to the Corporate Development Committee later in 2021, assuming lockdown restrictions ease and enable engagement with staff and students to take place.	
	Outline Business Cases for Paisley and Greenock estate submitted to the SFC. Update on progress made in relation to OBCs made to each Corporate Development Committee meeting including engagement with SFC and local councils. The College has now received funding from the SFC to undertake a refresh of the Greenock OBC during 2021. During February 2021 SFC have also provided the College with a draft scope and timeline for a curriculum review exercise to be undertaken with partners, with this being stated as a requirement by SFC to progress the Paisley OBC further – the scope is currently under review.	
	Update report provided to each meeting of the Corporate Development Committee which indicates how the College has prioritised the use of SFC estate maintenance funding to address the College 2019 Estate Condition Survey results.	
	Corporate Development Committee receive an Update Report at each meeting on College engagement with stakeholders including SFC, Scottish Futures Trust, local councils and other key stakeholders.	
<b>Probability &amp; Impact Scores</b>	5	4
		
<b>Net Risk Score</b>	20	
<b>Trend</b>		
<b>Managed By</b>	Vice Principal Operations	

<b>Risk Code &amp; Title</b>	03 WCS02 Estate and IT Investment	
<b>Risk Summary</b>	Failure to secure adequate estates maintenance / capital funding for future investment or refurbishment of IT and physical infrastructure resulting in increased maintenance costs or loss of students due to failing facilities.	
<b>Risk Category</b>	Infrastructure	
<b>Risk Appetite</b>	Open	
<b>Proximity</b>	Medium-term	
<b>Probability &amp; Impact</b>	5	4
<b>Gross Risk Score</b>	20	
<b>Mitigating Controls</b>	Corporate Development Committee receive reports on levels of SFC estate maintenance funding and planned level of expenditure compared to need, and how the College is prioritising the use of the amount allocated to it.	
	The College regularly engages both formally and informally with both Renfrewshire and Inverclyde Councils and wider partners to discuss opportunities for development of College facilities. Update report on progress provided to Corporate Development Committee at each meeting.	
	The College completed an estate condition survey in 2019 to provide up to date information of the investment required to bring the estate to Condition B status and to maintain it at this level. A presentation on the 2019 results was made to March 2020 A&I Committee and the detail of this provided to the Board of Management. SFC have received a copy of the condition survey report and presentation for their information as well as being updated by the Vice Principal Operations. A Board of Management development session to consider estates challenges and opportunities was undertaken on 28 October 2020 with the outcomes being reported to the December 2020 A&I Committee along with the next steps.	
	Outline Business Cases for Paisley and Greenock submitted to the SFC following Board of Management approval. College has agreed in principle with the SFC to proceed with wider curriculum horizon scanning exercise to allow the College to provide holistic approach to curriculum delivery across the regions it serves. The College has now received funding from the SFC to undertake a refresh of the Greenock OBC during 2021. During February 2021 SFC have also provided the College with a draft scope and timeline for a curriculum review exercise to be undertaken with partners, with this being stated as a requirement by SFC to progress the Paisley OBC further – the scope is currently under review.	
	College Estate Strategy 2016–2026 submitted to SFC highlighted significant need of investment in College. Annual update report on implementation and progress provided to Corporate Development Committee. SFC formally updated at least twice a year on estate challenges faced by the College.	

<b>Probability &amp; Impact Scores</b>	4                      4	
<b>Net Risk Score</b>	16	
<b>Trend</b>		
<b>Managed By</b>	Vice Principal Operations	

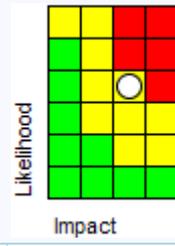
<b>Risk Code &amp; Title</b>	04 WCS07 Impact upon Business Continuity Planning of Covid-19 pandemic	
<b>Risk Summary</b>	A material interruption to the service delivery of the College caused by inadequate business continuity planning, resulting in failure to delivery learning and teaching and achievement of required funding outcomes.	
<b>Risk Category</b>	Reputational/External	
<b>Risk Appetite</b>	Open	
<b>Proximity</b>	Medium-term	
<b>Probability &amp; Impact</b>	6	4
<b>Gross Risk Score</b>	24	
<b>Mitigating Controls</b>	<p><a href="#">Business Continuity Planning Documents on Intranet</a> and available to all staff. College incident management plan reviewed annually and updated as required. Quarterly scenario testing involving teaching and support staff facilitated by external professional risk manager from Zurich Municipal.</p>	
	<p>Under normal circumstances business continuity scenario planning sessions are undertaken on a quarterly basis with involvement from both teaching and support staff. These sessions are externally facilitated by Zurich Municipal risk staff and the sessions and lessons learned shared with staff via the Business Continuity Team page.</p>	
	<p>The impact of Covid-19 has seen the creation of a College Covid-19 response group along with an operational Mobilisation Group. Both groups include members from teaching and support staff, unions and student representatives. The work of these groups has superseded the quarterly scenario sessions for the 2020-21 year.</p>	
	<p>College Mobilisation Group continues to operate to oversee operational issues related to Covid-19. Group is chaired by the Director of Infrastructure and has representatives from staff, unions and Student Association. The Group meets weekly and reports to an Executive Group led by the Principal who oversees the overall College Covid-19 response.</p>	
	<p>Good interaction with staff, trade unions and Student Associations with regular meetings taking place and information being supplied to all parties on a timely basis normally via the College intranet, with the use of the Homeworking Times publication being key.</p>	
	<p>Continued engagement with Scottish Funding Council, Skills Development Scotland and other funding bodies to gain clarity on future funding and determine impacts upon College financial sustainability.</p>	
	<p>The College has complied with the third lockdown requirement as from 26 December 2020. Actions taken in response to the lockdown include:</p> <ul style="list-style-type: none"> <li>- continued development of online materials across all areas of learning and teaching;</li> <li>- continued dispersal of IT equipment to support students where there is an identified need;</li> <li>- engagement with SFC and awarding bodies to assess the impact of the deferral of teaching activity on student achievement of qualifications; and</li> <li>- on-going monitoring of supply chains based upon risk analysis supplied by APUC.</li> </ul>	

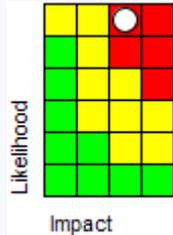
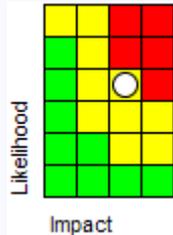
	<p>The delivery of the work streams associated with the College Digital Strategy will ensure that the needs of both students and staff are addressed in relation to learning and teaching and delivery of support services.</p> <p>The College has a strategic approach to health and wellbeing provision, in order to structure our holistic approach to health promotion we have developed the PROSPER framework. The PROSPER framework has been formed to be the backbone of our Employee and Student Health and Wellbeing Strategies launched in December 2019. The PROSPER framework is at the core of everything that we do as a College and we are confident that we have a sustainable and strategic approach which recognises different dimensions of health promotion.</p> <p>The College has a wealth of health improvement initiatives in place and through the Healthy Lives Working Group continue to have a proactive response linked to the our operating environment. The group reports to both the Equality, Diversity and Inclusion Committee and Health &amp; Safety Committees.</p> <p>Student Health and Wellbeing strategy: <a href="https://www.westcollegescotland.ac.uk/media/213570/student-health-wellbeing-strategy.pdf">https://www.westcollegescotland.ac.uk/media/213570/student-health-wellbeing-strategy.pdf</a></p> <p>Student Intranet pages for HWL: <a href="http://student.westcollegescotland.ac.uk/index.php/advice/corona-virus/">http://student.westcollegescotland.ac.uk/index.php/advice/corona-virus/</a></p> <p>Staff Health and Wellbeing strategy: <a href="https://intranet.westcollegescotland.ac.uk/reference/reference/Health%20and%20Wellbeing%20Strategy.pdf#search=prosper">https://intranet.westcollegescotland.ac.uk/reference/reference/Health%20and%20Wellbeing%20Strategy.pdf#search=prosper</a></p>
<b>Probability &amp; Impact Scores</b>	<p>5                      3</p> 
<b>Net Risk Score</b>	<p>15</p>
<b>Trend</b>	<p>↓</p>
<b>Managed By</b>	<p>Vice Principal Operations</p>

<b>Risk Code &amp; Title</b>	05 WCS11 Alternative Income Growth	
<b>Risk Summary</b>	An inability to generate consistent levels of alternative income or to grow alternative income streams due to impact of external factors impacting College delivery plans results in loss of income and failure to deliver College ROA objectives.	
<b>Risk Category</b>	Competitive Environment	
<b>Risk Appetite</b>	Open	
<b>Proximity</b>	Longer-term	
<b>Probability &amp; Impact</b>	6	3
<b>Gross Risk Score</b>	18	
<b>Mitigating Controls</b>	Alternative income plans, targets and activities developed annually as part of the Operational Planning Process and shared across the College. Income plans and ambitions are in response to requirements of College Transformation Plan objectives. Reporting and monitoring on activity and progress is subject to review by HR and Corporate Development Committee.	
	2020-21 alternative income budget and forecast agreed and monitored by the HR and Corporate Development Committee.	
	Operation planning combined with Curriculum Development Planning procedure used to identify potential opportunities for income growth.	
	The College has a detailed Budget and 3 Year Financial Plan in place in accordance with Audit Scotland requirements. The budget is reviewed monthly and the annual forecast is updated based upon the latest intelligence.	
	Commercial Development and Credit Group meet twice a month to review budget / create forecast and address challenges of delivering alternative income.	
	Update report provided to HR and Corporate Development Committee on partnership working with local employers and stakeholders.	
<b>Probability &amp; Impact Scores</b>	5	3
		
<b>Net Risk Score</b>	15	
<b>Trend</b>	↑	
<b>Managed By</b>	Vice Principal Educational Leadership	

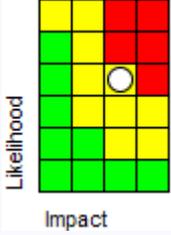
<b>Risk Code &amp; Title</b>	06 WCS04 SFC Regional Outcome Agreement	
<b>Risk Summary</b>	Failure to deliver SFC Regional Outcome Agreement targets at a time of limited resource, competition and challenging economic environment due to Covid-19, results in future credit and/or funding adjustments.	
<b>Risk Category</b>	Learning and Teaching	
<b>Risk Appetite</b>	Open	
<b>Proximity</b>	Longer-term	
<b>Probability &amp; Impact</b>	5	4
<b>Gross Risk Score</b>	20	
<b>Mitigating Controls</b>	During 2020 the College undertook a review of the possible impacts of Brexit on College operations. This review was discussed at senior management level and with relevant Board Committees. At this early stage the Brexit transition has not immediately impacted on College funding, however this will require to be kept under review as EU funding streams will expire over the coming period and alternative funding and the nature of it remains to be confirmed by Government.	
	The College is a member of a sector working group on Brexit allowing access to latest intelligence specific to the College sector. The College continues to consider and review developments especially in relation to students / staff and access to exchange programme funding.	
	On-going liaison with SFC on future funding arrangements post 31 July 2023 when current ESF funding is due to end.	
	Effective ROA monitoring and reporting procedures in place, including operational planning process, and monitoring through the Board of Management and all Committees.	
	Regular contact and review meetings with local authorities and schools to access attainment funding in support of College activities.	
	Detailed curriculum development planning and review process which was subject to positive review by internal audit.	
	Blended approach to delivery of teaching and learning including online learning allowing College to address changes in recruitment and delivery.	
	Curriculum offering is reviewed to ensure employer and student needs are met and appropriate courses delivered.	
	2020-21 Interim ROA finalised following receipt of revised SFC guidance on monitoring of 2020-21 outcomes given impact of Covid-19. Board of Management approved Interim 2020-21 ROA at February 2021 meeting and document submitted to SFC. Changes to ROA have been reported to Board of Management and individual Committees made aware of ROA objectives relevant to their remit.	
College Marketing Plan ensures that the College is seen as the place to come to be educated. Internal communication plans subject to internal audit review with limited number of recommendations for		

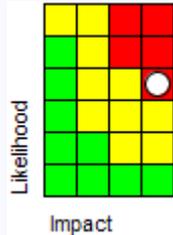
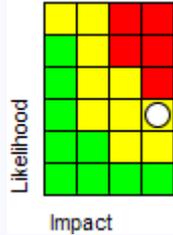
	improvement. External communications plan will be subject to an internal audit review as part of 2020-21 audit plan.	
<b>Probability &amp; Impact Scores</b>	4	3
<b>Net Risk Score</b>	12	
<b>Trend</b>	■	
<b>Managed By</b>	Chief Executive and Principal	

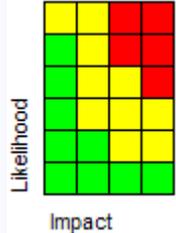


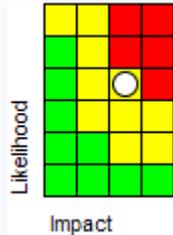
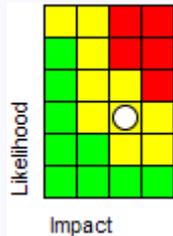
<b>Risk Code &amp; Title</b>	07 WCS05 National Pay Bargaining	
<b>Risk Summary</b>	Impact and outcome of National Pay Bargaining for both teaching and support staff has an adverse effect on either efficiency of delivery or budget.	
<b>Risk Category</b>	Staffing and HR	
<b>Risk Appetite</b>	Open	
<b>Proximity</b>	Medium-term	
<b>Probability &amp; Impact</b>	6	3
<b>Gross Risk Score</b>	18	
<b>Mitigating Controls</b>	College representation and involvement at senior level in national Employers Association and national joint negotiating committee (NJNC). Update reports provided to both SMT and Board of Management Committees.	
	Financial impact assessment / planning scenarios on the impacts of National Bargaining included within the planning of 2020–21 budget and three-year forecast. Senior staff (David Alexander / Alan Ritchie) active participants in the teaching and support national bargaining groups and therefore fully informed of impacts of national bargaining.	
	The College <a href="#">Business Continuity Plan Team Page</a> contains full information of the Policies and Practices undertaken by the organisation to address threats to the continuation of business as normal. As part of these considerations the impact of industrial action has been considered and specific action plans are in place to address any direct impacts.	
	Local trade union consultation and negotiating committees for support and teaching staff continuing to meet on a regular basis to maintain positive College industrial relations.	
	Workforce planning being carried out at departmental level based on national agreements. Results of latest round of planning incorporated into Human Resources Annual Report 2019.	
<b>Probability &amp; Impact Scores</b>	4	3
		
<b>Net Risk Score</b>	12	
<b>Trend</b>		
<b>Managed By</b>	Chief Executive and Principal	

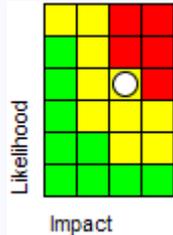
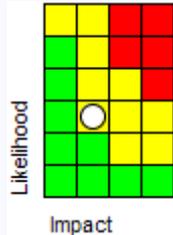
<b>Risk Code &amp; Title</b>	08 WCS06 Digital Ambitions and IT Systems	
<b>Risk Summary</b>	Failure to adequately maintain or acquire and use IT systems and infrastructure effectively results in a failure to deliver / support the digital ambitions of the College.	
<b>Risk Category</b>	Digital	
<b>Risk Appetite</b>	Hungry	
<b>Proximity</b>	Medium-term	
<b>Probability &amp; Impact</b>	4	4
<b>Gross Risk Score</b>	16	
<b>Mitigating Controls</b>	IT Strategy, Policies / Procedures and system access processes in place. The Asset and Infrastructure Committee review progress achieved in delivering the IT Strategy on an annual basis.	
	Staff and student feedback and evaluation procedures in place. Action planning in place to address issues raised through feedback mechanisms.	
	IT Contingency Plan in place with regular review and update undertaken.	
	College is renewing Cyber Essentials Plus accreditation as required. Work commencing on updating the Scottish Government Cyber Resiliency Framework.	
	The College Digital Strategy sets out our digital ambitions for the College, presented and approved by the Board of Management. Update reports are provided to Learning, Teaching and Quality Committee with regular updates provided to SMT and monthly Digital Strategy Core Group Meetings. The WCS Digital Strategy Core Group provide a basis for College digital developments and a basis for seeking required levels of Scottish Government and SFC funding to support this.	
	College is supportive of staff involvement in national negotiations and has open dialogue with trade unions at local and national levels as to how staff can be supported.	
	The College involvement in the national digital group has concluded for phase 1 generating a National Digital Ambition for Scotland's Colleges and a Route Map. In addition, one-off SFC funding of £221k in late 2020 utilised to fund purchase of IT devices for students. The National Digital SLWG phase 2 will recommence February 2021.	
	Data from major IT systems reviewed on ongoing basis to ensure that information upon which strategic decisions are based is robust and up to date.	
Systems are in place for early identification and monitoring of provision deemed to be at risk of non-completion. Enhanced internal quality assurance on qualifications progress has been in place for the whole session 2020-21. This incorporates monthly BRAG rating and selected Internal Quality Assurance panels which monitor the correct application of awarding body guidance against qualifications and will provide early flags for student groups where deferral of their qualification into 2021-22 may be deemed necessary.		

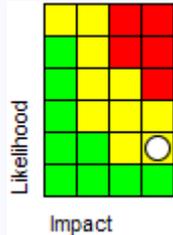
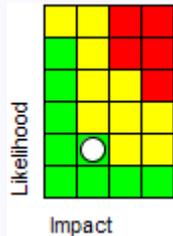
	<p>'At risk' groups are identified through course evaluation processes at curriculum level and involves scrutiny of student's outcomes for all protected characteristics and special interest groups. Monitoring of progress against targets for improvement has been strengthened during 2020–21 with the introduction of a curriculum level ROA sub report. This enables performance benchmarking at College and national level and facilitates sharing of good practice and outcomes across our teaching areas.</p>	
	<p>The College student feedback mechanisms incorporate the mandatory SFC survey, internal thematic surveys and focused discussions with special interest groups. For example, a recent survey with care experienced students was conducted via Teams discussions and the responses influence the strategy for support for this year and for future cohorts.</p>	
<b>Probability &amp; Impact Scores</b>	<p>4                      3</p>	
<b>Net Risk Score</b>	<p>12</p>	
<b>Trend</b>	<p>■</p>	
<b>Managed By</b>	<p>Vice Principal Operations</p>	

<b>Risk Code &amp; Title</b>	09 WCS15 College Transformation Plan	
<b>Risk Summary</b>	Failure to deliver the financial and/or non-financial objectives outlined in the College Transformation Plan "Future Proofing Our College".	
<b>Risk Category</b>	Governance	
<b>Risk Appetite</b>	Cautious	
<b>Proximity</b>	Longer-term	
<b>Probability &amp; Impact</b>	4	4
<b>Gross Risk Score</b>	16	
<b>Mitigating Controls</b>	<p>Transformation Plan has been developed by the College and discussed in detail with the SFC. Plan formally agreed and funding provided by SFC from 2020-21 to support this. Requirement for College to deliver the Transformation Plan from 2020-21 and reduce the level of third-party distance learning.</p> <p>Board of Management have approved the Plan and financial objectives are monitored through the F&amp;GP Committee. Board of Management monitor overall plan achievement.</p>	
<b>Probability &amp; Impact Scores</b>	3	4
		
<b>Net Risk Score</b>	12	
<b>Trend</b>		
<b>Managed By</b>	Chief Executive and Principal	

<b>Risk Code &amp; Title</b>	10 WCS16 Cyber Resilience	
<b>Risk Summary</b>	The College fails to properly prepare for either an internal or external cyber-attack due to poor procedures or system failures resulting in a loss of data, funding and/or stakeholder trust.	
<b>Risk Category</b>	Digital	
<b>Risk Appetite</b>	Cautious	
<b>Proximity</b>	Immediate	
<b>Probability &amp; Impact</b>		
<b>Gross Risk Score</b>		
<b>Mitigating Controls</b>	IT Strategy, Policies / Procedures and system access processes in place. The Asset and Infrastructure Committee review progress achieved in delivering the IT Strategy on an annual basis.	
	IT Contingency Plan in place with regular review and update undertaken.	
	College is renewing Cyber Essentials Plus accreditation as required. Work commencing on updating the Scottish Government Cyber Resiliency Framework.	
	Data from major IT systems reviewed on ongoing basis to ensure that information upon which strategic decisions are based is robust and up to date.	
	The College is currently working towards the completion of the Scottish Government Cyber Resiliency Toolkit. The toolkit will assist the College in addressing the cyber risks faced by the College. The toolkit is split into 9 areas of focus (Preparation, Identification, Reporting, Analyse and Investigate, Containment, Eradicate, Recovery, Reporting, Lessons Identified). Once complete it will generate an action plan of work to be taken to help the College implement the Scottish Public Sector Action Plan on Cyber Resilience.	
<b>Probability &amp; Impact Scores</b>	4	3
<b>Net Risk Score</b>	12	
<b>Trend</b>		
<b>Managed By</b>	Vice Principal Operations	

<b>Risk Code &amp; Title</b>	11 WCS09 Staff Relations	
<b>Risk Summary</b>	Inability to maintain positive staff relations due to internal or external factors resulting in loss of staff trust, less efficient delivery and potential industrial action.	
<b>Risk Category</b>	Staffing and HR	
<b>Risk Appetite</b>	Open	
<b>Proximity</b>	Longer-term	
<b>Probability &amp; Impact</b>	4	3
<b>Gross Risk Score</b>	12	
<b>Mitigating Controls</b>	Approved Workforce Plan in place and implementation reviewed by the HR and Corporate Development Committee.	
	Clear procedures for communication and engagement with Trade Unions and College staff verified by 2018-19 internal audit on internal communications.	
	Staff engagement sessions and staff surveys undertaken on regular basis allowing matters to be raised and issues to be addressed early.	
	Local trade union consultation and negotiation committees in place for teaching and support staff. Minutes of the meetings are provided to staff via the College intranet.	
<b>Probability &amp; Impact Scores</b>	3	3
		
<b>Net Risk Score</b>	9	
<b>Trend</b>		
<b>Managed By</b>	Chief Executive and Principal	

<b>Risk Code &amp; Title</b>	12 WCS10 Workforce Planning	
<b>Risk Summary</b>	Failure to embed Workforce Plan resulting in lack of appropriate resources and skills being developed to achieve College strategic objectives and outcomes	
<b>Risk Category</b>	Staffing and HR	
<b>Risk Appetite</b>	Open	
<b>Proximity</b>	Longer-term	
<b>Probability &amp; Impact</b>	4	3
<b>Gross Risk Score</b>	12	
<b>Mitigating Controls</b>	Board of Management approved College Workforce Plan in place and annual update report provided to HR and Corporate Development Committee.	
	Detailed teaching resource planning through use of curriculum mapping tool (CMAP)	
	Resourcing of support staff structures reviewed on an ongoing basis by Executive Management Team to ensure alignment with operational and strategic priorities.	
	ITrent HR and payroll software developed to provide staff data and reports including a College establishment report.	
	Professional Development Policies are aligned to strategic priorities.	
	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.	
	Results from staff skills survey being used to allow the College to identify and address future skills gaps.	
<b>Probability &amp; Impact Scores</b>	3	2
		
<b>Net Risk Score</b>	6	
<b>Trend</b>		
<b>Managed By</b>	Chief Executive and Principal	

<b>Risk Code &amp; Title</b>	13 WCS14 Estates Investment Works	
<b>Risk Summary</b>	Normal business activities are unduly affected due to the complexity of sequencing estates investment works	
<b>Risk Category</b>	Learning and Teaching	
<b>Risk Appetite</b>	Open	
<b>Proximity</b>	Longer-term	
<b>Probability &amp; Impact</b>	2	4
<b>Gross Risk Score</b>	8	
<b>Mitigating Controls</b>	Detailed resource planning involving all relevant parties at stage to address any issues in advance of project start date.	
	Staff resource increased though recruitment of additional Project Manager to address the significant increase in level of expenditure and complexity of projects being undertaken.	
	Well embedded project / estate team with knowledge base that allows issues to be identified and addressed.	
	Use of external professional advisors to provide oversight and critical review of proposed activities / plans.	
<b>Probability &amp; Impact Scores</b>	2	2
		
<b>Net Risk Score</b>	4	
<b>Trend</b>	↓	
<b>Managed By</b>	Vice Principal Operations	

**TITLE: BOARD MEMBER - ATTENDANCE INFORMATION**  
**2020/21**

**Recommendation:**

The Committee is invited to note the attached information.

**Lead:**

Shirley Gordon, Secretary to the Committee

### ATTENDANCE AT BOARD MEETINGS 2020/21

	5 Oct 20	14 Dec 20	1 Feb 21	22 Mar 21	14 Jun 21	Possible	Actual
Dr Waiyin Hatton (Chair from 030320)	P	P	P	P		5	
L Connolly	P	P	P	P		5	
N Allan	P	P	P	P		5	
F McKerrell	P	P	P	P		5	
S Akram	P	X	P	P		5	
J Hannigan	P	P	P	P		5	
J Henry	P	P	P	P		5	
A Hetherington ToO expired 310121	P	P				2	2
J Johnston Resigned 010121	P	P				2	2
L Johnston	P	P	P	P		5	
J Leburn	X	P	P	P		5	
J McMillan ToO expired 310121	P	P				2	2
M Newlands	P	P	P	P		5	
A Wilson	P	P	P	P		5	
S Cairney Resigned 300421	P	P	P	X		4	3
D Watson	P	P	P	P		5	
V Thompson	P	P	P	P		5	
Stefana Margarint	P	P	P	P		5	
Graeme Bold ToO started 010221			P	P		3	
Gordon Hunt ToO started 010221			P	P		3	
Grant Lyall ToO started 010221			P	P		3	
Board Attendance as a %							

**Key:** p = present; x = absent

## ATTENDANCE AT BOARD COMMITTEES 2020/21

### AUDIT COMMITTEE

	3 Sep 20	24 Nov 20 Joint mtg	3 Dec 20	11 Mar 21	20 May 21	Possible	Actual
J McMillan	P	P	P			3	3
A Hetherington	P	P	P			3	3
G Bold (co-opted)	P	P	P			3	3
W Wong (co-opted)	P	P	P	P		5	
G Bold				P		2	
Sabira Akram				P		2	
Grant Lyall				P		2	
Committee Attendance as a %							

**Key:** p = present; x = absent.

**Note:** there is a joint meeting of the Audit and Finance & General Purposes Committees held each year to consider the Financial Statements.

### CORPORATE DEVELOPMENT COMMITTEE

	9 Mar 21	1 June 21	Possible	Actual
L Connolly	P		2	
Dr Waiyin Hatton (ex officio)	P		2	
Nick Allan	P		2	
Jim Hannigan	P		2	
Linda Johnston	P		2	
John Leburn	P		2	
Angela Wilson	P		2	
Steven Cairney	P		1	1
Stefana Margarint	P		2	
David Mark (co-opted)	P		2	
Committee Attendance as a %				

**Key:** p = present; x = absent.

### LEARNING, TEACHING AND QUALITY COMMITTEE

	11 Nov 20	24 Feb 21	19 May 21	Possible	Actual
L Connolly	P	P		3	
J Henry	P	P		3	
S Cairney	P			1	1
D Watson	P	X		3	
V Thompson	P	P		3	
R Binks (co-opted)	P	P		3	
M Hamilton (co-opted)	P	P		3	
F McKerrrell	X	P		3	
G Hunt		P		2	
M Newlands		P		2	
Dr Waiyin Hatton (ex officio)	P	X		3	
Committee Attendance as a %					

**Key:** p = present; x = absent

### NOMINATIONS COMMITTEE

	11 MAY 21	Possible	Actual
Dr Waiyin Hatton (Chair)		1	
G Bold		1	
J Hannigan		1	
J Henry		1	
L Johnston		1	
D Watson		1	
V Thompson		1	
Committee Attendance as a %			

**Key:** p = present; x = absent

### REMUNERATION COMMITTEE

	5 OCT 20 Cancelled	1 FEB 21	27 APR 21	Possible	Actual
Dr Waiyin Hatton		P	P	2	
N Allan		P		1	1
J Hannigan		P	P	2	
J Henry		P	X	2	
G Bold			P	1	
M Newlands		P		1	1
A Wilson			P	1	
Committee Attendance as a %					

**Key:** p = present; x = absent

### ASSET & INFRASTRUCTURE COMMITTEE – ceased Feb 2021

	16 Sep 20	8 Dec 20	Possible	Actual
N Allan (Chair)	P	P	2	2
L Connolly	P	P	2	2
A Hetherington	P	P	2	2
J McMillan	P	P	2	2
J Johnston	P	P	2	2
Dr Waiyin Hatton (ex officio)	P	P	2	2
Committee Attendance as a %				

**Key:** p = present; x = absent

### FINANCE AND GENERAL PURPOSES COMMITTEE – **ceased Feb 2021**

	8 Sep 20	24 Nov 20	24 Nov 20 Joint mtg	Possible	Actual
J Hannigan (Chair)	P	X	X	3	1
L Connolly	P	P	P	3	3
J Leburn	P	P	P	3	3
A Wilson	X	P	P	3	2
Dr Waiyin Hatton (ex officio)	P	P	X	3	2
Committee Attendance as a %					

**Key:** p = present; x = absent

**Note:** there is a joint meeting of the Audit and Finance & General Purposes Committees held each year to consider the Financial Statements

### HR AND CORPORATE DEVELOPMENT COMMITTEE – **ceased Feb 2021**

	15 SEPT 20	4 NOV 20	Possible	Actual
M Newlands (Chair)	P	P	2	2
L Connolly	P	X	2	1
J Hannigan	P	P	2	2
L Johnston	P	P	2	2
D Mark (Co opt)	X	P	2	1
Dr Waiyin Hatton (ex office)	P	P	2	2
S Akram	P	P	2	2
Committee Attendance as a %				

**Key:** p = present; x = absent

**TITLE: BOARD MEMBER - DEVELOPMENT ACTIVITIES REPORT 2020/21**

**Background:**

Provided below is a summary of the various development and training activities that Board members have attended during session 2020/21. This comprises sessions organised in-house, those organised by College Development Network (CDN) and other providers.

In relation to future in-house development sessions the Committee may wish to:

- Make topical suggestions;
- Note that other training needs may be identified through the annual review of Board members conducted by the Chair later in the session.

**Recommendation:**

The Committee is invited to note this report and consider future development sessions.

**Lead:**

Shirley Gordon, Secretary to the Board

**Status:**

Open

## BOARD MEMBER DEVELOPMENT ACTIVITIES 2020/21

Date	Event
Various	CDN - College Board Member Induction Training 2020/21
Various	CDN - Get into Governance - Support for Joining a Board
Various	CDN - New Governance Training Modules - Support for all college board members
27 July 2020	SFC Review – session with Board Members and Executive
28 October 2020	Estates session with Board Members and Executive
9 Dec 2020 / 22 Feb 2021	CDN - JISC cyber-security seminar
19 March 2021	CDN – Virtual Governance Workshop
26 April 2021	Board Internal Effectiveness Review and Board Development Action Plan Session
12 May 2021	The financial environment within which the College operates – session with Board Members and Executive
21 April 2021	A detailed update in relation to College Outline Business Cases for Paisley and Greenock – session with Board Members and Executive