West College Scotland
Board of Management
Monday 21 March 2022 at 4.00p.m. via the Teams link circulated by the Secretary
Agenda

General Business		

1. Welcome

2. Apologies

3. Declarations of Interests

4. Minutes of the meeting held on Monday 7 February 2022   Enclosed   WH
    .1 Actions from the minutes   Enclosed   WH

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

6. Student Association Report   Paper 6   AMcG

7. Chief Executive's Report   Paper 7   LC

8. Chair's Report   Verbal   WH
    .1 Dates of Proposed Board Meetings 2022/23   Paper 8.1   WH

Items for Decision / Approval		

9. Modern Slavery Statement 2022   Paper 9   NS

10. Management Accounts to January 2022   Paper 10   AR

11. Budget 2022-23 Update and implications for future years   Paper 11   AR

12. Strategic Risk Management   Paper 12   AR

Items for Discussion		

13. Committee Chair Reports:
    .1 CD Committee   Paper 13.1   JL
    .2 Audit Committee   Verbal   GB
    .3 LTQ Committee   Paper 13.3   GH
    .4 Remuneration Committee   Paper 13.4   LJ

14. Any Other Business

15. Date of Next Meeting:
    Monday 13 June 2022 at 4.00 p.m.

Items for Information / Noting

16. CD Committee - Minutes of the meeting held on Tuesday 8 March 2022

17. Audit Committee - Minutes of the meetings held on Wednesday 2 March 2022

18. LTQ Committee - Minutes of the meetings held on Wednesday 23 February 2022

19. Remuneration Committee - Minutes of the meetings held on Monday 7 February 2022

20. Board of Management:
    .1 Membership
    .2 Schedule of Business 2021/22
    .3 Dates of Board and Committee Meetings 2021/22

Shirley Gordon
Secretary to the Board

BOARD OF MANAGEMENT

Minutes: Monday 7 February 2022.

Present: Waiyin Hatton (Chair), Graeme Bold, Liz Connolly, Mark Gillan, Gordon Hunt, Linda Johnston, John Leburn, Grant Lyall, Abbie McGrath, Fiona McKerrell, Mark Newlands, Jane McKie, Ronald Leitch. Daniel McMahon.

Attending: Amy McDonald (Vice Principal Operations), Stephanie Graham (Vice Principal Educational Leadership), Angela Pignatelli (Assistant Principal: Creativity & Skills), Shirley Gordon (Secretary to the Board).

Apologies: Paul Sefton, Douglas Bayley.

BM789 WELCOME

The Chair welcomed everyone to the virtual Board meeting and thanked everyone for their attendance. Apologies were noted.

Dr Hatton formally welcomed new non-executive Board member, Daniel McMahon, whose four-year term started on 1 February 2022.

BM790 DECLARATIONS OF INTERESTS

The standing declarations of interests of members, as available on the Register of Interests on the College website, were noted as current. There were no specific interests declared with regard to the items on the agenda for the meeting.

BM791 MINUTES OF PREVIOUS MEETING

The minutes of the meetings held on Monday 13 December 2021 and Monday 24 January 2022 were **approved**.

BM792 ACTIONS FROM THE MINUTES

The Board **noted** the actions taken since the last meeting and **agreed** that the completed actions could now be removed.

BM793 MATTERS ARISING FROM THE MINUTES

There were no matters arising not otherwise on the agenda.

BM794 STUDENT ASSOCIATION REPORT

Abbie McGrath (President, WCS Student Association) summarised the activities of the Student Association (SA) since the last Board meeting and highlighted campaigns and events coming up later in 2022. Ms McGrath raised the following points brought up most recently by students:

- Catering provision on campus - Ms Connolly confirmed that, as approved at the Board's December 2021 meeting, the reshaping and transformation of the catering provision was currently subject to consultation with affected staff and their representatives. Once that process was concluded, an announcement would be made to all students.
- Student Funding Team presence on campus – The Vice Principal Operations offered assurance that the Student Funding Team was providing an on-campus service and undertook to check any issues about their availability to students. Ms McGrath would liaise directly with Ms McDonald. **{ACTION – AMcG / AMcD}**

The Chair thanked the President, WCS Student Association for the update, welcomed students back on campus and the Board **noted** her report.

BM795   CHIEF EXECUTIVE'S REPORT
The Board received a written report from the Principal and Chief Executive, and Ms Connolly provided an update on the following:

- **Regional Outcome Agreement** - The draft Interim Regional Outcome Agreement 2021-22, previously shared with the Board, was submitted to the SFC by the deadline of 30 November 2021. The SFC guidance stated that the ROA would be signed off and published in January. The Vice Principal Educational Leadership added that a meeting scheduled for earlier today with the SFC to discuss the ROA had been cancelled but early feedback had been positive.

- **Ongoing pay negotiations 2021/22 for teaching and support staf**f – continued to be undertaken at a national level with no agreement reached yet.

- Reserved Item **- Proposed restructuring of the catering services and proposed closure of the nurseries, as approved by the Board at its December 2021 meeting** –

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- **Reserved Item - The draft Scottish Government budget for 2022-23** - ██
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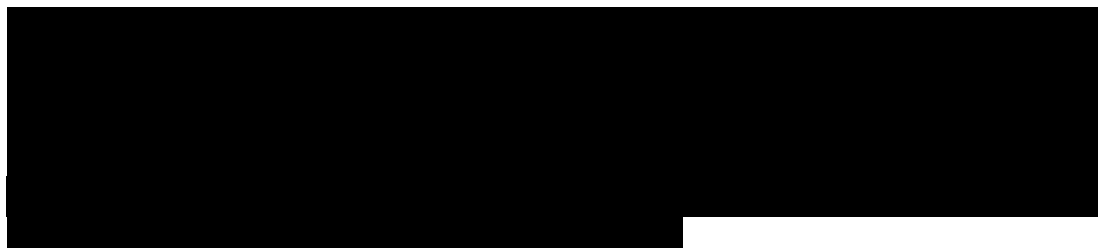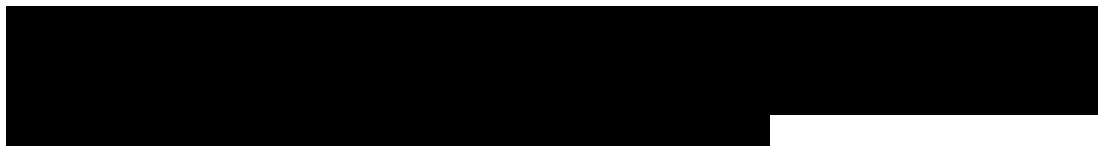
BM796   CHAIR'S REPORT
The Chair summarised her recent activities and meetings including:

- Budget for the college sector as discussed at length earlier.
- The strategic priorities for Colleges Scotland had been approved as:
  - ❖ Lead and Influence Policy.
  - ❖ Raise Profile and Enhance Reputation of Scotland's College Sector.
  - ❖ Be an Enabler, Supporter and Connector of the Sector Membership, Both Internally and Externally.

  The detailed draft Strategy, including Operating Model, Resource Plan and Migration Plan would be presented to the CS Board on 23 March 2022. Outcomes and outputs would result in a transformation of the way Colleges Scotland currently operated with the aim being to have an organisation which enabled the sector to lead, not be led, and to do so through engagement of the 'college family', stakeholders and advocates.

The Chair's update was **noted.**

.1 Board Development Plan 2021 – Mid Year Review. **- The Board discussed and noted progress made with its Board Development Plan 2021.**

.2 Board Internal Effectiveness Review 2022 - **The Board considered and approved the proposals and timetable for conducting the 2022 Internal Effectiveness Review.**

.3 Model Code of Conduct for Members of Devolved Public Bodies - **The Board adopted the model code of conduct.**

BM797   NEW WCS DIGITAL STRATEGY 2022
The Assistant Principal: Creativity and Skills led the Board through the digital drivers and external trends that had changed the College operating environment. Ms Pignatelli outlined what this had meant for WCS as regards its culture, guiding principles and aims and objectives. She set out a road map with an associated timeline to ensure alignment to what was required to thrive as an organisation and individuals in the fast-paced digital world.

The Board discussed the new Strategy in detail with the following points / suggestions raised:

- Recognition that the need for an updated Strategy was due to the exponential digital growth and, largely positive, digital development resulting from the Covid-19

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pandemic. The new Strategy, however, also supported the continuation and further enhancement of practices developed during the previous WCS Digital Strategy incorporating lessons learned to date.

- Confirmation that recent changes to how and what the College delivered had led to permanent positive shifts in practice and approach. The benefits and positive yield across many parts of College operations had resulted in a change of expectation, culture and approach and the Strategy would build on those successes with more visible linkages and alignments with other College strategies such as the IT Strategy and the People Plan. It also aligned to the aims of the National Digital Ambition for Scotland to enable more widespread collaboration opportunities with local communities, schools, businesses, and stakeholders in developing digital capabilities and a culture of shared digital practices and resources.

- The digital ambition set out to improve the student experience by offering a more personalised experience ensuring relevance to industry needs and establishing digital equity as much as possible by closing the digital poverty divide.

- The Board commended the commitment to provide digital support for all staff and students to enable them to be current in their digital capabilities for learning, life, and work. Digital must be considered a key strategic priority if the College was to continue to remain relevant and cutting edge in its approaches so that it was a provider of choice in a competitive education market.

- Importance of including precise target outcomes so that progress could be measured and reported to the Board (via the LTQC).

- Given the discussion earlier around sector-wide budgets, it would be useful if some context was included illustrating what priorities within the Strategy the College could deliver within existing budget / sponsorships / bid applications and what required additional resource.

- Confirmation that any risks associated with the delivery of the Strategy would be discussed at the Audit Committee when it reviewed the College's Risk Management Strategy and Strategic Risk Register.

The Chair thanked Ms Pignatelli for the update and considered it to be an exciting ambitious Strategy that challenged and opened new possibilities for different ways of teaching and working creating opportunities for staff to take ownership over their working in ways that had not been possible before.

The Board of Management:
- **Added / amended the draft Strategy as appropriate.**
- **Considered the draft Strategy, the Project Planning tables and the Project's 3-year timeline.**
- **Approved the new WCS Digital Strategy based on the existing report and additions / amendments discussed.**

BM798   STRATEGIC RISK MANAGEMENT Reserved Item

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BM799 **COMMITTEE CHAIR REPORTS:**
.1 LTQ Committee
The minutes of the meeting held on Wednesday 8 December 2021 provided a summary of discussion from the meeting and Mr Newlands highlighted key area of discussion which were **noted.**

BM800 **ANY OTHER BUSINESS**
a) Dr Hatton reminded all Board members of the upcoming strategy sessions arranged:

- Commercial / Income – 28 February (4 – 5pm).
- Risk – 15 March – (4 - 5pm).

and the Code of Conduct Awareness Raising session (hosted by the Standards Commission arranged for 22 March (10 – 12noon).

BM801 **DATE OF NEXT MEETING**
Monday 21 March 2022 at 4.00 p.m.

BM802 **ITEMS FOR INFORMATION / NOTING**
The following items were submitted for information and **noted**:
- LTQ Committee - Minutes of the meeting held on Wednesday 8 December 2021
- Board of Management – Membership and Schedule of Business 2021/22 and Dates of Board and Committee Meetings 2021/22.

Board of Management: Actions from the Minutes

Date of meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
7 Feb 2022	BM794	The Vice Principal Operations offered assurance that the Student Funding Team was providing an on-campus service and undertook to check any issues about their availability to students. Ms McGrath would liaise directly with Ms McDonald.	AMcG / AMcD	Ms McDonald has spoken to Ms McGrath regarding the availability of the Student Funding Team highlighted at the last Board meeting. The Student Funding Team, like all areas of the College, will be moving back to mix of campus and home working arrangements, a hybrid model, over the coming months to ensure the issues highlighted do not reoccur.	**SUGGEST CLOSE**
7 Feb 2022	BM795	The Principal agreed that all Board members would see any negative media coverage around College catering and / or nursery provision – that would be duly circulated.	LC / SG	Articles duly emailed to all BMs and will continue to be as they are published.	**COMPLETE**
4 Oct 2021	BM749	Business Transformation Plan – SFC to be invited to a future Board meeting.	L Connolly	Consider best time.	Ongoing.

WEST COLLEGE SCOTLAND

Agenda Item 6

Meeting	Board
Date	Monday 21 March 2022
Location	MS Teams
Title of Paper	Students' Association Report.
Presented By	Abbie McGrath, President, Students Association.
Recommendation to Members	The Board is invited to consider and note the report from the Students' Association on recent activities.
Appendix Attached	No

WCS Students' Association

Ukraine Fundraiser – Nathan Tyler Communications

Nutrition & Hydration Week (14-20 March 22) – My Health Scotland

World Sleep Day (20ᵗʰ March 22) – Onesies/PJ Day fundraiser

Stress Awareness Month – Mental Health Awareness / fundraiser

Elections – President Race – Campaign / No VP nominations – readvertised

Kilt Walk Participation – Free Places available for students

Class Rep Update

WEST COLLEGE SCOTLAND

Meeting	Board Meeting
Date	21st March 2022
Location	MS Teams
Title of Paper	Chief Executives Report
Presented By	Liz Connolly, Principal and Chief Executive
Recommendation to Members	The Board is asked to note the contents of this paper
Appendix Attached	Yes

PURPOSE

The Principal has provided a report on a range of matters. This report is for discussion and noting.

1. **BACKGROUND**

    The Principal has provided a report on significant issues/activities since the last Board meeting.

2. **FURTHER DETAILS ON THE REPORT TOPIC**

2.1 The original EIS-FELA **National Pay Claim** for session 2021-22 was for a consolidated flat rate pay rise of £2,000 on all national salary scale points for unpromoted and promoted lecturers, effective from 1st September 2021. On Thursday 2nd December 2021 the management side tabled its final offer to the staff side. The offer was a consolidated Pay Award of £850 for all unpromoted and promoted lecturer scale points and a recognition award of £150 as a one-off payment in 2021-22. The staff side advised it would present this to its Executive Committee meeting scheduled to take place on Friday 3rd December 2021. The offer was rejected by the Executive Committee.

    On Thursday 16th December 2021, the management side advised the staff side that the pay offer made on Thursday 2nd December 2021, was the final offer for 2021-22. The staff side was asked to reconsider its position on the rejection of the offer. The staff side advised that although the EIS-FELA Executive Committee had rejected the offer, it would share the offer with its members. It was agreed that both sides would communicate with

its respective membership, and meet again in January 2022, once clarification on the budget announcement has been received from the Scottish Funding Council. At the NJNC meeting on Thursday 27th January 2022 the management side advised that there was no change to the final offer made on 2nd December 2021. The staff side indicated that it was looking for further movement on the offer, however as this was the final offer they would submit a formal dispute letter.

A formal dispute letter was received on Monday 31st January with EIS-FELA's position being that the employers have failed to "…make a reasonable pay offer in the 2021-22 NJNC National pay negotiations." The first dispute meeting was held on 14th February, but no progress was made.   A second dispute meeting was held on 28th February with no progress being made.

On 28th February EIS-FELA also confirmed the results of a consultative ballot, there was a 64% turnout with 71% responding yes to strike action and 88% yes to action short of strike (ASOS).
On the 3rd March the College was notified that EIS-FELA would be conducting a statutory Ballot for Industrial Action with the intended opening day of the ballot being Thursday 10th March.
Any further updates will be provided at the Board meeting.

2.2   The support staff side (UNISON, UNITE and GMB) submitted its 2021-22 **National Pay and Terms and Conditions Claim** on Tuesday 3rd August 2021. The pay element of the claim for 2021-22 was a consolidated flat rated pay rise of £2,000 on all salary points. The Terms and Conditions elements included many areas that have previously been requested – a four-day working week, annual leave levelling of 49 days, mental health first aiders and a National Flexitime scheme. An initial offer of public sector pay was rejected by the staff side, following which a dedicated day to have discussions on the various elements of the Support Staff Pay and Terms and Conditions claim was scheduled on Wednesday 27th October 2021.

Following this a revised Support Staff Pay and Terms and Conditions offer was issued to the staff side in advance of the NJNC. The pay element of this offer was the same as the lecturing offer, namely a consolidated award of £850 on all salary points and an unconsolidated recognition award of £150. At a meeting held on Wednesday 8th December the staff side advised that it would like to continue discussions and await the outcome of the budget announcement that was due to take place on Thursday 9th December 2021. This was agreed.

At the NJNC meeting on Wednesday 26th January 2022 the management side advised that there was no change to the offer made in December 2021. The staff side advised it was seeking movement from the one-off recognition award of £150 into the consolidated element of £850 and an increase of 7 hours to 14 hours for career development activity. The management side advised that there was no movement on pay, but

following an adjournment agreed to amend the offer on career development time to 14 hours. The staff side advised it would need to agree a timeline and process for all three unions (UNISON, Unite and GMB). Once this was agreed the staff side would update the **management side.**

On Wednesday 2nd March the support staff submitted a formal notification of dispute on pay. UNISON communicated that "Over 90% of UNISON members rejected the offer on a high turnout. All unions will now take preparatory action towards next steps on possible industrial action at a future date." Unite communicated that "The Unite consultative ballot closed at mid-day today with 88.8% of members voting to reject the offer."

At the NJNC meeting on Wednesday 9th March the staff side advised today it was seeking movement on the offer, specifically the one-off recognition award of £150 which is deemed derisory to its members and an increase of the consolidated element of £850. The management side reiterated its position that there was no movement on the final offer.

The staff side confirmed its position of rejecting the final pay offer, and two dispute meetings are scheduled to take place on Tuesday 15th March 2022 and Friday 18th March 2022. Any further updates will be provided at the Board meeting.

2.3   Dispute meetings have continued around the **proposed restructuring of the catering services and proposed closure of the nurseries**, as approved by the Board at its December meeting. A fuller report on this is attached as Annex A.

2.4   Kate Forbes, MSP Cabinet Secretary for Finance and the Economy, launched Scotland's National Strategy for Economic Transformation on Tuesday 1st March. A copy of the Strategy is here Scotland's National Strategy for Economic Transformation - gov.scot (www.gov.scot)

2.5   The College supported the RSA and Unboxed at a creative collaboration event on Friday 4th March, with both myself and Angela Pignatelli, Assistant Principal Creativity and Skills, speaking at the event. This Event was part of the launch activity for the year long Unboxed Festival of Creativity. More information on Unboxed is available here UNBOXED | Creativity in the UK (unboxed2022.uk)

2.6   To mark International Women's Day on Tuesday 8th March the College's Organisational Development Team Manager facilitated a conversation between myself, Amy MacDonald, Vice Principal Operations and Sharon Doncaster, Estates Manager on the day's theme of Breaking the Bias. This was one of a number of Webinars made available to staff.

3. STUDENT EXPERIENCE

3.1 There are no direct student experience implications associated with this report.

4. HUMAN RESOURCES IMPLICATIONS

4.1 There are no direct human resources implications associated with this report.

5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no direct reputational implications associated with this report.

7. COMMUNITY/PARTNERSHIP IMPACT

7.1 There are no direct community implications associated with this report.

8. EQUALITIES IMPLICATIONS

8.1 There are no direct equality implications associated with this report.

9. ENVIRONMENT IMPLICATIONS

9.1 There are no direct environmental implications associated with this report.

RECOMMENDATION

The Board is requested to note the contents of this report.

Annex A: Proposed Restructure of Catering Services and Proposed Closure of Nursery Services

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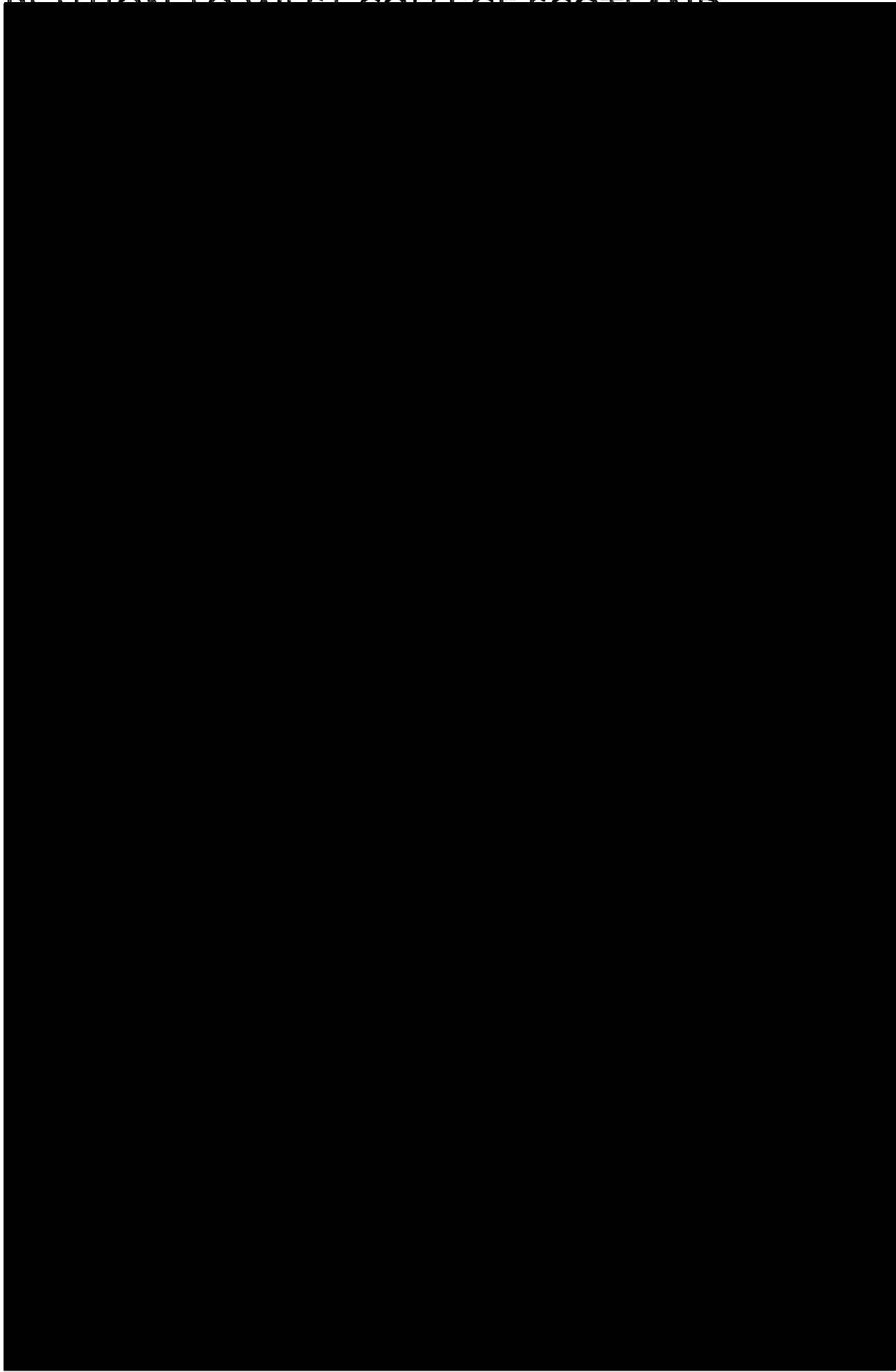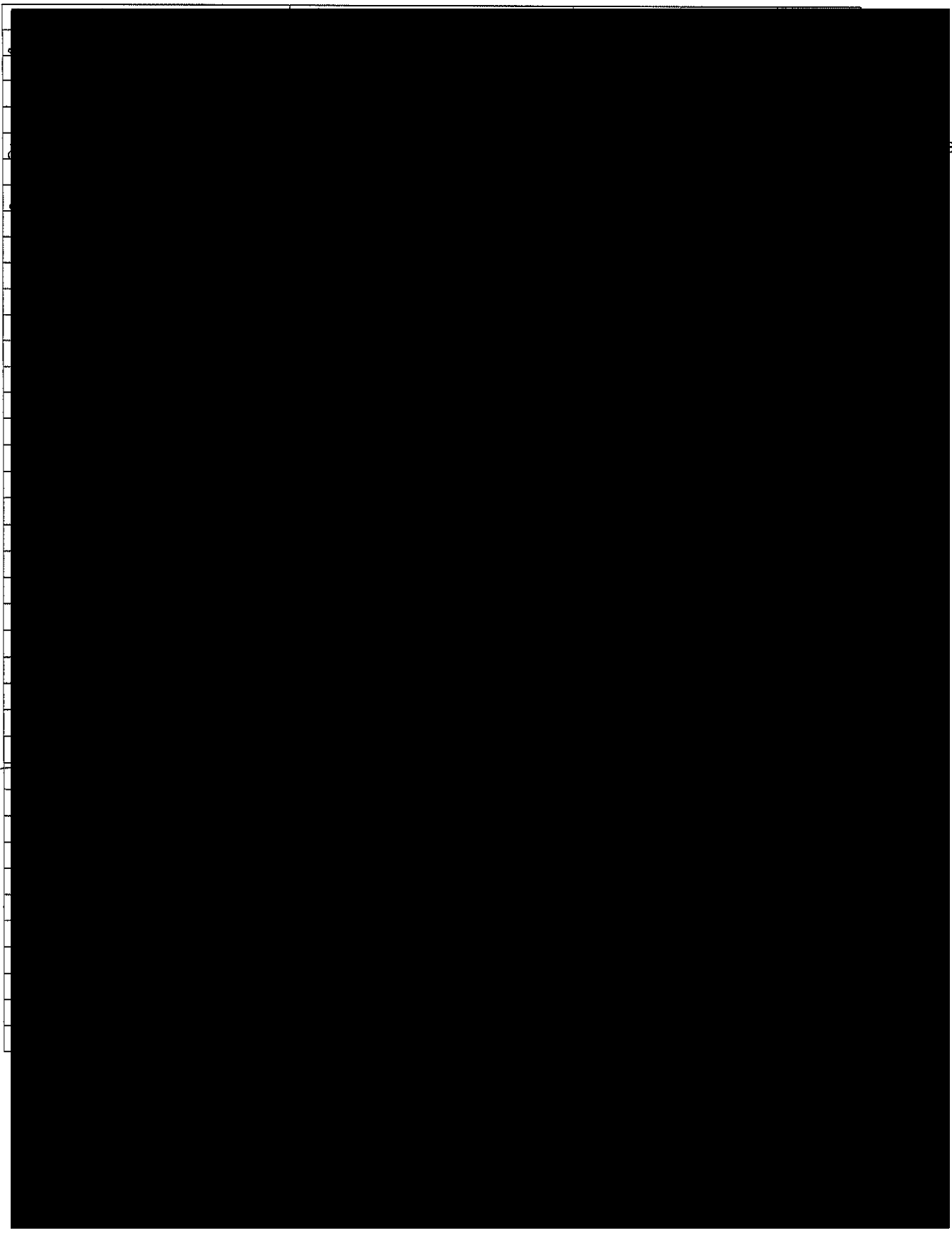
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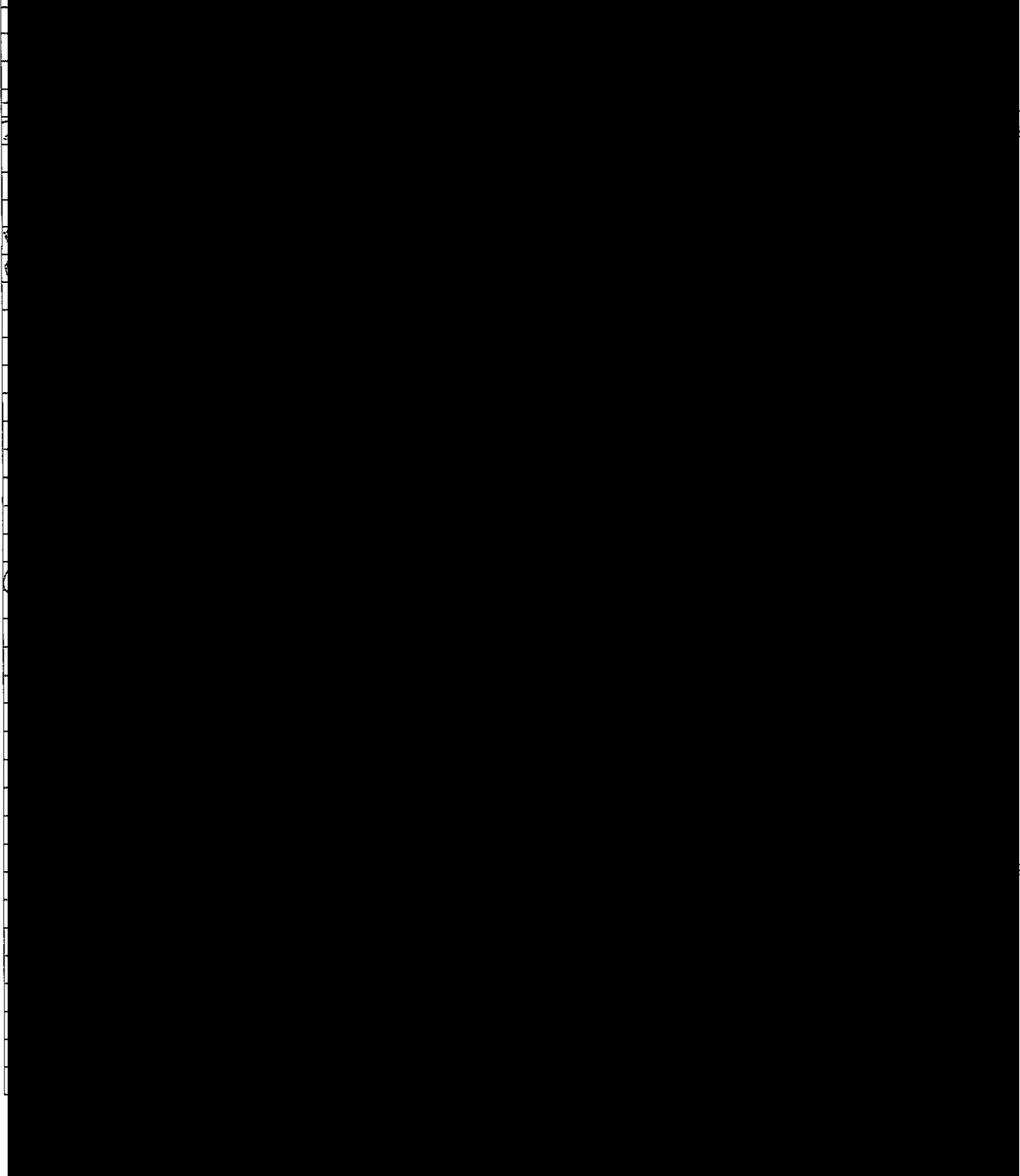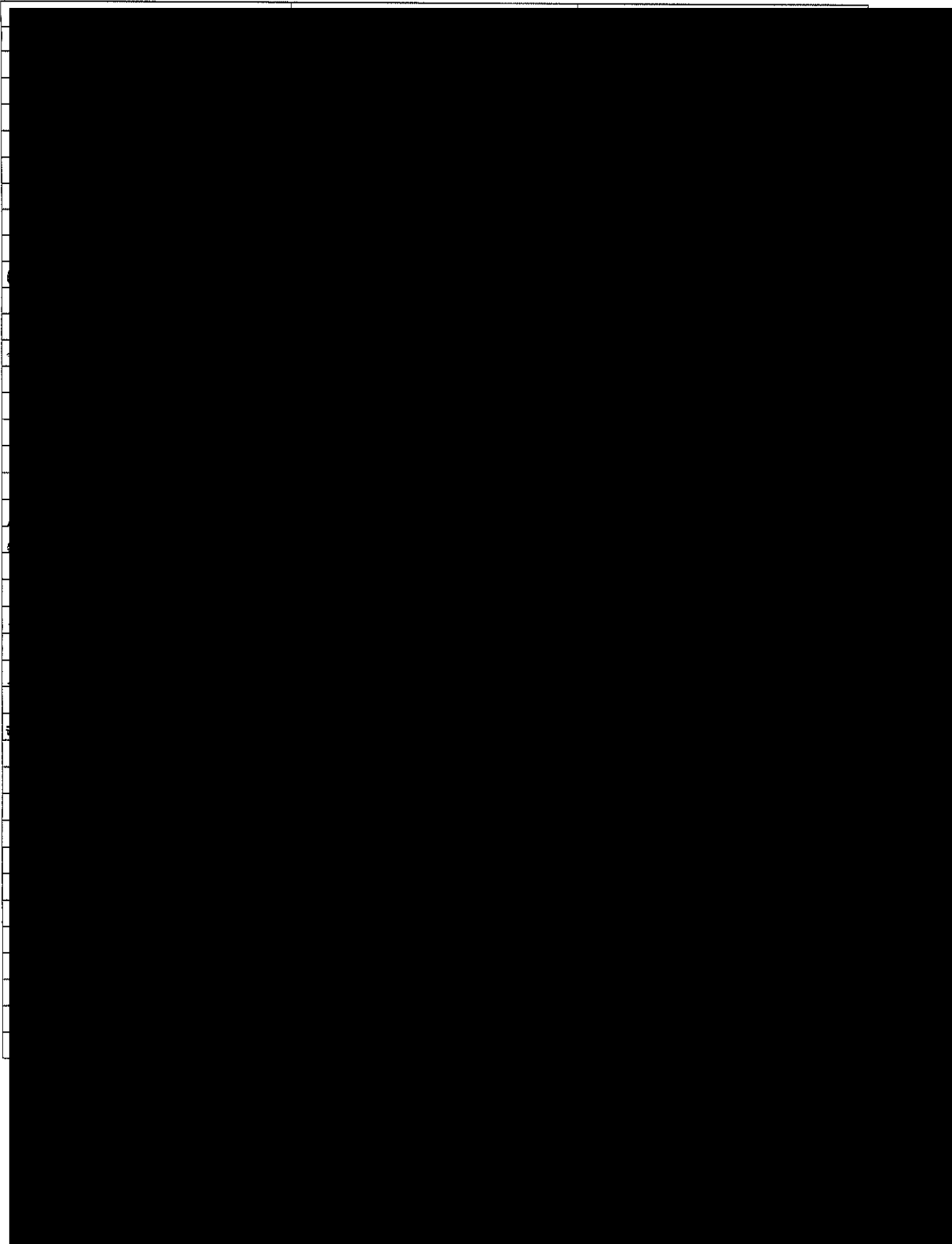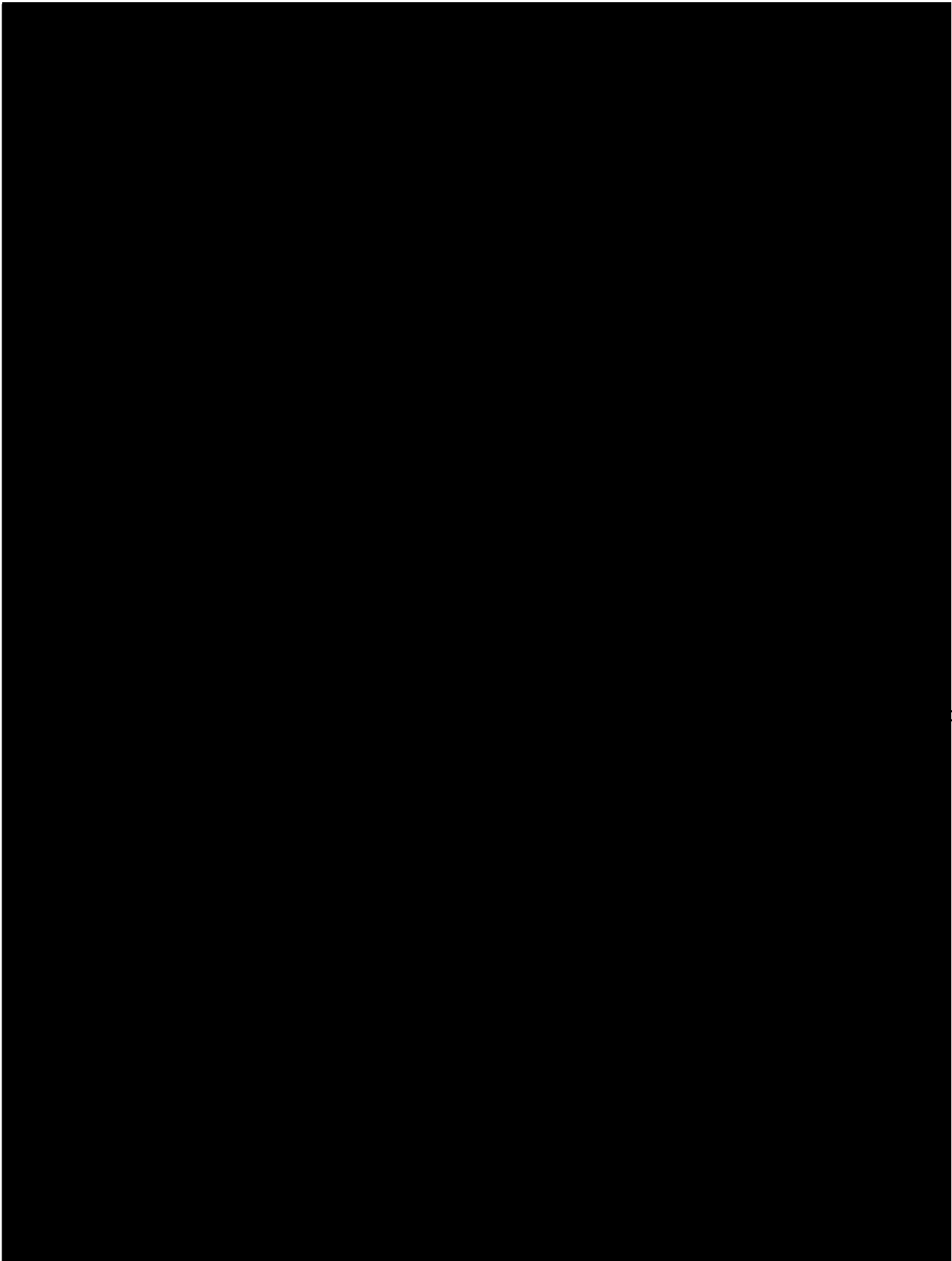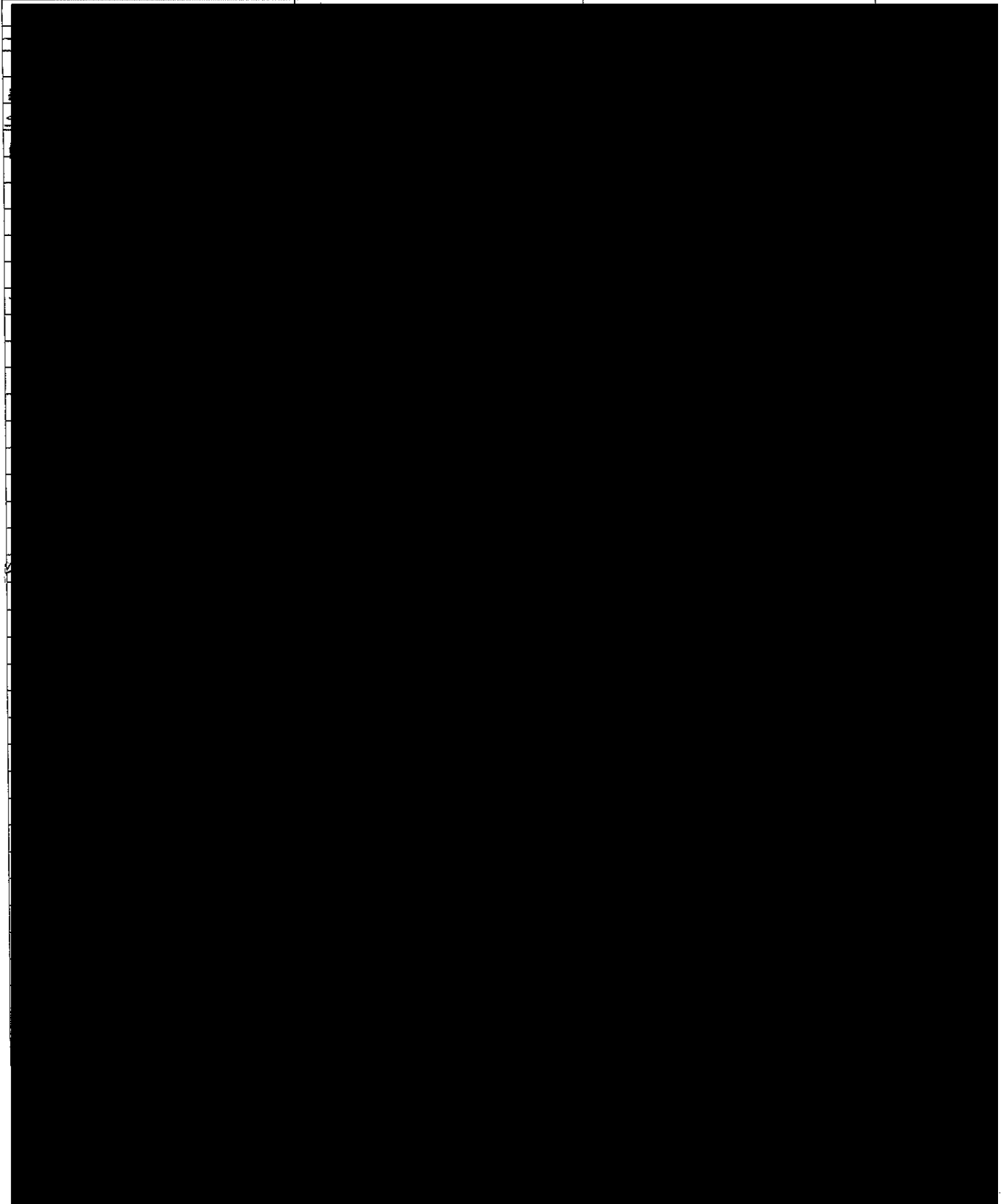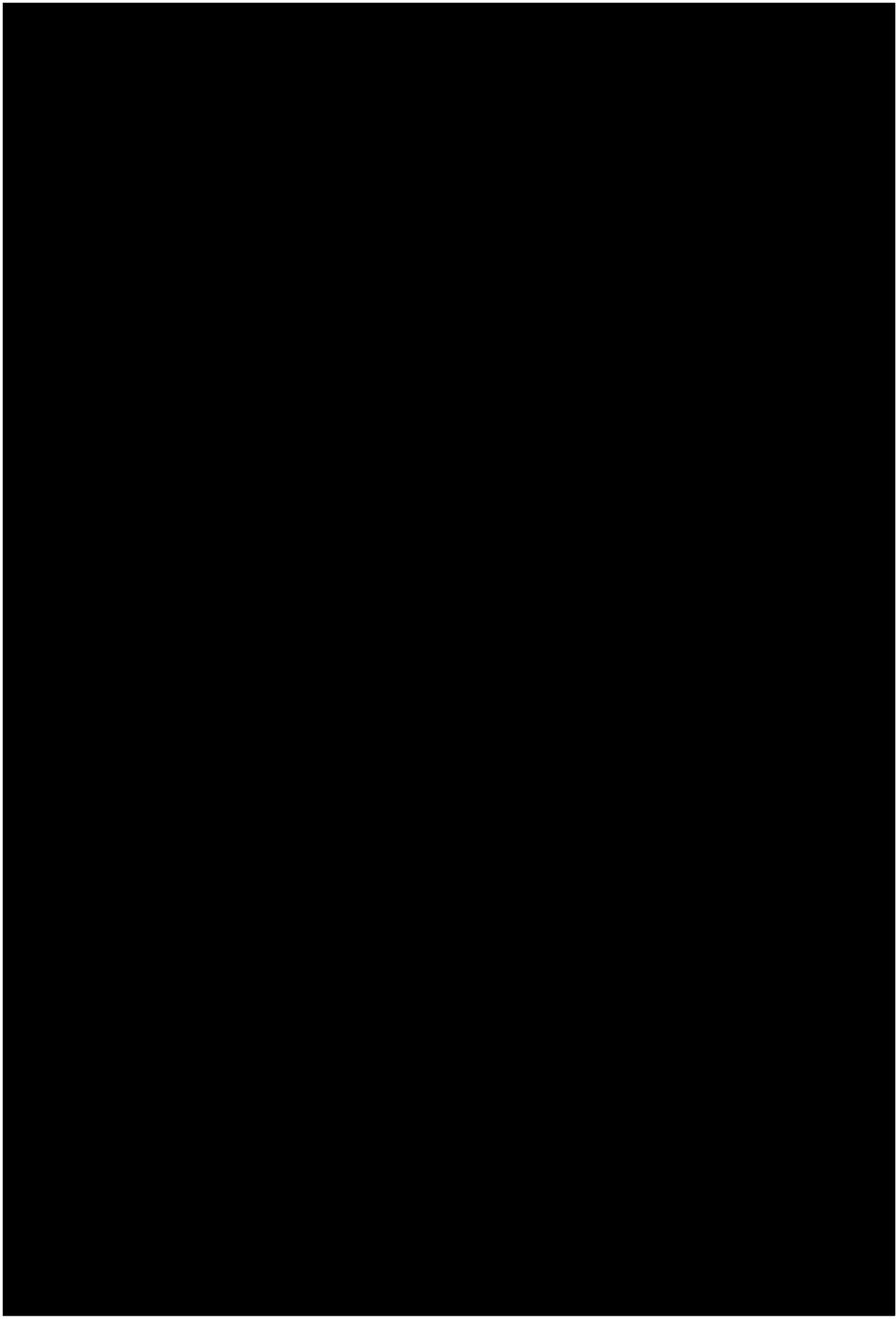
Agenda Item 8.1

Meeting	Board
Date	21 March 2022
Location	MS Teams
Title of Paper	Proposed Dates of Board Meetings in Session 2022/2023
Presented By	Dr Waiyin Hatton, Chair of Board of Management
Recommendation to Members	The Board is asked to approve the proposed dates of its meetings in session 2022/23.
Appendix Attached	Yes Appendix A – proposed dates.

PURPOSE

Consideration has been given to the proposed dates of Board meetings for session 2022/23 and these have been agreed with the Chair.

It is proposed that the Board continue to schedule 5 meetings during the year and should continue to meet on Mondays starting at 4.00p.m. (unless otherwise notified). The proposed dates of meetings in 2022/23 are therefore:

Monday 10 October 2022
Monday 12 December 2022
Monday 27 February 2023
Monday 24 April 2023
Monday 19 June 2023

Once approved, consideration will be given to the dates of the various Committee meetings to be scheduled for session 2022/23.

RECOMMENDATION

The Board is asked to approve the proposed dates of its meetings in session 2022/23.

Dates of Meetings in 2022-23

Committee	September 2022	October 2022	November 2022	December 2022	January 2023	February 2023	March 2023	April 2023	May 2023	June 2023
BOARD (at least 4) Mondays at 4.00 p.m.		10		12		27		24		19
Audit (at least 4) Wednesdays at 4.00 p.m.										
Joint Audit & CDC										
CDC (at least 4) Tuesdays at 4.00 p.m.										
LTQC (at least 4) Wednesdays at 4.00 p.m.										
Remuneration (twice per year) Mondays at 2p.m. before Board meetings										
Nominations (at least annually)										

NOTES
- The venue for the Board and some Committee meetings may alternate between being virtual via Teams and different campuses.
- No formal business meetings are held in July or August.

WEST COLLEGE SCOTLAND

| | **Agenda Item 9** |

Meeting	Board of Management
Date	21 March 2022
Location	MS Teams
Title of Paper	Modern Slavery Statement March 2022
Presented By	Natalie Smith Director Organisational Development and HR
Recommendation to Members	Approval
Appendix Attached	Yes – 'Paper 09(a) Modern Slavery Statement March 2022'

PURPOSE

This paper seeks approval from the Board of Management to publish the Modern Slavery Statement on the college's website.

The paper is presented in line with Corporate Development Committee Terms of Reference:

'*To have strategic oversight of the overall management of the College's resources – finance, people, procurement, information technology and property.'*

The paper is submitted *For Approval*.

1. CONTEXT

1.1 The Board of Management previously approved the College Modern Slavery Statement in March 2021 and there is a requirement for this to be reviewed annually.

2. MODERN SLAVERY STATEMENT

2.1. The 2021 Statement has been reviewed and no changes made.

2.2. This was approved by the 8 March 2022 Corporate Development Committee for consideration by the Board of Management meeting on 22 March 2022.

3. FINANCIAL IMPLICATIONS

3.1 There are no direct financial implications directly associated with this paper.

4. STUDENT EXPERIENCE

4.1 There are no student experience implications directly associated with this paper.

5. HUMAN RESOURCES IMPLICATIONS

5.1 There are no human resource implications associated with this paper as there has been no change to the statement.

6. LEGAL IMPLICATIONS

6.1 There are no legal implications associated with this paper as there has been no change to the statement.

7. REPUTATIONAL IMPLICATIONS

7.1 There are no reputational implications associated with this paper.

8. COMMUNITY/PARTNERSHIP IMPACT

8.1 There are no community implications associated with this paper.

9. EQUALITIES IMPLICATIONS

9.1 There are no equality implications associated with this paper as there has been no change to the statement.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications associated with this paper as there has been no change to the statement.

RECOMMENDATION

The Board of Management is asked to consider the Modern Slavery Statement and approve publication of this.

MODERN SLAVERY STATEMENT

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

This statement is made pursuant to section 54(1) of the Modern Slavery Act 2015 and constitutes our slavery and human trafficking statement for the financial year ending 31 July 2021.

OUR COMMITMENT

West College Scotland (WCS) adopts a zero-tolerance approach to slavery and human trafficking and is committed to protecting human rights. We will act ethically and responsibly in all our relationships by working with suppliers that share and adhere to this commitment. We will also put in place reasonable measures to ensure that slavery and human trafficking does not occur within our own organisation or our supply chains.

OUR POLICIES ON SLAVERY & HUMAN TRAFFICKING

We operate several polices which support our commitment to human rights and which set out ways that we will minimise the risk of slavery and human trafficking. These policies include our Sustainability and Social Responsibility Statement and Equal Opportunities Procedure.

OUR SUPPLY CHAINS

We are committed to ensuring that there is no modern slavery or human trafficking in our supply chains or in any part of our business. Our procedures reflect our commitment to acting ethically and with integrity in all our business relationships and to implementing and enforcing effective controls to ensure slavery and human trafficking is not taking place anywhere in our supply chains.

We purchase a wide range of goods and services from suppliers including:

- ICT equipment and services
- Professional services
- Estates and facilities management goods and services
- Food and catering supplies
- Books and printing
- Teaching supplies
- Furniture and stationery
- Waste and recycling services

Procuring goods and services from suppliers linked to supply chains across the world presents risks of slavery and human trafficking. We have put in place the following measures to mitigate this risk:

Advanced Procurement for Universities and Colleges (APUC)

The College is a member of the sector collaborative procurement body, Advanced Procurement for Universities and Colleges (APUC) and utilises this expertise in procuring goods and services. APUC requires all suppliers to commit to the Sustain Supply Chain Code of Conduct confirming that they do not use forced, involuntary or underage labour, provide suitable working conditions and treat employees fairly. APUC is a Founder Member of Electronics Watch, an independent monitoring organisation working to achieve respect for labour rights in the global electronics industry through socially responsible public purchasing in Europe.

The College currently utilises and is committed to the Sustain Supply Chain Code of Conduct and this underpins all tendering activity and supplier adoption.

Regulated Procurements

Every regulated procurement process conducted by the College requires tenderers to disclose whether the bidder or any member of their organisation with decision-making powers has been convicted in the last five years of any offence under Part 1 of the Human Trafficking and Exploitation (Scotland) Act 2015, or under any provision referred to in the Schedule to that Act. Tenderers that confirm such a conviction will be excluded from the process unless they can successfully demonstrate that they have self-cleansed. The Sustainable Public Procurement Prioritisation tool will be used to review high-risk categories including estates, food and catering, information and communication technology, laboratories and travel.

Modern Slavery Statement

For procurement that does not take place through the APUC or other purchasing organisation frameworks (exceeding £50,000 for goods and services and £2,000,000 for works), this statement is included with all tender documents and potential suppliers are required to complete and sign our modern slavery certificate. This certificate requires tendering suppliers to set out the measures that they take to ensure that slavery and human trafficking does not take place in their own organisation or supply chains.

OUR PEOPLE

We have put in place the following measures to mitigate the risk of slavery or human trafficking taking place directly within our organisation:

Recruitment Practices

We carry out rigorous right to work checks for all new members of staff. When it is necessary to engage agency workers, we use recruitment agencies who have met our rigorous procurement procedures.

All staff members and agency workers are required to be members of Disclosure Scotland's Protecting Vulnerable Groups (PVG) scheme. A PVG certificate contains all unspent and certain spent conviction information. It also contains any other non-conviction information that the police or other government bodies think is relevant. This information is checked during the recruitment process and the College will be made aware of any new convictions whilst an individual is working with the College.

Pay

We comply with all pay related legislation and the College is a Living Wage Employer.

Working Conditions

Our Health and Safety Team oversee the College's compliance with health and safety legislation across our campuses. We are committed to fair working practices and publish a range of policies and procedures setting out our approach to health and safety, well-being at work and family friendly arrangements.

Whistleblowing

All employees are encouraged to raise concerns about possible wrongdoing or malpractice within the College and will be protected from any reprisals should they choose to make such a disclosure. This commitment is set out in the College's Public Interest Disclosure Policy.

ADDITIONAL INFORMATION

Training

The College requires all Procurement and HR managers to complete training on modern slavery. This training will include College purchasing practices, how to assess / identify the risk of slavery and human trafficking, what external assistance is available and what steps to take if manager suspects human trafficking and slavery to be taking place.

Awareness-raising Programme

As well as training relevant staff, the College has raised awareness of modern slavery issues by advertising the issues it raises on the staff and student intranet sites.

Breaches

Any alleged violations of human rights by our employees will be fully investigated and disciplinary action, up to and including dismissal, will be taken where appropriate. We will take action to address any human rights breaches identified in our supply chain, which may include terminating a supplier's contract where serious violations are discovered.

Our Effectiveness in Combatting Slavery and Human Trafficking

We will regularly review the effectiveness of the measures set out in this statement in combatting slavery and human trafficking.

This statement was approved on 21 March 2022 by the College's Board of Management who review and update it annually.

Commented [NS1]: Seeking approval 21 March 22

Liz Connolly
Principal and Chief Executive

Meeting	Board of Management
Date	21 March 2022
Location	MS Teams
Title of Paper	Management Accounts to 31 January 2022
Presented By	Alan Ritchie Director of Finance
Recommendation to Members	For Consideration
Appendix Attached	Yes 10(a) – Management Accounts to 31 January 2022

Meeting	Board of Management
Date	21 March 2022
Location	MS Teams
Title of Paper	Strategic Risk Management
Presented By	Alan Ritchie Director of Finance
Recommendation to Members	**Approval**
Appendix Attached	No

PURPOLE

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Agenda Item 13.1

Meeting	Board
Date	Monday 21 March 2022
Location	MS Teams
Title of Paper	CD COMMITTEE - meeting held on Tuesday 8 March 2022.
Presented By	John Leburn, Chair, CD Committee.
Recommendation to Members	The draft CD Committee minutes from the meeting held on Tuesday 8 March 2022 are attached for information later in the agenda. They will be formally approved at the next Committee meeting. The Committee Chair, John Leburn, will provide some highlights.
Appendix Attached	Yes

Appendix 1 – Voluntary Severance Scheme (incorporating feedback from CDC members. Key tracked changes included but changes to individual words removed). |

Highlights:

- The Committee discussed the process undertaken to procure estate management services which would provide the College with access to a simplified means of sourcing end-to-end property management services, from design specification to project delivery. Members approved the appointment of Sanderson Weatherall under the Crown Commercial Services framework for Estate Management Services Lot 1 for an initial three-year period with the option to extend for a further 1 year, **and the Board is asked to endorse this decision reached by the Committee.**

- The Committee discussed Ryden's risk-based assessment of College estate to ensure the high maintenance funding received from the SFC was appropriately distributed. Members agreed authorisation of building projects in the period before the next CDC meeting in accordance with Paragraph 3.3b of the Board's Scheme of Delegation *"The Chair of the Board is authorised to deal with urgent items of business after consultation with the Chair to the relevant Committee and with the Principal".*

- The Committee was advised that the current Voluntary Severance Scheme was valid until 31 July 2022. As such, it was proposed to circulate an updated version to CDC members for their consideration prior to its submission to the March 2022 Board meeting for approval. It would also be submitted to the SFC for approval. Given the timescales, that process was agreed, and the VS Scheme was duly circulated to CDC members on Wednesday 9 March 2022. The Voluntary Severance Scheme (track changed version attached at Appendix 1) **was agreed by the CDC and the Board is asked to approve it which would allow staff to take VS and leave by the end of September 2022.**

West College Scotland
Voluntary Severance (VS) Scheme ("the Scheme")

1 Introduction

1.1 The College has taken the decision to operate the Scheme to effect further efficiency savings identified in terms of reducing the headcount of the College after other alternatives have been fully explored e.g. vacancy management, natural turnover.

1.2 The Board of Management is committed to achieving necessary savings by voluntary means and through natural turnover and will only consider compulsory redundancy as a last resort after consulting with the Scottish Funding Council.

2 Eligibility

2.1 Employees must have at least two years' continuous service.

2.2 The Scheme, which has been approved by the SFC, gives rise to no contractual rights or entitlement and can be withdrawn partially or entirely or altered without notice at any time by the College (subject to any further SFC approval as may be required) and without liability. No member of staff has a contractual or other right to voluntary severance whether under the Scheme or otherwise. The decision-making process described in section 6 below will be final. There will be no right of appeal at any stage of the process.

3 Terms of Voluntary Severance

3.1 Employees will receive one month's pay for each complete year of service subject to a minimum of 42 months' pay and a maximum of 612 month's pay by way of compensation for the termination of their employment including any entitlement to statutory redundancy pay ("Compensation Payment"). The total amount payable to any employee will be capped at the lower of £95,000 or a payback period of 24 months as per the guidance issued by the Scottish Government in September 2019

2 year's service	-	2 month's pay
3 years' service	-	3 month's pay
2 4 years' service	-	4 months' pay
5 years' service	-	5 months' pay
6+ years' service	-	6 months' pay
7 years' service		7 months' pay
8 years' service		8 months' pay
9 years' service		9 months' pay
10 years' service	-	10 months' pay
11 years' service		11 months' pay
12+ years' service		12 months' pay

3.2

3.3

Voluntary severance payments are free of tax up to a maximum of £30,000.

3.4 Staff members will be expected to work their required notice period. Subject to the final approval of the Scottish Funding Council where the College for operational reasons agree that the staff member is not able to work their required notice period a payment in lieu of notice will be made (less any tax or Employee's National Insurance contributions which the employer

3.5 is obliged by law to deduct) on the basis of statutory minimum or contractual notice, whichever is greater. The maximum period for which a payment in lieu of notice will be made is 6 months.

3.6 A week's pay is the basic weekly salary under contract when the employee has normal working hours and pay does not vary.

3.7 Where earnings vary, the amount will be the average weekly earnings during the 12 weeks prior to the termination of employment.

3.8

3.9 Where an individual is on sick leave, maternity, adoption or paternity leave on their last day of service their entitlement will be calculated based on their pay prior to that leave commencing.

No upper statutory limit will be applied when calculating a week's pay.

Each member of staff's leaving date will be set by the College to match the needs of the College.

The Scheme will not apply

3.10

- Where a member of staff has less than 2 years' continuous service as at leaving date
- Where a member of staff is in the process of leaving the College's employment due to having given or having been given notice of termination of their employment; or
- Where an application for early or ill health retirement is already being progressed.

3.11

3.12 West College Scotland will not re-employ any individual in any capacity for a 2-year period from the date that the employee leaves under the terms of the Scheme.

It is expected that all applications are serious and made in good faith. If an application on Form VS2 is approved, it cannot be withdrawn and the individual's employment with the College will terminate on a date to be determined by the College.

3.13

If an application is approved, payment of the Compensation Payment and/or any Strain Cost (see paragraph 7 below) will be dependent upon the individual entering into a Term of Severance Agreement (previously referred to as a compromise agreement) in terms acceptable to the College.

For the Term of Severance Agreement to be binding the individual must take independent advice from a suitably qualified independent adviser on the terms of the Settlement Agreement. A payment of £250 + VAT will be made towards the cost to the individual of taking such independent advice. Payment shall be made directly to the independent adviser on the production of an invoice.

4   Requesting a quotation or making an enquiry

4.1 A VS calculator has been made available to allow employees to estimate how much of a VS payment they could receive.

4.2 If an employee would prefer a quotation from the HR Team, a request can be Requests for a quotation for voluntary severance can be submitted at any time whilst the scheme is open and should be submitted to the HR Department Team using the Form VS1 (Appendix 1).

4.3 Following receipt of the VS1 Form the campus HR Team Department will normally provide a written quotation within one working week.

4.4 Staff can make an enquiry about any aspect of the Scheme during the period it is open. In order to facilitate this process, it is preferred that enquiries are made by email to the HR Department at HR@wcs.ac.uk

4.5 Staff are advised to seek independent financial advice to enable them to understand the implications of the quotation they have received. Requesting or receiving a quotation places no obligation on either the employee or the College to proceed to the next stage.

5 Submitting an application to proceed with voluntary severance

5.1 It is not necessary to request a quotation or to make an enquiry before submitting an application to leave based on voluntary severance. However, staff should consider matters very carefully before submitting their application for voluntary severance. By doing so a member of staff is signalling his/her agreement to leave the College under the terms of the Voluntary Severance Scheme. If the voluntary severance application is approved, there will be no opportunity to retract the application. Employees should therefore only submit a voluntary severance application if they are certain they wish to proceed.

5.2 To submit a voluntary severance application the employee should complete the Form VS2 at Appendix 2 and forward it by email to HR@wcs.ac.uk. Confirmation that the application has been received will be sent by email to the employee. Please note that an acknowledgement at this stage does not imply that the application has been approved or is likely to be approved. Only an original signed Form VS2 will be accepted. Electronic copies will not be accepted

6 Approval of VS2 Applications

6.1 The Scheme will be administered by the HR DepartmentTeam.

6.2 Applications will be fully considered by the College Executive. Each application shall be considered on a case-by-case basis and with an emphasis on the prospective needs of the College.

6.3 In making the decision whether to approve or reject the application the College will consider the criteria set out at Appendix 3.

7 Access to Retirement Benefits

7.1 **(a) Strathclyde Pension Fund**

An individual approved for VS who is a member of the Strathclyde Pension Fund may be entitled to access his/her pension if they satisfy the age and service criteria. The decision to approve an application for voluntary severance will be based on the total cost to the College of the voluntary severance payment and any mandatory pension costs (known as the Mandatory Strain Cost).

7.2 **(b) Scottish Teachers' Superannuation Scheme**

If payment of strain costs is not mandatory, as with the Scottish Teachers Superannuation Scheme, the individual may elect to have the Voluntary Strain Cost met from the Compensation Payment. This is a matter for individual employees to consider. The College will not normally approve an application where the voluntary strain cost exceeds the payment due under the Scheme.

7.3 Additional information regarding pensions can be found on the Strathclyde Pension fund and the Scottish Public Pensions Agency website or by contacting them directly.

7.4 The College is unable to provide and will not offer any advice regarding individual pensions or the options available because of approval for VS. If you wish to obtain such advice it is your responsibility to contact your pension provider. The College will not be able to do this on your behalf.

7.5 The contact details are as follows:

Strathclyde Pension Fund
P.O. Box 27001
Glasgow
G2 9EW
0845-2130202
www.spfo.org.uk

Scottish Public Pensions Agency
7 Tweedside Park
Tweedbank
Galashiels
TD1 3TE
01896-893000
www.sppa.gov.uk
teachersservice@scotland.gsi.gov.uk

APPENDIX 1   FORM VS1

VOLUNTARY SEVERANCE SCHEME

REQUEST FOR A QUOTATION

Name:	
Job Title:	
Payroll Number:	
Department:	
Start Date with the College:	
Home Address:	
Daytime Telephone Number:	
If you have any questions that have not been answered elsewhere, please write them here and we will endeavour to answer them.	

Signed:...   **Date:**......................................

PLEASE COMPLETE THIS FORM IN **BLOCK CAPITALS** AND RETURN IT TO THE HR DEPARTMENT AT HR HR@wcs.ac.uk by XXXX.

Please note that this is a request for a quotation and **NOT** an application for Voluntary Severance under the terms of the Scheme.

APPLICATION FOR VOLUNTARY SEVERANCE

Name:	
Job Title:	
Payroll Number:	
Department:	
Line Manager:	
Start Date with the College:	
Preferred Leaving Date:	
Home Address:	
Daytime Telephone Number:	

Based on the information I have received, I wish to make a formal application for Voluntary Severance based on the Scheme currently on offer, as set out in the document entitled "Voluntary Severance Scheme". I agree to the terms and conditions of the application as detailed in the scheme guide.

I understand that this in no way binds the College to approve my application and release me from employment based on Voluntary Severance.

I understand that by submitting an application, I am agreeing to the terms of the Scheme. I understand and accept that if my application is approved, my employment with the College will be terminated based on the voluntary severance on a date to be hereafter fixed by the College. I also understand and agree that any payment to me or payment of pension strain cost will be subject to my having entered into a Settlement Agreement with the College in terms acceptable to the College Board of Management.

Signed:…………………………………………………………   **Date:**………………………………

PLEASE COMPLETE THIS FORM IN **BLOCK CAPITALS** AND RETURN IT BY EMAIL TO HR@wcs.ac.uk MARKED PRIVATE AND CONFIDENTIAL BY XXXX.

APPENDIX 3

WEST COLLEGE SCOTLAND

Voluntary Severance Scheme

Selection Criteria

The College will only consider applications that meet the criteria outlined below although, for the avoidance of doubt, even if the following criteria are met the College is under no obligation to approve any application:

1. The applicant must have two continuous years' service with the College on leaving date; and

2. The total cost of voluntary severance of the applicant must generate permanent staff salary savings within 1 year for West College Scotland in terms of the overall scheme.

In deciding whether to approve the application or voluntary severance (assuming the above criteria are all met) the College will consider the following criteria:

1. The total cost of approving the application for voluntary severance; and

2. The criticality of the role to the College and whether the post would require to be replaced. This will include the post holders' skills, qualifications, knowledge, achievements and experience.

The total cost of the voluntary severance will be the compensation payment, any payment in lieu of notice (subject to SFC approval) and any mandatory strain cost associated with the termination of the individual's employment resulting from the Strathclyde Pension Fund.

The decision of the College is final and there is no right of appeal against a decision to approve or reject an application for voluntary severance.

If the individual is successful in his/her application for voluntary severance he/she will receive written confirmation of their leaving date.

If the application is unsuccessful in their application for voluntary severance, they will receive written confirmation that their application has been rejected. There is no right of appeal against that decision.

WEST COLLEGE SCOTLAND

Agenda Item 13.3

Meeting	Board
Date	Monday 21 March 2022
Location	MS Teams
Title of Paper	LTQ COMMITTEE - meeting held on Wednesday 23 February 2022.
Presented By	Gordon Hunt, Vice Chair, LTQ Committee.
Recommendation to Members	The draft LTQ Committee minutes from the meeting held on Wednesday 23 February 2022 are attached for information later in the agenda. They will be formally approved at the next Committee meeting. The Committee Vice Chair, Gordon Hunt, will provide some highlights.
Appendix Attached	No

Highlights:

- The committee received an excellent presentation outlining the work of the new Care Academy which represents two of the three successful bids to the UK Community Renewal Fund (CRF), the third being the Maritime Academy. The committee was impressed with this exciting and ambitious project which represents an innovative approach to delivering flexible skills pathways in close partnership with local communities and employers.

- The committee received an update on the progress of the Curriculum Strategy and were pleased to note that in spite of the current challenges and some necessary in-year adjustments, the strategy remains on track. This was supported by an update on the Curriculum Planning and Review (CPR) process where the committee was hugely encouraged by the innovative and creative ways that were being explored to ensure the College was being as agile and flexible as it could be to adapt to meet the challenges of the current environment.

- The committee also discussed the flexibility and creativity demonstrated by the staff team in meeting demands for hybrid and flexible approaches to learning and skills needs as well as challenges in student recruitment and retention. The impact of the wider environment, whether in terms of student financial and mental health challenges or the need for flexibility from the SFC were noted and the committee was very encouraged by the proactive approach being taken to these issues.

WEST COLLEGE SCOTLAND

Agenda Item 13.4

Meeting	Board
Date	Monday 21 March 2022
Location	MS Teams
Title of Paper	REMUNERATION COMMITTEE - meeting held on Monday 7 February 2022.
Presented By	Linda Johnston, Chair, Remuneration Committee.
Recommendation to Members	The draft Remuneration Committee minutes from the meeting held on Monday 7 February 2022 are attached for information later in the agenda. They will be formally approved at the next Committee meeting. The Committee Chair, Linda Johnston, will provide some highlights.
Appendix Attached	No

Highlights:

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<div align="center">**CORPORATE DEVELOPMENT COMMITTEE**</div>

Minutes: Tuesday 8 March 2022.

Present: John Leburn (in the Chair), Douglas Bayley, Liz Connolly, Linda Johnston, Jane McKie, Daniel McMahon, David Mark.

Attending: Waiyin Hatton (Board Chair), Shirley Gordon (Secretary to the Board), Amy McDonald (Vice Principal Operations), Alan Ritchie (Director Finance), Natalie Smith (Director Organisational Development and HR), Brian Stobbs (Head of IT), Vivienne Mulholland (Head of Finance and Student Funding).

Apologies: Paul Sefton.

CD84   WELCOME
The Chair welcomed everyone to the meeting and noted apologies.

CD85   DECLARATIONS OF INTERESTS
The standing declarations of interests of members, as available on the Register of Interests on the College website, were noted as current. There were no specific interests declared with regard to the items on the agenda for the meeting.

CD86   MINUTES OF PREVIOUS MEETING
The minutes of the Corporate Development Committee meeting held on Tuesday 23 November 2021 were **approved**.

The Minutes of the Joint Audit and Corporate Development Committee meeting held on Tuesday 23 November 2021 were **approved.**

CD87   ACTIONS FROM THE MINUTES
The Committee **noted** the actions taken from the minutes.

CD88   MATTERS ARISING FROM THE MINUTES
There were no matters arising not otherwise on the agenda.

CD89   MARKETING AND COMMUNICATIONS UPDATE
Due to unforeseen circumstances, the Director Communications, Policy and Engagement was unable to attend the meeting and it was **agreed** that the Communications and Marketing update be deferred to the May 2022 CDC meeting.

Ms Connolly took the opportunity to update members on ongoing discussions regarding the proposed closure of the nurseries, as approved by the Board at its December 2021 meeting. As agreed at that meeting, Board members continued to be sent any media coverage resulting from the proposal. Twice weekly consultation meetings were taking place between management and support staff trade unions with the next one due tomorrow to review the detail of the issues raised by the staff involved.

The Committee discussed the financial position of the College (and wider sector) and the change in use of the nursery facility as debated at length at the December Board meeting. Ms Connolly summarised the impact of the Scottish Government funded 1,140 hours free early learning and childcare hours enabling families in Scotland to have their children in nursery or use other early years provision for 30 hours per week during school term time (38 weeks), or close to 22 hours a week if spread across the year.

The Chair thanked Ms Connolly for the update which was noted.

CD90   PEOPLE UPDATE REPORT
Natalie Smith, Director, Organisational Development & HR provided updates in relation to:

- Nursery and Catering Proposals.
- National Bargaining.
- Senior Staff Pay.
- My Conversations and Evolve (Learning Management System).
- Health, Safety and Wellbeing.

Mrs Smith took the Committee through an update in relation to these College people-related matters and the following points were raised:

- There was a requirement for the College Modern Slavery Statement to be reviewed annually and members noted that the 2022 Statement had been reviewed and no changes were suggested to the proposed content.
- For the year 1 September 2021 to 31 August 2022, both teaching and support staff unions had been made a final offer of £850 consolidated award plus a one-off non-consolidated £150 in recognition of the efforts made during the pandemic. That had been rejected by both sets of representatives:
  - ❖ EIS-FELA had enacted a consultative industrial action ballot with a recommendation that strike action was supported.
  - ❖ Support staff unions were continuing negotiations following the rejection of the management side offer. Two dispute meetings were now scheduled for the week commencing 14 March 2022.

The Corporate Development Committee:
- **Considered and noted the report for information.**
- **Considered the Modern Slavery Statement and requested that the Board of Management approve publication of this.**

CD91   ESTATES UPDATE REPORT Restricted Item
The Vice Principal Operations provided an update of the work ongoing with the Estates

[REDACTED]

CD92   IT UPDATE REPORT
The Head of IT provided an update in relation to IT developments, projects, and funding.

Mr Stobbs took the Committee through each area and the following points were raised:

- The College continued to enhance the IT security environment and was progressing compliance against the Scottish Government Cyber Resilience Framework having already achieved the requirements of Cyber Essentials+ (a detailed security control framework including guidance on security good practice). To supplement that framework, it was also necessary for the College to highlight the more significant general computer controls and ensure, for these controls, there was strength and continued robustness.
- For financial year 2021-22, the IT team was delivering project activities, which were funded from the annual IT project budget plus additional one-off funding received from the SFC. The allocations and expenditures against that budget were categorised as User Device Renewals; Infrastructure; Teaching and Learning Equipment; Resource Enhancements and Security Enhancements.
- Working with Microsoft, the IT Team had obtained details on options available for moving some of the College's server estate from on campus resources to using Cloud resources. The movement of data from server resources to the Cloud would allow for rationalisation of the College server environment.

The Corporate Development Committee noted the:
- **IT work which was ongoing, particularly the cyber resilience progress being made.**
- **Progress of IT projects.**
- **Internal Audit taking place on IT Systems which would report during the coming quarter.**

CD93   FINANCE UPDATE REPORT
The Director Finance provided an update in relation to the following:

- Report and Financial Statements.
- Scottish Funding Council Circulars.

- Budget 2022-23 and SFC Financial Forecast Reporting - (including FE Revenue, FE Capital / Estate Maintenance, Inflationary Pressures, Foundation Apprentices, Flexible Workforce Development, funding for counsellors and free sanitary products, Mental Health and Digital Learning, employer national insurance, Public Sector Pay Policy and staff and non-staff efficiencies).
- Payment Portal.
- Procurement.
- Student Support Funding.

Mr Ritchie took the Committee through a summary of developments in each area and the following points were raised:

- The sector had submitted a letter to the SFC requesting some further relaxation of the credit guidance for 2021-22. If granted, the sector indicated that it would be easier to meet the overall FE credit target. Mr Ritchie added that no answer had been provided by the SFC as yet and they had indicated that an answer was unlikely to be provided before the middle of March. He described what impact such a relaxation would have on the College financial forecast.
- The College was facing a very difficult challenge to not only present a balanced budget in 2022-23 but for the following two years. The indicative funding announcement in mid-March may provide some relief but it would go no way to bridging the current gap in funding.
- The College was currently assessing the probable impact of the changes in funding assumptions on the 2022-23 model and would bring the outcome of those deliberations to the May 2022 Committee meeting for a fuller discussion.
- There were financial and human resource implications for the College which were yet unsubstantiated in relation to the 2022-23 budget. Further work was required to establish the funding gap and the actions required to be taken by the College to close the gap.
- In accordance with the Scottish Government Public Finance Manual, the College was not able to submit a deficit budget.
- Members thanked the finance team for illustrating such complicated financial matters in an understandable way.

The Corporate Development Committee considered and noted the report.

CD94   MANAGEMENT ACCOUNTS TO 31 JANUARY 2022 Restricted Item

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CD95   PROCUREMENT APPROVAL

The Vice Principal Operations provided a summary of the process undertaken to procure estate management services which would provide the College with access to a simplified means of sourcing end-to-end property management services, from design specification to project delivery. The approach was to appoint one supplier through the Crown Commercial Services framework for Estate Management Services. She explained that the College had, in the past, utilised several different suppliers for the provision of professional advice regarding estate works / projects. The purchase of those services for each project resulted in staff time and effort being employed to make sure competitive quotes / tenders were received. That use of several suppliers also diluted the holistic advice the College was receiving.

Ms McDonald outlined the benefits of utilising the framework explaining that it enabled the College to make a best value direct award with a chosen supplier providing the College with all the property services necessary for delivery of the priority maintenance works.

The Committee discussed the contract and noted that, based on the College expending £1.8m per annum on estate high priority maintenance works, it was estimated that the annual fee for the provision of estate management services would be £260,000 including VAT. The contract would be for an initial three-year period with the option to extend that by another year. In total the College expected to spend £1,040,000 over the four years of the contract.

The Committee welcomed that the fee structure would enable the College to realise a saving on fees of £0.3m over the life of the contract. The College would also see a reduction in the time spent by both estates and procurement staff regarding purchasing estate management services and benefit from having one supplier who would be able to take a holistic view of the estate management requirements of the College.

Ms McDonald clarified that in-house works would continue for smaller value projects. to be undertaken by College staff.

The Corporate Development Committee approved for presentation to the Board of Management the appointment of Sanderson Weatherall under the Crown Commercial Services framework for Estate Management Services Lot 1 for an initial three-year period with the option to extend for a further 1 year.

CD96 **STRATEGIC RISK REGISTER REVIEW** Restricted Item

CD97 **INTERNAL AUDIT REPORTS**
   a) FINANCIAL REGULATIONS
   b) CASH MANAGEMENT
The Director Finance explained that Wylie & Bisset, as the appointed internal auditors of the College, undertook reviews:

- Of the suitability of the College Financial Regulations to ensure that these comply with current guidance, such as the Scottish Public Finance Manual and the Financial Memorandum.
- To provide assurance that the cash management practices as outlined in the Financial Regulations are suitable and have been adopted by the College.

These assignments formed part of the 2021-22 Annual Internal Audit Plan and were presented to provide assurance on the adequacy of the College financial control environment. Mr Ritchie reported that the overall audit report assurance levels were reported as:

- Financial Regulations – Strong.
- Cash Management – Strong.

The Corporate Development Committee considered and noted the contents of the report.

CD98 **SCHEDULE OF BUSINESS 2021-22**
The Committee **noted** its schedule of business for 2021-22 as summarised by the Director

Finance. This would be updated during the year to reflect revised dates for reports being submitted to the Committee.

CD99   **ANY OTHER BUSINESS**
No other business items were raised.

CD100   **DATE OF NEXT MEETING**
Tuesday 31 May 2022 at 4pm by TEAMS.

AUDIT COMMITTEE

MINUTES: Wednesday 2 March 2022.

PRESENT: Graeme Bold (in the Chair), Grant Lyall, Ronald Leitch.

ATTENDING: Liz Connolly (Principal), Amy McDonald (Vice Principal, Operations), Alan Ritchie (Director Finance), Shirley Gordon (Secretary to the Committee), Vivienne Mulholland (Head of Finance and Student Funding), Brian Stobbs (Head of IT, Solutions and Development).

ATTENDING
BY
INVITATION: Stephen Pringle (Wylie & Bisset), Joanne Buchanan (Mazars).

APOLOGIES: None

AM615   **WELCOME AND APOLOGIES**
The Chair welcomed everyone to the meeting. No apologies were received.

AM616   **DECLARATIONS OF INTERESTS**
The standing declarations of interests of members, as available on the Register of Interests on the College website, were noted as current. There were no specific interests declared with regard to the items on the agenda for the meeting.

AM617   **MINUTES**
The minutes of the meeting held on Wednesday 1 December 2021 **were approved.**

The Minutes of the Joint Audit and Corporate Development Committee meeting held on Tuesday 23 November 2021 **were approved.**

AM618   **ACTIONS FROM THE MINUTES**
The Committee **noted** the actions taken and outstanding since the last meetings (both Audit and Joint) and **agreed** that the completed actions could now be removed.

AM619   **MATTERS ARISING FROM THE MINUTES (AND NOT OTHERWISE ON THE AGENDA)**

No matters arising were raised that were not already covered on the agenda.

AM620   **INTERNAL AUDIT REPORT – SUSTAINABILITY AND CARBON MANAGEMENT**
Stephen Pringle explained that, as part of the 2021-22 Internal Audit Plan, Wylie & Bisset conducted a review of the College's compliance with sustainability and carbon management legislation including a review of policies and procedures. Their review considered the roles and responsibilities for sustainability and carbon management and assessed how embedded that was within the College. They also considered the recording and collection of data and performance indicators in relation to this area.

Mr Pringle presented the scope of the review which concluded:

'We can only give a weak level of assurance over the College's sustainability and carbon management arrangements. We have raised 9 recommendations, 1 of these has been graded as high with 7 medium and 1 low grade. We have raised 2 good practice points.'

The College had accepted all nine recommendations which covered several areas and Mr Pringle summarised these noting a couple of areas of good practice.

The Committee discussed the detail of the report, and the following points were clarified:

- The report would be presented to the Corporate Development Committee for consideration and the recommendations would be added to the Rolling Audit Action Plan. The College Assurance Map would be updated to show the outcome of the audit work.
- The report recommended that the College consider the level of resource which was currently dedicated towards addressing sustainability matters across the organisation. Ms McDonald added that such a review could result in an increase in the staff establishment or an increase in the budget allocated to addressing sustainability and climate change. Training would also be required in the implementation of the recommendations contained in the report especially around carbon management reporting.
- There were reputational implications of not addressing the challenge of climate change and sustainability although it was noted that the College currently complied with legislation. The College's sustainability and carbon management arrangements, however, had to be part of its overall strategic objectives and filtered down to all operational areas and work would be undertaken to embed that approach and commitment.
- There were several implications involving the College not being ready to address the Scottish Government requirement on public bodies to be net zero emitters by 2040. That requirement placed a significant burden on the College which required to be addressed now for future plans to be enacted to tackle this matter. Sector-wide discussions were also taking place with the Scottish Funding Council and Scottish Government in that regard.
- The Committee discussed the 9 recommendations, and some suggested amendments were made to proposed implementation dates. The management response (including responsible officer) to each recommendation was welcomed as was the suggestion of each objective having an associated financial plan to understand likely spend and determine overall priorities.
- A Board strategy session was being arranged to fully brief Board members on the College's environmental commitment and to give assurance and oversight on its plans.

The Audit Committee considered and noted the contents of the report.

AM621 **INTERNAL AUDIT REPORT – DIGITAL STRATEGY**
Stephen Pringle explained that, as part of the 2021-22 Internal Audit Plan, Wylie & Bisset conducted a review to assess whether there was an appropriate internal governance structure in place that ensures that IT related projects, initiatives and requests were aligned with the Digital Strategy. The review also considered whether appropriate KPIs and key risk indicators were in place to measure and report progress of the Digital Strategy and associated risks. In addition, they reviewed the level of skilled resources to deliver the key elements of the Digital Strategy as well as the monitoring and reporting arrangements in place.

Mr Pringle presented the scope of the review which concluded:

"We can provide a substantial level of assurance over the College's Digital Strategy. We found that there was a process in place which enabled IT related projects,

initiatives, and requests to be aligned with the Digital Strategy. We can also confirm that reporting arrangements in place were appropriate and that there was sufficient skills and expertise on the Digital Strategy groups. We have raised 1 recommendation around the KPIs which are used to measure the achievement of the Digital Strategies objectives / priorities. We have raised 7 good practice points from our review".

The College had accepted the one recommendation which related to the inclusion of measurable KPIs for each of the Digital Strategy objectives. Work was already underway to address the recommendation as part of the wider College Digital Strategy Group. Mr Pringle also highlighted seven areas of good practice which showed the work that had been done to date to embed the Digital Strategy into College operations.

The Committee discussed the detail of the report, and the following points were clarified:

- The report would be presented to the Learning, Teaching and Quality Committee for consideration and the recommendation would be added to the Rolling Audit Action Plan. The College Assurance Map would be updated to show the outcome of that audit work.
- The report highlighted the continued need to invest in the College IT infrastructure if the objectives of the Digital Strategy were to be delivered.
- The College recognised that the identification and measurement of KPIs going forward with the refreshed Strategy would be enhanced and would build on the College's growing digital maturity. SMART KPIs would be set against each of the actions within the Strategy for years 1-3 and would be recorded and achievement monitored via the Pentana System.
- Ms McDonald confirmed that an overall College performance report was due to be presented to the March 2022 Board meeting summarising all data sources and looking at how targets, priorities, and actions (as well as financial plans) were then included to enable achievement to be clearly measured. Ms Connolly added that a Board strategy session was being arranged to fully brief all Board members on the College's commitment and to give assurance and oversight on the plans.

The Audit Committee considered and noted the contents of the report.

AM622   **INTERNAL AUDIT ANNUAL PLAN 2021-22**
Stephen Pringle explained that the Audit Committee approved the 2021-22 College internal audit plan in May 2021, and he led the Committee through an update on 2021-22 planned internal audit activity for the year including:

- Agreed timings of the approved internal audit assignment.
- Dates that the Committee could expect to receive the internal audit reports.
- Agreed timings for the other audit work to be undertaken.

The Committee discussed the 11 agreed audit assignments noting that a detailed assignment plan was prepared for each audit undertaken, setting out the scope and objectives of the work, allocating resources and establishing target dates for the completion of the work.

The Committee welcomed the opportunity to be flexible around the audit assignments if a particular issue was raised during the year.

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The Audit Committee noted the contents of this report.

AM623   **ROLLING AUDIT ACTION PLAN**
The Director Finance explained that the purpose of the Rolling Audit Action Plan (RAAP) was to update the Audit Committee on the status of the recommendations made by both the internal and external auditors.

Mr Ritchie led the Committee through the report, summarising the movement in relation to the audit recommendations made since the last meeting and confirmed that the RAAP was reviewed by the staff with responsibility for the implementation of the audit recommendations on an ongoing basis.

Mr Ritchie reported that the College considered good progress had been / was being made in addressing the recommendations made by the internal and external auditors.

The Committee discussed the detail of the plan noting that:
- No actions were to be removed as work was still to be undertaken to verify the status of the completed items.
- Eight actions had been completed and these would be reviewed by the auditors as part of their phase 3 work during March 2022.
- Two date extension requests had been made in relation to external communications as follows:
  - ❖ The content of the website was now up to date but required to be decluttered. That work would be undertaken in advance of the start of the new academic year, however, given the complexity and quantity of data requiring review, a further extension was requested to 31 July 2022.
  - ❖ The College had been able to obtain access to the College website analytics. A report on the usage of the College website would be presented to the Senior Management Team (SMT) in March 2022 and then on a regular basis after that. An extension from 28 February 2022 to 31 July 2022 was requested to allow the SMT to consider the content of the report and what other information / actions may be required thereafter.

The Audit Committee:
- **Approved the date extension of two recommendations.**
- **Considered and approved the updated Rolling Audit Action Plan.**

AM624   **ANNUAL REVIEW OF EFFECTIVENESS OF THE COMMITTEE AND INTERNAL AUDITORS**
The Secretary to the Committee explained that the Audit Committee's remit stated that it would *'review its own effectiveness at least annually and to report the results of that review to the Board'.* She outlined the process proposed for the 2021-22 review of the Audit Committee's effectiveness which followed that agreed in previous years. She reported that, in December 2021, the Audit Committee undertook a review of the External Auditor immediately following the completion of the external audit work. That was to ensure that the outcome from the audit was fresh in Committee members minds when undertaking the review. Given that the Committee had already undertaken a review of the External Audit Service, it would, therefore, only be issued with the two questionnaires relating to:

- Evaluation of the Audit Committee.
- Evaluation of the Internal Auditors.

It was proposed that completed questionnaires be returned by Monday 28 March 2022 so that a report could be provided to the May 2022 Audit Committee for consideration and action as appropriate. Thereafter, the Audit Committee would report to the Board on its findings at the meeting in June. It was agreed that the College auditors would be asked to complete an Audit Committee evaluation form to inform the process, and that Committee members and key College executive officers would complete the evaluation form relating to internal auditors.

The Committee considered and approved the wording of the questionnaires, the approach to be taken and the timetable for this.

AM625

erations provided an outline of the College IT infrastructure,

[REDACTED]

[REDACTED]

AM626   DRAFT INTERNAL AUDIT PLAN 2022-23
The Director of Finance presented the draft internal audit plan for 2022-23 along with an updated Audit Needs Assessment and Assurance Map.

Mr Ritchie summarised the draft internal audit plan for 2022-23 which had been compiled following discussion with the College Senior Management Team alongside a detailed review of the strategic risk register, assurance map and other key College documents by the audit team.

Mr Ritchie led the Committee through the report highlighting the eight areas of work which the internal auditors proposed undertaking during 2022-23. The Committee discussed these areas of review for internal audit purposes going forward and recognised their importance in terms of linkages to the College Strategic Plan 2019-2025 and College Strategic Risk Register.

The Committee recognised that the internal audit plan was developed with the aim of focusing audit resources on the areas of most need and, therefore, not all potential audit areas could be reviewed within the resource available. Members considered, however, the assurance they got from other sources (such as external audit, regulatory reviews, management, etc) and in reviewing the cyclical nature of the areas listed in the Audit Needs Assessment, the following suggestions were made:

- The addition of whistleblowing and GDPR would be useful and the option to include those within the Corporate Governance audit assignment would be explored for 2022-23.
- The Financial Systems audit assignment should be moved to every 2 years rather than annually.
- The addition of a People audit assignment would be useful and should be included for 2022-23 looking at recruitment / retention / success planning.

The Audit Committee:
- **Reviewed the Audit Needs Assessment and noted the content in light of the Committee's previous discussions.**
- **Considered the College Assurance Map and noted the proposed 2022-23 Internal Audit Plan.**
- **Considered what audit assignments may require to be undertaken in 2023-24.**

AM627   INSURANCE AND RISK MANAGEMENT Restricted Item

[REDACTED]

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AM628   RISK MANAGEMENT STRATEGY UPDATE Restricted Item

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AM629   SCHEDULE OF BUSINESS 2021-22

The Audit Committee noted the 2021-22 Schedule of Business.

AM630   ANY OTHER BUSINESS

- No other business items were raised.

- Date of Next meeting: Wednesday 18 May 2022 at 4.00 p.m. by TEAMS

<div align="center">**LEARNING, TEACHING AND QUALITY COMMITTEE**</div>

Minutes: Wednesday 23 February 2022.

Present: Gordon Hunt (in the Chair), Liz Connolly, Fiona McKerrell, Ruth Binks, Abbie McGrath, Mark Gillan, Mark Hamilton.

Attending: Stephanie Graham (Vice Principal Educational Leadership), Iain Forster-Smith (Director of Student Services and Communities), Jackie McLellan (Head of Care), Sara Rae (Assistant Principal Enterprise and Skills), Nathan Tyler (Director of Communications, Policy and Engagement), Shirley Gordon (Secretary to the Board).

Apologies: Mark Newlands, Waiyin Hatton (Chair of the Board).

LM454   WELCOME
The Chair welcomed everyone to the meeting and noted apologies.

LM455   DECLARATIONS OF INTERESTS
The standing declarations of interests of members, as available on the Register of Interests on the College website, were noted as current. There were no specific interests declared with regard to the items on the agenda for the meeting.

LM456   MINUTES
The minutes of the meeting held on Wednesday 8 December 2021 were approved.

LM457   ACTIONS FROM THE MINUTES
The Committee noted the actions from the minutes, and it was agreed those completed could now be removed.

LM458   MATTERS ARISING FROM THE MINUTES
There were no matters arising not otherwise covered on the agenda.

LM459   STUDENTS ASSOCIATION (SA) UPDATE
Abbie McGrath (SA President) outlined the varied workload of the Students Association over recent months particularly in liaison with students, lecturers / guidance lecturers and the College Executive and highlighted campaigns and events coming up later in 2022. She reported that students were enjoying attending College campuses since the pandemic restrictions had eased.

The Committee commended the SA for its proactive approach and planning of such an exciting range of activities. In relation to National Walking Month in May 2022 and the campaign for students to walk 5k a day for 30 days, it was suggested that staff may also enjoy participating and Ms McGrath would liaise directly with Nathan Tyler about advertising this to staff to join in and support.

The Chair thanked the Students Association President for progressing the work of the Association and the update was noted.

LM460   WCS CARE ACADEMY
Jackie McLellan delivered a presentation outlining the work of the College Care Academy. She addressed the current staffing recruitment and retention challenges faced by the care sector and summarised the variety of courses (full-time, part-time, distance learning and work-based qualifications) that the Care Academy offered. All were designed to enable people to either gain employment in the care sector or develop their current skills, knowledge, and practice.

Ms McLellen led the Committee through the detail of the Apprenticeship Pathways, Care Skills Passport and Leading Care Awards as provided from both the West Dunbartonshire Care Academy and Inverclyde West Care Academy and she noted the student numbers available on each as well as the portfolio of skills / knowledge / course content covered (some mandatory, some optional).

In developing this approach, the Development Funding team had worked with several other colleges and local partners particularly in both Local Authority areas. This had been hugely beneficial in building relationships and in the development of bespoke courses including flexible delivery models, courses aligned to organisations' induction programmes and exploring opportunities of guaranteed job interviews for 6 months.

The Committee was delighted to note the innovative approach taken in the delivery of the courses within the Care Academy and the following points were noted:

- The availability of the courses / opportunities was being widely advertised and the College Communications Team was widening its campaign to attract and retain students. As well as that advertising, information sessions had been scheduled.
- The courses were ready to be accessed and all materials had been finalised.
- Although the project was complex with lots of moving parts, the College had been ambitious to maximise the needs of local communities, partners, and the wider region. As a result of that, excellent partnership working had been created and a great platform built on which to grow.
- The project was aligned to the College's strategic values and direction and gave visibility to its commitment to help support communities, local organisations, and the care sector as a whole.

The Committee thanked Jackie for the update and considered it to be an exciting ambitious project that challenged and opened new possibilities for different ways of teaching and working creating opportunities for students and staff to take ownership over their working in ways that had not been possible before.

The Learning Teaching and Quality Committee noted and discussed the delivery of the College Care Academy.

LM461　**CURRICULUM STRATEGY PROGRESS UPDATE**
The Vice Principal Educational Leadership provided a high-level summary of progress to date on the objectives of the 2021-26 Curriculum Strategy.

Ms Graham led the Committee through the Strategy's key objectives explaining that these were embedded in the autumn Curriculum Planning and Review process, requiring individual curriculum sectors to assess their curriculum against the Strategy's objectives and identify their actions to contribute to the Strategy overall. Integrating into the CPR process that way helped ensure awareness and understanding of the Strategy direction.

The Committee noted that the Educational Leadership Team had produced an Action Plan for year one which had been added to Pentana to enable ongoing monitoring and although some progress on actions had been made, the context in the College had delayed progress and delivery dates had been adjusted accordingly.

The Committee discussed the context impacting on Strategy delivery to date and members were impressed with the key actions and progress made this session against key objectives. Although some initial action target dates had needed to be revised in-year, members noted that overall progress would not be impacted. Due to the timing of curriculum planning however, the Committee agreed that a strong focus needed to be

maintained to ensure the 2022-23 curriculum was developed in line with the Strategy direction.

The Committee discussed the update in detail with the following points / suggestions raised:

- The financial deficit this session (and the financial challenges for next session) were influencing curriculum decision-making and driving more efficiencies in delivery. Financial efficiency was part of the Curriculum Strategy but would take a higher priority due to the financial context of the College.
- At this point in Curriculum planning for 2022-23, more efficient delivery, better student recruitment, credit and income generation were the highest priorities. In recognition of that and ensuring quality remained a priority, the Educational Leadership Team was leading sessions focusing on high quality learning and teaching and ensuring that the fundamentals of the student experience and developing staff skills in teaching remained a focus.
- Recognition that more needed to be done in the 2022/23 curriculum in the development of more flexible and blended delivery models to ensure a more strategic planned approach to varying course start times and 'chunking' adaptations rather than as a reaction to under recruitment. Ms Graham explained "chunking" adding that the aim was to work creatively to provide guidance and support to all students to achieve a more tailored personalised approach to their learning and needs.
- Student finance availability and restrictions for part-time study would impact on some options for students to build learning from smaller chunks of learning and the sector was engaging nationally to ensure a full understanding of some of the barriers and unintended consequences of the economy and students. It was suggested that the College also liaise with its Local Authority partners particularly around any implications for students and council tax payments.
- Three meta skills were selected as a key focus for both staff and students for 2021-22 namely adapting, collaborating and critical thinking.
- A focus on the College gathering better data on all its associated course costings and any overlaps in course delivery would help understand decision-making and financial viability and sustainably going forward and the Power BI project to improve data analysis would aid decision making for the curriculum.

The Learning Teaching and Quality Committee noted and discussed the information contained within the report.

LM462   CURRICULUM PLANNING AND OUTPUTS FROM THE CPR
The Vice Principal Educational Leadership provided a high-level summary of the 2021 Curriculum Planning & Review (CPR) focus and outcomes.

Ms Graham explained that the annual Curriculum Planning and Review (CPR) focus was amended to bring it in line with the key objectives in the Curriculum Strategy. Documentation was completed by Sectors prior to individual November meetings led by the Educational Leadership Team with the Heads and CQLs for each Sector. She added that discussions in these meetings varied depending on the Sector and priorities. Rather than follow the same agenda for each meeting this year, the ELT decided on key topics in advance for each Sector to focus on the more critical areas for change or challenges in each curriculum.

The Committee noted the key drivers for curriculum change and common themes raised and discussed the capacity and barriers for change as well as new courses and amended curriculum with the following points / suggestions raised:

- Members were hugely impressed by the thoroughness and proactiveness in responding to changes and challenges. Course offering was continually adapted in terms of the way courses were taught and assessed. There had been increased staff collaboration due to Covid in both delivery and assessment and the Covid adaptations to assessment processes had helped focus staff on the key course aims. Courses had been adapted internally to better suit student needs and there was a clear skills development focus, although still work to do to make Meta skills more explicit for students.

- Student demand was not always in line with the SDS Regional Skills Assessments (RSA) identified job openings and low student numbers were impacting on the viability of some more specialised courses. The experience of delivering elements of courses online was enabling a cross-campus course offering in a few areas. There was further potential for more elements of courses to be delivered cross-campus, whilst practical parts were taught on separate campuses, enabling the retention of some specialist courses with lower numbers.

- As discussed earlier, progress had been made in varying course start times and offering shorter courses to build qualifications but there was still more work to do in that area. As well as recognising the need to offer courses in a more flexible way, there was also a recognition that some full-time courses may no longer suit the market and offering alternative apprentice provision may be a better option if recruitment trends were to match industry needs.

- Staff across the College would continue to support Scottish Government policy on greening of the economy in the communities that the College served. The College goal was to equip members of the workforce with the skills required for transition to net zero. The College also aimed to encourage young people into areas of work that were high-skilled, well remunerated and could reduce the environmental impacts of the industries in which they worked.

The Committee was hugely encouraged by all the innovative and creative ways that were being explored to ensure the College was being as agile and flexible as it could be to adapt to meet the challenges of the environment.

The Learning Teaching and Quality Committee noted and discussed the information contained within the report.

LM463 UPDATE FROM EDUCATIONAL LEADERSHIP TEAM (ELT)

The Vice Principal Educational Leadership's report updated the Committee on developments in the following key areas since the last meeting:

- Student recruitment.
- Credit generation.
- Enterprise and skills.
- Schools – including the school-college Partnerships Curriculum offer review.

The Committee discussed the update with the following points / suggestions raised:

- Members were delighted to note that the 3 applications to the UK Community Renewal Fund (CRF) had been successful (two of which had been discussed at length as minuted at LM460). Ms Graham explained that an announcement delay meant that initial project timelines outlined for delivery had to be shifted and shortened with projects now having to be delivered in 6 months with completion in June 2022. Although that would be a challenge, the College was working with all partners to achieve it and ultimately maximise benefits for local communities and the region at an economically challenging time. The Committee commended that approach.

- Student retention from August start courses had not been good this session with an increase in students leaving FE courses before Christmas and an increase in HE compared to last session. Other Colleges were reporting a similar situation and an analysis of reasons for withdrawal showed a higher number leaving for financial reasons and for employment as well as an increase in those leaving for health reasons, including mental health.
- Sector VPs had submitted a request to the SFC to consider further credit flexibility this session and Ms Graham explained the detail of the request an outcome of which was awaited.

The report was noted.

LM464   QUALITY STANDARDS COMMITTEE MINUTES

The Committee **noted** the 18 November 2021 and 3 February 2022 minutes from the meetings of the Quality Standards Committee.

LM465   ANY OTHER BUSINESS
- No other business items were raised.
- Date of next meeting - Wednesday 25 May 2022 at 4pm.

**WEST COLLEGE SCOTLAND
REMUNERATION COMMITTEE**

MINUTE: Monday 7 February 2022

Present: Linda Johnston (in the Chair), Waiyin Hatton, John Leburn, Jane McKie.

Attending: Liz Connolly, Principal, Natalie Smith, Director of Organisational Development and HR, Shirley Gordon, Secretary to the Committee.

Apologies: Graeme Bold, Mark Newlands.

RM93 DECLARATIONS OF INTERESTS
The Chair welcomed everyone to the meeting and apologies were noted.

The standing declarations of interests of members, as available on the Register of Interests on the College website, were noted as current. There were no specific interests declared with regard to the items on the agenda for the meeting.

RM94 MINUTES
The minutes of the meeting held on Monday 4 October 2021 were **approved**.

There were no matters arising not otherwise on the agenda.

The Principal left the meeting.

RM95 REVIEW OF THE PRINCIPAL 2021/22 Reserved Item

RM96 **REVIEW OF THE EXECUTIVE, SMT AND HEADS 2021/22** Reserved Item

RM97 **REVIEW OF THE SECRETARY TO THE BOARD 2021/22** Reserved Item

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RM98   REVIEW OF THE COLLEGE SENIOR TEAM PAY Reserved Item

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RM99 ANY OTHER BUSINESS
- No other business items were raised.

WEST COLLEGE
SCOTLAND

Meeting	Board Agenda Item 20
Date	21 March 2022
Location	MS Teams
Title of Paper	Board Membership, Proposed Schedule of Business 2021/22 And Dates of Meetings In 2021/22
Presented By	Shirley Gordon, Secretary to the Board
Recommendation to Members	The Board is asked to note the information.
Appendix Attached	Yes

Appendix 1 - Current Board membership.

Appendix 2 - Proposed Schedule of Business for 2021/22. This will be subject to review and adjustment in light of business coming forward but has been drafted based on previous years business cycles to give a guide.

Appendix 3 - Dates of meetings in 2021/22. The dates of meetings of the Board and Committees is attached. |

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 (Non-Executive Member)
Linda Johnston

Principal
Elizabeth Connolly

Teaching staff – 1 elected
Mark Gillan

Non-Teaching staff – 1 elected
Douglas Bayley

Students Association – 2 elected
Abbie McGrath
Paul Sefton

Non-Executive Members
Graeme Bold
Gordon Hunt
John Leburn
Ronald Leitch
Grant Lyall
Fiona McKerrell
Jane McKie
Daniel McMahon
Mark Newlands
Vacancy
Vacancy

In Attendance
Stephanie Graham, Vice-Principal Educational Leadership
Amy McDonald, Vice-Principal Operations

Shirley Gordon, Secretary to the Board

BOARD OF MANAGEMENT
PERIOD OF APPOINTMENT AND MEMBERSHIP OF COMMITTEES 2021/22

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
Elizabeth Connolly	Principal	01.09.18	Board CDC LTQC Audit Remuneration	Member Member Member In attendance In attendance
Mark Gillan	Teaching Staff	4 years 13.09.21 – 12.09.25	Board LTQC Nominations *	Member Member - from Sept 2021 Member - 14.06.23 – 13.06.25
Douglas Bayley	Support Staff	4 years 14.06.21 – 13.06.25	Board CDC Nominations *	Member Member - from June 2021 Member - 14.06.21 – 13.06.23
Abbie McGrath	Student President	1 year 1.08.21 – 31.07.22	Board LTQC Nominations	Member Member – from Aug 2021 Member - from Aug 2021
Paul Sefton	Student rep	1 year 1.08.21 – 31.07.22	Board CDC	Member Member - from Aug 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
Gordon Hunt	Non-Executive	4 years 1.02.21 – 31.01.25	Board LTQC	Member Member - from Feb 2021 and **VC** from Aug 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 Remuneration	Member then **VC** from Aug 2021 Member – from Feb 2021 Member - from Feb 2021 Nominee – from Feb 2021 to July 2021 Member – from Aug 2021 then **Chair** from Feb 22.
John Leburn	Non-Executive	4 + 4 years 1.01.17 – 31.12.20 1.01.21 – 31.12.24	Board CDC WCS Foundation Nominations Remuneration	Member Member - from Feb 2021 then VC from Aug 21 then **Chair** from Feb 22. Nominee – from Feb 2021 Member - from Feb 2022 Member - from Feb 2022
Grant Lyall	Non-Executive	4 years 1.02.21 – 31.01.25	Board Audit	Member Member - from Feb 2021 then **VC** from Nov 2021
Fiona McKerrell	Non-Executive	4 years 1.12.19 – 30.11.23	Board LTQC SIM Nominations	Member Member - from Feb 2021 Nominee from Aug 2021 Member and **VC** from Nov 2021

Mark Newlands	Non-Executive	4 +4 years 1.02.15 – 31.01.19 1.02.19 – 31.01.23	Board LTQC Nominations Remuneration	Member Vice Chair - from Feb 2021 then **Chair** from July 2021 Member from Aug 21 Member from Aug 21 and **VC** from Nov 2021
Jane McKie	Non-Executive	4 years 1.12.21 – 30.11.25	Board CDC Remuneration	Member Member from Dec 2021 Member from Dec 2021
Ronald Leitch	Non-Executive	4 years 1.12.21 – 30.11.25	Board Audit	Member Member from Dec 2021
Daniel McMahon	Non-Executive	4 years 1.02.22 – 31.01.26	Board CDC	Member Member from Feb 22
Vacancy	Non-Executive		Board LTQC	Member Member
Vacancy	Non-Executive		Board Audit	Member Member

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

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 1.03.22 – 29.02.23	LTQ
Mark Hamilton	Co-opted	1 year 1.11.19 – 31.10.20 1.11.20 – 31.10.21 1.11.21 – 31.10.22	LTQ
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 1.03.22 – 29.02.23	CDC

*In accordance with the Nominations Committee remit, "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)".

WHAT	WHEN				
	Meeting – 4/10/21 **Papers dist – 27/9/21**	**Meeting – 13/12/21** **Papers dist – 6/12/21**	**Meeting – 7/2/22** **Papers dist – 31/1/22**	**Meeting – 21/3/22** **Papers dist – 14/3/22**	**Meeting – 13/6/22** **Papers dist – 6/6/22**
Standing Items of Business					
Chair's Report	✓	✓	✓	✓	✓
Chief Executive's Report	✓	✓	✓	✓	✓
Student Association Report	✓	✓	✓	✓	✓
Strategic Risk Register	✓	✓	✓	✓	✓
Board of Management:					
• Membership	✓	✓	✓	✓	✓
• Dates of Meetings	✓	✓	✓	✓	✓
• Proposed Schedule of Business	✓	✓	✓	✓	✓
• Any appointment matters to consider?	✓Yes – covered as an item	✓Yes – covered as an item	**None**	**None**	
• Other	✓ October Board agendas include the Articles, SofD and SOs to approve. ✓Chair to confirm BM appraisal reviews have been undertaken.	**None**	✓Start of Board Dev Plan and Int Eff Review discussions	**None**	VC and SIM to confirm Chair's appraisal review has been undertaken
Report on Delegated Action Taken since last meeting (if any)	**None**	**None**	**None**	**None**	
Approval of Policies?	**None**	**None**	**None**	**None**	
Approval of contracts?	**None**	**Yes x 1**	**None**	**Yes x 1 (via CDC)**	

WCS BOARD - SCHEDULE OF BUSINESS

WHAT	WHEN				
	Meeting – 4/10/21 Papers dist – 27/9/21	Meeting – 13/12/21 Papers dist – 6/12/21	Meeting – 7/2/22 Papers dist – 31/1/22	Meeting – 21/3/22 Papers dist – 14/3/22	Meeting – 13/6/22 Papers dist – 6/6/22
Main Items of Business					
External Board Effectiveness Review – (carried out every 3 years – last done and submitted to February 2020 Board meeting. Next review due to be carried out by February 2023).	Not required in 2021				
Financial Regulations Annual Review	✓				
Staff Survey Outcomes					
Regional Outcome Agreement Review Report		✓			
2020-21 Financial Statements for the year end		✓			
Annual Report from External Auditor		✓			
Annual Report from Audit Committee		✓			
Annual Report from Internal Auditor		✓			
Management Accounts		✓ Oct 21		✓ Jan 22	✓ Apr 22
Review of Board Development Action Plan			✓		✓
Internal Board Annual Effectiveness Review			✓		✓
Draft Regional Outcome Agreement			✓		
Review of Modern Slavery Statement				✓	
Final Regional Outcome Agreement					✓
HR Annual Report	✓				
People Strategy					✓

WCS BOARD - SCHEDULE OF BUSINESS

WHAT	WHEN				
	Meeting – 4/10/21 Papers dist – 27/9/21	Meeting – 13/12/21 Papers dist – 6/12/21	Meeting – 7/2/22 Papers dist – 31/1/22	Meeting – 21/3/22 Papers dist – 14/3/22	Meeting – 13/6/22 Papers dist – 6/6/22
Key Performance Indicators update					✔
Proposed dates of Board meetings for following year				✔	
Staff and Student Health and Wellbeing Strategy					✔
Budget and Financial Forecast (including budget for Students Association)					✔
Risk Management Strategy					✔
Committee Reports on Progress against Regional Outcome Agreement					✔
Estates Strategy		✔			
Committee Reports					
Audit	Sept minute	Dec minute		March minute	May minute
CDC	Sept minute	Nov minute		March minute	May minute
Joint Audit - CDC		Nov minute			
LTQC		Oct minute	Dec minute	Feb minute	May minute
Nominations					May minute
RemCo		Oct minute		Feb minute	

WEST COLLEGE SCOTLAND

Dates of Meetings in 2021-22

Committee	September 2021	October 2021	November 2021	December 2021	January 2022	February 2022	March 2022	April 2022	May 2022	June 2022
BOARD (at least 4) Mondays at 4.00 p.m.		4		13		7	21			13
Audit (at least 4) Wednesdays at 4.00 p.m.	8			1			2		18	
Joint Audit & CDC			23 (4pm)							
CDC (at least 4) Tuesdays at 4.00 p.m.	14		23 (2pm)				8		31	
LTQC (at least 4) Wednesdays at 4.00 p.m.		6		8		23			25	
Remuneration (twice per year) Mondays at 2p.m. before Board meetings		4				7				
Nominations (at least annually)									16	

NOTES

- The venue for the Board and some Committee meetings may alternate between being virtual via Teams and different campuses.
- No formal business meetings are held in July or August.