WEST COLLEGE
SCOTLAND

West College Scotland
Board of Management
Monday 13 June 2022 at 4.00p.m. via the Teams link circulated by the Secretary or in attendance at Abercorn Meeting Room 1, Paisley Campus.

Agenda

3.30 – 4pm – Education Scotland College Progress Visit Report – April 2022 – Inspector Margaret Rose Livingstone will attend to present to the Board.

General Business

1. Welcome

2. Apologies

3. Declarations of Interests

4. Minutes of the meeting held on Monday 21 March 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   Paper 8   WH
    .1 Board Internal Effectiveness Review 2022   Paper 8.1   WH
    .2 Board Development Action Plan 2022   Paper 8.2   WH

Items for Decision / Approval

9. Finance
    .1 Management Accounts to 30 April 2022   Paper 9.1   AR
    .2 Budget 2022-3- and 3-Year Financial Forecast   Paper 9.2   AR
    .3 Procurement Approvals   Paper 9.3   AMcD

10. People Strategy   Paper 10   NS

11. Wellbeing Strategy - RISE   Paper 11   StG

12. Strategic Risk Register Review   Paper 12   AMcD

13.	Key Performance Indicators Update	Verbal	AMcD

14.	Estates Update	Paper 14 **To Follow**	AMcD

15.	Board / Committee Membership	Paper 15	WH

Items for Discussion

16.	Governance Compliance Report	Paper 16	AR

17. Committee Chair Reports:

.1 CD Committee	Paper 17.1	JL
.2 Audit Committee	Paper 17.2	GB
.3 LTQ Committee	Paper 17.3	MN
.4 Nominations Committee	Paper 17.4	WH

18. Any Other Business

19. Date of Next Meeting: Monday 10 October 2022 at 4.00 p.m.

Items for Information / Noting

20.   CD Committee - Minutes of the meeting held on Tuesday 31 May 2022

21.   Audit Committee - Minutes of the meeting held on Thursday 26 May 2022

22.   LTQ Committee – Minutes of the meeting held on Wednesday 25 May 2022

23.   Nominations Committee – Minutes of the meeting held on Monday 16 May 2022

24.   Board of Management:
   .1 Membership
   .2 Schedule of Business 2021/22
   .3 Dates of Board and Committee Meetings 2022/23

Shirley Gordon
Secretary to the Board

BOARD OF MANAGEMENT

Minutes: Monday 21 March 2022.

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

Attending: Stephanie Graham (Vice Principal Educational Leadership), Natalie Smith (Director Organisational Development and HR), Alan Ritchie (Director Finance), Nathan Tyler (Director Communications, Policy and Engagement), Shirley Gordon (Secretary to the Board).

Apologies: Mark Gillan, John Leburn, Amy McDonald (Vice Principal Operations).

BM803 WELCOME
The Chair welcomed everyone to the virtual Board meeting and thanked everyone for their attendance. Apologies were noted.

BM804 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.

BM805 MINUTES OF PREVIOUS MEETING
The minutes of the meeting held on Monday 7 February 2022 were **approved**.

BM806 ACTIONS FROM THE MINUTES
The Board **noted** the actions taken since the last meeting and **agreed** that the completed actions could now be removed.

BM807 MATTERS ARISING FROM THE MINUTES
There were no matters arising not otherwise on the agenda.

BM808 STUDENTS ASSOCIATION REPORT
Abbie McGrath (President, WCS Students Association) summarised the activities of the Students Association (SA) since the last Board meeting highlighting in particular the ongoing liaison with students, lecturers / guidance lecturers and the College Executive. Ms McGrath highlighted campaigns and events coming up later in 2022 and reported that students were enjoying attending College campuses since the pandemic restrictions had eased. She added that elections were underway for a new SA President and Vice President for the 2022/23 session.

The Board commended the SA for its proactive approach and planning of such an exciting range of activities. It was suggested that staff / Board members may also enjoy participating in some of the events and Ms McGrath would circulate further information to Board members directly to seek their support. She also agreed to consider the three upcoming campus tours that had been arranged for Board members and provide suggestions of students / classes / curriculum areas that she would like Board members to visit. **{ACTION – AMcG}**

The Chair thanked the President, WCS Students Association for the update and the Board **noted** her report.

BM809   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:

- **Pay negotiations 2021/22 for teaching and support staff** – continued to be undertaken at a national level with no agreement yet being reached.

  On 3 March 2022, the College was notified that EIS-FELA would be conducting a statutory ballot for Industrial Action with the opening day of the ballot being Thursday 10 March 2022. The outcome of that ballot was awaited.

  The staff side unions (UNISON, Unite and GMB) confirmed their position of rejecting the final pay offer and two dispute meetings had been held so far.

  The Board discussed this, and Ms Connolly confirmed that the College was considering contingency plans (drawing on previous experience) and support for students to minimise disruption and impact to them in the event of strike action by teaching and / or support staff potentially both at the same time. Ms McGrath agreed that the SA could help mitigate any likely impact to students by issuing advance communications highlighting the need to be up to date with all course work and that approach was welcomed.   **{ACTION – AMcG}**

- **Proposed closure of College nurseries, as approved by the Board at its December 2021 meeting** –

BM810   CHAIR'S REPORT
The Chair summarised her recent activities and meetings including those in her capacity as Chair of Colleges Scotland. She shared key themes and issues raised from the discussions reaffirming that Scotland's colleges (educating hundreds of thousands of students each year) must be at the forefront of the minds of ministers. She highlighted that investment in the high-quality education and training colleges provided locally, and in tune with local needs, was obvious good value for public spend, good for society, and good for students. However, the latest Budget from the Scottish Government resulted in a £51.9million real term cut to college funding. That meant inevitable change to the amount of provision colleges offered and the way they delivered education.

The Board noted that colleges had already delivered huge savings to meet previous reductions in the sector's budget, however, this latest significant real term reduction inevitably meant that, rather than delivering more of the skilled, qualified students Scotland had never needed more, fewer may graduate. Members agreed it was key to support the Scottish Government in any way to arrest that impact and to build a resilient and thriving Scotland.

Dr Hatton added that the Principal and she had met with the Economic Recovery Group (being hosted by the CDN) to help identify how colleges could work with industry partners, Local Authorities, Chambers of Commerce, and other stakeholders to explore synergies in a cohesive, practical, and pragmatic way.

Dr Hatton thanked those Board members who had attended the strategy session on 28 February 2022 discussing commercial / income opportunities at the College and confirmed that Ms Connolly and herself were due to attend the Colleges Scotland residential sessions later this week which was a further opportunity to air matters of mutual interest.

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

.1 Dates of Proposed Board Meetings 2022/23 - **The Board approved the following dates of its meetings in session 2022/23 and agreed that consideration could now be given to the dates of the various Committee meetings:**

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

BM811   MODERN SLAVERY STATEMENT 2022
The Director Organisational Development and HR explained that the Board required to approve the College Modern Slavery Statement annually.

The 2022 Statement had been approved at the 8 March 2022 Corporate Development Committee meeting for consideration by the Board meeting today. Mrs Smith reported that the 2021 Statement had been reviewed and no changes made.

The Board of Management considered the Modern Slavery Statement and approved its publication.

BM812   MANAGEMENT ACCOUNTS TO JANUARY 2022 Reserved Item

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BM813   BUDGET 2022-23 UPDATE AND IMPLICATIONS FOR FUTURE YEARS Reserved Item

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BM814   STRATEGIC RISK MANAGEMENT Reserved Item

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BM815   COMMITTEE CHAIR REPORTS:
.1 CD Committee
The minutes of the meeting held on Tuesday 8 March 2022 provided a summary of discussion from the meeting and Mrs Johnston highlighted key areas of discussion which were **noted.**

The Board:
- **Endorsed the decision made by the Committee in respect of the contract award for the supply and delivery of estate management services.**
- **Approved the revised College Voluntary Severance Scheme as considered by the Committee (with additional text added to explain the term "payback period" as used in section 3.1 of the Scheme).**

.2 Audit Committee
The minutes of the meeting held on Wednesday 2 March 2022 provided a summary of discussion from the meeting and Mr Bold highlighted key areas of discussion which were **noted.**

.3 LTQ Committee
The minutes of the meeting held on Wednesday 23 February 2022 provided a summary of discussion from the meeting and Mr Hunt highlighted key areas of discussion which were **noted.**

.4 Remuneration Committee Reserved Item

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BM816   ANY OTHER BUSINESS
a) As the next Board meeting was not until June, the Chair wished everyone a happy Easter.

BM817   DATE OF NEXT MEETING
Monday 13 June 2022 at 4.00 p.m.

BM818   ITEMS FOR INFORMATION / NOTING
The following items were submitted for information and **noted**:
- CD Committee - Minutes of the meeting held on Tuesday 8 March 2022.
- Audit Committee - Minutes of the meeting held on Wednesday 2 March 2022.
- LTQ Committee - Minutes of the meeting held on Wednesday 23 February 2022.
- Remuneration Committee - Minutes of the meeting held on Monday 7 February 2022.
- 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)
21 March 22	BM808	a) Staff / Board members may also enjoy participating in some of the SA events being organised and Ms McGrath would circulate further information to Board members directly to seek their support.	AMcG	The SA have discussed this and are very keen for the Board to be involved. With recent strike actions and proximity to the end of the year, plans will be put in place for the 2022/23 year.	2022/23.
		b) Ms McGrath agreed to consider the three upcoming campus tours that had been arranged for Board members and provide suggestions of students / classes / curriculum areas that she would like Board members to visit	AMcG	3 campus tours now done (Clydebank 19/4, Greenock 21/4, Paisley 7/6).	**Complete.**
21 March 22	BM809	Ms McGrath agreed that the SA could help mitigate any likely impact of any strike action to students by issuing communications highlighting the need to be up to date with all course work.	AMcG	Mitigation of strike action has been in place by offering students support and communicating updates through media channels.	**Complete.**
21 March 22	BM812	a) Management Accounts - Scenario planning (including an analysis of trigger points for the Board) was being undertaken by the College in respect of its cashflow position and would be shared at the June meeting.	AR	June Board meeting - Management accounts paper has been updated to reflect this information within the cashflow section.	**Complete.**

		b) Include in the June Board paper a summary of Board member obligations in terms of the Financial Memorandum with the Scottish Funding Council and the Scottish Public Finance Manual.	AR	June Board meeting - information within the Governance Compliance Report	**Complete.**
		c) When the final financial position was known later in the year, it was proposed that the Board write to elected representatives in the region to highlight concerns / raise awareness, proactively pursue ways to work together going forward and seek their support.	WH		**Later in 2022 when financial position is known, and 2022-23 budget allocation has been received from SFC.**
21 March 22	BM813	a) Budget 2022/23 - Ms McGrath was attending the NUS rally and would highlight / share views at that arena as well as raising awareness with students in the College campuses.	AMcG	Unfortunately, Abbie was unable to attend the NUS rally but did take part in online discussions and was able to form some relationships with other colleges which we hope to take into next year.	**Complete.**
		b) Following the indicative funding announcement on Thursday 24 March, Mr Ritchie agreed to circulate a summary to Board members.	AR	Summary was duly emailed to the Board on 30 March 2022.	**Complete.**
4 Oct 2021	BM749	Business Transformation Plan – SFC to be invited to a future Board meeting.	L Connolly	Consider best time.	**Ongoing.**

Agenda Item 6

Meeting	Board
Date	Monday 13 June 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

The Students' Association (SA) are extremely busy at the moment with the end of term looming and students looking to finish their studies and either progress onto the next year of their course or leave for employment or university. This has been particularly challenging with the most recent lecturer strike action. Students are obviously being affected by the lack of class contact and we are hoping for a resolution soon for all parties.

We have had great success with working closely with My Health Scotland for our Nutrition and Hydration week (14th-20th March 2022) to provide students with nutritional guidance, fitness programmes and round the clock support. The SA had funded £5000 for students to take part and this went so fast that further investment was made to give others the chance to benefit. The initial feedback has been very positive with students leading a more informed and healthier lifestyle and we will look to get further feedback to gauge a plan for next year.

Since the last meeting we have also had a round of student election for the 2022/23 session. We are delighted to announce the re-election of Abbie McGrath to Student President. Abbie has found the first year challenging but is excited to bring some new ideas and use the experience of this year to really push The SA and increase exposure at all of our campuses. We are also delighted to confirm Ryan Robertson as Vice President for Clydebank campus. Ryan was our VP at Paisley last year and currently studying at Clydebank so is relishing the change and looking forward to the new term. We are hoping to add a VP to both Paisley and Greenock before the end of the term.

For 2022/23, we have many exciting campaigns and events in mind to bring to our students. These campaigns and events will be organised and promoted in conjunction with the organisers as well as universities,

colleges, student unions / associations. We hope that these campaigns can be promoted on campus and bring much needed exposure to the SA. With some funding we have available, we are keen to use this money to provide more marketing, merchandise and activities for students to enjoy.

The SA has been very keen to provide chill out rooms/areas for students on the three campuses and discussions have been positive and we look to these continuing. We are actively looking to invest in some fun areas for students to enjoy before, on breaks and after classes. This idea would involve table tennis tables or pool tables which would create more of a student culture which from the feedback we have been receiving has been missing since the COVID pandemic. We look forward to working with the college to bridge this gap and create a vibrant and fun place to learn and meet new friends.

Finally, the SA is continuing to work closely with our class reps which has still be online through teams. This has been successful to a point but the lifting of regulations means we can finally get back to providing in person sessions. We are also looking to add a sector rep to meet with head of sectors in college to address issues and work together for the benefit of all. We feel this will really help with engagement and allow the student voice to be heard on a much more regular basis. We are always available for all students through email, phone and social media platforms and continue to provide any support and guidance that is required.

Many thanks

Student Association.

Meeting	Board Meeting
Date	13th June 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	No

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 1 September 2021. On Thursday 2 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 3 December 2021. The offer was rejected by the Executive Committee.

On Thursday 16 December 2021, the management side advised the staff side that the pay offer made on Thursday 2 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 27 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 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.

On 5th April the College received communication from EIS confirming that members would be asked to undertake a programme of discontinuous strike action starting on Wednesday 20th April. At the time of writing there have been 8 days of strike action.

The letter also confirmed that members would be undertaking action short of strike (ASOS) and that this would take two forms;

- Not undertaking any goodwill activities beyond existing duties, such as overtime or lunchtime activities.
- A resulting boycott - Not to share any assessment or exam results with the College or any other organisation.

The letter indicated that the resulting boycott element would commence on the 20th April and continue until 30th September.

At a meeting of the NJNC on 22nd April the staff side stated that it was looking for a considerable increase in the pay offer. The management side advised that it could not increase the consolidated element of the offer because while the 2021/22 budget is clear, the 2022/23 is not. It advised that colleges cannot offer an increase without knowing the future budget, and whilst colleges are in a deficit position. The management side requested that the staff side reconsider the additional £50 (increase to the unconsolidated recognition award) offered at the previous meeting.

The staff side reiterated that it was looking for a pay rise and not a bonus/unconsolidated offer and advised it would proceed with strike action and ASOS.

At a pay meeting on the 3rd May following a revised pay claim from EIS-FELA of £1,250 the management side made a revised final offer of £900 consolidated and £150 unconsolidated taking the employers formal offer to £1,050. The management side requested that EIS-FELA take the revised formal offer to its membership.

The staff side advised that this offer was not a substantial enough increase to the consolidated element. The staff side further revised their pay claim to £1,200 consolidated. The management side made no further offers.

On the 5th May the College received a further letter from EIS stating that as no resolution had been reached in the dispute that members would be asked to participate in the next stage of ASOS and that the withdrawal of goodwill would start on the 19th May and continue onwards from that date.

On the 26th May the College received a letter from EIS indicating that strike action planned for Monday 30th May was cancelled. The letter indicated that the decision to cancel had been taken as an act of good faith; in the hope that it can facilitate the meaningful and constructive negotiation that is required to end the dispute.

A negotiation meeting is planned for Monday 30th May. A College Employers Scotland Executive Group meeting has been set for Tuesday 31st May to discuss the outcome. Any further updates will be provided at the Board.

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 £2000 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 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.

A dispute meeting was held on the 18th March at which the management side reiterated the sector's financial position and maintained its final offer. The staff side's view was that there were still elements within the offer for discussions and requested to adjourn the meeting to continue informal discussions before reconvene ng the dispute meeting. This was agreed.

At informal face to face discussions on 28th March the staff side advised its pay claim was for £1,150 consolidated, therefore it was seeking an increase in the consolidated pay element. It was also requested that the management side review elements not included in the formal offer made in January, but had been previously discussed. These included an extension of anti-social payments to apply out with the hours of 18:00 to 08:00, an increase to allowance for stand by payments and payment for mental health first aiders.

Following consideration by the management side no new offer was made and an extraordinary meeting of the College Employers Scotland (CES) Executive Group was convened to discuss.

At a CES Executive Group meeting on 31st March the staff side ask was considered. The Executive Group agreed unanimously that the

management side should maintain its current offer, a consolidated award of £850 on all salary points and an unconsolidated payment of £150.

The first formal pay dispute meeting reconvened on 22nd April. The support staff reiterated that its £1,150 consolidated position is a breakeven figure for them, but they were willing to continue negotiations.

The management side offered to share financial information with the staff side and suggested an open book workshop to try and facilitate the dispute resolution. This was agreed as was the attendance of a representative from the Scottish Government and the Scottish Funding Council at the meeting.

The open book exercise took place on the 4th May. Discussion took place on the high level financial position of the sector. The staff side requested more detailed financial information on each college. This was not agreed as negotiations are at a national level not an individual college level. However, it was agreed to provide further national modelling data showing the impact of the various claims and offers.

On the 19th of April Unison issued a notice of Statutory Ballot with a closing date of 11th May.

On the 11th May Unison communicated the result of the ballot which had a turnout of 47.8%, with 71.2%voting yes to strike action. The threshold for undertaking industrial action is a turnout of 50%.

A second pay dispute meeting took place on the 24th May, positive discussions took place and the outcomes will be discussed at a CES Executive Group meeting on the 31st May. Further updates will be provided at the Board meeting.

2.3   Unison lodged a national dispute on 10th May regarding the **national job evaluation project**. Notification of this dispute was received on 10 May and to date there has been no discussion with support staff trade union representatives on the full detail of this dispute and how resolution may be achieved.

    The dispute is in relation to:
- College Employers Scotland taking control of the final stages of the scoring and quality assurance process.
- Unison's belief that College Employers Scotland have obstructed reasonable quality assurance work by job analysts.
- College Employers Scotland issuing analysts with notice ahead of the end of their contracts, beginning the dismantling of project infrastructure without appropriate consultation or agreement with trade union partners.

2.4 [REDACTED]

[REDACTED]

2.5 [REDACTED]

2.6 [REDACTED]

[REDACTED]

2.7 [REDACTED]

[REDACTED]

2.8 For the second year the College will be presenting **annual staff awards** across the following 8 categories;
   - Team of the Year
   - Colleague of the Year
   - Community Champion
   - Digital Guru
   - Innovation
   - Positivity
   - Student Focus
   - Wellbeing

In addition, there will be a Principal's award and a Chair's award.

A fantastic 118 nominations have been received. The awarding panel, which includes the Chair and myself are meeting early June to decide the winners.

2.9 After two years of virtual ceremonies, **Graduations** this year will return to in person events.

There will be two Graduation ceremonies in Clydebank on Tuesday 13th September, one in Greenock on Thursday 15th September and two in Paisley on Wednesday 21st September.

The Graduation ceremonies are a wonderful celebration of our students achievements and Board members are encouraged to attend if they are able.

2.10 The College is again looking for nominations for a College Fellowship which will be presented at this years graduations. Nominations are open until the 13th June and details of how to nominate are attached to this paper.

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.

Afternoon all,

The following email has been issued to College staff and Board members.

We are delighted to once again open our application for West College Scotland's Fellowship Awards.

These prestigious awards are made to those who have either shown outstanding commitment to the College, or is outstanding in their chosen field, and who wishes to give something back to the College, perhaps through guest lecturing or offering live project work to students.

The WCS Fellowship Awards are a natural growth from the very strong partnerships the College already enjoys with schools, communities, the third sector and employers.

We are now seeking your nominations for 2022. If you would like to nominate someone, please read over the accompanying document and complete the form here.

Any supporting evidence should be sent via email to marketing@wcs.ac.uk, clearly identifying which nomination they support.

Nominations should be submitted by **Monday 13 June 2022.**

All nominations will be considered by the Fellowship Committee, comprising staff board members, Students' Association and senior management representatives, w/c 20 June.

Regards
Charlene

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WEST COLLEGE SCOTLAND

Agenda Item 8

Meeting	Board
Date	13 June 2022
Location	MS Teams
Title of Paper	Chair's Report.
Presented By	Dr Waiyin Hatton, Chair of Board of Management.
Recommendation to Members	The Board is invited to note the update from the Chair.
Appendix Attached	No

Although Easter break took place since the Board's last meeting in March 2022, Board activities continued to be rich.

Thank you to Board members who contributed to the Board Effectiveness self-assessment review. The Board session on 25 April 2022 provided constructive discussions on areas to make continuous improvements. Please see agenda Papers 8.1 and 8.2 which provide more details and actions for Board approval.

The 'deep dive' Board strategic session on Digital was held May, providing Board members with greater understanding of the aspirations, progress and achievements to date. Enthusiasm of the Digital Team was infectious and laudable in tackling barriers to embedding a digital culture and practice cross the college.

Recruitment of new Board members will commence as soon as the Board has approved the proposed process under agenda Paper 15. Board members are encouraged to promote these opportunities across their networks.

The 2021-22 WCS Staff Awards nominations have now closed and I look forward to the shortlisting on 2 June 2022. Recalling last year's experience, this was a very difficult task as the quality of nominations to each category was so high.

Looking ahead, Board members will be able to attend WCS 'live' graduations following two years of virtual events. These are major highlights in the College's calendar where learners' achievements will be celebrated. Dates for your diary are Tues 13 September at Clydebank campus, Thursday 15 September at Greenock campus and Wed 21 September at Paisley campus. The Principal and I have been participating in the Colleges Scotland's Strategic review on different working groups. This culminated in the

production of the draft Strategic Framework for consultation. Appreciation is expressed to Board members who contributed to this process.

Finally, congratulations to Abbie on her re-election as Student Association President.

Dr Waiyin Hatton
Chair
30 May 2022

Agenda Item 8.1

Meeting	Board of Management
Date	13 June 2022
Location	MS Teams
Title of Paper	Board Annual Internal Effectiveness Review 2022
Presented By	Dr Waiyin Hatton, Chair of Board of Management
Recommendation to Members	The Board is asked to approve the report on its Annual Internal Effectiveness Review 2022 for submission to SFC and publication on the College website.
Appendix Attached	Yes. Board Annual Internal Effectiveness Review 2022

PURPOSE
The Board is asked to approve the report on its Annual Internal Effectiveness Review 2022 for submission to SFC and publication on the College website.

1. **BACKGROUND**

1.1 The background to the Annual Internal Effectiveness Review 2022 is described in the attached report. Overall, the feedback is positive, and the Board is asked to consider the attached report.

   Next Steps
1.2 Once approved, it will be submitted to the SFC before the end of June 2022 and will also be placed on the College website.

2. **FINANCIAL IMPLICATIONS**

2.1 There are no financial implications in this report.

3. **STUDENT EXPERIENCE**

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

4.   HUMAN RESOURCES IMPLICATIONS

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

5.   LEGAL IMPLICATIONS

5.1   There are no legal implications in this report.

6.   REPUTATIONAL IMPLICATIONS

6.1   There are no reputational implications associated with this report.

7.   COMMUNITY/PARTNERSHIP IMPACT

7.1   There are no community implications associated with this report.

8.   EQUALITIES IMPLICATIONS

8.1   There are no equality implications associated with this report.

9.   ENVIRONMENT IMPLICATIONS

9.1   There are no environmental implications associated with this report.

RECOMMENDATION

The Board is asked to approve the report on its Annual Internal Effectiveness Review 2022 for submission to SFC and publication on the College website.

BOARD OF MANAGEMENT - ANNUAL INTERNAL EFFECTIVENESS REVIEW 2022

1. Background

In accordance with Paragraph D.23 of The Code of Good Governance for Scotland's Colleges, *"the board must keep its effectiveness under annual review and have in place a robust self-evaluation process. There should also be an externally facilitated evaluation of its effectiveness at least every three years. The board must send its self-evaluation (including an externally facilitated evaluation) and board development plan (including progress on previous year's plan) to its funding body and publish them online".*

It was agreed at the 7 February 2022 Board meeting that, for the annual *internal* Board effectiveness review 2022, the same survey that was used in 2021 should be issued to all Board members again this year. The survey was issued on Tuesday 1 March 2022 with a closing date of Friday 18 March 2022. Responses were received from 10 members, out of a possible 16. The following report summarises the responses received.

The Board last undertook an *externally* facilitated evaluation of its effectiveness in late 2019 with the feedback report being approved at the Board meeting held on 3 February 2020.

It is noted that two new non-Executive Board Members took up their first Term of Office from 1 December 2021 and one new non-Executive on 1 February 2022. With that in mind and as the survey had to be conducted in March so early into their terms, they were asked to include comments on their experience / practice from other organisations they had worked with, so the Board may benefit from that information, and it may be transferrable to the College.

2. Feedback from Board Members
The survey was split into 6 parts and this report provides feedback received on each of these parts, as well as an overall summary of the main conclusions.

Part 1 – Board Meetings
Feedback confirms that Board members are satisfied with the:

- Frequency of Board meetings.
- Distribution of papers for Board Meetings.
- How meetings are chaired.
- Board Members' contributions in meetings.
- Executive contributions in meetings.
- Overall effectiveness of the Board Meetings.
- Quality and quantity of information and advice provided to Board Members to support effective discussion and decision making.
- Profile of the student contribution to Board Meetings.
- Chair promotes a culture of openness and debate.
- Content of the agenda and time allocated for discussion.
- Process for Board Member Appraisal.

Comments submitted on how the effectiveness of Board Meetings could be enhanced were:

- As a new Board member, I am very impressed with the format and attendance at the board, particularly following my CDN training and seeing best practice in practice.
- If board papers could be issued on the Friday ten days before the board meeting on the Monday it would be helpful. The papers can be very substantial and an additional weekend to read them would be helpful particularly given other commitments and working full time. Hopefully it would not be too onerous for the Management team as it is only one business day earlier than they are currently issued.
- Perhaps an area for improvement would be around the student association and the active voice of the students.
- Encourage more participation and scrutiny.
- The use of MS Teams should continue - the ability for comments and responses without interrupting proceedings is helpful, as is the ability to view documents, web pages and other information whilst in meetings is also helpful and enhances our effectiveness to contribute and to check information there and then.
- Hard to answer as we remain fully online which brings challenges for full engagement. I think meetings are as effective as they can be within that constraint. Papers are generally fine but having some form of dashboard and / or action tracker tied to the KPIs, and strategic plan would make it much easier to understand where we are in terms of performance at any given time. This was highlighted at sector level in CDN's EER overview report last autumn.
- Where I scored slightly lower relates to the challenges of having online board meetings due to covid restrictions. A blended model going forward would be helpful to ensure we get to know each other better, to understand perspectives and have constructive debate on key issues.
- I find the board meetings very effective, very well managed and communication / distribution of documents is very good. I have only attended a couple of board meetings so the only very minor criticism I would have is the agenda is very full but I expect this is a rarity as opposed to the norm.

Part 2 – Board Committees

Feedback confirms that Board members are satisfied with the:

- Amount of advice and direction provided to the Board Committees to discharge their remit and decision making.
- Opportunity to provide relevant information to the full Board at Board Meetings.
- Use of co-opted members to support the work of the committees.
- Input of the wider Senior Management Team to the relevant committee.
- Committee(s) effectiveness overall.

There was one area identified where some further thought might be given to how to make improvements:

- Frequency and timings of committees.

Comments submitted on how the effectiveness of Board Committees could be enhanced were:

- I think there is still a bedding in process with the new committee structure, but I think it is a positive improvement. The focus areas on the LTQ committee are useful.
- The new arrangements are working well. The changes both in the board and the senior management team are working effectively and continue to build on the

excellent foundations in place but take it to the next level. Changes to reporting templates etc are also working well.
- Encourage wider participation and scrutiny.
- I think the new committees are still bedding in and need to establish their annual patterns of work, but they seem to be working well so far.
- We have evolved our committee structure which allows us to manage board meetings more effectively with a strategic focus on the agenda. Our deeper dive sessions allow us to step back from the formal governance arrangements and take time to understand some of the key areas of the business.
- I am on a committee but have not attended any committee meetings yet as I have only recently joined the board so unable to comment much here.

Part 3 – Board Membership and Contribution

Feedback confirms that Board members are satisfied with the:

- Balance and skills of Board Members.
- Effectiveness of the induction arrangements for new Members.
- Ongoing development for Board Members.

When asked to identify any development requirements which could enhance the Board's effectiveness, the following comments were submitted:

- I personally feel returning to in person meetings will enrich my role on the Board with the ability to meet and talk with the other members pre and post meetings.
- The deep dive sessions are very useful. Continued use of these, more time on campus and more interaction with students and other stakeholders.
- The deep dive sessions continue to be effective, and the next strategy session will give a key insight into the future developments for the board and college.
- The Board needs to be provided with relevant metrics / KPIs setting out how the college is performing in meeting its strategic, financial, and statutory obligations.
- Meeting board colleagues personally.
- This may be an issue of still being affected by COVID restrictions, but it would be good to see more opportunities for development as a group. The deep dive sessions are excellent, but these are more about our understanding of the college than about the development of our own effectiveness as a board. We are told about the CDN governance sessions, and I have attended many of these but have only seen one or two other WCS board members (always the same ones) at them. I realise this is an issue of time and availability but as in person meetings become possible again, I would like to see some development sessions for the whole board, which would also help with team building given that there has been a high turnover of members.
- We have had a lot of new members in the past 2 years, and we would benefit from more face-to-face interaction. Board social activity like college visits, dinners etc have additional benefits on our effectiveness that we have lost during current restrictions

When asked about individual Board member development requirements that would enhance contribution, responses were:

- Good support shared by the Board Secretary of CDN courses.
- I am looking forward to the campus tours.
- Recently appointed into new roles and have support from the Secretary to the Board, CDN and other avenues including much appreciated support from the Chair and Executive Team.
- Knowing more about funding council and bodies like Education Scotland

- The deep dive sessions help a lot and I'd like to see these continue. They fulfil my main requirement which is to gain an understanding of the issues the college faces. As per my last comment, I think that as we emerge from COVID restrictions, sessions that allow me to get to know other board members better would be very beneficial. When fully online and with many new members I don't feel I have gelled with others as a team yet and would like to be able to get to know the rest of the board better so that we can function effectively together.
- No, I am fully supported in this through CDN and my annual review discussions with the chair.
- Yes, I would like to learn more about the College, there are already plans for this and it is only because I am so new to the board.

In relation to improving the overall membership of the Board, the following comments were submitted:

- Encourage younger members?
- I think the balance of the membership is good, although having got a good balance in terms of age, gender, and areas of expertise we could still do with considering other areas such as ethnicity and disability.
- We have worked tirelessly on this area and have made significant progress as a board.

Part 4 – Leadership and Strategy

Feedback confirms that Board members are satisfied with the:

- Access to and provision of information on Scottish Government priorities to inform decision making and the development of College Strategic Priorities.
- Contribution of the Board to determine the College Strategic direction.
- Collective responsibility of the Board and Executive to activate the overarching College Strategic Priorities.
- Board's contribution to improving the economic and social wellbeing in the West Region.
- Leadership of the Board in equality and diversity.

There were a few areas identified where some further thought might be given to how to make improvements including:

- Access to and provision of information on Scottish Funding Council priorities to inform decision making and the development of College Strategic Priorities.
- Approach to monitoring and reporting on agreed KPIs.
- Approach to monitoring and reporting on agreed KPIs associated with committee priorities.

Comments submitted on how the leadership of the full Board could be enhanced were:

- I believe enhanced use of KPIs / scorecards will be beneficial.
- The Board has yet to receive formal KPIs to enable it to monitor the college's performance across strategic, financial, and statutory obligations / commitments.
- CDN needs to do more?
- As noted in previous answers, I would appreciate a clearer reporting framework or dashboard for the key KPIs. We are often presented with a large volume of papers (which in themselves are always excellent) but support for understanding the overall picture would be helpful. For example, being able to see the level of credits achieved,

enrolments, attainment and retention against targets would be invaluable. This is not about getting too involved in the detail and it may be because I'm not reading the papers well enough, but I don't feel sighted properly on these issues. On the point about the wider environment, since the departure of the policy officer we no longer have the excellent policy briefings which provided this wider picture, and it would be helpful to have something similar again. Forwarding emails from bodies such as Colleges Scotland and CDN is helpful, but they sometimes need context or summaries.
- Greater visibility and interaction with SFC.

Part 5 – College Executive

Feedback confirms that Board members are satisfied with the:

- Experience of the efficiency and effectiveness of the Executive in serving the Board.
- Effectiveness of the working relationship between the Board and the Executive / SMT.
- Clarity of the role and responsibilities of the Board and the College Executive.

Comments submitted on how improvements could be made were:

- Understanding more about who does what and why.
- I think this area works well. If there is an improvement that could be made it's perhaps in being clearer what we can do to help the Executive - their work is excellent and we rarely have substantive changes to strategic papers and policies to suggest, so it's hard to know what other than providing positive feedback we can do. So it may be that it would help to know a bit more about what we can provide in terms of expertise that would help.
- We have an excellent executive who work well with the board whilst understanding the respective governance arrangements.

Part 6 – Student Experience

Feedback confirms that Board members are satisfied with the:

- Quality of the student experience is central to Board decisions.

There were two areas identified where some further thought might be given to how to make improvements:

- Autonomy of the Student Association.
- The student voice and influence at Board Meetings.

Comments submitted on how improvements could be made were:

- The student rep should be encouraged to provide more input to the wider agenda at Board. This would help promote the student voice and be invaluable in their own development.
- Board to hear more student stories.
- Inclusion of Student unions and maybe election of a representative from class reps not involved with the Student Association - a student without any influence except from other class reps.
- The reports from the SA president are always encouraging and informative. It would be good to see the student members being able to contribute more as board members in their own right and this may mean that more support needs to be given to them either through the college or sparqs to make sure that they are able to engage confidently and understand their role and the issues before the board. This is not a

comment on the student board members as individuals, they are clearly very able, it's about how we as a board support them to be effective members.

- This has ebbed and flowed depending on the student representatives. I believe we need to strive for greater input to discussion and provide the necessary support and coaching to undertake this. It is not easy for the students involved but vital to the work of the board.

3. **Conclusions and Recommendations**

Overall, the feedback is positive. There are a few areas where ideas for improvement have been suggested and the Board is invited to consider these and suggest how they may form part of the Board Development Action Plan 2022.

It is noted that two new non-Executive Board Members took up their first Term of Office from 1 December 2021 and one new non-Executive on 1 February 2022 and a caveat is included in this analysis report acknowledging that.

WEST COLLEGE SCOTLAND

Agenda Item 8.2

Meeting	Board of Management
Date	13 June 2022
Location	MS Teams
Title of Paper	Board Development Action Plan 2022
Presented By	Dr Waiyin Hatton, Chair of Board of Management
Recommendation to Members	The Board is asked to approve its Board Development Action Plan 2022 for submission to SFC and publication on the College website.
Appendix Attached	Yes Board Development Action Plan 2022

PURPOSE
The Board is asked to approve its Board Development Action Plan 2022 for submission to SFC and publication on the College website.

1. BACKGROUND

1.1 The Board Development Action Plan 2022 has been drafted in light of:

- The Board annual Internal Effectiveness Review Report (as presented at Paper No 8.1).
- A summary of 2021 Chair and Board members 1:1 review outputs and actions taken.
- Actions taken / being progressed from the Board Effectiveness Realignment approved by the Board in February 2021.
- Chair's appraisal 2022.
- Progress on actions in the 2021 Board Development Action Plan.
- The actions agreed at Board Effectiveness session held on 25 April 2022 to consider the outputs from the above components for inclusion in the Board Development Action Plan 2022.

Next Steps

1.2 The Board is asked to consider the proposed Board Development Action Plan. Once approved, it will be submitted to the SFC before the end of June 2022 and will also be placed on the College website.

2.   FINANCIAL IMPLICATIONS

2.1   There are no financial implications in this report.

3.   STUDENT EXPERIENCE

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

4.   HUMAN RESOURCES IMPLICATIONS

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

5.   LEGAL IMPLICATIONS

5.1   There are no legal implications in this report.

6.   REPUTATIONAL IMPLICATIONS

6.1   There are no reputational implications associated with this report.

7.   COMMUNITY/PARTNERSHIP IMPACT

7.1   There are no community implications associated with this report.

8.   EQUALITIES IMPLICATIONS

8.1   There are no equality implications associated with this report.

9.   ENVIRONMENT IMPLICATIONS

9.1   There are no environmental implications associated with this report.

RECOMMENDATION

The Board is asked to approve its Board Development Action Plan 2022 for submission to SFC and publication on the College website.

BOARD DEVELOPMENT ACTION PLAN 2022

The actions below are categorised under the areas of the March 2022 survey on Board Effectiveness:

Board Effectiveness Themes and associated developments	Actions required	Leads	When	Mid-year Review / Progress
1. Board meetings				
1.1 Maximising discussion time at Board meetings.	Board / Committee papers to be more succinct, strategic and action / decision focussed, using the template to provide an executive summary of key issues which underpin decision-making; with any accompanying documents added as appendices.	Executive team	Start from June 2022 Board meeting.	
1.2 Facilitating more opportunities for Board interaction during pandemic recovery.	Whilst continuing with hybrid / blended meetings, gradual introduction of face-to-face meetings and visits to campuses.	Chair and Principal	June 2022 Board meeting – explore options for this being a hybrid meeting followed by a social dinner to allow all Board members to meet, for some, the first time.	
1.3 Providing more lead-time for Board members to prepare for Board meetings.	Consider in the future, lengthening the timescales for the distribution of Board / Committee papers to all members.	Board Secretary and Executive Team.	2022-23 academic year.	
2. Board Committees				
2.1 Increasing visibility of scrutiny and richness of Committee discussions at Board meetings.	Where a Board paper has been previously submitted and discussed at a Committee meeting, and recommended for Board approval, the Committee chair should lead on a	Chairs of Committees.	Start from June 2022 Board meeting.	

	summary of the discussion / decisions made at that meeting.			
2.2 Providing assurance through integrated performance reporting against achievement of strategic and priority objectives.	Implementation of Balance-scorecard / equivalent and dashboard reporting to Committees and the Board; reports using information derived from data.	Executive Team.	21 June 2022 Board Development Session on Performance Management and Risk Appetite. Implement use of Dashboard / KPI reporting asap.	
2.3 Preparation for appointment of 2 TU Board members.	In awaiting formal legislation to be passed regarding the appointment of 2 TU Board members, proactively consider induction, guidance and governance information required for their involvement on the Board, including Code of Conduct for Public Appointments, clarity of individual and collective responsibility as Board member and escalation procedure.	Board Secretary – with Chair of Board and Principal.	Within 12 months.	
3. Board Membership and Contribution				
3.1 Strengthening external engagement and influence.	Arrange a Board session on the sector's national infrastructure and stakeholders, including the roles of the SFC, Education Scotland, Colleges Scotland, College Development Networks etc.	Principal and Board Secretary.	Early in 2022/23 session.	
3.2 Strengthening Board effectiveness as a team in light of new membership.	Arrange a Board development / team-building session.	Chair, Principal and Board Secretary.	Before the end of calendar year 2022.	

3.3 Refreshing WCS strategic priorities in light of changing and challenging landscape for the sector.	Arrange Strategy refresh session.	Principal.	By Spring 2023.	
3.4 Strengthening balance of skills and experience on the Board.	Forthcoming round/s of new Board member recruitment to encourage applicants who are entrepreneurial start-ups / early stages of their careers and are not yet from a geographical area of the WCS region. Undertake a Board / Committee Skills Analysis.	Chair and Board Secretary. Chair and Board Secretary.	Immediate. June 2022.	
4. Leadership and Strategy				
4.1. Ensuring Board members are kept up-to-date.	Following deletion of former Policy officer post due to financial constraints, consider alternative ways to ensure Board members receive relevant and focused updates on national policy, directions, and developments.	Principal and Director of Communications.	Session 2022/23.	
4.2 Strengthening collaborative relationship with SFC.	Invitation to Chair and CEO of SFC to meet the Board, with the aim of gaining a better understanding of SFC's drivers in the WCS context and exploring what WCS can do to work in greater collaboration with them.	Principal.	Potentially at Board development session.	
5. College Executive				
5.1 Strengthening the internal key stakeholder focus in decision-making.	Enhancing mutual understanding and engagement, and increasing individual / collective awareness of roles and		Session 2022/23.	

	enhancing dialogue between the Board and staff:			
	a. Organisation of opportunities for College staff (academic and support) to inform / input to the Board. For example, attendance at pre-arranged sessions / visits "A Day in the Life Of…"	Executive Team.		
	b. Inclusion of articles on Board members in the College magazine.	Director of Communications.		
6. Student Experience				
6.1 Strengthening the student focus in decision-making.	Enhancing mutual understanding and engagement between the Board and learners, through organisation of opportunities for learners to inform/input to the Board. For example, attendance at pre-arranged sessions/visits "A Day in the Life Of…"	Principal and Student Association President.	Session 2022/23.	
6.2 Strengthening the student voice and influence at Board meetings.	Students Association President and VPs to continue programme of mentoring as offered by a non-executive Board member.	Student Association President, VPs and Board Secretary.	On going.	

28 April 2022

Agenda Item 09.1

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Agenda Item 09.2

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WEST COLLEGE SCOTLAND

		Agenda Item 09.3

Meeting	Board of Management
Date	13 June 2022
Location	MS Teams
Title of Paper	Procurement Approvals
Presented By	Amy McDonald Vice Principal Operations
Recommendation to Members	For Approval
Appendix Attached	No

PURPOSE

The paper is presented in line with College Financial Regulations which requires that all contracts more than £500,000 in value require the approval of the Board of Management.

The paper is submitted *For Approval*.

1. Background

1.1 This paper provides a summary of the procurement process undertaken to date regarding:
A) Insurance and Insurance Services
B) Estates Projects

2. Procurement Approvals

A) Insurance and Insurance Services

2.1 The College is seeking to appoint a supplier through the APUC Insurance Services Framework as the existing provider is out of contract from 31 July 2022.

2.2 An Invitation to Tender (ITT) was published by the College on 7 March 2022 inviting bidders to submit responses by the deadline of 18 April 2022. Of the three suppliers on the framework two downloaded the ITT via the Public Contracts Scotland (PCS) portal and submitted compliant bids by the due date.

2.3 The one supplier who did not engage with the process was contacted to indicate why they did not respond. Despite reminders asking for a response the College did not receive any reason why they did not engage in the tender process.

2.4 The evaluated scores for the two submitted bids were as follows:

Service Provider	Commercial Score (Max 70%)	Technical Score (Max 30%)	Total Score (Max 100%)
Education Scotland Ltd	70.0%	30.0%	**100.0%**
Zurich Municipal	23.6%	30.0%	**53.6%**

2.5 The College annually spends £220,000 on insurance-related products.

2.6 The offering provided by Education Scotland Ltd includes the provision of cyber insurance and an enhanced level of business interruption insurance.

2.7 The Education Scotland Ltd expected annual insurance cost from 2022-23 will be £220,000 inclusive of VAT and Insurance Premium Tax (IPT) including the additional covers noted in 2.5 above.

2.8 The contract will be for an initial three-year period from 1 August 2022 to 31 July 2025, with the option to extend this by another year to 31 July 2026. In total, the College expects to spend £880,000 over the four years of the contract.

2.9 The insurance rate charged will remain fixed under a long-term agreement for the duration of the contract and the College will be able to receive an annual low claims rebate of £11,000 (subject to claims experience).

2.10 The Corporate Development Committee approved for presentation to the Board of Management this contractual arrangement.

B) Estates Projects

2.11 Corporate Development members gave delegated authority for the Principal to continue with the tendering / awarding of the essential estate maintenance work program. This delegated authority was provided to ensure that the Colleges essential maintenance budget is committed during the year.

2.12 Authority was provided running to 31 May 2022 on the list of projects noted below, costs of which exclude VAT at 20%:

Location		Cost				
Campus	*Project*	*Estimated Project Construction Cost EX VAT*	*Professional Fee - EX VAT Ryden*	*Professional Fee- EX VAT DSSR*	*Target Completion Date*	*Comments*
Paisley	***Abercorn Building -*** *external roof & fabric repairs*	£900,000	£ 91,480	n/a	14.04.2023	Tender issued 10 June 2022
Paisley	***Roofs -*** *Various*	£750,000	£ 65,020	n/a	27.01.2023	Documents with WCS, C Tsang meeting A Narbutt & S Whitehead to discuss documents and potentially additionally scope on 09/05/2022.

Location		Cost				
Campus	*Project*	*Estimated Project Construction Cost EX VAT*	*Professional Fee - EX VAT Ryden*	*Professional Fee- EX VAT DSSR*	*Target Completion Date*	*Comments*
Paisley	**Oakshaw Building -** *Feasibility*	n/a	£ 10,220	TBC	TBC	Pending result of DSSR investigation into Oakshaw electrics
Paisley	**Oakshaw Building -** *Electrics*	TBC	£ 4,500	£3,800	TBC	Site Survey by DSSR 05.04.2022 Updated report received, Ryden reviewed report and passed to WCS on 13 May 2022. Report highlights considerable urgent works.
Paisley	**Abercorn Building -** *Ceiling Investigation*	TBC	TBC	TBC	TBC	Initial site inspection for 06.04.22 to kick off investigation. Cost received, Ryden reviewing and to advise week ending 13 May 2022
Greenock	**Waterfront Building**	£750,000	£ 74,160	TBC	TBC	DL has inspected the property with structural engineer, DL to update plan showing proposed area for investigation and issue to WCS by week ending 13 May 2022
Clydebank	**Building Management System (BMS)**	£150,000	£ 3,780	£5,000	TBC	DSSR Fee Estimated due to extent of works being unknown. Scope likely to be extended to full WCS Estate

Location		Cost				Comments
Campus	**Project**	**Estimated Project Construction Cost EX VAT**	**Professional Fee - EX VAT Ryden**	**Professional Fee- EX VAT DSSR**	**Target Completion Date**	**Comments**
Clydebank	**BAE Workshops**	£210,000	£ 20,000	£12,800	15.08.22	Site Survey by Ryden & DSSR 08.04.2022. Maco Construction identified for direct award; site meeting arranged 10 May 2022.
Greenock	**Finnart Street- Feasibility**	TBA	£ 15,000	TBC	TBC	Indicative Fee: WCS Brief undefined at present. WCS intend to circulate initial brief - w/c 04.04.22
Renfrew North	**Catering**				TBC	Initial Inspection confirmed as 10 May 2022.
Total ex VAT		**£2,760,000**	**£284,160**	**£21,600**		

2.13 Authority was requested from Corporate Development members under Paragraph 3.3. of the Scheme of Delegation that the Principal and the Chair of the Committee be given the authority to continue the tendering and contracting process associated with these substantial contracts through to the date of the next Corporate Development Committee meeting when the position will be reviewed. These arrangements are sought to ensure the tendering process can continue and that the College maintenance funds are able to be fully committed in the current budget year.

2.14 The Corporate Development Committee approved the requested extension of the delegated authority.

2.15 The Board of Management are requested to endorse the intended approval process given the value of several of the projects are more than £500,000

3. FINANCIAL IMPLICATIONS

3.1 There are financial implications associated with this paper. The procurement actions noted in the paper ensures that the College complies with the College Financial Regulations.

4. STUDENT EXPERIENCE

5.1 There are no student experience implications associated with this paper.

5. HUMAN RESOURCES IMPLICATIONS

6.1 There are no human resource implications associated with this paper.

6. LEGAL IMPLICATIONS

7.1 There are legal implications associated with this paper. The use of a framework agreement ensures that future procurements of estate management services are not open to challenge.

7. REPUTATIONAL IMPLICATIONS

8.1 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.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications associated with this paper.

RECOMMENDATION

The Board of Management is requested to:

1. Approve the award of a contract via a framework agreement for the provision of Insurance and Insurance Services to **Education Scotland Ltd** for an initial three-year period with the option to extend for a further year.

2. Approve that the Principal and Chair of the Corporate Development Committee can continue the tendering and contracting process associated with the essential **estate maintenance projects** through to the date of the next Corporate Development Committee meeting.

WEST COLLEGE SCOTLAND

	Agenda Item 10

Meeting	Board of Management
Date	13 June 2022
Location	MS Teams
Title of Paper	People Strategy
Presented By	Natalie Smith Director Organisational Development and HR
Recommendation to Members	Approval for Publication
Appendix Attached	No

PURPOSE

This paper provides Board of Management with background and context to the People Strategy 2030, attached in paper 10a.

The paper is presented in line with Board of Management Scheme of Delegation Section 4.4(d):

'To ensure appropriate procedures are in place for the human resources and organisational development of the College.'

The paper is submitted *For Approval for Publication*.

1.   CONTEXT

1.1   The Board of Management approved the College People Strategy 2016-2019. A refreshed version of that People Strategy was approved in March 2021 with the agreement that an updated People Strategy be developed over the next 12 months.

1.2   A 'People Strategy 2030' has been developed and is enclosed in Paper 10a. It covers an 8 year period reflecting the time required to implement culture change, and sets out the direction of travel between now and 2030. This was approved by the Corporate Development Committee on 31 July 2022 to seek Board of Management approval for publication.

1.3   Annual workplans for the Organisational Development and HR directorate will be aligned towards delivery of the People Strategy 2030 and will drive incremental change over the period.

2.   WHERE ARE WE NOW?

2.1   The College has Fair Work practices and excellent employee benefits with some external recognition for these.

2.2   Employment relations are felt to be generally good within the College, despite recent national strike action by the EIS.

2.3   The College has an annual turnover of staff of around 9% with an absence rate of around 4%, which is slightly higher than some other Scottish colleges and public sector organisations, resulting largely from long term sickness cases which the HR team support the management of.

2.4   The impact of the pandemic has changed the way that most staff like to work, and we currently have a working group consisting of staff from across the College and trade union representatives considering new ways of working as we emerge from the pandemic and conclude our hybrid working pilot. The pandemic has changed the way we work and in the next academic year the college's approach to hybrid working will be formally implemented.

2.5   Attachment to the legacy colleges is still impacting upon the 'One College' culture we've been seeking since merger. This was evidenced in the 2021 staff survey with only 39% of respondents agreeing or strongly agreeing with the statement 'We now have a one college culture'.

2.6   The financial challenges affecting the sector are expected to continue for the next few years which will impact on the level of investment the college can make in any area, including our people.
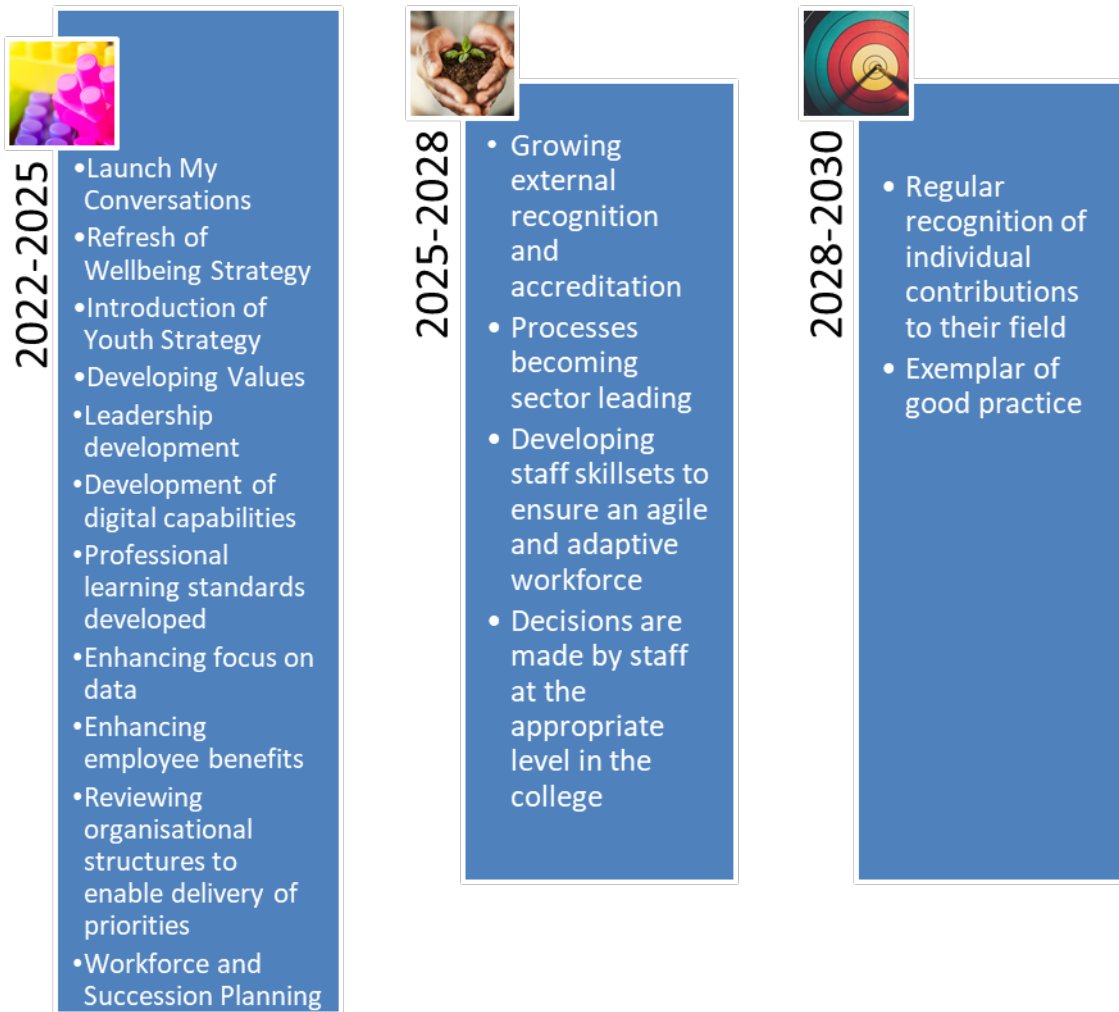
3.   VISION

3.1   "Together we will create a sector-leading environment of fair work, where colleagues feel deeply connected with the College's vision and have the skills to deliver our future ambition".

3.2   Developing the College's 'Building our Collective Future' framework, our People vision will be delivered through four strategic themes:
     – One College Culture
     – West College Scotland Experience
     – Effective Leaders and Managers
     – Maximising Organisational Capability

4.   MEASURES OF SUCCESS

4.1   Key measures of success are captured in paper 10a.

5.   PLANNED ACTIONS

2022-2025
- Launch My Conversations
- Refresh of Wellbeing Strategy
- Introduction of Youth Strategy
- Developing Values
- Leadership development
- Development of digital capabilities
- Professional learning standards developed
- Enhancing focus on data
- Enhancing employee benefits
- Reviewing organisational structures to enable delivery of priorities
- Workforce and Succession Planning

2025-2028
- Growing external recognition and accreditation
- Processes becoming sector leading
- Developing staff skillsets to ensure an agile and adaptive workforce
- Decisions are made by staff at the appropriate level in the college

2028-2030
- Regular recognition of individual contributions to their field
- Exemplar of good practice

6.   OUTCOMES

6.1   Outcomes are captured in paper 10a.

7.   FINANCIAL IMPLICATIONS

7.1   There are no direct financial implications directly associated with this paper however it is understood that investment to achieve the outcomes desired over the next 3 years will be limited.

8.   STUDENT EXPERIENCE

8.1   There are student experience implications indirectly associated with this paper. As levels of employee engagement build there will be a positive impact on students.

9.   HUMAN RESOURCES IMPLICATIONS

9.1 There are several human resource implications associated with the People Strategy 2030. It will touch every aspect of the employee lifecycle and will have an impact on levels of employee engagement, staff recruitment and retention.

10. LEGAL IMPLICATIONS

10.1 There are no legal implications associated with this paper.

11. REPUTATIONAL IMPLICATIONS

11.1 There are reputational implications associated with this paper. If the ambitions set out in the People Strategy 2030 are achieved then the reputation of the College as an employer will be enhanced, also impacting on perceptions of the College amongst stakeholders and students. The People Strategy will support the overall College Strategy, the delivery of which is critical to fully achieving the benefits associated with People Investment.

12. COMMUNITY/PARTNERSHIP IMPACT

12.1 There are no community implications associated with this paper.

13. EQUALITIES IMPLICATIONS

13.1 There are no direct equality implications associated with this paper. It applies to all staff, irrespective of any protected characteristics and work the Organisational Development and HR team lead on in the Equality, Diversity and Inclusion space will have a positive impact on equality.

14. ENVIRONMENT IMPLICATIONS

14.1 There are no environmental implications associated with this paper.

RECOMMENDATION

The Board of Management is invited to:
- consider and provide any feedback
- approve the People Strategy 2030 for publication.

WEST COLLEGE SCOTLAND

People Strategy 2022-2030

Contents

Introduction

West College Scotland (WCS) delivers learning and vocational training to the west of Scotland region, a catchment area of 1.2 million people, which represents 23% of the resident population of Scotland.

It retains an important presence in its main campus towns of Paisley, Clydebank and Greenock, but the College's learning footprint stretches north to Oban and south to Barrhead.

The College works across seven local authority boundaries and is committed with its partners and stakeholders to tackle the significant social and economic deprivation experienced by many who live locally to our three campuses (Scot Gov: No One Left Behind 2020).

Greenock Town Centre, where its Finnart Street and Waterfront campuses are situated is the most deprived area in Scotland *(Scottish Index of Multiple Deprivation 2020).*

The College is one of the Region's largest employers, employing 1,150 staff, and is uniquely placed to help shape the West Region's educational landscape and contribute to its social and economic development.
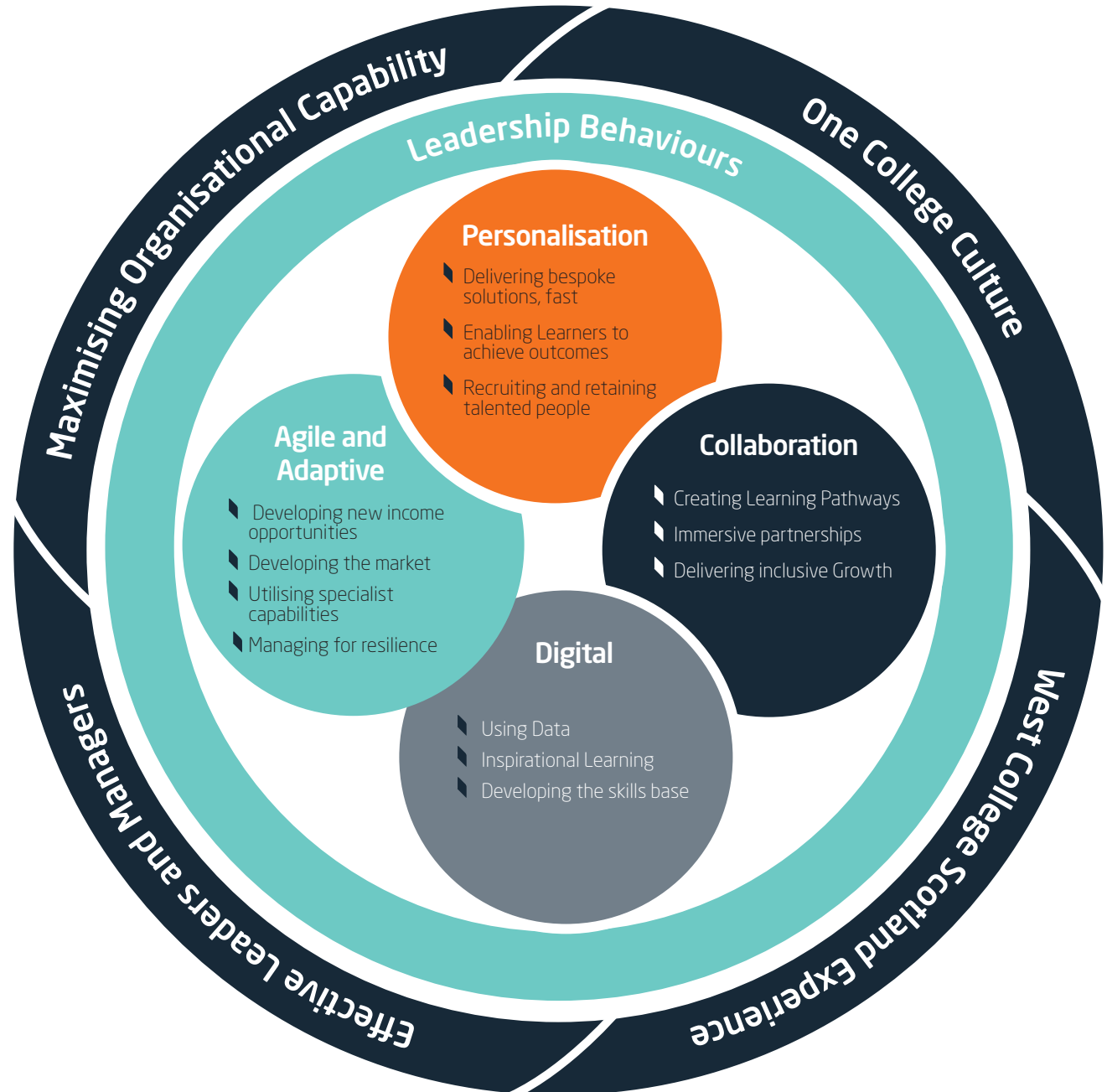
Background and Operating Context

Purpose

This Strategy sets out how we will create a sector-leading environment of fair work, where colleagues feel deeply connected with the College's vision and have the skills to deliver our future ambition.

It will provide context and direction to West College Scotland's Board of Management, Senior Leadership Team, staff and stakeholders in relation to strategic workforce planning, operational matters and the culture of the college.

College Strategic Priorities

Our people are key to the delivery of West College Scotland's Corporate Strategy 2019-2025 and our People Strategy places staff at the heart of our plans and recognises their collective contribution. In order to deliver the ambitions of the College, staff need to understand their role in fulfilling the four strategic priorities: Personalisation, Collaboration, Agile and Adaptative, and Digital.

Maximising Organisational Capability

Leadership Behaviours

One College Culture

West College Scotland Experience

Effective Leaders and Managers

Personalisation
- Delivering bespoke solutions, fast
- Enabling Learners to achieve outcomes
- Recruiting and retaining talented people

Agile and Adaptive
- Developing new income opportunities
- Developing the market
- Utilising specialist capabilities
- Managing for resilience

Collaboration
- Creating Learning Pathways
- Immersive partnerships
- Delivering inclusive Growth

Digital
- Using Data
- Inspirational Learning
- Developing the skills base

Strategic Context

Fulfilment of the People Strategy's four strategic aims will be delivered through our Annual Operating Plans and will support the College's key priorities as it continues to adapt to the immediate challenges presented by Covid, Brexit, the cross-sector fall in student applications and the impact of rising inflationary pressures on the communities the College serves.
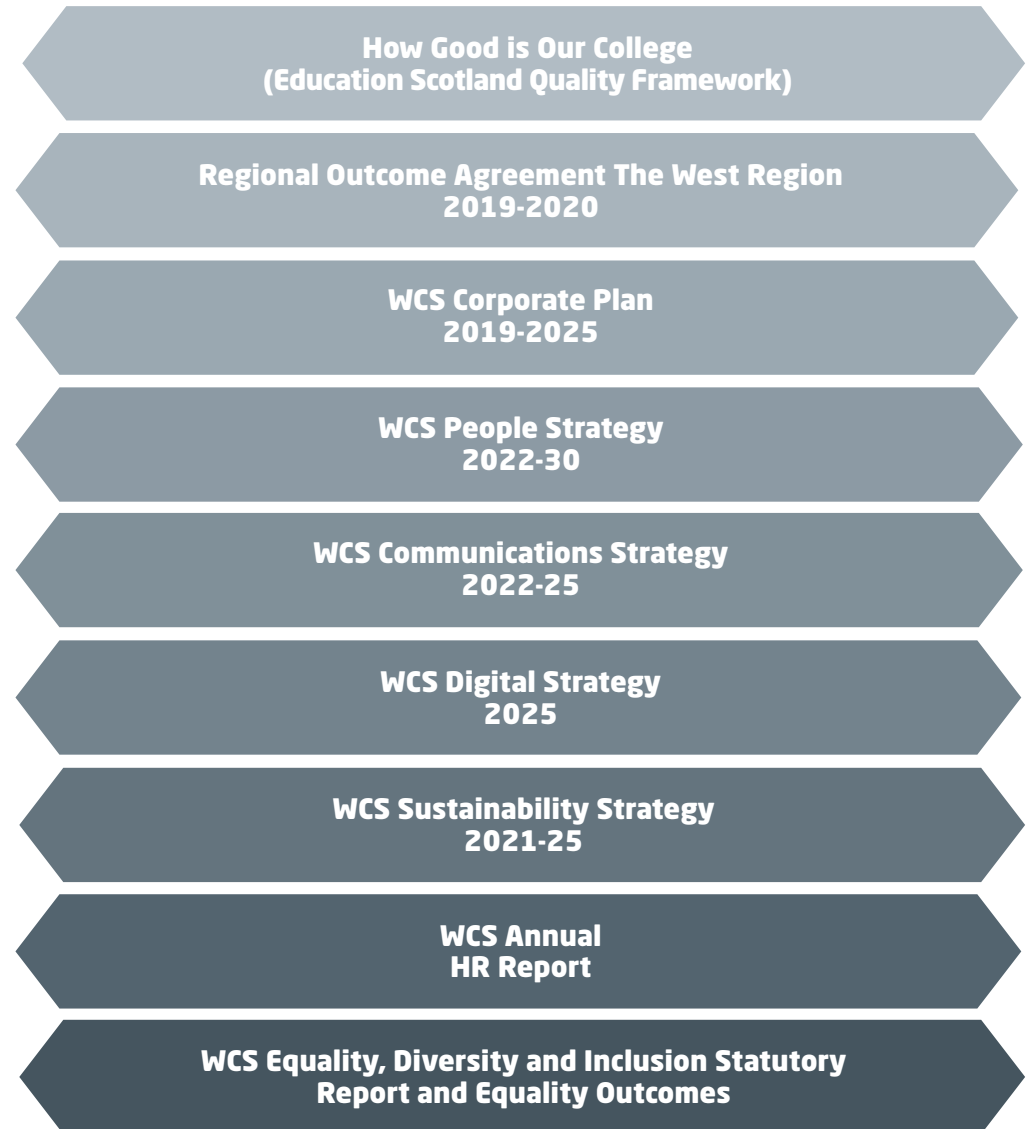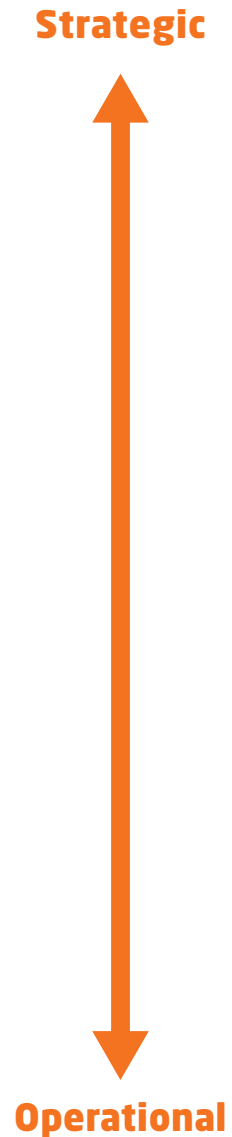
This Strategy has been developed through cross-campus and cross-departmental engagement. Our vision is aligned to the College's collective ambition and will be delivered through four strategic themes:

• One College Culture
• West College Scotland Experience
• Effective Leaders and Managers
• Maximising Organisational Capability

Operating Context

The WCS People Strategy 2030 builds on the solid foundation developed through the previous People Strategy and considers the impact of the COVID-19 pandemic on ways of working, developing a clear vision, leveraging technology and developing future focussed workforce plans to enable us to deliver our Corporate Plan 2019-2025.

This Strategy recognises and aims to complement other national, college sector and West College Scotland strategies.

Strategic

How Good is Our College
(Education Scotland Quality Framework)

Regional Outcome Agreement The West Region
2019-2020

WCS Corporate Plan
2019-2025

WCS People Strategy
2022-30

WCS Communications Strategy
2022-25

WCS Digital Strategy
2025

WCS Sustainability Strategy
2021-25

WCS Annual
HR Report

WCS Equality, Diversity and Inclusion Statutory
Report and Equality Outcomes

Operational

Strategic Aims and Objectives

The four strategic themes which form the core of this Strategy are detailed below. These will complement all aspects of the College's strategic priorities and other documents as set out in the Operating Context above.

One College Culture

Maximising Organisational Capability

Collective Ambition, Pride & Passion, Inspirational & Innovative

West College Scotland Experience

Effective Leaders and Managers

One College Culture

Aim:

- Colleagues understand the West College Scotland ambition and vision and are proud and excited to be part of it. Our college culture is demonstrated through the everyday behaviours of all.

We will achieve this by:

- Defining, developing and embedding the college culture
- Providing clarity on vision/mission
- Developing college values to further embed the 'Building Our Collective Future' framework
- Promoting the new values as part of an effective communications strategy
- Leaders demonstrating behaviours in line with the college culture and values
- Introducing annual awards that recognise staff performance which demonstrates the culture and values of the college
- Encouraging cross-college collaboration where possible

West College Scotland Experience

Aim:

- We will be a sector-leading fair work employer, providing a safe, inclusive and respectful working environment. Staff will be enabled to achieve their full potential and our collective ambition. We will be an employer of choice.

We will achieve this by:

- Delivering against our refreshed Wellbeing strategy
- Meeting our Equality Outcomes
- Representing the population of the West region
- Becoming a role model for the employment and development of young people
- Leading the way in the sector on working flexibly post-pandemic
- Removing or reducing burdensome processes, policies and procedures wherever possible
- Seeking regular feedback from staff and our Trade Union partners
- Enhancing our excellent employee benefit offering
- Achieving external recognition and accreditation
- Embracing, promoting and recognising innovative initiatives

Effective Leaders & Managers

Aim:

- We will develop supportive leaders and managers who will lead in an agile and adaptive way and provide clear direction. They will empower staff to take ownership of their personal development and contribution to the College.

We will achieve this by:

- Equipping our leaders and managers with the skills knowledge and confidence to effectively manage and motivate their staff, developing high performing and dynamic teams

- Ensuring that leaders and managers understand the College vision and strategy and are able to explain what that means for their teams' area of work

- Refining processes and procedures to ensure a clear understanding of what is required from leaders and managers

- The Executive and SMT will lead by example, providing a clear vision, living the values and empowering staff to take ownership

- The actions and behaviours of managers and leaders will be in line with the College's 'Building our Collective Future' framework

- Delegating decision-making to the appropriate level in the college

- Succession planning for key roles

Maximising Organisational Capability

Aim:

- Our organisation design and development enables everyone to perform to the best of their abilities and meet the College's priorities and goals.

We will achieve this by:

- Ensuring Organisational Development & HR systems, processes and digital solutions provide maximum benefit and enable managers and staff to do their jobs more efficiently

- Undertaking strategic workforce planning, reviewing annually as part of the annual planning cycle

- Reviewing organisational structures to ensure they enable delivery of key priorities

- Developing staff to ensure their skill sets are appropriate for the future

- Undertaking succession planning and talent management for key roles

- Introducing a Youth Employment Strategy

- Introducing and embedding "My Conversations" to ensure that staff are provided with the coaching and support they need to deliver their goals and increase individual capabilities

- Ensuring staff development supports delivery of the College Sustainability strategy

- Enhancing the focus on interpreting and acting upon management information

Measures of Success

Key Performance Indicators

The successful delivery of the People Strategy will be measured through the following Key Performance Indicators:

| Strategic Theme	Key Performance Indicator	Baseline	2030 Target	Additional Measures of Success
West College Scotland Experience	% Agreeing or Strongly Agreeing with the statement "I would recommend West College Scotland as a place to work"	83.3%	90% Interim: year on year increases	We will also monitor levels of staff engagement through our annual staff survey, voluntary turnover, exit survey analysis, recruitment statistics and absence levels.
	% Agreeing or Strongly Agreeing with the statement "Colleagues treat each other with respect"	79.6%	90% Interim: year on year increases	
One College Culture	% Agreeing or Strongly Agreeing with the statement "We have a one college culture"	38.8%	70% Interim: year on year increases	We will also monitor levels of employee diversity and diversity in recruitment.
Effective Leaders & Managers	% Agreeing or Strongly Agreeing with the statement "I believe that the College leadership provide clear direction"	56.2%	70% Interim: year on year increases	We will also monitor through levels of responses to other questions in the staff survey relating to leaders and managers, and through the changing requirements of the HR team.
	% Agreeing or Strongly Agreeing with the statement "The actions and behaviours of my manager are consistent with the College's 'Building our Collective Future' framework"	58.1%	70% Interim: year on year increases	
Maximising Organisational Capability	Average Number of Conversations Recorded in My Conversations	N/A	5 Conversations Per Employee	We will also monitor % of staff with Start of Year, Mid Year, End of Year conversations recorded in My Conversations; % of staff with conversations recorded.
	% of Goals in My Conversations aligned to College Strategic Goals	N/A	80% Interim: year on year increases	

Outcomes

The People Strategy will enable the following outcomes:

2022-2025

- Staff buy into the college's vision and understand their role in it

- Improved employment relations locally

- Improved utilitisation of resources

- Enhanced student experience
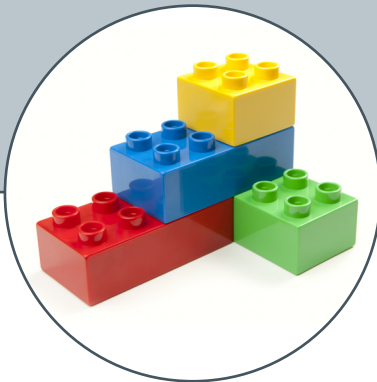
2025-2028

- The actions and behaviours of staff demonstrate a one college culture

- External recognition has enhanced the college's reputation as an employer

- Improved community and business connections

2028-2030

- Sector-leading environment of fair work

- Colleagues feel deeply connected with the College's vision

- Staff have the skills to deliver our future ambition

- WCS is an employer of choice

Equality Impact Assessment

Name of strategy:
People Strategy 2022-2030

Provide a brief summary of the aims of the policy and main activities:
This Strategy sets out how we will create a sector-leading environment of fair work, where colleagues feel deeply connected with the College's vision and have the skills to deliver our future ambition.

Assessed by: Natalie Smith, Director Organisational Development & HR

Date: 12/05/2022

This stage establishes whether a strategy, policy, procedure or decision will have a differential impact from an equality perspective on people who share protected characteristics or whether it is "equality neutral" (i.e. have no effect either positive or negative). The protected characteristics are: age, disability, gender reassignment, pregnancy or maternity, marriage and civil partnership, race, religion or belief, sex and sexual orientation.

1. Who will benefit from this?
Students, staff and stakeholders of the College will all benefit from the People Strategy 2030.

2. Is there likely to be a positive impact on people who share protected characteristics, and if so, how? Or is it clear at this stage that it will be equality "neutral"? i.e. will not have a differential impact on any equality group/s?
This strategy is directly relevant to the College's statutory duty to advance equality, eliminate discrimination and promote good relations. Equality, diversity and inclusion are key elements of the strategy and the culture we're building in the college.

11

The People Strategy 2030 will have a positive impact on people who share protected characteristics. It will impact positively on employees and students with any of the protected characteristics – age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation – as it seeks to improve equality, diversity and inclusion through developing the 'Building Our Collective Future' framework further, introducing College values and building a culture which will enable achievement of our Equality Outcomes.

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

There will not be an adverse impact on people who share protected characteristics. In fact the People Strategy 2030 will have a positive impact on employees and students with any of the protected characteristics – age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation – as it seeks to improve equality, diversity and inclusion as outlined above.

4. What action will you take to ensure that you are monitoring the impact of this Policy?

The impact of the People Strategy 2030 will be monitored regularly with updates to the College's Senior Management Team and Board of Management. It will also be monitored annually through the publication of the HR report internally and externally to the College, and the impact that this strategy is having on progress against our Equality Outcomes will be monitored through the Equality Report which is published every 2 years.
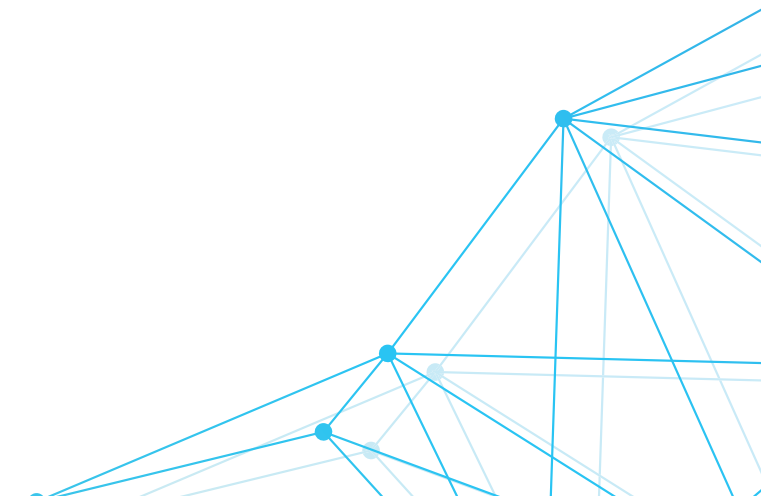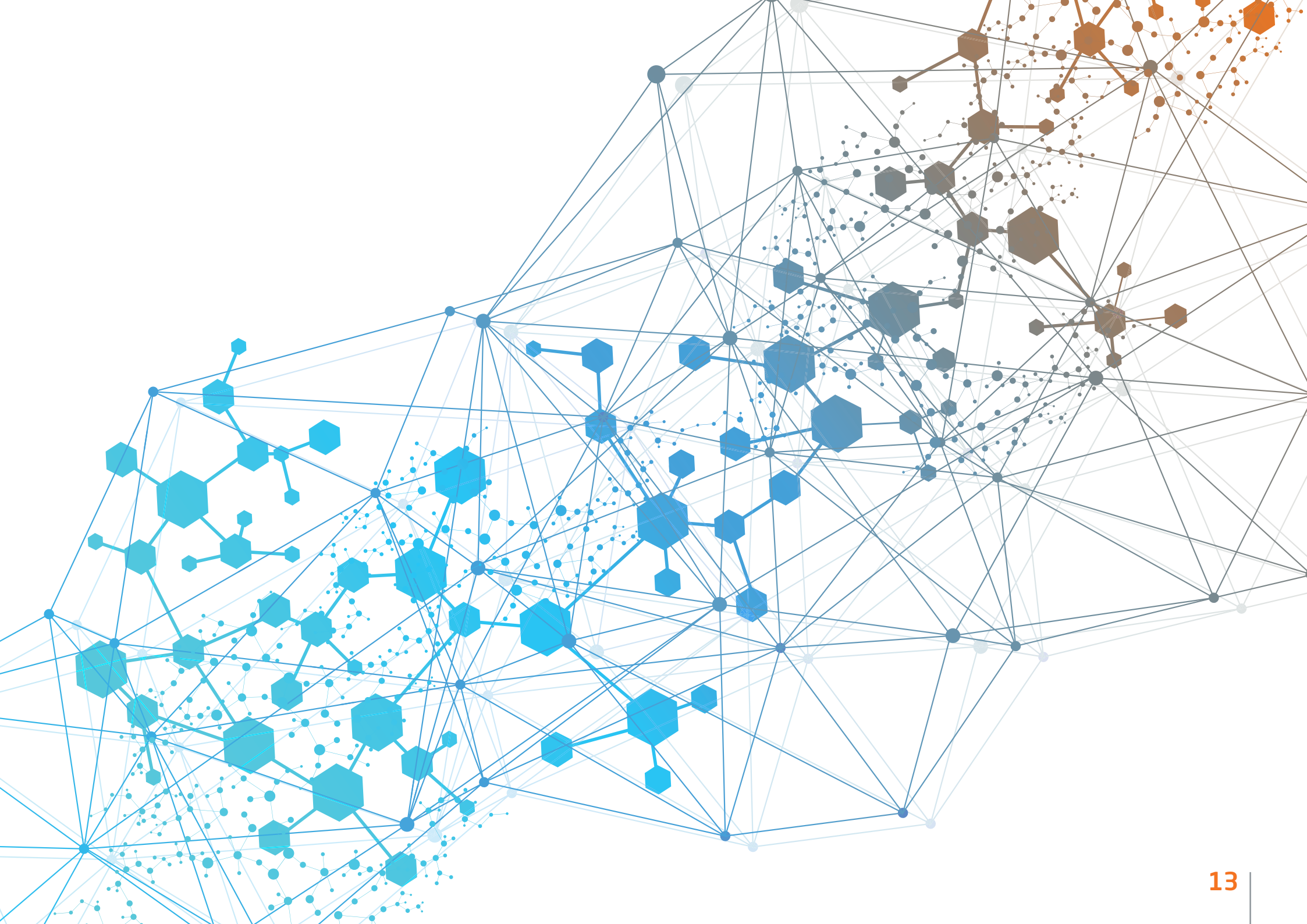
TITLE: **WCS WELLBEING STRATEGY - RISE**

Background: The following paper is provided to recognise the launch of the College's new Wellbeing Strategy – RISE to support ongoing development long term stability of service:

- READY to learn, study and work in a comfortable environment while developing personal resilience for college and beyond
- IN TOUCH with their own health and wellbeing, recognising the necessity of seeking help when confronting challenges, and encouraging others to do the same
- SUPPORTED to feel safe, secure and strong enough to embrace college and working life and enjoy their successes
- EMPOWERED and energised to engage in excellent education and career opportunities while maintaining positive mental health

Action: The Committee is invited to consider the College new approach to wellbeing for students and staff for 2022/23 and beyond.

Lead: Iain Forster-Smith, Assistant Principal Student Life and Skills

Date: 13th June 2022

Status: Open

WEST COLLEGE SCOTLAND

Wellbeing Strategy RISE

Contents

Our Vision

West College Scotland has the wellbeing of our community at the heart of everything we do. We think that wellness is everyone's business and by working together as a college, we continue to develop an atmosphere where our staff and students thrive.

Working towards improving overall wellbeing adopting a mind, body and emotion approach is our vision moving forward as it affects how we feel and our capacity to function.

We want to make sure that all our employees and students have the tools, knowledge, skills, and experiences they need to live fulfilled, worthwhile, and happy lives.

This strategy is intended to supplement existing efforts on all aspects of wellness within the College, as well as to complete our prior Student and Staff Mental Health and Wellbeing Strategies.

Our Journey

During the coronavirus pandemic, West College Scotland's first objective was to significantly improve the level of positive mental health and wellbeing support available to its community.

During lockdown, our staff and students had to quickly adjust to the shift to working online and delivering their role from home. Because of the rapid shift, there was a lot of anxiety, and using the College's wellbeing services became a crucial support mechanism.

Our experience and understanding from past years have shone a light on the isolation, loneliness, depression, grief from losing loved ones, unhealthy eating, lack of exercise, poor sleep and financial worries which our community faced. We have tackled each obstacle head on and are continuing to RISE by working hard, expanding assistance through early intervention, and sharing a common aim of putting people at the core of what we do.
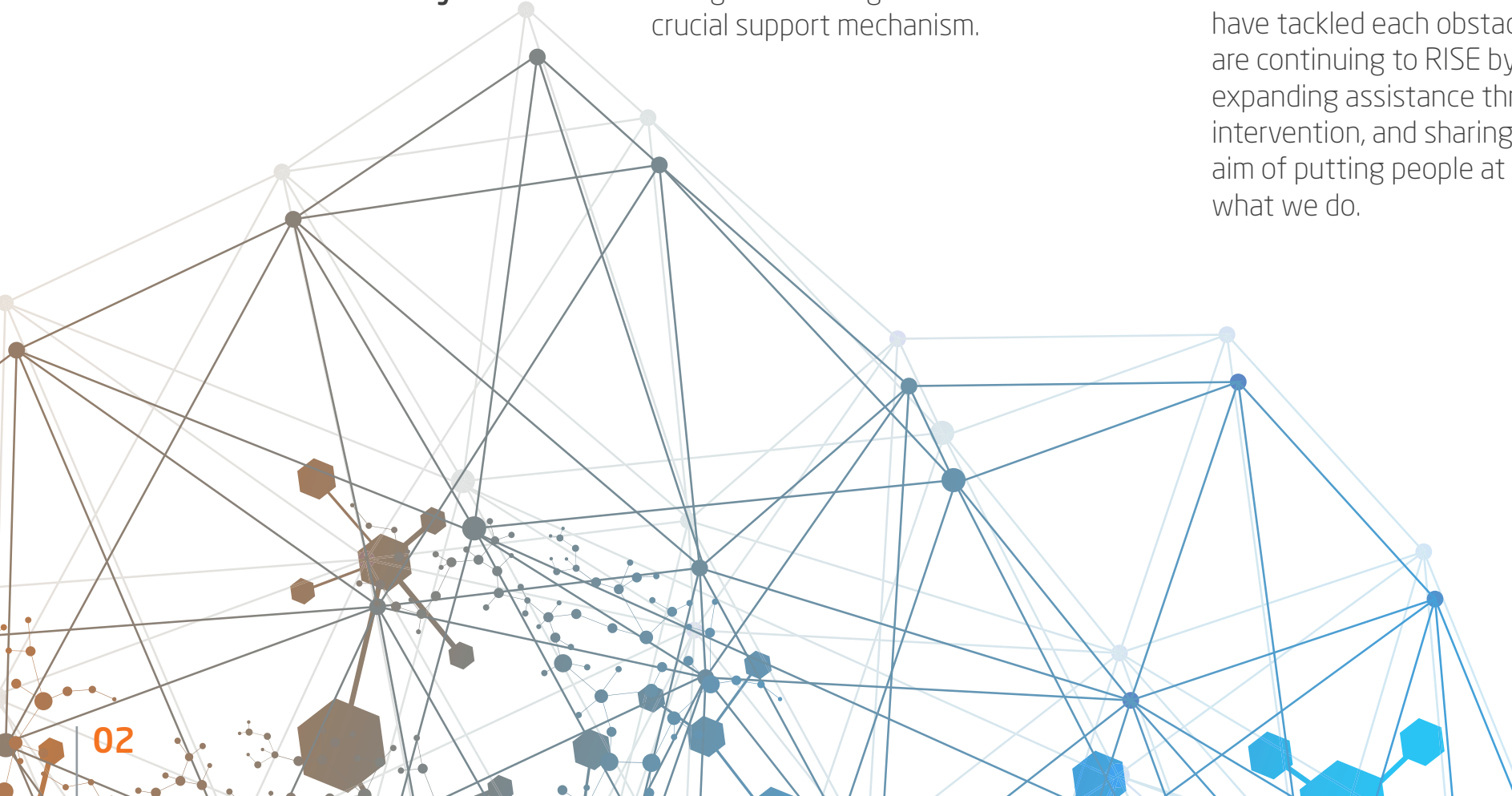
Our Mission

West College Scotland is dedicated to being helpful and inclusive, while also accepting responsibility for our critical role in enabling our students to be the best they can be. We are a welcoming and encouraging college that empowers and supports our teams as they navigate their students' and staff personal journeys. We are embracing the task of delivering long term services to improve the wellbeing of all.

Our Mission is to all play a part in continuing to **RISE** out of challenging times and build on the excellent support system available to staff and students.

There are 4 cornerstones to the 'WCS Wellbeing Strategy **RISE**' which encourages **ALL staff and students** by being:

- **READY** to learn, study and work in a comfortable environment while developing personal resilience for college and beyond

- **IN TOUCH** with their own health and wellbeing, recognising the necessity of seeking help when confronting challenges, and encouraging others to do the same.

- **SUPPORTED** to feel safe, secure and strong enough to embrace college and working life and enjoy their successes.

- **EMPOWERED** and energised to engage in excellent education and career opportunities while maintaining positive mental health

RISE will be accomplished by incorporating the importance of mental health and wellness into a college-wide approach, with clear and visible leadership, and strategic objectives at the centre of everything we do:

- **LEADERSHIP (L)** through effective leadership, we will have a consistent and integrated approach to wellbeing.

- **DATA (D)** we will collect data on community wellness and use it to inform the College's approach to our ongoing wellbeing strategy.

- **PREVENTION (P)** we will keep working toward a big shift away from reactive to proactive approaches to wellbeing.

- **INTERVENTION (I)** we will have a community support structure that is both effective and efficient, allowing for early intervention.

- **PARTNERSHIP (PP)** we will continue to expand our existing partnerships to ensure that care is delivered in a consistent and efficient manner through effective and relevant collaborations with external partners.
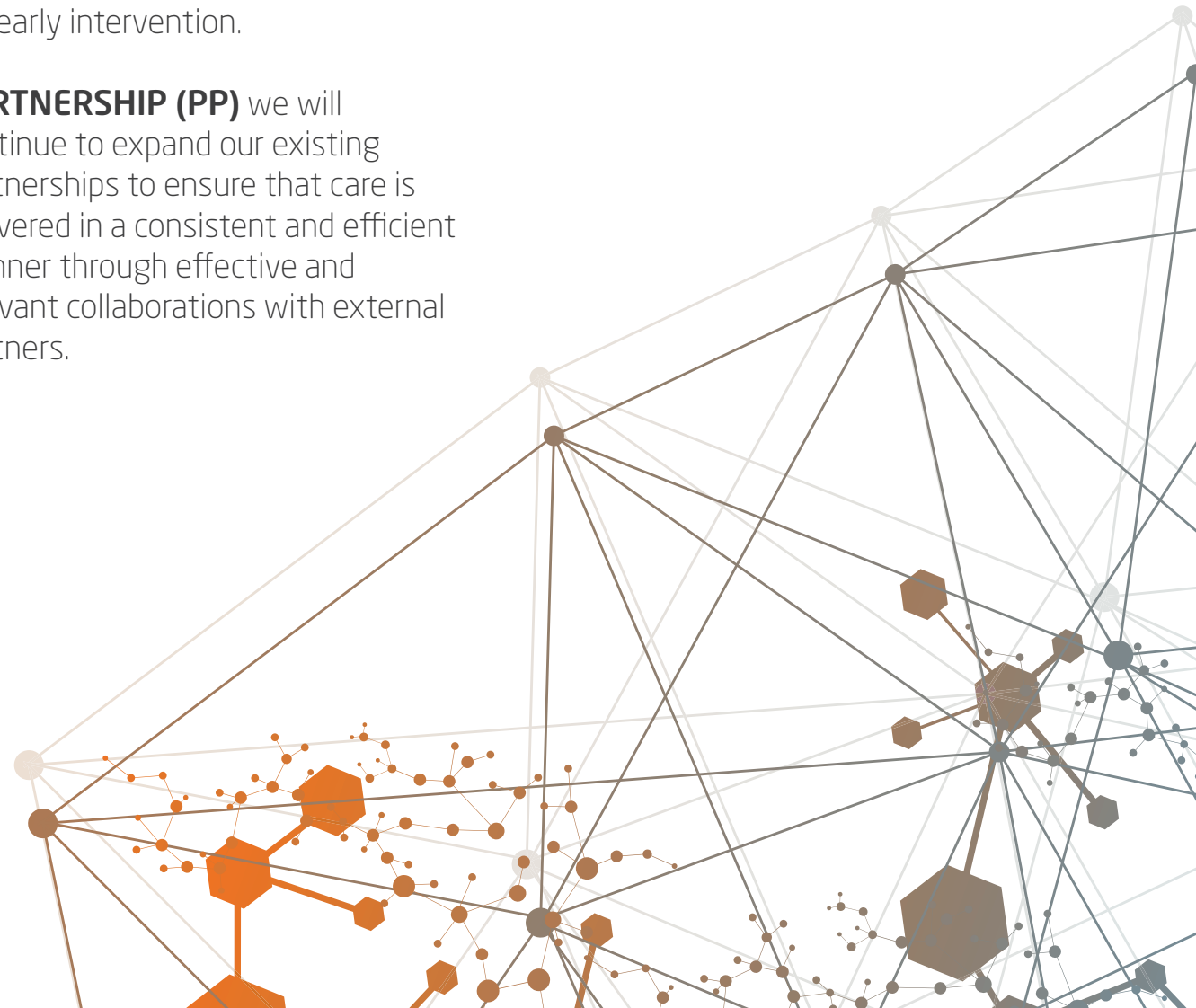
Our Promise

READY to learn, study and work in a comfortable environment while developing personal resilience for college and beyond

FOR OUR STUDENTS

- Establish a WCS Wellbeing Strategy Group to have oversight and responsibility for the Wellbeing Strategy implementation (L)

- Collectively work towards and achieve the Student Mental Health Agreement Project (L, D)

- Develop a shared understanding of wellbeing at WCS that delivers coherence and consistency of practice across key areas of the Student Journey (P)

  - Student Recruitment – positive transitions
  - Student Induction
  - Course Guidance
  - Support activity (face to face and online)
  - Digital developments
  - Further training

- Build and sustain wellbeing in teaching and learning, recognising the impact of positive wellbeing has on students learning and attainment (P)

- Review the current 24/7 solutions for students and ensure it has the long-term support required (D, PP)

FOR OUR STAFF

- Establish a WCS Wellbeing Strategy Group to have oversight and responsibility for the Wellbeing Strategy implementation (L)

- Develop the College's Building our Collective Future framework (L)

- Maintain our current Healthy Working Lives Award and continue to enhance our activity (L, D)

- Effectively incorporate wellbeing into our People Strategy (P)

- Ensure wellbeing plays a significant role in the My Conversations approach so that individuals feel confident in discussing wellbeing with their managers and managers have the mechanism to support their teams (P, I)

- Review the current 24/7 solutions for staff and ensure it has the long-term support required (D, PP)

- Develop a shared understanding of wellbeing at WCS that delivers coherence and consistency of practice across key areas of our Staff Journey (P)

  - Staff Recruitment – positive transitions
  - Staff Induction
  - Career long professional learning for wellbeing
  - Support activity (face to face and online)
 - Digital developments

IN TOUCH **with their own health and wellbeing, recognising the necessity of seeking help when confronting challenges, and encouraging others to do the same.**

FOR OUR STUDENTS

- Develop a comprehensive communication plan that ensures wide engagement of all students in wellbeing and access to all support available (L)

- Continue and further develop already existing and successful wellbeing activity across the college (I)

  - TIME4U Student Counselling
  - Student Wellbeing Services e.g., Helping Hands, Drop in to Chill Out
  - CALM curriculum

- Develop a suite of new supportive interventions for individuals (I)

  - Promoting Peer to Peer support using a mentoring framework
  - Acts of kindness encouraging the achievement of peers and developing a kindness culture
  - WCS Student and Staff Values framework to provide excellent quality, personalised and effective wellbeing care
  - Integrate within the college ethos and learning curriculum a sense of pride, confidence building and improved social skills

- Routinely deliver Wellbeing Awareness sessions across all campus locations and through our online platforms to keep strong engagement, understanding and opportunities for feedback alive in the College Community (P, D)
- Develop an effective and understood triage approach to wellbeing services (I)
- Develop effective student enquiry and case management process and management system (I)
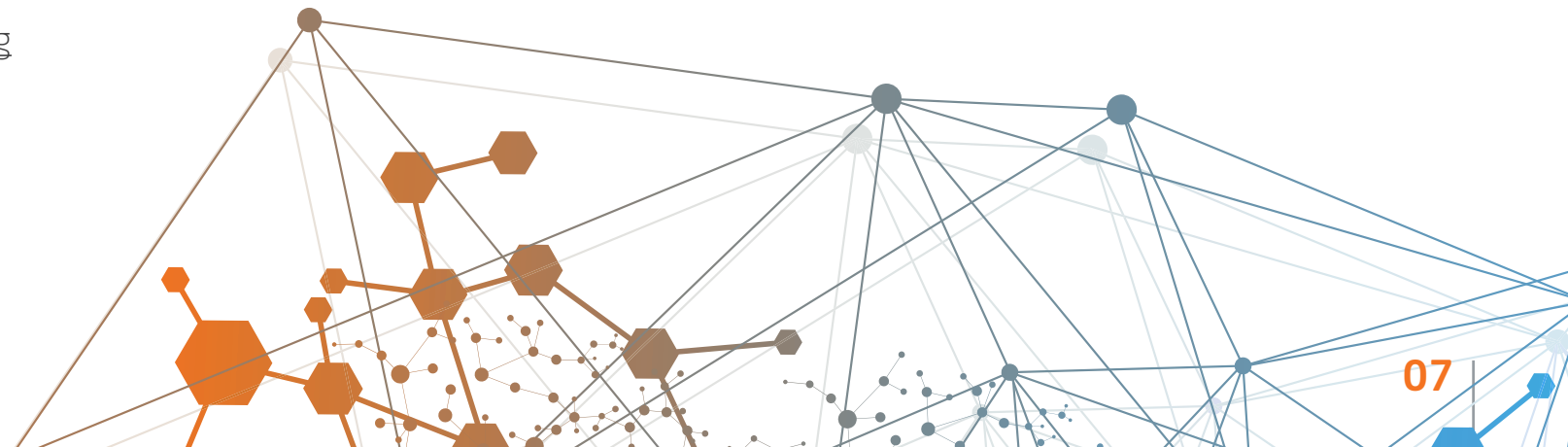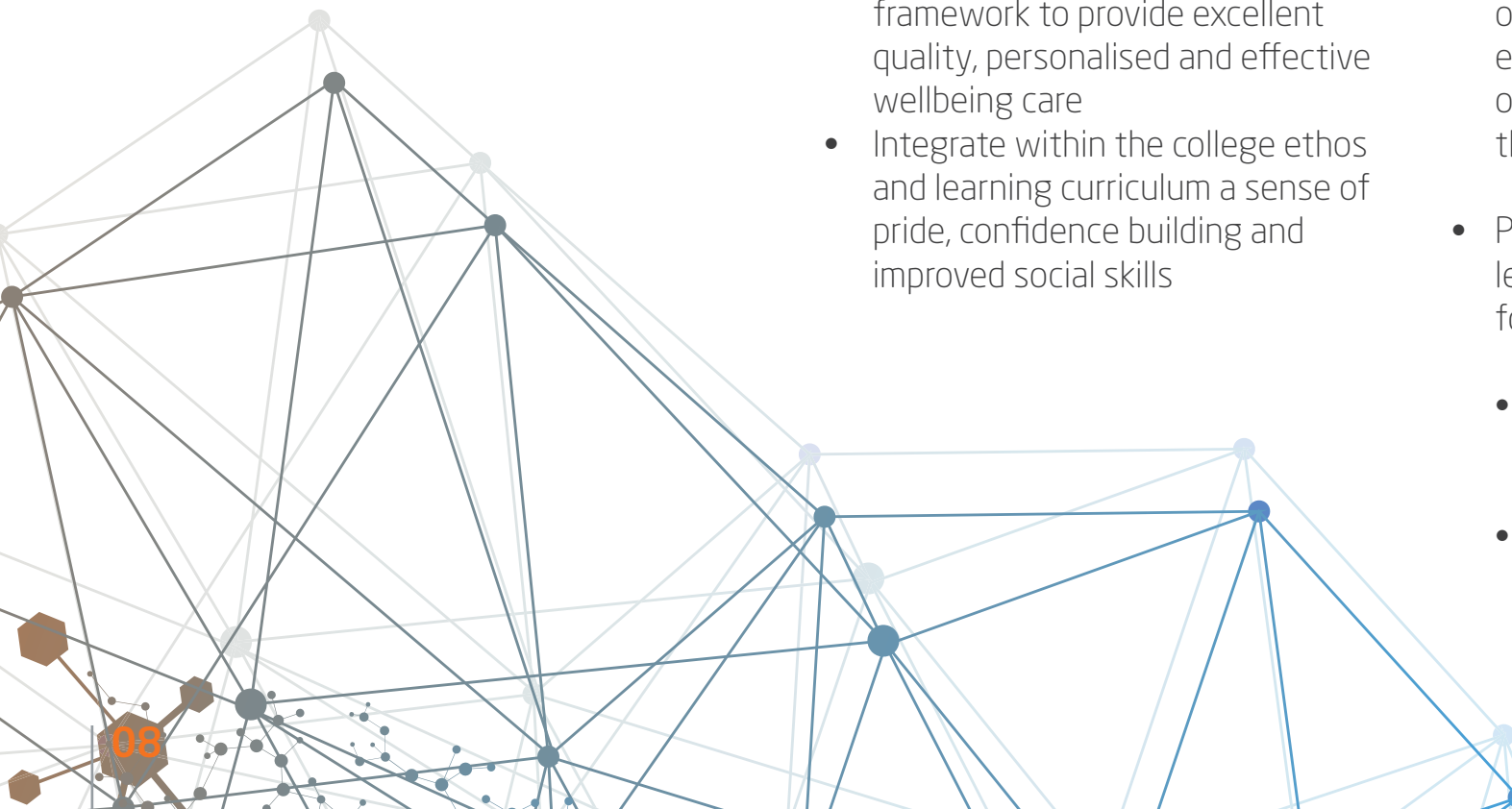
FOR OUR STAFF

- Develop a comprehensive communication plan that ensures wide engagement of all staff in wellbeing and access to all support available (L)

- Develop a suite of new supportive interventions for individuals (I)

  - Promoting Peer to Peer support using a mentoring framework
  - Acts of kindness encouraging the achievement of peers and developing a kindness culture
  - WCS Student and Staff Values framework to provide excellent quality, personalised and effective wellbeing care
  - Integrate within the college ethos and learning curriculum a sense of pride, confidence building and improved social skills

- Staff will be supported through effective tools and training in understanding the importance of positive mental health for their students and themselves (P)

- Routinely deliver Wellbeing Awareness sessions across all campus locations and through our online platforms to keep strong engagement, understanding and opportunities for feedback alive in the College Community (P, D)

- Promote and engage in meaningful learning and development discussions for all staff including (P, I)

  - Staff learning and development building resilience and creating a culture of understanding
  - My Conversations

SUPPORTED to feel safe, secure and strong enough to embrace college and working life and enjoy their successes.

FOR OUR STUDENTS

- WCS will be proactive in increasing knowledge, access, and confidence in key areas of our wellbeing support (P, PP)
  - Continue and further enhance the WCS Student Wellbeing Services
  - Safeguarding – any student with a concern about the safety of another can access help and support through our safeguarding team
  - CALM Curriculum offered throughout the student journey in 3 stages. To Connect, Continue, and Complete their studies in a CALM way

- The Sanctuary a neutral space on every campus where students and staff can go to find peace and contemplation with guidance and support for all, regardless of practicing a faith or not
- Wellbeing Agency Days throughout the year are successful in linking with third party external agencies
- Positive approaches to nutrition promoting healthy eating through information, education campaigns, access to healthier foods and activities
- Fitness and exercise is not only about getting physically fit and healthy, but also great for your mental wellbeing and can change your mind, your attitude, and your mood

- Develop new college approaches to key issues e.g., drugs, Gender Based Violence, suicide-safer plan, Safeguarding and Prevent (P, PP)

- WCS will provide an accessible, inclusive, people focussed campus environment (P)

- Develop systems to monitor and evaluate access to our Wellbeing services to inform provision (D)

- Provide consistent, cohesive, safe, effective care and support for students working in partnership with external agencies (PP)

- Develop a confidential report and support tool to capture unwanted behaviours and intervene quickly (I)

- Carry out a full Equality Impact Assessment on each of the 9 Protected Characteristics detailing what is in place and identifying gaps (both students and staff) (L, P)

- Develop innovative approaches to men's mental health and introduce targeted support (P)

- Introduce Wellbeing support for LGBT students: lunch group/activities to promote peer support and awareness raising with staff of issues experienced by our LGBT student community. (P)

FOR OUR STAFF

- WCS will be proactive in increasing knowledge, access, and confidence in key areas of our wellbeing support (P, PP)
  - Continue and further develop WCS Wellbeing Services for staff
  - PAM Assist provides a free confidential life management and personal support service to all staff

- Positive Reflections and actions weekly thoughts and practical suggestions
- Mindfulness introducing meditation to encourage drop in access
- The Sanctuary a neutral space on every campus where students and staff can go to find peace and contemplation with guidance and support for all, regardless of practicing a faith or not
- Positive approaches to nutrition promoting healthy eating through information, education campaigns, access to healthier foods and activities
- Fitness, exercise is not only about getting physically fit and healthy, but also great for your mental wellbeing and can change your mind, your attitude, and your mood

- Develop innovative approaches to men's mental health and introduce targeted support (P)

- Creating a safe working environment underpinned by robust health and safety functions (P)

- WCS will provide an accessible, inclusive, people focussed campus environment (P)

- Review of accessible College data and its usefulness to the strategy (D)

- Provide consistent, cohesive, safe, effective care and support for staff working in partnership with external agencies (PP)

- Developing a staff mentoring system – with a focus on cross curriculum teams mentoring framework (L, P, D)

- Carry out a full Equality Impact Assessment on each of the 9 Protected Characteristics detailing what is in place and identifying gaps (L, P)

EMPOWERED and energised to engage in excellent education and career opportunities while maintaining positive mental health.

FOR OUR STUDENTS

- Embed wellbeing by promoting activities focussed on improving fitness, recognising the impact positive wellbeing has on students learning, attainment and student life (P)

- Promote wellbeing activities such as wellbeing drop in cafes, colouring, jigsaws, Lego, therapeutic writing, origami. This means that when they are stressed or anxious, they know what works to help them restore their sense of wellness (P)

- Promotion of our MyDay app, this one-stop shop that allows students to engage with their induction progress, ongoing attendance, Moodle, student socials, jobs/placements, and results from the beginning of their adventure with WCS. (P, D)

- Encourage students to be proactive in the management of their time and potential absence from study with early intervention supporting and promoting positive approaches for the student to connect before they fall far behind in their studies. (P, I)

- Role-modelling wellbeing so that we can all be the best physically, emotionally, socially, and professionally, leading a change throughout the College community (L)

- Students understand self-care, taking time to think about how they feel, physically and mentally, and undertake activity that they do for themselves to feel happy and healthy. (L, I, D)

- Student surveys to include wellbeing section to gauge awareness of what is available and value of service available and seeking feedback on where further developments or continuous improvements are required (P, D)

FOR OUR STAFF

- Develop wellbeing resources and toolkits to enable staff to take responsibility for their own wellbeing (I)

- Role-modelling wellbeing so that we can all be the best physically, emotionally, socially, and professionally, leading a change throughout the College community (L)

- Embed wellbeing by promoting activities focussed on improving fitness recognising the impact positive wellbeing has on staff both in and out of work (P)

- Staff understand self-care, taking time to think about how they feel, physically and mentally, and undertake activity that they do for themselves to feel happy and healthy. (L, I, D)

- Staff surveys to include wellbeing section to gauge awareness of what is available and value of service available and seeking feedback on where further developments or continuous improvements are required (P, D)

- College Leadership enable 'everyday leaders' by inspiring individuals to be confident and have comfort and excitement as part of the WCS Community through positive affirmation around the importance of time for you (L, P)

- Celebrate the success of the College teams and individuals through awards and other meaningful recognition activities (L, P)

Measuring Success

Success can be measured in multiple ways, our approach to measuring the success of our Wellbeing Strategy will be an annual cycle of collaboration, reflection, review and improvement.

We will use a range of mechanisms to measure the impact of our action plan, ensuring that wellbeing is at the centre of our communities' success. Throughout the first period the Wellbeing Strategy team will develop key metrics to measure against and identify more fully the wellbeing improvement journey.

- Annual surveys and ongoing feedback

- Development of Wellbeing Impact Assessments

- Monitoring and robustly evaluating initiatives linked to wellbeing

- Uptake of wellbeing related activities

- Reduced sickness absence across the College community

- Monitoring staff engagement

- Monitoring student engagement

- Recruitment and retention rates

- Wellbeing pulse check

- Improved productivity, performance and satisfaction across the College community

- Improved relationships

- Student satisfaction and achievement of organisational aims

- Enhanced reputation as the College of Wellbeing in our community

WEST COLLEGE SCOTLAND

Agenda Item 15

Meeting	Board of Management
Date	13 June 2022
Location	MS Teams
Title of Paper	Board / Committee Membership
Presented By	Dr Waiyin Hatton, Chair of Board of Management
Recommendation to Members	The Board is asked to approve three matters relating to its membership.
Appendix Attached	No

PURPOSE
The Board is asked to approve the following three matters relating to its membership.

1. BACKGROUND

1.1 The tenure of LTQC co-opted member, Mark Hamilton, expires on 31 October 2022. As such, the Chair of the LTQ Committee requests that Mark be reappointed for a further one year (1 November 2022 to 31 October 2023) and presents this for approval to the Board.

1.2 The Nominations Committee agreed to recommend to the Board, at its next meeting scheduled for Monday 13 June 2022, the approach and membership for a Selection Panel as follows to appoint 3 new Board members (to fill the 2 vacancies and replace Mark Newlands when his term expired on 31 January 2023):

- ❖ Waiyin Hatton, Chair of the Board and Chair of the Selection Panel.
- ❖ Linda Johnston, Vice Chair of the Board.
- ❖ Fiona McKerrell, Senior Independent Member of the Board.
- ❖ Mark Newlands, Chair of the Learning Teaching and Quality Committee.
- ❖ Willie Mackie – Deputy Chair of Scottish Enterprise and formerly Regional Chair of Ayrshire College - independent person required in accordance with Paragraph 3.25 of the College Sector Board Appointments: 2014 Ministerial Guidance.
- ❖ Shirley Gordon, Secretary to the Board.

1.3   The Nominations Committee agreed to recommend to the Board, that Danny McMahon fill the vacant role of Vice Chair of the CDC.

2.   FINANCIAL IMPLICATIONS

2.1   There are no financial implications in this report.

3.   STUDENT EXPERIENCE

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

4.   HUMAN RESOURCES IMPLICATIONS

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

5.   LEGAL IMPLICATIONS

5.1   There are no legal implications in this report.

6.   REPUTATIONAL IMPLICATIONS

6.1   There are no reputational implications associated with this report.

7.   COMMUNITY/PARTNERSHIP IMPACT

7.1   There are no community implications associated with this report.

8.   EQUALITIES IMPLICATIONS

8.1   There are no equality implications associated with this report.

9.   ENVIRONMENT IMPLICATIONS

9.1   There are no environmental implications associated with this report.

RECOMMENDATION

The Board is asked to approve the three matters relating to its membership.

WEST COLLEGE SCOTLAND

Agenda Item 16

Meeting	Board of Management
Date	13 June 2022
Location	MS Teams
Title of Paper	Governance Compliance Report
Presented By	Alan Ritchie Director of Finance
Recommendation to Members	For Noting
Appendix Attached	No

PURPOSE

The objective of this report is to provide assurance to the Board of Management that the College is operating in compliance with:

- The Scottish Funding Council Financial Memorandum.
- The Scottish Public Finance Manual.
- The Code of Good Governance.

The paper is presented in line with the Board of Managements Scheme of Delegated Authority namely:

'*(2) Authority Reserved to the Board*

The following matters are reserved to the Board and therefore excluded from any delegation:

(d) the approval of the year-end Annual Report and Accounts, the Annual Budget, College financial plans, forecasts, delegations and regulations;'.

The paper is submitted *For Noting.*

1.   SFC Financial Memorandum

1.1   Under the terms of the Further and Higher Education (Scotland) Act 2005 the Scottish Funding Council (SFC) may attach terms and conditions to the payment of grant made to institutions. It is a term and condition of grant payments from the SFC that the institution's governing body and its designated officers comply with the requirements set out in the **Financial Memorandum (FM)**.

1.2   The FM was revised and issued in December 2014 and has not been subject to any further change since that time. This review has therefore been carried out against the conditions set by the December 2014 version.

1.3   Noted below are the key areas of the FM and how the College is complying. For each requirement the College has assessed the level of compliance assurance. This assessment is recorded in detail and a summary of the outcome is noted in the form of the following RAG analysis:

High	Minor issues / weaknesses were identified - Overall high level of assurance provided.
Medium	Some issues / weaknesses identified which require to be addressed – Overall medium level of assurance provided
Low	Major issues / weakness identified which require to be addressed urgently – Overall limited or no assurance provided.

1.4   The table below shows how the college has complied with the SFC Financial Memorandum:

Financial Memorandum Requirement	Financial Memorandum Condition	Assurance Level
SFC's governance requirements of the institution - SFC requires the governing body to comply with the	Public funds are used in accordance with relevant legislation, the requirements of the FM and only for the purpose(s) for which they were given. Strategic, capital or other grant funding must only be used for the purpose for which it is provided by the SFC.	

Financial Memorandum Requirement	Financial Memorandum Condition	Assurance Level
principles of good governance set out in the Code of Good Governance for Scotland's Colleges. The SFC also require the governing body to ensure that:	Subject to any legal requirement to observe confidentiality, the institution will be open and transparent with the SFC and other stakeholders, and will give, or be prepared to give, a public justification of its decisions in relation to the use of public funds.	
	The institution strives to achieve value-for-money and is economical, efficient and effective in its use of public funding.	
	There is effective planning and delivery of the institution's activities in accordance with its mission and its Regional Outcome Agreement as agreed with SFC.	
	The institution plans and manages its activities to remain sustainable and financially viable. An institution is being managed on a sustainable basis if, year on year, it generates sufficient income to cover its costs and allow for maintenance of and investment in its infrastructure (physical, human and intellectual) at a level which enables it to maintain adaptive capacity necessary to meet future demands.	
	The institution has a sound system of internal management and control, including an Audit Committee, an effective internal audit service, and adequate procedures to prevent fraud or bribery.	
	The institution has an effective policy of risk management and risk management arrangements.	
	The institution has regular, timely, accurate and adequate information to monitor performance and account for the use of public funds. Such information will be made available to the SFC on request, as necessary, for the exercise of its functions and to gain assurance	
	The institution is engaged actively in continuously enhancing the quality of its activities and involves students and other stakeholders in these processes.	

Board of Management / Governance Compliance Report / 13 June 2022

Financial Memorandum Requirement	Financial Memorandum Condition	Assurance Level
Public sector pay policy	The institution must have regard to public sector pay policy set by the Scottish Ministers.	
Tuition Fees	Where applicable, the institution must charge student tuition fees at the levels set by the Scottish Ministers under either the Student Fees (Specification) (Scotland) Order 2006 or the Student Fees (Specification) (Scotland) Order 2011, whichever is applicable.	
Student Activity	Where appropriate, the institution must provide data returns requested by the SFC by the deadlines and to the standards specified.	
Student support guidance	Where appropriate, the institution must follow SFC's Student Support Guidance.	
European Social Funds	Where the institution is in receipt of European Social Fund funding, it must follow SFC ESF guidance.	
Audit and accounting	The governing body must appoint an Audit Committee and ensure the establishment and maintenance of effective arrangements for the provision of internal and external audit. For incorporated colleges and Regional Boards, Audit Scotland will appoint external auditors.	
	The Audit Committee must produce an annual report to the governing body of the institution.	
Accounts direction	The institution must follow the SFC's current Accounts Direction in the preparation of its annual financial statements.	
Internal Audit	The institution must have in place an effective internal audit service. The operation and conduct of the internal audit service must conform to the professional standards of the Chartered Institute of Internal Auditors. For incorporated colleges and Regional Boards, the operation and conduct of internal audit must comply with Public Sector Internal Audit Standards and, where relevant, the Scottish Public Finance Manual.	

Financial Memorandum Requirement	Financial Memorandum Condition	Assurance Level
	The institution must inform SFC when an internal auditor is appointed and must inform SFC immediately if the internal auditor is removed or departs before the end of their term of office.	
	The internal audit service must provide the governing body and senior management of the institution with an objective assessment of adequacy and effectiveness of risk management, internal control, governance, and value-for- money.	
	The internal audit service must extend its' review over all the financial and other management control systems, identified by the audit needs assessment process. It must cover all activities in which the institution has a financial interest, including those not funded by SFC.	
	The head of internal audit must produce an annual report for the governing body on its activities during the year. The report must include an opinion on the adequacy and effectiveness of the institution's risk management, internal control, and governance.	
	The report must be presented to the institution's Audit Committee and a copy sent to SFC.	
Value for Money	The institution must have a strategy for reviewing systematically management's arrangements for securing value for money.	
	As part of its internal audit arrangements, the institution must obtain a comprehensive appraisal of management's arrangements for achieving value for money.	

Financial Memorandum Requirement	Financial Memorandum Condition	Assurance Level
External Audit	The external auditor must be entitled to receive all notices of and other communications relating to any meeting of the governing body which any member of the governing body is entitled to receive. They must also be entitled to attend any such meeting and to be heard at any meeting which they attend, on any part of the business which concerns them as auditors.	
	The external auditor must also be entitled to attend the meeting of the governing body or other appropriate committee at which the institution's annual report and financial statements are presented.	
	The external auditor is expected to attend, as a minimum, any meetings of the Audit Committee where relevant matters are being considered, such as planned audit coverage, the audit report on the financial statements and the audit management letter. It is the responsibility of the secretary to the audit committee to notify the external auditor of such meetings.	

2 Scottish Public Finance Manual (SPFM)

2.1 A major element to ensure compliance with the **Scottish Public Finance Manual** (SPFM) is that the College maintains an up to date set of Financial Regulations.

2.2 The **College Financial Regulations** are reviewed annually by the College to ensure they remain up to date in relation to legislation and best practice. The 14 September 2021 Corporate Development Committee meeting reviewed the most recent Financial Regulations. The 4 October 2021 Board of Management meeting approved the updated College Financial Regulations, and these were uploaded to the College intranet and website.

2.3 The internal auditors reviewed the Financial Regulations as part of the 2021-22 internal audit plan, where the scope of the audit was to ensure that the Financial Regulations:
- Were robust, fit for purpose and kept under regular review.
- Complied with current guidance, such as the Scottish Public Financial Manual, the College's Financial Memorandum with the Scottish Funding Council and CIPFA's Model Set of Financial Regulations.
- Complied with good practice from across the FE sector.

2.4 The auditor's opinion was:
> '*We can provide a <u>strong level of assurance</u> over the suitability of the College's Financial Regulations. We can confirm that the Financial Regulations comply with the requirements of the Scottish Public Finance Manual, the Scottish Funding Council's Financial Memorandum and are in line with CIPFA's Model Set of Financial Regulations for Academies, Colleges and Universities.'*

2.5 There have been several revisions to the Scottish Public Finance Manual during the past year, with the changes since May 2021, along with the impact upon the College Financial Regulations, summarised below:

- **May 2021 - Property acquisition, disposal and management**
  - The section gives guidance on procedures for acquisition, disposal and management of assets (property, land and buildings). Specific exceptions to the scope of the guidance has been amended to clarify obligations of Crown Estate Scotland in respect of disposals and acquisitions in pursuance of its overall aims.

  - *Impact: None as this does not apply to the operations of the College.*

- **June 2021: Settlement agreements, severance, early retirement and redundancy terms**
  - This chapter of the SPFM has been updated to clarify wording and introduce refreshed supporting templates for business cases.
  - Clarification given on maximum payback period of 24 months for Voluntary Severance

- more detail about the purpose of the £95,000 cap in ensuring that exit payments for the devolved public sector are fair and equitable while providing value for money for the people of Scotland
- for Voluntary Severance, notice periods will be worked and outstanding leave taken prior to termination of employment
- the draft confidentiality clause has been reworded
- flowcharts updated to more clearly set out the governance around advice and decision steps, including when business cases are referred to senior management for review
- Redundancy section has been updated to reflect the link to the public sector pay policy

- *Impact: The College has reflected the SPFM updated requirements in both the historic 12mth Voluntary Severance scheme and the current 6mth Voluntary Severance scheme*

- **February 2022: Assurance Framework**
  - This section of the SPFM relates to the assurance framework and the signing of the governance statements provided by Accountable Officers as part of the annual accounts process. The certificates of assurance guidance relates specifically to constituent parts of the Scottish Administration i.e. the core Scottish Government (SG), the Crown Office and Procurator Fiscal Service, SG Executive Agencies and non-ministerial departments.
  - This section of the SPFM does not apply to colleges as the College Principal is required annually to sign a 'Certificate of assurance to the Accountable Officer if the Scottish Funding Council'.

  - *Impact: None as this does not apply to the operations of the College and is subject to a separate reporting arrangement.*

- **March 2022: Borrowing, Lending and Investment**
    - Annex A of this chapter has been added to provide additional guidance in respect of investment in private businesses by Scottish Ministers. The existing guidance supplements the guidance contained within the main chapters of the SPFM and provides a clear and appropriate framework for Scottish Government investment.

    - *Impact: None as this does not apply to the operations of the College.*

2.6   The above changes, which have been made to the SPFM during the year, have had a limited impact. The College is of the view that the recently updated Financial Regulations remain compliant with these. The College continues to monitor any revisions made to the SPFM and will annually update the Financial Regulations as required.

2.7   As noted above, the College is required to submit an annual assurance statement to the SFC. This statement is received from all Colleges and allows the SFC Chief Executive to sign a similar assurance statement to the Scottish Government. The College received the 2021-22 Certificate of Assurance on 7 April 2022 and made the required return on 22 April 2022. Based on a review of the Audit Scotland Assurance Statement Checklist, the Principal signed to state that:

> *'I can confirm that these controls have been, and are, working well. There are in my opinion no significant matters arising in the college which would require to be raised specifically in the governance statement.'*

2.8 The table below shows the key areas of the SPFM as referenced in the Financial Memorandum between the College and the SFC and rates the compliance assurance using the same scale as noted in 1.3 above:

Area	Condition	Assurance Level
General	5. The institution must follow the requirements of the Scottish Public Finance Manual, except where any special actions or derogations have been agreed with the Scottish Ministers.	
	7. In cases where the SPFM requires bodies to notify or request prior approval from the Scottish Government, the institution must, in the first instance, contact SFC.	
Cash management and banking	12. The institution may extend existing banking arrangements provided they are not extended beyond Financial Year 2016-17. Any extension beyond Financial Year 2016-17 requires the agreement of the Scottish Ministers.	
	13. The institution can operate bank overdraft facilities to assist it in managing the timing of income and expenditure through its bank account. Overdrafts should not be used as a means of increasing borrowing.	
Contingent commitments	14. The institution must seek SFC's prior written consent if it intends to lend or give a guarantee, indemnity or letter of comfort. The value of the guarantee should be equal to the total contingent liability over the term of the guarantee. In all cases, the institution must take steps to restrict the contingent liability to a minimum and should undertake a careful appraisal of the risks before accepting any contingent liability.	
	15. The institution should also provide assurance that, in the event of the contingent liability arising, it can be met from within the institution's own resource, or that appropriate insurance cover has been arranged.	

Area	Condition	Assurance Level
Delegated financial limits and annual reporting requirements	17. The institution's specific delegated financial limits are set out in the FM. The institution must obtain SFC's prior written approval before entering into any undertaking to incur any expenditure that falls out with these delegations.	
	18. Prior SFC approval must always be obtained before incurring expenditure for any purpose that is, or might be considered, novel, contentious or repercussive or which has or could have significant future cost implications.	
	21. The institution must establish appropriate documented internal delegated authority arrangements consistent with the Delegated Authority section of the SPFM and the FM.	
Donation of surplus funds to arms-length foundations	23. The institution may donate any surplus on its income and expenditure account as at 31 March each year to its arms-length foundation (ALF). The donation must take place in the financial year in which it arises and is subject to sufficient cash and resource cover being available.	
Duties to provide information on certain expenditure as required by The Public Services Reform (Scotland) Act 2010	24. As soon as is reasonably practicable after the end of each financial year, the institution must publish a statement of any expenditure that it has incurred during that financial year on or in connection with the matters described below. Public relations Overseas travel Hospitality and entertainment External consultancy	
	25. As soon as is reasonably practicable after the end of each financial year, the institution must publish a statement specifying the amount, date, payee and subject-matter of any payment, relating to any of the matters listed above, made during that financial year which has a value in excess of £25,000.	

Area	Condition	Assurance Level
Early departures of staff	*26.* The institution must follow the requirements of the SPFM in determining settlement agreements, severance, early retirement and redundancy arrangements and payments. In addition, the institution must have regard to the principles of good practice in managing early departures of staff contained in Audit Scotland's May 2013 report: *Managing early departures from the Scottish public sector.*	
	27. In line with the requirements of the SPFM, the institution's severance scheme must be approved by SFC. Provided a severance payment is within the parameters of a scheme, which has been approved by the SFC, there will be no need for the institution to seek approval to the individual payment from SFC.	
	28. However, special severance payments in excess of £1,000 must be approved by SFC, except where provision for such payments has been included in a severance scheme approved by SFC.	
External business and management consultancy contracts	29. Any external consultancy contracts with a value of more than £100,000 must be approved in advance by the SFC.	
Impairments, provisions and write-offs	30. Assets must be recorded in the Balance Sheet at Depreciated Replacement Cost (DRC) for Land and Buildings and at Historic Cost less depreciation for Equipment in accordance with the Financial Reporting Manual (FReM). Where an asset, including investments, suffers impairment, it is important that the prospective impairment and background is communicated to the SFC at the earliest possible point in the financial year to determine the budget implications. Any significant movement in existing provisions or the creation of new provisions must be discussed with the SFC.	

Area	Condition	Assurance Level
Insurance	33. The Scottish Ministers have agreed a derogation whereby institutions can extend their current commercial insurance arrangements for three years to 31 July 2024.	
Investments	34. The institution must not make any investments of a speculative nature without the prior written approval of SFC.	
Procurement and payment	35. The institution's procurement processes must reflect the relevant guidance provided by the Advanced Procurement for Universities and Colleges (APUC), and relevant policy and advice issued by the Scottish Procurement Directorate. Procurement must be undertaken by appropriately trained and authorised staff and treated as a key component of achieving the institution's objectives consistent with the principles of Best Value, the highest professional standards and any legal requirement.	
	36. Any proposal to award a contract without competition (non-competitive action) must be approved in advance by SFC. Specific delegated authority is given to award a contract without competition for £25,000 or less without advance approval.	

3 Code of Good Governance

3.1 The College continues to follow the Code of Good Governance.

3.2 In accordance with Paragraph D.23 of The Code of Good Governance for Scotland's Colleges, "*the board must keep its effectiveness under annual review and have in place a robust self-evaluation process. There should also be an externally facilitated evaluation of its effectiveness at least every three years. The board must send its self-evaluation (including an externally facilitated evaluation) and board development plan (including progress on previous year's plan) to its funding body and publish them online*".

3.3   It was agreed at the 7 February 2022 Board meeting that, for the annual internal Board effectiveness review 2022, the same survey that was used in 2021 should be issued to all Board members again this year. The survey was issued on 1 March 2022 with a closing date of 18 March 2022.

3.4   The results from the survey, together with the outputs from the Chair and Board members 1:1 discussion held in 2021, will inform the 2022 Board of Management Development Action Plan.

3.5   A session for Board members was held on Monday 25 April 2022 to discuss the survey results and analysis report and agree the formulation of a 2022 Board of Management Development Action Plan.

3.6   The Board Internal Effectiveness Review Report and its Development Action Plan for 2022 will be presented for approval to the Board at its meeting scheduled for 13 June 2022. Once approved, it will be submitted to the SFC before the end of June 2022 and will also be published on the College website.

3.7   The Board last undertook an externally facilitated evaluation of its effectiveness in late 2019 with the feedback report being approved at the Board meeting held in February 2020

4.   FINANCIAL IMPLICATIONS

4.1   There are no financial implications associated with this paper.

5.   STUDENT EXPERIENCE IMPLICATIONS

5.1   There are no student experience implications associated with this paper.

6.   HUMAN RESOURCES IMPLICATIONS

6.1   There are no human resource implications associated with this paper.

7.   LEGAL IMPLICATIONS

7.1   There are legal implications associated with this paper.

8.   REPUTATIONAL IMPLICATIONS

8.1   There are no reputational implications associated with this paper.

9. COMMUNITY/PARTNERSHIP IMPACT

9.1 There are no community implications associated with this paper.

10. EQUALITIES IMPLICATIONS

10.1 There are no equality implications associated with this paper.

11. ENVIRONMENT IMPLICATIONS

11.1 There are no environmental implications associated with this paper.

RECOMMENDATION

The Corporate Development Committee is requested to consider the assurance provided in relation to governance compliance.

WEST COLLEGE SCOTLAND

Agenda Item 17.1

Meeting	Board
Date	Monday 13 June 2022
Location	MS Teams
Title of Paper	CD COMMITTEE - meeting held on Tuesday 31 May 2022.
Presented By	John Leburn, Chair, CD Committee.
Recommendation to Members	The draft CD Committee minutes from the meeting held on Tuesday 31 May 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	No

Highlights:

Will be summarised at the meeting by Mr Leburn.

WEST COLLEGE SCOTLAND

Agenda Item 17.2

Meeting	Board
Date	Monday 13 June 2022
Location	MS Teams
Title of Paper	Audit COMMITTEE - meeting held on Thursday 26 May 2022.
Presented By	Graeme Bold, Chair, Audit Committee.
Recommendation to Members	The draft Audit Committee minutes from the meeting held on Thursday 26 May 2022 are attached for information later in the agenda. They will be formally approved at the next Committee meeting. The Committee Chair, Graeme Bold, will provide some highlights.
Appendix Attached	No

Highlights:

Will be summarised at the meeting by Mr Bold.

WEST COLLEGE
SCOTLAND

Agenda Item 17.4

Meeting	Board
Date	Monday 13 June 2022
Location	MS Teams
Title of Paper	NOMINATIONS COMMITTEE - meeting held on Monday 16 May 2022.
Presented By	Waiyin Hatton, Chair, Nominations Committee.
Recommendation to Members	The draft Nominations Committee minutes from the meeting held on Monday 16 May 2022 are attached for information later in the agenda. They will be formally approved at the next Committee meeting. The Committee Chair, Waiyin Hatton, will provide some highlights.
Appendix Attached	No

Highlights:

- The Committee noted the continued membership of Abbie McGrath (Student President) and a Student Association Vice President (as yet name unconfirmed) as the new Student Association representative Board members from 1 August 2022 until 31 July 2023.

- The Committee agreed to undertake a skills audit of all Board members and co-opted members to help identify any gaps. That would then be useful as a reference point for the recruitment exercise for both Board and Committee co-opted members.

<p style="text-align: center;">**CORPORATE DEVELOPMENT COMMITTEE**</p>

Minutes: Tuesday 31 May 2022.

Present: John Leburn (in the Chair), Liz Connolly, Jane McKie.

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

Apologies: Linda Johnston, Douglas Bayley, David Mark.

CD101 WELCOME
The Chair welcomed everyone to the meeting and noted apologies. Mr Leburn recorded that, although Mrs Johnston had submitted her apologies, she had sent him, in advance of the meeting, her detailed comments on the agenda items including her approval where that was required.

CD102 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.

CD103 MINUTES OF PREVIOUS MEETING
The minutes of the Corporate Development Committee meeting held on Tuesday 8 March 2022 were **approved**.

CD104 ACTIONS FROM THE MINUTES
The Committee **noted** the actions taken from the minutes.

CD105 MATTERS ARISING FROM THE MINUTES
There were no matters arising not otherwise on the agenda.

CD106 COMMUNICATIONS ANNUAL REPORT 2021-2022
The Director Communications, Policy and Engagement led the Committee through a summary of the Communications Directorate Annual Report – 2021 - 2022 which provided an insight into the work conducted and progress made in the last 12 months. The Report was intended to provide an increasing level of transparency into the Directorate's performance allowing for greater scrutiny and accountability.

Mr Tyler summarised developments in the following areas:

- West College Scotland Communications Strategy 2022-2025.
- Recruitment Campaigns.
- Political Engagement.
- Staff and Student Engagement.
- Policy.
- Business Continuity.
- Leadership Team Media Training.
- Award-winning West College Scotland.
- Events.
- Websites.
- PR, Media Coverage and Monitoring.

- Social Media Posting, Coverage and Monitoring.

The Committee welcomed the report which set out a roadmap towards a more innovative approach to communications. Mr Tyler added that it recognised the changes in student and staff expectations and needs, the advances in technology and the requirement for a more comprehensive and inclusive approach to support the College's Corporate Plan. The following points were raised:

- Mr Tyler presented some examples of the new look College website and adverts for courses, enriched with new photography that were appearing online, on social media, on digital and traditional billboards, in print, on buses, in supermarkets, on streaming services and on the radio.

- Members welcomed upcoming project 'Operation Letterbox' which would harness the power of an incentivised staff to deliver mini prospectuses to thousands of homes in the communities the College served, saving thousands of pounds in distribution costs, and helping build a sense of collective responsibility for the College's sustainability. If Board members wished to help with 'Operation Letterbox', he suggested they get in touch with him direct and he would send them prospectuses for distribution.

- Members acknowledged the College staff magazine (Westworld) as an excellent example of inclusiveness and information sharing.

The Committee thanked Mr Tyler and his team for their professionalism and commercial focus in driving forward all College communications.

The Corporate Development Committee considered and approved the report.

CD107   ESTATES REPORT Restricted Item

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CD108   INFORMATION TECHNOLOGY 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:

- 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 and Mr Stobbs summarised the allocations and expenditures against that budget.

- The Committee noted additional Student Support Funds had been identified as being available to invest in IT equipment where there could be a clear allocation of spend to individual students. Those funds were being allocated to purchase devices for student use.

- Members were reassured that the College continued to work on the controls set out in the Scottish Government's Cyber Resilience Framework and staff working on responding to those controls had drawn up a priority list of actions. Mr Stobbs highlighted the current adherence position recognising that a challenge was around information security management.

- The IT Team continued to work with Microsoft on options available for moving some of the College's server estate from on-campus resources to using Cloud resources and Mr Stobbs reported that the project was now on hold awaiting completion of the server rationalisation.

The Corporate Development Committee noted the IT work which was ongoing, particularly the cyber resilience progress being made and progress in relation to the IT projects.

CD109   FINANCE REPORT
The Director Finance provided an update in relation to the following:

- Financial Statements.
- Scottish Funding Council Circulars.
- 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:

- Following completion of a tender exercise on behalf of the Auditor General for Scotland, Audit Scotland was proposing that Azets Audit Services be the College external auditor for the financial years 2022-23 to 2026-27.

- The recent SFC report on the 2020-21 College financial statements highlighted that because of additional funding from the SFC (and their own mitigating actions), colleges had managed the impact of the pandemic more positively than anticipated. Longer-term financial sustainability remained challenging, with the sector forecasting deficits over the next two years. Mr Ritchie added that colleges remained heavily dependent on SFC grant funding which was forecast to amount to 79% of total income at a sector level in both 2020-21 and 2021-22.

- Applications opened on 6 April 2022 for students to apply for 2022-23 student support funding where they had accepted an offer on a full-time eligible course. Updated funding rates were issued by the SFC on 26 April 2022 which enabled the Funding Team to assess and award applications in full. The Committee was reassured to note that the Funding Team maintained regular contact with students throughout their application process, in addition, regular meetings were held with the Students Association to ensure any issues were dealt with in a timely manner.

- The Committee noted that the College (and sector) was facing several significant challenges in continuing to fund student support expenditure and that those factors were expected to put pressure on the limited student support funding available to the College. It was also to be anticipated that students would require further support during 2022-23 as the cost-of-living crises deepened.

- The SFC had, on the 26 May 2022, issued its final 2022-23 funding allocations for the college sector. There was no change to the College's indicative funding position previously reported to the Committee in financial or credit terms.

The Corporate Development Committee considered and noted the report.

CD110   MANAGEMENT ACCOUNTS TO 30 April 2022 Restricted Item

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CD111   **2022-23 BUDGET AND FINANCIAL FORECAST** Restricted Item
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CD112   PROCUREMENT CONTRACT APPROVALS
The Head of Finance and Student Funding provided a summary of the procurement process undertaken to date regarding:

- Insurance and Insurance Services.
- Sports Uniforms.
- Personal Protective Equipment (PPE).
- Estates Projects.

Mrs Mulholland took the Committee through a summary of the process for each procurement exercise explaining that the College Financial Regulations stated that all contracts exceeding £250,000 required approval of the Corporate Development Committee and all contracts exceeding £500,000 required the approval of the Corporate Development Committee and the Board of Management.

The Corporate Development Committee:
- **Approved to the Board of Management the award of a contract via a framework agreement for the provision of Insurance and Insurance Services to Education Scotland Ltd for an initial three-year period with the option to extend for a further year.**
- **Awarded the supply of Sports Uniforms to Only Sports Ltd for an initial two-year period with the option to extend for two further 12-month periods.**
- **Delegated authority to the Principal and the Chair of the Committee to approve the award of a 4-year contract for the provision of PPE.**
- **Approved that the Principal and Chair of the Committee could continue the tendering and contracting process associated with the essential estate maintenance projects through to the date of the next CDC meeting.**

CD113   2021-22 CORPORATE GOVERNANCE REPORT
The Head of Finance and Student Funding led the Committee through the report, the objective of which was to provide assurance that the College was operating in compliance with the:

• Scottish Funding Council Financial Memorandum.
• Scottish Public Finance Manual.
• Code of Good Governance.

The College had completed its own self-assessment of compliance and the detailed documents were available for members and on file for audit purposes. It was noted that the College was fully compliant in all but one, namely "the institution has an effective policy of risk management and risk management arrangements". Mrs Mulholland explained that the College did not consider itself not to be compliant but that it was still developing the Risk Management process and the policies / procedures continued to be embedded. It was hoped to have this fully in place for 2022-23.

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

• The Committee noted the work and progress being made on Risk Management from previous Committee meetings.

• Through internal and external audits, the College was able to provide compliance assurance related to the above three guidance documents and beyond that the Director of Finance reviewed and held evidence in relation to each of the criteria required.

The Committee extended its appreciation of the efforts made by college staff to provide this assurance.

The Corporate Development Committee considered and noted the assurance provided in relation to governance compliance.

CD114   PEOPLE REPORT
The Director, Organisational Development & HR provided updates in relation to:

• Nursery and Catering Changes.
• National Bargaining.
• Health, Safety and Wellbeing.
• Voluntary Severance (VS).

Mrs Smith took the Committee through an update in relation to these College people-related matters noting that the acceptance of VS applications created a severance cost in the current year and financial recurring saving in 2022/23 which was reflected in the financial position as discussed earlier.

The Corporate Development Committee considered and noted the report for information.

CD115   PEOPLE STRATEGY
The Director, Organisational Development & HR explained that a 'People Strategy 2030' had been developed covering an 8-year period (reflecting the time required to implement culture change) and set out the direction of travel between now and 2030.

Mrs Smith took the Committee through the vision of the strategy *"Together we will create a sector-leading environment of fair work, where colleagues feel deeply connected with the College's vision and have the skills to deliver our future ambition"* and added that the vision would be delivered through four strategic themes which she summarised. The following points were raised:

- Members noted that annual workplans for the Organisational Development and HR directorate would be aligned towards delivery of the People Strategy 2030 and would drive incremental change over the period.

- The impact of the pandemic had changed the way that most staff liked to work, and the College currently had a working group consisting of staff from across the College and trade union representatives considering new ways of working as it emerged from the pandemic and concluded a hybrid working pilot. The pandemic had changed the way staff worked and, in the next academic year, the College's approach to hybrid working would be formally implemented.

- The financial challenges affecting the sector were expected to continue for the next few years which would impact on the level of investment the College could make in any area, including its people.

- The Committee commended the Strategy and the clarity it provided setting out how the College would create a sector-leading environment of fair work, where colleagues felt deeply connected with its vision and had the skills to deliver its future ambition.

The Corporate Development Committee:
- **Considered and provided feedback on the Strategy.**
- **Approve the People Strategy 2030 to be taken to Board of Management for approval in June 2022.**

CD116 COLLEGE PENSION SCHEMES OVERVIEW
The Director, Organisational Development & HR provided an annual overview of the pension schemes currently in operation within the College.

The Corporate Development Committee considered and noted the report.

CD117 EXTERNAL AUDIT ENGAGEMENT STRATEGY 2021-22
The Director of Finance presented the Mazars LLP (external auditor) Audit Strategy Memorandum and fee proposal for the review of the 2021-22 financial statements. These had been approved by the Audit Committee on 26 May 2022.

Mr Ritchie explained that the Audit Strategy Memorandum provided an overview of the external auditor's preliminary audit planning procedures and approach in relation to the financial statements of the College for the year ended 31 July 2022. It also provided an overview of significant risks and key judgement areas and noted the four wider scope areas upon which the auditors were required to make a judgement:

• financial sustainability
• financial management
• governance and transparency
• value for money

Mr Ritchie added that Mazars, had set their fee for the audit at £34,000 (2020-21: £33,500) which was within the fee range set by Audit Scotland.

The Corporate Development Committee noted the content of the 2021-22 Audit Engagement Strategy and the proposed audit fee.

CD118   INTERNAL AUDIT REPORTS
   a) **Sustainability and Carbon Management**
   b) **IT Systems Administration**
The Director Finance explained that Wylie & Bisset, as the appointed internal auditors of the College, undertook reviews on the following areas

- Sustainability and Carbon Management.
- IT Systems Administration.

both of which formed part of the 2021-22 Annual Internal Audit Plan. Mr Ritchie reported that the overall audit report assurance levels were reported as:

- Sustainability and Carbon Management – Weak.
- IT Systems Administration – Weak.

The progress to address the recommendations made in the reports would be monitored by the Audit Committee through the ongoing review of the Rolling Audit Action Plan.

The Corporate Development Committee considered and noted the contents of the internal audit reports.

CD119   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.

CD120   COMMITTEE DATES 2022-23

The Committee noted and approved its 2022-23 meeting dates.

CD121   ANY OTHER BUSINESS
   a) Involvement with Capability Scotland for Coresford College Pilot – Ms Connolly sought approval for the involvement of the College in a Capability Scotland pilot to run a 'College' for adults with complex additional support needs. The College involvement would be as a 'Fundable Body' to enable Capability Scotland to access Young Person's Guarantee funding of £317k to part fund their pilot in 2022-23.

   Ms Connolly led the Committee through the detail of the pilot and the Committee confirming that the financial aspects would be monitored by College staff.

   The Committee approved the College receiving YPG funding to distribute to Capability Scotland for the Coresford College pilot for 2022-23.

   b) No other business items were raised. Mr Leburn thanked all authors and presenters for their excellent quality of information and detail delivered to the Committee in each agenda item.

CD122   DATE OF NEXT MEETING
Tuesday 6 September 2022 at 4pm by TEAMS.

AUDIT COMMITTEE

MINUTES: Thursday 26 May 2022.

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

ATTENDING: Liz Connolly (Principal), Amy McDonald (Vice Principal, Operations), Alan Ritchie (Director of Finance), Vivienne Mulholland (Head of Finance and Student Funding), Charlene Clark (PA to the Principal)

ATTENDING BY INVITATION: Stephen Pringle (Wylie & Bisset), Kevin McDermott (Wylie & Bisset), Lucy Nutley (Mazars)

APOLOGIES: Grant Lyall, Brian Stobbs (Head of IT)

AM631 ANNUAL EVALUATION OF INTERNAL AUDITORS – restricted item
The Audit Committee met with College staff only.
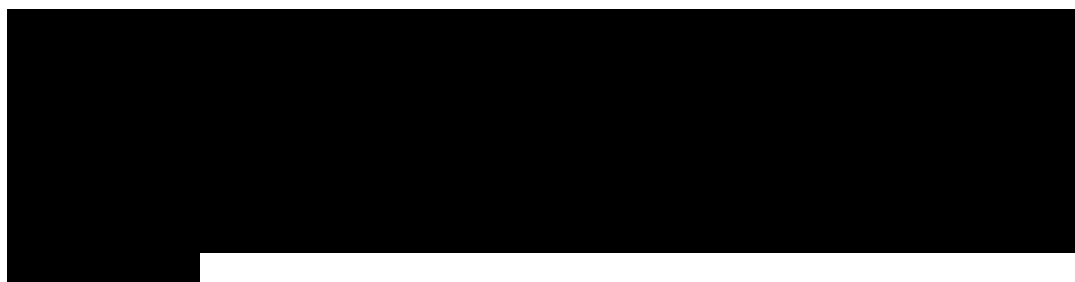
AM632 CLOSED SESSION REVIEW WITH INTERNAL AUDITORS
The Audit Committee met with Internal Auditors only.

The Internal Auditors confirmed that they had positive open working relationships with all staff who had been engaged in the internal audit processes during the year, and particularly with the Senior Management Team (SMT). Teams within the College were knowledgeable, willing to engage and receptive to the audit reports and points raised. It was recorded that management also challenged themselves and the auditors, which led to improved overall reporting and helped the auditors better understand how the College operated. The Internal Auditors noted the College was proactive in planning ahead and the benefits of the Pentana system the College has in place with no concerns to raise. The Committee welcomed this information and thanked the Internal Auditors for their comments and work of the team.

AM633 WELCOME AND APOLOGIES
The Chair welcomed everyone to the meeting and noted the need for additional members to ensure the Audit Committee is quorate. Apologies were received from Grant Lyall and Brian Stobbs (Head of IT).

AM634 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 regarding the items on the agenda.

AM635   MINUTES
The minutes of the meeting held on Wednesday 2 March 2022 **were approved.**

AM636   ACTIONS FROM THE MINUTES
The Committee **noted** the actions taken and outstanding since the last meeting and **agreed** that the completed actions could now be removed.

AM637   MATTERS ARISING FROM THE MINUTES (AND NOT OTHERWISE ON THE AGENDA)

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

AM638   ANNUAL REVIEW OF EFFECTIVENESS OF THE COMMITTEE
The Chair to the Committee led members through the report on the outcomes of its annual effectiveness review. The Committee was pleased to note that this feedback was positive, and members were satisfied with the operation of the Committee and the level of information and assurances it received. Both the Internal and External Auditors confirmed that they were satisfied with the operation and effectiveness of the Committee. The Committee agreed to add to their remit that they are to receive an IT Security / Cyber Resilience Report on an annual basis to ensure the Committees effectiveness looking at additional controls.

Action: To amend Committee remit to include receipt of annual IT security / cyber resilience report (SG)

The Committee approved the report and would report the outcome as part of the Annual Report to the Board of Management.

AM639   2021-22 EXTERNAL AUDIT ENGAGEMENT STRATEGY INCLUDING AUDIT FEE
The Director - Public Services Audit, Mazars LLP (external auditor) presented their 2021-22 Audit Strategy Memorandum and fee proposal for the review of the 2021-22 financial statements.

Ms Nutley reported that the Audit Strategy Memorandum provided the Audit Committee with an overview of their preliminary audit planning procedures and approach in relation to the financial statements of the College for the year ended 31 July 2022. The Strategy also provided an overview of significant risks and key judgement areas and noted the four dimensions of wider scope work which the auditors required to make a judgement. Ms Nutley noted the timeline and aim to complete by 31 December 2022 deadline.

Ms Nutley explained the presumed significant risks in detail, these are of high likelihood and high financial impact and the same across the Sector.

Significant risks:
• Management override of control
• Revenue recognition
• Expenditure recognition

Key areas of judgement:
- Valuation of pension liabilities
- Valuation of land and buildings
- Provisions for voluntary severance

Wider scope work:
- Financial sustainability
- Financial management
- Governance and transparency
- Value for money

Ms Nutley added that Mazars had set its fee for the audit in line with the Audit Scotland guidance and it is consistent across their FE clients.

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

- The Committee noted this was a balanced approach.
- The Committee raised if there are any additional measures they could put in place in relation to the presumed significant risks. The Auditors noted that support and awareness for the Committee is key. The Sector uncertainty is so great, Auditors are raising a risk to ensure this stays on Audit Scotland's radar to support the position the Sector finds itself in.
- The Committee noted that the SFC are awaiting the Scottish Governments medium-term spending review, due 31 May, which will take time to filter down to college level. This will be discussed with the Board in October/November along with the actions the College are likely to have to undertake to address the financial sustainability challenges.

The Audit Committee approved the content of the 2021-22 Audit Strategy Memorandum and the audit fee.

AM640   INTERNAL AUDIT REPORT – IT SYSTEMS ADMINISTRATION restricted item

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AM641 INTERNAL AUDIT REPORT – BUSINESS CONTINUITY PLANNING

Stephen Pringle explained that, as part of the 2021-22 Internal Audit Plan, Wylie & Bisset conducted an assignment to review whether a formal Business Continuity Plan was in place and communicated to staff including an awareness plan. They reviewed the completeness of the plan and considered areas such as roles and responsibilities, business impact analysis, potential disasters, and their effects as well as the testing arrangements in place.

Mr Pringle presented the scope of the review which concluded:

"We can provide a substantial assurance surrounding the College's Business Continuity Arrangements. We have raised 1 medium grade and 2 low grade recommendations for improvement. We have also raised 11 good practice points".

The College had accepted the three recommendations which covered several areas and Mr Pringle summarised these noting several areas of good practice.

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

• The Auditors confirmed this was a wider view that was non-IT related and referred to disasters that may cause closure of the buildings e.g. Covid

pandemic. The Auditors confirmed they were satisfied there were plans in place for non-related IT disasters.
- The College noted the need to formally record any such events to provide lessons learned and currently taking forward this action. A programme of desk top exercises and a review of plans are carried out with Management which are able to build on the work from the recent pandemic.
- The Committee agreed operating through the pandemic tested the College Business Continuity Planning and that they were comfortable with the good outcome of the audit report.

The Audit Committee considered and noted the contents of the report, accepted the actions, and assigned dates.

AM642 **INTERNAL AUDIT REPORT – STUDENT RECRUITMENT**
Stephen Pringle explained that, as part of the 2021-22 Internal Audit Plan, Wylie & Bisset conducted an assignment to review of the arrangements in place surrounding student recruitment. The review considered the suitability of the arrangements for gaining information in relation to courses, access to support, and course enrolment, to ensure that the student experience is effective. The work also reviewed the suitability of the policies and procedures in place surrounding student recruitment.

Mr Pringle presented the scope of the review which concluded:

"We can provide a substantial level of assurance over the College's student recruitment process. We acknowledge that this is an area that the College are reviewing and in the process of improving at present. We have raised 5 recommendations, 3 of which have been graded as medium and 2 as low grade. It should be noted that the main themes of our findings were:

• Overarching policies and procedures;
• Communications with applicants/students;
• System capabilities and functionality; and
• Standard practices across both sectors and campuses.".

The College accepted the five recommendations which covered several areas and Mr Pringle summarised these noting several areas of good practice.

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

- The reference to Sectors in the report refers to the academic areas within the College.
- The College noted this report was helpful and undertaken at a good time to allow for future planning. The Audit report has supported the need to look at consistency across the campuses through a process driven approach and using management data.

The Audit Committee considered and noted the contents of the report, accepted the actions, and assigned dates.

AM643 **2021-22 INTERNAL AUDIT ANNUAL PLAN**
Stephen Pringle explained that the Audit Committee approved the 2021-22 College internal audit plan in May 2021 and led the Committee through an update on 2021-22 internal audit activity.

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

- All Audits have now been completed in a timely manner except for the Estates Strategy which has been agreed to be postponed to 2022-23.

The Audit Committee noted the contents of this report.

AM644   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:
- Eight actions were recommended to be removed.
- Three date extension requests had been made in relation to
  - ❖ CPD – Alignment of CPDR Development Plans
  - ❖ Complaints Handling – Complaints Log
  - ❖ External Comms – Reporting to SMT

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

- The Committee noted the current plan is now up to date with the removal of 2019/20 recommendations now completed.
- The Committee agreed to the rationale for the date extensions with no risk and approved this request.
- It was noted that the one outstanding high recommendation on the Sustainability Strategy is being progressed. The Strategy is going to the next SMT meeting and thereafter to the Board of Management for approval.
- The Committee noted the paper included detailed information from the Pentana system and those responsible including the Auditors have access to the live database to view any updates and the evidence behind each.

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

AM645   2022-23 INTERNAL AUDIT PLAN

The Director of Finance presented the draft internal audit plan for 2022-23 along with an updated Audit Needs Assessment (ANA)

Mr Ritchie summarised the draft internal audit plan for 2022-23 which had been compiled following discussion with the College Senior Management Team and

feedback from Audit Committee members. 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 seven 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). The ANA, however, had also been expanded to cover the potential audit assignments to be undertaken during 2023-24 and 2024-25. This was to allow the Committee to assess whether the timing of the planned work was appropriate or should other work be prioritised.

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

- The Audit Committee had previously confirmed a two-year review on finance matters, however, the SMT have proposed this moves to annual due to the key role finance plays in the operation of the College.
  - Proposed for three financial audits to take place over the next 3 years, with Procurement and Tendering being picked up through an APUC Audit initially in 2022-23.
- It was noted under Students that Safeguarding, Wellbeing and Counselling was reviewed in 2018-19 but will be picked up again due to the impact of the global pandemic.
- The Committee had asked to look at Governance - the College Whistleblowing Policy and Procedures and Overall Governance will be reviewed in 2022-23.
- In line with the need to review financial matters, the College Payroll Procedures and Controls is also proposed for 2022-23.
- The Committee agreed the 5-year view was very useful to get a wider picture.
- The Committee agreed that the following three areas can be carried out later than cyclically planned as no immediate risks perceived. The annual review highlighted the need to address other more key areas first.
  - Travel / Expenses (2023-24)
  - Policies and Procedures (2023-34)
  - Recruitment and Retention (2024-25)
- The Committee noted the offer of training sessions from Wylie & Bisset for both staff and Board members. The College agreed to review this offer in relation to potentially Fraud Awareness and Finance for Non-Financial staff.

Action: To consider what training for Board members might be supported by Wylie & Bisset (SG)

The Audit Committee approved the 2022-23 Internal Audit Plan.

AM646   2021-22 GOVERNANCE COMPLIANCE REPORT
The Head of Finance and Student Funding provided assurance that the College was operating in compliance with the:

- Financial Memorandum with the SFC.
- Scottish Public Finance Manual.
- Code of Good Governance.

The College has completed its own self-assessment in terms of compliance and the detailed documents are available for members and on file for Audits. It was noted the College are all but one item compliant, *'The institution has an effective policy of risk management and risk management arrangements.'*

The College is still developing the Risk Management process with Senior Management and the policies/procedures continue to be embedded. It is hoped to have this in place for 2022-23.

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

- The Committee noted the work and progress being made on Risk Management from previous Committee meetings.
- The College noted that through internal and external audit the College are able to provide compliance assurance related to the above three guidance documents and beyond that the Director of Finance reviews and holds evidence in relation to each of the criteria required.

The Audit Committee considered and noted the assurance provided in relation to governance compliance.

AM647   INSURANCE UPDATE Restricted Item

AM648   2021-22 SCHEDULE OF BUSINESS

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

AM649   2022-23 COMMITTEE DATES

The Committee noted and approved its 2022/23 meeting dates.

AM650   ANY OTHER BUSINESS
a) External Auditors
* Mr Ritchie updated that this is the last year of Mazars external audit and Audit Scotland have confirmed the new Auditors will be Azets for the next five year period.
* Mr Ritchie thanked Mazars for a great working relationship, especially during the recent pandemic with effective remote auditing.
* The Committee agreed to have Azets join an Audit Committee meeting at the handover period to ensure a smooth handover and to hear discussions at that time.

* Date of Next meeting: Wednesday 21 September 2022 at 4.00 p.m. by TEAMS

LEARNING, TEACHING AND QUALITY COMMITTEE

Minutes: Wednesday 25 May 2022.

Present: Mark Newlands**,** (in the Chair), Liz Connolly, Gordon Hunt, Ruth Binks**,** Abbie McGrath, Mark Hamilton, Waiyin Hatton.

Attending: Stephanie Gunn (Vice Principal Educational Leadership), Iain Forster-Smith (Director of Student Services and Communities), Cathy MacNab (Assistant Principal Performance and Skills), Shirley Gordon (Secretary to the Board)**.**

Apologies: Fiona McKerrell, Mark Gillan.

LM466   WELCOME
The Chair welcomed everyone to the meeting and noted apologies.

LM467   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.

LM468   MINUTES
The minutes of the meeting held on Wednesday 23 February 2022 were approved.

LM469   ACTIONS FROM THE MINUTES
The Committee noted the actions from the minutes, and it was agreed those completed could now be removed.

LM470   MATTERS ARISING FROM THE MINUTES
There were no matters arising not otherwise covered on the agenda.

LM471   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 2022/23.

Ms McGrath reported that, as the end of term approached, students were looking to finish their studies and either progress on to the next year of their course or leave for employment or university. That had been particularly challenging with the ongoing lecturer strike action and the Principal recorded her thanks to the SA for its support during this time.

The Students Association President election had concluded, and Ms McGrath was delighted to be re-elected for a further one-year term. The Committee extended its congratulations to Ms McGrath and noted the that elections for the three SA Vice Presidents had not yet concluded.

Ms McGrath outlined the SA's proposal to see the provision of chill out rooms / areas for students on the three College campuses. As a result of feedback from students, the SA was actively looking to invest in some areas for students to enjoy before, on breaks and after classes to create more of a student culture. The Committee was pleased to note that discussions about this had been positive and agreed it would help create a vibrant and fun place to learn and meet new friends.

In relation to planning for Freshers, Ms McGrath explained that a short life working group had been established to lead on the planning of events / activities. She agreed to liaise

with Mr Forster-Smith around input to that group from the Student Services and Communities Directorate. **{ACTION – AMcG / IFS}**

Ms McGrath concluded by delivering a presentation summarising the SA's proposals for a new model of working for the roles of class reps with the inclusion of sector reps. The Committee welcomed that approach noting the linkages and knowledge sharing it would bring between College staff and students across all curriculum / operational areas.

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

LM472   STUDENT PIs 2020-21
The Assistant Principal Performance and Skills provided a summary of the SFC College Sector student outcome Performance Indicators 2020-21.

Mrs MacNab led the Committee through a summary of the 2020-21 PIs for WCS incorporating national sector comparisons. She reported that, overall, students on most courses continued to participate, despite the challenges in undertaking course activity and qualification completion. Success outcomes and student retention on FE full time and HE part time provision exceeded sector benchmark performance. The College recognised that there was room for improvement in achieving closer to sector success rates for HE full time students and some part time provision at FE level, which was significantly impacted by the pandemic conditions, notably in relation to work placement elements on courses such a Care, Construction, and other practical-based subjects. Partial success rates increased in some areas while students remained engaged in college learning they did not attain the qualification aim.

The Chair thanked Mrs MacNab for the update and the Committee noted the following points:

- As a result of the pandemic, almost all teaching and learning moved online for much of the session 2020-21, with only small groups of vocational students on campus to undertake practical activity. The College aim was to support students to continue to engage with their learning and to attain their qualification aim.
- The College provided remote access to health and wellbeing support for students, rapid response digital device distribution and a wide range of CPD for teaching staff to facilitate online learning. The College Enabling Services department co-ordinated and delivered academic support online to over 1000 students.
- Curriculum teams adapted assessments, modified course delivery schedules and redesigned teaching materials with the help of the Learning Innovation team. A range of online staff support resources was shared through the Virtual Learning Hub and website access to the Centre for Online Learning and Teaching (CoLT).
- In Full Time FE (SCQF Levels 2-6), the College student success rate for 2020-21 remained like the previous session, despite continuous disruption to learning caused by the pandemic. College internal analysis indicated that this was achieved through effective and quick response to the move to online learning.
- In Part Time FE (SCQF Levels 2-6), the College overall, success rates fell by 6.7%, compared with a sector decrease of 1.7% for the same period.
- In Full Time HE (SCQF Levels 7-10), success rates remained consistent with the previous session.
- In Part Time HE (SCQF Levels 7-10), success rates were above sector average.
- Students from the 10% postcodes with the highest levels of multiple deprivation (SIMD 10) continued to have low trend rates of success in attaining their qualification, as did care experienced students in the West region. Analysis of withdrawal rates highlighted personal caring and financial pressures as key reasons for withdrawing from

programmes, while it was also clear that the same pressures applied to those staying on course and trying to complete. Mrs MacNab added that the College remained committed to improving student outcomes through a series of measures which she summarised. She also committed to undertake some benchmarking against other colleges with similar SIMD data to explore further these withdrawal rates and identify any additional targeted support that could be provided to this group of students.

{ACTION – CMacN}

The Committee was pleased to note that the College strived to widen access and give people of all ages and backgrounds opportunities to improve their life chances and career prospects by creating an agile environment able to respond to individual changing circumstances. It also welcomed the suggestion that sector-wide research be undertaken into overall learner journeys (College and University) to understand the narratives, funding stream / economic frustrations, curriculum demands and needs as well as reasons for withdrawal and associated support provided.

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

LM473   **STUDENT EXPERIENCE AND FEEDBACK 2021-22**
The Assistant Principal Performance and Skills explained that the Scottish Funding Council required that colleges conduct an annual mandatory, standardised Student Satisfaction and Engagement Survey (SSES) with the aim of assessing, and benchmarking, the student experience in FE colleges across Scotland.

Ms MacNab presented a high-level College summary of the survey results for the SSES in Session 2021-22 and reported that a national sector benchmark report would be published later in 2022.

The Committee discussed the results and trends as well as key generic themes that had emerged and noted that the information would be shared across all curriculum areas.

The Chair thanked Mrs MacNab for the summary which provided insightful context.

The Learning Teaching and Quality Committee noted and discussed the update.

LM474   **CORPORATE PARENTING**
The Assistant Principal Student Life and Skills led the Committee through a summary of activity and developments in Corporate Parenting and support at the College over academic year 2021/22.

Mr Forster-Smith highlighted:
- The new West College Scotland Corporate Parenting Action Plan 2022-25.
- The continued demand across student support with 726 Care Experienced students engaged with the Student Advisory team.
- A further 373 students engaging with the Student Advisory team across Young Carers, Estranged and Veterans.

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

- The College had created the new Action Plan to guarantee it continued to grow as a Corporate Parent while also fulfilling legal obligations. To reinforce the commitment to care experienced students, the action plan would be evaluated and updated on a regular basis.
- The plan was co-designed in partnership with College care experienced students.

- As part of growing initiatives to support other vulnerable student groups, the College's "named contact support" (within the Student Advisory team) had been extended to young carers, armed forces, and estranged students.

The Committee welcomed the report noting the College's commitment to provide a safe and inclusive environment ensuring the required resources were in place to promote and support students' health and wellbeing.

The Learning Teaching and Quality Committee noted and discussed the College performance, activity, and development of the new Corporate Parenting Action Plan 2022–25.

LM475   STUDENT SAFEGUARDING AND WELLBEING
The Assistant Principal Student Life and Skills led the Committee through a summary of activity and developments in Safeguarding and Student Wellbeing Support over the academic year 2021/22.

Mr Forster-Smith highlighted:
- Management information supporting long term College objectives and developments in this area.
- The continued increase in demand across student support activity with nearly 2,655 student interactions across the services available.
- The range of support given to students across the College.
- Concerns around maintaining services beyond academic year 2022/23 due to removal of funding from the Scottish Funding Council.

The Committee discussed the detail of the report with the following points / suggestions raised:

- Throughout academic year 2021/22, the College had seen a significant increase in access to support services from academic year 2020/21 including safeguarding referrals, wellbeing support offered and counselling appointments. The College had been able to provide the high level of support due to several key financial support funds from the Scottish Funding Council.
- The role of the Safeguarding team was to respond quickly and effectively to concerns raised by staff and to implement the Safeguarding Procedures. Members of the Safeguarding team did not have responsibility or authority to investigate reported incidents and do not get overly involved with incidents.   A Safeguarding report, however, was recorded as either a concern over an individual or reporting that a specific incident had occurred.
- TIME 4 U was the College's free, confidential, professional Counselling Service available to all current students. It offered one-to-one counselling sessions with a team of qualified and experienced counsellors all registered with BACP / BABCP. The team had continued to deliver that service as a hybrid model during 2021/22 with support being in person on campus and through online channels.
- The Wellbeing Team had seen a significant increase in the number of referrals in this past academic year largely attributed to the pandemic, however, other factors had played a part including the growth of the wellbeing staff team as well as increased promotion of the service. The presence of wellbeing staff on campus had allowed for issues to be addressed promptly when they arose, and more students were making the first steps to get support for themselves.
- Through the additional funding received for both counselling and wellbeing support, the College had been able to continue the same level offer into academic year 2022/23. Moving forward and with potential loss of funding to support the activity, there would be a need to rationalise how the service level was maintained and Mr

Forster-Smith summarised next steps for the College and its overarching approach to student wellbeing.

- It would be useful to consider the outcomes / impacts of safeguarding and student wellbeing support as described to understand the implications, consequences, and benefits of providing such a hands-on support service to individual learners / the wider community / nationally. Mr Forster-Smith agreed to consider how that could be illustrated for future reports. **{ACTION – IFS}**
- In terms of the curriculum areas where there were lower uptake / referrals to the safeguarding and student wellbeing support services, Mr Forster-Smith described how the services were being promoted and marketed to ensure all staff and students had awareness and access.

The Learning Teaching and Quality Committee noted and discussed the College performance, activity and development in this area and note funding constraints moving beyond 2022/23.

LM476   STUDENT CREDIT ACTIVITY 2021-22 & PREDICTIONS 22-23
The Vice Principal Educational Leadership provided a high-level summary of predicted student activity and credit generation for 2021-22, credit criteria and current student applications for 2022-23.

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

- The College would achieve its core credit target but continued to have a predicted gap in its overall credit outturn figure for 2021-22. The overall 2021-22 credit target included FAs, deferral and ESF activity and Mrs Gunn added that the shortfall predicted at the last LTQC meeting had increased following higher early withdrawal of Winter Start students and lower than expected recruitment for spring courses and preparation for College courses. Discussions with the SFC regarding the financial impact of a shortfall continued and the SFC was working with a number of colleges in the same situation.
- College demand for online learning courses continued to be healthy, however, and the College continued to also provide students with some additional learning opportunities to aid their progression, where appropriate, and within SFC recent flexibility credit criteria.
- Applications for 2022-23 full-time August courses opened on 25 January. Overall, applications continued to be down on last session and that was a situation shared with other colleges across Scotland. The College currently had an 18% reduction in applicants on this time last year, with the largest reduction in Greenock. Mrs Gunn outlined how that recruitment dip was being addressed including a focus on targeted marketing.
- The final SFC credit allocation was awaited but the indicative total allocation for 2022-23 was 157,235 credits.
- Mrs Gunn summarised the complexities of the annual Curriculum Planning approach which reviewed credits / staffing / resources / capacity in all subject areas. She confirmed that curriculum was not designed around staffing but that of need / demand / students' future employment opportunities and the College was always making necessary curriculum adjustments as required.
- Recognition of the changed landscape and emphasis on Scotland's recovery from the pandemic which had raised the importance of reviewing funding allocation models and budgets for the sector to maximise opportunities for all learners in a personalised way as well as the economy. Ms Connolly reported that this would be discussed by the Board in further detail at its June meeting and could be considered for a deep dive discussion later in the year. **{ACTION – LC}**

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

LM477   REAPPOINTMENT OF CO-OPTED MEMBER
The Committee **recommended approval** to the Board of Mark Hamilton's reappointment as a co-opted member for a further one year (1 November 2022 to 31 October 2023).

{ACTION – MN}

LM478   INTERNAL AUDIT REPORT – DIGITAL STRATEGY
The Vice Principal Educational Leadership's report explained that, as part of the 2021-22 Internal Audit Plan, Wylie & Bisset had conducted an internal audit assignment which had a bearing on the remit of the LTQ Committee – that of the Digital Strategy.

The Audit Committee had noted the content of the report and approved the recommendation for inclusion and follow up review in the Rolling Audit Action Plan. The internal audit report was noted as was the proposed implementation date for the recommendation.

The Committee noted the contents of the internal audit report.

LM479   INTERNAL AUDIT REPORT – STUDENT RECRUITMENT
The Vice Principal Educational Leadership's report explained that as part of the 2021-22 Internal Audit Plan, Wylie & Bisset had conducted an internal audit assignment which had a bearing on the remit of the LTQ Committee – that of Student Recruitment.

The Audit Committee had noted the content of the report and approved the recommendations for inclusion and follow up review in the Rolling Audit Action Plan. The internal audit report was noted as were the proposed implementation dates for the recommendations.

The Committee noted the contents of the internal audit report.

LM480   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:

- Staffing.
- Industrial Action by EIS.
- Estates adaptations to meet curriculum needs.
- Curriculum Planning.
- Enterprise and Skills.

The report was noted.

LM481   QUALITY STANDARDS COMMITTEE MINUTES
The Committee **noted** the 3 February 2022 minutes from the meeting of the Quality Standards Committee.

LM482   ANY OTHER BUSINESS
a) LTQC meeting dates for 2022/23 - **The Committee noted and approved its 2022/23 meeting dates.**

b) Date of next meeting - Wednesday 26 October 2022 at 4pm.

WEST COLLEGE SCOTLAND
NOMINATIONS COMMITTEE

MINUTE: Monday 16 May 2022 via Teams

Present: Waiyin Hatton (in the Chair), Linda Johnston, John Leburn, Mark Newlands, Fiona McKerrell, Abbie McGrath, Graeme Bold.

Attending: Shirley Gordon, Secretary to the Committee.

Apologies: Douglas Bailey.

NM130 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.

NM131 MINUTES
Dr Hatton welcomed everyone to the meeting.

The minutes of the meetings held on Tuesday 11 May 2021 and Tuesday 25 May 2021 were **approved.**

NM132 ACTIONS FROM THE MINUTES
The Committee **noted** the actions taken since the last meeting and it was **agreed** all actions listed were completed and could now be removed.

NM133 MATTERS ARISING FROM THE MINUTES (AND NOT OTHERWISE ON THE AGENDA)
There were no matters arising not otherwise on the agenda.

NM134 NOMINATIONS COMMITTEE - REMIT AND MEMBERSHIP

The Committee considered and approved its remit and membership.

NM135 BOARD - MEMBERSHIP AND SUCCESSION PLANNING
The Committee noted the current Board membership along with information on the period of appointment of each of the Board members.

Members discussed the Board membership and the upcoming plan for the recruitment of the existing 2 non-executive vacancies and one term of office ending early in 2023.   Some suggestions were made regarding the advertising of the vacancies as widely as possible to attract a broad range of candidates.

Members congratulated Abbie on being re-elected Students Association President for another term (1 August 2022 until 31 July 2023). Abbie reported that she would notify the Board shortly of the Vice President nominated to replace Paul Sefton as a Board member when Paul's term ended on 31 July 2022.

The Committee:
- **Agreed to recommend to the Board, at its next meeting scheduled for Monday 13 June 2022, the approach and membership for a Selection Panel as follows to appoint 3 new Board members (to fill the 2 vacancies and replace Mark Newlands when his term expired on 31 January 2023):**
  - ❖ Waiyin Hatton, Chair of the Board and Chair of the Selection Panel.
  - ❖ Linda Johnston, Vice Chair of the Board.
  - ❖ Fiona McKerrell, Senior Independent Member of the Board.
  - ❖ Mark Newlands, Chair of the Learning Teaching and Quality Committee.
  - ❖ Willie Mackie – Deputy Chair of Scottish Enterprise and formerly Regional Chair of Ayrshire College - independent person required in accordance with Paragraph 3.25 of the College Sector Board Appointments: 2014 Ministerial Guidance.
  - ❖ Shirley Gordon, Secretary to the Board.

- **Noted the continued membership of Abbie McGrath (Student President) and a Student Association Vice President (as yet name unconfirmed) as the new Student Association representative Board members from 1 August 2022 until 31 July 2023.**

NM136   **COMMITTEES - MEMBERSHIP AND SUCCESSION PLANNING**
The Committee noted the current membership and quorum requirements of the five Board Committees along with information on the period of appointment of each of their members including the co-opted members.

Members discussed the need to ensure each Committee was populated with Board members and co-opted members (new and existing) who had the required skillset / knowledge / experience to drive forward the remit(s) as well as interest and enthusiasm in that field. It was particularly important to allow any new Board member time to settle into their Board and Committee membership roles with induction to the wider college sector as well as WCS.

With that in mind, members agreed to undertake a skills audit of all Board members and co-opted members to help identify any gaps. That would then be useful as a reference point for the recruitment exercise as discussed earlier at NM135.   **{ACTION – SG}**

Members noted that although there were 3 vacancies being filled on the Board for non-executive members, if other suitable candidate(s) were identified, then the Selection Panel might want to also consider co-option to membership of a Board Committee (CDC, Audit, LTQC).

The Committee noted the vacancy of a Vice Chair of the CDC, and it was agreed the Committee Chair, John Leburn, contact Danny McMahon to discuss the opportunity of him fulfilling that role.   **{ACTION – JL}**

The Committee:
- **Noted the current membership of the 5 Committees, including that of the co-opted members.**

NM137   **ATTENDANCE AT BOARD AND COMMITTEE MEETINGS 2021/22**
The Committee **noted** the attendance data for the Board and Committee members in 2021/22.

NM138   **BOARD DEVELOPMENT ACTIVITIES REPORT 2021/22**
The Committee **noted** the report on the various development and training activities that Board members had attended during session 2021/22.

NM139   **ANY OTHER BUSINESS**
- No other business items were raised.

WEST COLLEGE
SCOTLAND

Meeting	Board Agenda Item 24
Date	13 June 2022
Location	MS Teams
Title of Paper	Board Membership, Proposed Schedule of Business 2021/22 And Dates of Meetings In 2022/23
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 2022/23. 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 Gunn, 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)".

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
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**	✓Yes – covered in Noms Chair's report
• 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**	**None**
Approval of Policies?	**None**	**None**	**None**	**None**	**None**
Approval of contracts?	**None**	**Yes x 1**	**None**	**Yes x 1 (via CDC)**	**Yes x 1**

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	

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.	21				25		29		24	
Joint Audit & CDC			22(4pm)							
CDC (at least 4) Tuesdays at 4.00 p.m.	~~13~~ **6**		22 (2pm)				7		30	
LTQC (at least 4) Wednesdays at 4.00 p.m.		26	30			15			31	
Remuneration (twice per year) Tuesdays at 4.00 p.m.	20					7				
Nominations (at least annually)									TBC	

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.