

**West College Scotland
Board of Management
Monday 19 June 2023 at 3.30p.m.
Hybrid Meeting - Abercorn Room 1, Paisley Campus**

Agenda

3.30 to 4.15 - Board Training Session (Wylie & Bisset)

Stephen Pringle from Wylie & Bisset will be delivering a session for members who do not have a financial background and will cover such areas as management accounts, budget reporting and statutory accounts.

General Business

- | | | |
|---|-----------|----|
| 1. Welcome | | |
| 2. Apologies | | |
| 3. Declarations of Interests | | |
| 4. Minutes of the meeting held on Monday 24 April 2023 | Enclosed | WH |
| .1 Actions from the minutes | Enclosed | WH |
| 5. Matters Arising from the minute
(not otherwise on the agenda) | | |
| 6. Student Association Report | Verbal | SG |
| 7. Chief Executive's Report | Paper 7 | LC |
| 8. Chair's Report | Paper 8 | WH |
| .1 Board Internal Effectiveness Review 2023 | Paper 8.1 | WH |
| .2 Board Development Action Plan 2023 | Paper 8.2 | WH |
| .3 Recruitment of New Members | Paper 8.3 | WH |
| .4 Learning Quality Teaching Committee Vice-chair | Paper 8.4 | WH |

Items for Decision / Approval

- | | | |
|--|-----------|------|
| 9. Financial Update | | |
| .1 Management Accounts to 30 April 2023 | Paper 9.1 | AR |
| .2 Budget 2023-24 and Financial Forecast | Paper 9.2 | AMcD |
| 10. Clydebank District Heating System | Paper 10 | AMcD |

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|---------------------------------------|----------|------|
| 11. Strategic Risk Register Review | Paper 11 | AMcD |
| 12. Key Performance Indicators Update | Paper 12 | AMcD |

Items for Discussion

- | | | |
|---|--------------------------|----|
| 13. The Independent Review of the Skills Delivery Landscape | Paper 13 | LC |
| 14. Committee Chair Reports: | | |
| .1 Corporate Development Committee | Paper 14.1 | JL |
| .2 Audit Committee | Paper 14.2 | GL |
| .3 Learning, Teaching and Quality Committee | Paper 14.3 | GH |
| 15. Any Other Business | | |
| 16. Date of Next Meeting: Monday 9 October 2023 at 4.00 p.m. | | |

Items for Information / Noting

- | | | |
|--|--|--|
| 17. Corporate Development Committee – Minutes of the meeting held on Tuesday 30 May 2023 | | |
| 18. Audit Committee – Minutes of the meeting held on Wednesday 24 May 2023 | | |
| 19. Learning, Teaching and Quality Committee – Minutes of the meeting held on Monday 29 May 2023 | | |
| 20. Board of Management: | | |
| .1 Membership | | |
| .2 Schedule of Business 2022/23 | | |
| .3 Dates of Board and Committee Meetings 2023/24 | | |

Charlene Clark
PA to Principal

BOARD OF MANAGEMENT

Minutes: Monday 24 April 2023.

Present: Waiyin Hatton (Chair), Abbie McGrath, Daniel McMahon, Fiona McKerrell, George Rice, Gordon Hunt, Jackie Russell, Jillian Couto-Phoenix, Linda Johnston, Liz Connolly, Ronald Leitch.

Attending: Alan Ritchie (Director Finance), Amy McDonald (Vice Principal Operations), Joe Rafferty (Acting Director Organisational Development and HR), Nathan Tyler (Director Communication, Policy and Engagement), Stephanie Gunn (Vice Principal Educational Leadership), Charlene Clark (PA to Principal)

Apologies: Grant Lyall, Jane McKie, John Leburn, Sandor Nagy

BM891 WELCOME

The Chair welcomed everyone to the meeting and thanked everyone for their attendance.

BM892 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 for the meeting.

BM893 MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on Monday 27 February 2023 were **approved**.

BM894 ACTIONS FROM THE MINUTES

The Board **noted** the actions taken since the last meeting and agreed that some actions have since moved on and will be updated to reflect any changes.

BM895 MATTERS ARISING FROM THE MINUTES

There were no matters arising not otherwise on the agenda.

BM896 STUDENTS ASSOCIATION REPORT

Abbie McGrath (President, WCS Students Association) summarised the activities of the Students Association (SA) since the last Board meeting highlighting the following points:

- Student elections now underway and is the most successful year with every sabbatical post contested. Great effort from the Student Experience team who conducted 26 manifesto writing workshops across all campuses.
- The SA simplified the voting system with electronic voting booths in the libraries.
- AGM on 19 May and open to all members, and sabbatical officers will provide accountability sessions to update members on their election pledges and campaigns throughout the year.
- Plan to create an escape room inside college libraries for National Numeracy Day titled "Escape the Library". This interactive activity will challenge staff and students to test their knowledge and numeracy skills in solving puzzles and escaping the room.
- The SA supported the Sustainability Event providing reusable travel bottles for those completing a travel survey to reduce single use plastic consumption among the student body.
- Members of the SA team attended the NUS Scotland conference which provided an opportunity for networking and sharing best practice with other student organisations in Scotland.
- Progress is being made with the wall mural designs being developed in collaboration with the Creative Industries department for the student space in Paisley.

The following points were raised:

- A great level of engagement generated by the Students Association (SA) and accountability sessions a great idea.
- Members thanked the SA team for the work throughout the year which will have encouraged students to get involved this year and stand for election.
- The manifesto workshops were created for students who were being elected and sabbatical officer posts. Support was provided by the Student Experience team to write a formal manifesto on what their aims would be if in post.

The Chair thanked the Students Association for the report and noted the Minds of Young Artists (MOYA) Showcase is on Friday 16 June where members can see more of the students work and success stories.

The Board of Management **noted** the report.

BM897 CHIEF EXECUTIVE'S REPORT Reserved Item

BM898 CHAIR'S REPORT

The Board received a verbal update report from the Chair who summarised her recent activities, including those in her capacity as Chair of Colleges Scotland. The following points were shared:

- Thank you to all members who attended the Board Strategy session on 6 March 2023 and a special thank you to Nathan Tyler, Director Communications Policy and Engagement for presenting the session.
- The College were successful in recruiting a new Governance Manager, HR are finalising the recruitment process with a provisional start date of 12 June 2023.
- The Think the Unthinkable Workstream working across the sector is looking at different models and good practice elsewhere to see what the Sector could adopt. Currently a work in progress at this stage.

.1 Recruitment of Board Members

The Chair updated members on the proposal from the Nominations Committee to fill three vacancies for new board members over the coming months and asked for board approval on the panel membership, process and timetable.

The Chair noted the panel includes an external independent member who is a Chair of another College in the Sector.

No queries were raised.

.2 Dates of Proposed Board Meetings 2023/24

The Chair noted the proposed dates for the Board of Management meetings in 2023/24 for approval. Noting once approved committees can then plan committee meeting dates for session 2023/24.

No queries were raised.

The Board of Management noted the Chairs update and approved the:

- **Recruitment Panel membership, process and timetable.**
- **Board Meeting Dates 2023/24.**

BM899 MODERN SLAVERY STATEMENT 2022

The Acting Director Organisational Development and HR provided the updated Modern Slavery Statement following its annual review at the Corporate Development Committee.

The statement is presented to the Board for approval and publication on the College website.

Mr Rafferty highlighted the following points:

- The material purpose of the statement is to report on what the College has done in terms of ensuring that the College do not conduct business in any way that encourages modern slavery.
- This mainly applies to the College supply chains, our membership of APUC is the main way the College ensures this does not happen. We adhere to the chain supply code of conduct and is a requirement of any of the College suppliers.
- Where suppliers are not through APUC they must sign the modern slavery certificate which is a similar commitment.

The following points were raised:

- Noted that not only those purchasing but those requesting the purchase are aware of the modern slavery statement and do not only look on cost basis.
- Slave-free Alliance are a not-for-profit organisation that offers support and may be worth contacting.

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

BM900 MANAGEMENT ACCOUNTS TO JANUARY 2023 Reserved Item

BM901 BUDGET 2023-24 AND FINANCIAL FORECAST UPDATE Reserved Item

BM902 STRATEGIC RISK MANAGEMENT

The Vice Principal Operations presented the updated Risk Management Policy for approval, Ms McDonald highlighted the following points:

- Following the finance update important to note that Finance is still a high level of risk for the College.
- The Code of Good Governance and Scottish Public Finance Manual note that a Policy should be in place, the College have therefore developed the Risk Strategy into a Risk Management Policy.
- There is no change to the structure on how the College assess risk as previously agreed.
- Policy provides clarification on how people in the College manage risk, operationally and strategically.
- Risk continues to change for example Scottish organisations have been notified by Police Scotland that Cyber Security risk has increased due to external factors. The College and the IT team are aware of this continuing risk and that the threat level has increased – it will continue to be actively managed.
- The Risk Framework shows the overarching risk, through to strategic and component risk down to staff at an operational level.
- The Policy provides details on the roles and responsibilities of Board members, Committee members, the Senior Team, staff and auditors in relation to risk.
- Risk Management framework is in place for identifying risks, any mitigations and the impact for the College. In place at an operational level and continue to comply with the Code of Good Governance and Audit standards.
- Risks are scored and recorded on Pentana with full details on the risk, controls in place and mitigations with assigned to and due date information.

The following points were raised:

- Positively received at the Audit Committee, good to see risk down to an operational level and providing a clear understanding of risk. A comprehensive Policy.

The Board of Management considered and approved the:

- College Risk Appetite categories.
- Updated Risk Management Policy.
- Top five strategic risks faced by the College.

BM903 KEY PERFORMANCE INDICATORS **Reserved Item**

BM904 CONFLICT OF INTEREST POLICY AND PROCEDURE

The Director Finance presented the new Conflict of Interest Policy and Procedure for approval to the Board of Management. The purpose is to bring into one set of documents the requirements from the Code of Good Governance. Thereby ensuring that all Board members are fully aware of their roles and responsibilities in relation to any actual or perceived conflicts of interest.

The Board of Management considered and approved the Policy and Procedure.

BM905 COMMITTEE CHAIR REPORTS:

.1 Corporate Development Committee

The draft minutes from the meeting on the 7 March 2023 are presented to this meeting. Mr McMahon noted many of the papers presented to the Board today were presented to the March Corporate Development Committee.

Mr McMahon highlighted the following points:

- The Marketing update and key role Marketing plays in the College was well received by the Corporate Development Committee.
- The Internal Audit Report on Payroll was very strong with the payroll team consistently providing a good audit outcome.

.2 Audit Committee

The draft minutes from the meeting on the 27 March 2023 are presented to this meeting.

Mr Leitch highlighted the following points:

- Curriculum Strategy and Payroll Audits both received 9 areas of good practice.
- March was the first Committee meeting with new auditors Azets who were very complimentary on the handover with no concerns on their approach from Committee members.
- The Committee had a good follow up on the IT Risk Assessment looking at cyber security plans and progressing that action.

The Chair thanked the Committee members for their updates.

BM906 ANY OTHER BUSINESS

The Chair thanked everyone for attending and their contributions.

The SA President, Abbie McGrath, noted this will be her last Board meeting and thanked members for being so kind and offering a great learning experience.

Members of the Board thanked Abbie for all the work and contributions to the Board over the past two years.

BM907 DATE OF NEXT MEETING

- Monday 19 June 2023 at 4.00 p.m.

BM908 ITEMS FOR INFORMATION / NOTING

The following items were submitted for information and **noted**:

- CD Committee – Draft Minutes of the meeting held on 7 March 2023.
- Audit Committee – Draft Minutes of the meeting held on 27 March 2023.
- LTQ Committee – Draft Minutes of the meeting held on 15 February 2023.
- Nominations Committee – Draft Minutes of the meeting held on 4 April 2023.
- Board of Management – Membership, Schedule of Business 2022/23 and Dates of Board and Committee Meetings 2022/23.

DRAFT

Board of Management: Actions from the Minutes

Date of meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
12 Dec 22	BM 867	Business Transformation Plans to include: <ul style="list-style-type: none"> • Change management and gap analysis. • Review potential solutions against the College priorities and risk register. • Clear communications strategy for staff and board members. • Additional capacity to support the organisational change and project plan. 	Executive	Propose to close this at the June Board meeting following completion of the planning process for presentation of the 2023/24 budget.	Ongoing
10 Oct 22	BM851	Cross-refer the mitigating actions on the Strategic Risk Register with the Board's Scheme of Delegation.	AMcD		
10 Oct 22	BM853	Draft document looking at local scenarios / impacts for the College, its staff, students, stakeholders, partners, and communities to then be submitted, alongside the Financial Forecast 2022-23 to 2026-27, to the SFC.	LC		
21 March 22	BM808	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.
21 March 22	BM812	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,	WH		Later in 2022 when financial position is known, and 2022-23 budget allocation has

Date of meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
		proactively pursue ways to work together going forward and seek their support.			been received from SFC.
24 April 2023	BM901	It was agreed that a set of WCS lines to take will be drawn up to support members on any future discussions on the College with stakeholders.	LC		June 2023
24 April 2023	BM903	KPI Dashboard – Request for the number of disciplinary/grievances to be recorded and reviewed regularly. Addition of a section on people and the health of the organisation.	AMcD		June 2023

Meeting	Board of Management
Date	19 June 2023
Location	Paisley Campus / MS Teams
Title of Paper	Chairs Report
Presented By	Dr Waiyin Hatton, Chair of Board of Management
Recommendation to Members	The Board is asked to consider and note.
Appendix Attached	No

A key activity since the last Board meeting was the recruitment of new Board members. The outcome is contained in Paper 8.3. I want to take this opportunity to thank Linda Johnston, Vice-chair; Gordon Hunt, Chair of Learning, Teaching and Quality Committee; and Fiona McQueen, Independent Panel member for their valued input and wisdom, and giving of their time for the interviews. I also want to thank Charlene Clark, PA to the Principal, for her professional support and ready assistance throughout the whole process. Recommendation to the Board for approval is under Paper 8.3.

Scottish Government withdrawal of the non-recurring £26m originally announced at the end of 2022 for transformations in the sector was clearly a huge blow to the sector. Along with the Principal, I attended the Colleges Scotland Think the Unthinkable Convention 5 on 6 June 2023 where the general thrust of directions from the work-streams were presented and agreed to progress to the next stage. The outputs will be submitted for approval by the Colleges Scotland Board on 15 June 2023.

Members will have received the *Independent Review of the Skills Delivery Landscape* report and this will be discussed under a separate agenda item. Recognition of the importance of colleges, the full range of positive destinations for learners and opportunities to colleges is welcomed.

At the time of writing this report, I look forward to attending the Annual Staff Awards and student showcase events in the coming weeks.

As this is the final Board meeting before the end of this academic year, I wish you all an enjoyable summer break.

Dr Waiyin Hatton
Chair, WCS Board of Management

West College Scotland Board - 19 June 2023

BOARD OF MANAGEMENT - ANNUAL INTERNAL EFFECTIVENESS REVIEW 2023

Purpose

The purpose of this paper is to provide responses from the self-assessment survey, which has been used as the basis for the draft Board Development Action Plan 2023.

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 27 February 2023 Board meeting that, for the annual *internal* Board effectiveness review 2023, the same survey that was used in 2021 and 2022 should be issued to all Board members again this year. The survey was issued on Wednesday 29 March 2023 with a closing date of Monday 24 April 2023. Responses were received from 10 members, out of a possible 15. The following report summarises the responses received.

Relevant comments from the Chair and Board member one-to-one discussions held in autumn 2022 are also included in this report. These are reflected by an * at the end of the statements, where similar points to those in the survey were raised. Additional comments to the survey are prefixed by an *.

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 2022 and one member's term of office ended on 31 January 2023.

2. Feedback from Board Members

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.
- Chair promotes a culture of openness and debate.
- Content of the agenda and time allocated for discussion.
- Process for Board Member Appraisal.

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

- Profile of the student contribution to Board Meetings.

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

- As a newcomer to the meetings, the rest of the board has been welcoming, making it easy for me to contribute. The meetings have been informative.
- Need more active student participation at Board meetings.
- The Board works well collectively. Members are respectful of each other and work to promote West College Scotland.
- Encourage more questions from Board members.
- I would prefer to receive papers 10 days ahead to give an extra weekend to review. I think the papers can still be very lengthy and exec summaries to documents are not always true exec summaries. It would be good to hear more from student representatives.
- Continue the practice of separate or extensions to meetings when discussing more detailed topics. *
- More time/encouragement/support could be given to student representatives to contribute at meetings.
- Delighted to see in person meetings back and would encourage greater attendance in person. Discussions before and after meeting are great to get to know Exec and Board members better. *
- The meetings themselves are very well-chaired and cover the required topics well with space for all members to contribute. The papers are still very dense and there are a large number of pages. As mentioned in previous years a dashboard or 'at a glance' report that identifies if key indicators and KPIs are on track would be very useful to get an overview of progress and help to navigate the amount of information provided. This isn't to say that the papers themselves are not well-written because they are of a high standard, this is more about meeting management. The Teams site is likely to be a helpful advance in terms of being able to refer to and navigate papers. *
- The contribution of student members is currently a cause for concern as it has been very sporadic and also still feels like the students reporting to the board rather than functioning (as they should) as full members. It is to be hoped this will improve with the election of new student officers.

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.

- The frequency and timings of committees
- Committee(s) effectiveness overall.

There were no areas identified for improvement in this section.

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

- Having been recently appointed, I have had the opportunity to attend one committee meeting, which was a positive experience. My opinion on effectiveness will grow in time.
- Improvement seen on volume of papers to Committees. These could be more succinct.
- The Board and the Executive/Senior Team work well together. Papers are well prepared and presented. The recent changes to the report structure has been well received. The new sharepoint site will be useful and I look forward to seeing it further developed.
- Encourage more questions from Board members.
- On a number of occasions we have not had student representation at the LQTC meetings. It is important that the student voice is heard and therefore would be good if a vice student president could attend if the student president is not able to.
- Good level of debate and discussion in committees with good feedback and interaction with Exec staff attending and acting on queries or actions.
- The committees appear to function well.

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.

There were no areas identified for improvement in this section.

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

- So far, everything has been positive.
- CDN has programme but unsure how well used or good they are?
- No.
- The "focus on" sessions have been useful to develop knowledge along with the strategy days. These should continue. *
- Time to get to know other colleagues' skills and knowledge. *
- Would assist if SFC attended a meeting each year to advise Board members on the focus of their role for the next 18 months and provide some insight onto best practice when working with them.
- More publicity for CDN events and encouragement for board members to attend could be useful, this is part of the development plan.
- CDN is ok however timing of events can often clash with work commitments. Would be good to have ability to access training offline.
- I would like to see a more formal approach to board development, making full use of the services provided by CDN. While notice of development events is forwarded, I would hope with the new governance professional we could move to a more structured approach to this. I don't see any specific development requirements for

board members but more opportunities for professional updating on sector issues and contact with key sector agencies to gain a better understanding of their work would I'm sure be of benefit in informing discussion.

- * Welcome a session on 'business world for WCS'.

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

- I am satisfied with the development thus far.
- Not at this juncture.
- No.
- The CDN courses are very helpful for Board Members
- Just continuing knowledge and understanding of the FE and HE sectors to support strategic direction.
- Meeting SFC.
- More financial/management accounting training at a general level could be useful. *
- None at present.
- As above, a more structured approach to development opportunities would be welcome, with promotion of training opportunities rather than just circulation of CDN emails. I don't have any overt requirements but am keen to take up opportunities when they arise.

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

- Need clarity on process for recruitment of co-opted members and maximum duration of their term.
- Following guidelines provided in Board Diversity SLWG.
- Perhaps the use of co-opted members to provide additional expertise - eg in estates.
- Continue to aim to increase diversity of thought and experience when we recruit and put effort into making the student board members more engaged and effective across the whole work of the board as they are full board members.
- * Recruit Board members with business acumen and entrepreneurship.

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.
- Access to and provision of information on Scottish Funding Council 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:

- 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:

- Being new to the board, I will wait and see on most of these questions. However, with respect to Scottish Government and SFC, I am leaning towards dissatisfied as their priorities appear to change faster than can be actioned.
- Not sure what our impact on improving local economic and social well-being is.
- The development of KPI dashboards are helpful and could be expanded. *
- Dashboard reporting against KPIs is something we have been discussing for quite a long time and would be welcomed. *
- College needs to better measure strategic outcomes and measure how effective they are at progressing towards them. Require a new way of thinking and measuring to create the measures. Recommend a SLWG to achieve this.
- Challenging times with Scottish Gov and Funding council - their communications of education being a priority are often at odds with what they deliver to the sector. Principal/CEO report covers this area at the Board - it may be worth a separate update at the board (pre read paper) on Government direction/programme/actions since the last meeting.
- As noted above I would like to see a more structured approach via a dashboard to reporting on KPIs and progress.
- On access to Scottish Government and SFC priorities I feel that my knowledge of this is more through my own personal development rather than through the board and I would like to see more information provided to contextualise board discussions. Again this may be something that will come with a new governance professional.

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.

There were no areas identified for improvement in this section.

Comments submitted on how improvements could be made were:

- There is a clear delineation of responsibilities of the Board and Executive/Senior Team. The relationships are excellent and provide the backdrop for open and honest conversations.
- Strong accountability by the Exec and also respect to Board members when undertaking role. I've been impressed with Exec contributions and would struggle to suggest how they could further enhance their role to the Board.
- I think this is an area where things work well.
- * Board members available to executives to informally bounce ideas and/or test thinking.

Part 6 – Student Experience

Feedback confirms that Board members are satisfied with the:

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

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

- The student voice and influence at Board Meetings.

Comments submitted on how improvements could be made were:

- Need more consistent and active student voice and attendance at meetings.
- The student voice has become stronger over recent years. Board members have offered mentoring sessions for the President and VPs.
- See previous comment on the support for student representatives to have confidence in their roles at the board meetings. It may be that Covid has affected their ability to attend in the past but face to face interaction with board members, rather than written reports are more effective at informing board members of student issues.
- Good updates by the SA in the board papers - it would be great to be able to attend some of the SA events as a Board member to see first hand the work they do and get to meet students and staff.
- See previous comments on the contribution of student members. I think the board as a whole is sensitive to the student experience in making decisions.

3. Conclusions and Recommendations

Overall, the feedback is positive. There are a few areas where ideas for improvement have been suggested. The above were considered by the Board on 24 May 2023 to form the basis of the Board Development Plan 2023 proposed under Paper 8.2.

West College Scotland Board - 19 June 2023

**BOARD OF MANAGEMENT - ANNUAL INTERNAL EFFECTIVENESS REVIEW 2023
BOARD DEVELOPMENT ACTION PLAN 2023**

Purpose

The purpose of this paper is to seek Board approval of the Board Development Action Plan 2023, prior to implementation and submission to the Scottish Funding Council.

Background

The Board considered at the meeting of 24 May 2023 the self-assessment survey findings and relevant comments from the Chair and Board members one-to-one discussions in autumn 2022. It was agreed that the actions below are recommended to the Board for approval. The actions are categorised under the areas of the survey:

Board Effectiveness Themes and associated developments	Actions required	Leads	When	Mid-year Review / Progress
1. Board meetings				
1.1 Strengthening student contribution at Board meetings	Review and develop Induction programme and ongoing structured support for student Board members.	Governance Manager	On taking up post in June 2023	
1.2 Facilitating more efficient use of Board member time.	Move to more focused and succinct Board papers, with Executive Summaries which capture the key issues for attention and/or decision, e.g. using Pareto approach.	Principal	Implement in new academic year.	
2. Board Committees				
2.1 Facilitating more efficient use of Board member time.	Move to more focused and succinct Committee papers, with Executive Summaries which capture the key issues for attention and/or decision, e.g using Pareto approach.	Principal	Implement in new academic year.	

Board Effectiveness Themes and associated developments	Actions required	Leads	When	Mid-year Review / Progress
3. Board Membership and Contribution				
3.1 Strengthening Board member induction programme.	Review and refresh current checklist and programme, including landscape and challenges in the sector, key internal and external players and stakeholders, development opportunities.	Governance Manager		
3.2 Facilitating more proactive development of Board members.	Promote College Development Network (CDN) events in a more structured way, highlighting relevance of programmes as these are notified to the sector. Inclusion of CDN development in the Board member orientation pack.	Governance Manager	Ongoing	
3.3 Ensuring development of knowledge to strengthen decision-making.	Continue programme of focused/deep-dive sessions.	Chair, Principal, Governance Manager	Ongoing	
3.4 Ensuring effective use of co-opted committee members.	Review process for recruitment of co-opted members and maximum term of appointment.	Chair and Principal	Asap	
3.4 Strengthening Board effectiveness as a team in light of new membership.	Arrange a Board development / team-building session.	Chair, Principal and Governance Manager	Autumn 2023	
4. Leadership and Strategy				
4.1 Ensuring effective performance monitoring against refreshed strategic priorities.	Continue to develop succinct reports to committees and the Board, focusing on high-level strategic Key Performance Indicators to provide	Principal and Committee Chairs	Ongoing	

Board Effectiveness Themes and associated developments	Actions required	Leads	When	Mid-year Review / Progress
	assurance on meeting strategic objectives.			
4.2 Ensuring Board members are informed timeously on Scottish Government and Scottish Funding Council directions and changes.	Inform Board members as soon as new directions, policies and changes are announced, with any associated implications to the College and actions required. Contextualise directions and changes in Board and committee papers.	Principal	Ongoing	
5. College Executive				
Area working very well, therefore no action identified.				
6. Student Experience				
6.1 Strengthening the student voice and influence at Board meetings.	Continue programme of mentoring Students Association President and VPs offered by a non-executive Board member, with input by others as appropriate.	G Hunt and Governance Manager	On going.	

Action

The Board is asked to consider and approve the Action Plan 2023 prior to implementation and submission to the Scottish Funding Council.



Meeting	Board of Management
Date	19 June 2023
Location	Paisley Campus / MS Teams
Title of Paper	Appointment of Learning, Teaching and Quality Committee vice-chair
Presented By	Dr Waiyin Hatton, Chair of Board of Management
Recommendation to Members	The Board is asked to consider and note.
Appendix Attached	No

Purpose

The purpose of this paper is to seek Board endorsement in appointment of Learning, Teaching and Quality Committee Vice-chair.

Background

The Learning, Teaching and Quality Committee Vice-chair role is currently held by Fiona McKerrell, who will finish her term as a Board member at the end of November 2023.

The Nominations Committee was asked by email on 30 May 2023 to support the recommendation that Jane McKie be appointment Vice-chair. All those who responded were unanimous in supporting the proposal.

Recommendation

The Board is asked to endorse the Nominations Committee that Jane McKie is appointed Vice-chair, Learning, teaching and Quality Committee with effect from December 2023.

Dr Waiyin Hatton
 Chair, Nomination Committee

Meeting	Board of Management
Date	19 June 2023
Location	Paisley Campus / MS Teams
Title of Paper	The Independent Review of the Skills Delivery Landscape
Presented By	Liz Connolly
Recommendation to Members	Consider and note.
Appendix Attached	Link to full paper below.

PURPOSE

To provide the Board with the opportunity to discuss the Withers report and the potential implications for the College sector.

1. BACKGROUND

The [Independent Review of the Skills Delivery Landscape](#), undertaken by James Withers, was published on Wednesday 7 June 2023. The Review considered skills functions and remits of Scotland's national public bodies, making 15 recommendations for future adaptations to support the National Strategy for Economic Transformation.

2. FURTHER DETAILS ON THE REPORT TOPIC

- 2.1 The Scottish Government initiated the Independent Review of the Skills Delivery Landscape in August 2022, with James Withers appointed to lead the review.
- 2.2 The Scottish Government asked Withers to make recommendations on how the public body landscape should be adapted to drive forward Ministers' ambitions for a skilled workforce as set out in the National Strategy for Economic Transformation (NSET). The government also asked for specific recommendations on the future functions, remit and status of Skills Development Scotland (SDS).
- 2.3 The review was to focus on what is required for the future, and while the focus was the post-school delivery landscape Withers notes that he inevitably strayed into some aspects of school education delivery including Foundation Apprenticeships and careers services.
- 2.4 The report makes a case for the reform of the structures and processes underpinning the post-school education and skills landscapes to build an integrated post-school learning system which has skills development and

delivery embedded throughout and prepares learners with the skills they need on their journey to and through work.

2.5 Withers contends that the current system has been built around a false dichotomy between skills for the economy and education for the learner which is exacerbated and perpetuated by the agency landscape.

2.6 Withers comments *'For more than a generation, a culture has persisted that treats university as the ultimate destination, with every other option a varying degree of second best. That attitude needs to end; it is a relic, it leaves people behind and stigmatises other valuable forms of learning. I say that while also loudly and proudly saying our universities are amazing. They are fantastic for many, but just not right for everyone. We need a new culture: all learning that contributes to an individual reaching a positive destination has equal merit. There are multiple pathways to success. **I have been blown away by the potential of our college sector. Rooted in communities, bridging a gap between education and employers, they are a prized asset.** So too, our apprenticeship system is a critical ingredient for success and needs an acceleration in adoption'*.

2.7 Withers view is that the scale of change expected in the economy and society over the next period means that, even if the system were performing well now, there would still be reform required, noting that *'in the face of the challenges ahead, this may be the most important element of national infrastructure investment that Ministers could make over the next decade'*.

2.8 On the basis of his analysis of the current landscape and Ministers' ambitions, Withers sets out 12 pillars that he considers to be essential elements of a future delivery landscape. Linked to the 12 pillars Withers makes 15 recommendations. Five of these focus on the structure of the future public body landscape and the remainder relate to its operation and delivery.

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 asked to discuss and note the report.

Meeting	Board of Management
Date	19 June 2023
Location	Paisley Campus / MS Teams
Title of Paper	Audit Committee – Chair Report
Presented By	Grant Lyall
Recommendation to Members	Consider and note
Appendix Attached	No

PURPOSE

To provide an update from the Audit Committee meeting of 24 May 2023.

1. BACKGROUND

The Audit Committee met via Teams on 24 May 2023, with all members present.

2. FURTHER DETAILS ON THE REPORT TOPIC

- 2.1 The Audit Committee reviewed the responses to the recent Annual Evaluation of Internal Auditors questionnaire and noted that all respondents were content that Wylie & Bisset provide an effective internal audit service to the College.
- 2.2 The Committee also held a closed session with the Internal Auditors who confirmed that they continue to have a positive and constructive working relationship with the College.
- 2.3 The Audit Committee reviewed the responses to the recent Annual Review of the Effectiveness of the Committee questionnaire which confirmed that members are satisfied that the Audit Committee was operating effectively, with no material areas of concern noted. There were some minor areas for improvement which will be taken forward by members as appropriate.
- 2.4 The Committee approved the 2022-2023 External Audit Plan presented by Azets.
- 2.5 The Committee considered the following internal audit reports presented by Wylie & Bisset:
 - Budget / Financial Planning (Strong Assurance)
 - Curriculum Planning & Timetabling (Strong Assurance)
 - Whistleblowing (Strong Assurance)

- People Strategy (Substantial Assurance)

The Committee noted that, with the presentation of these audit reports, Wylie & Bisset have completed the 2022-2023 Internal Audit Plan.

2.6 The Committee approved the 2023-2024 Internal Plan.

2.7 The Committee considered and approved the 2022-2023 Governance Compliance report which assesses compliance with four primary governance documents: The Scottish Funding Council Financial Memorandum; The Scottish Public Finance Manual; The Code of Good Governance; and The SFC Assurance Certificate.

There are no material areas of concern with a high level of assurance available demonstrating compliance with governance requirements. There were a number of areas where medium assurance exists in respect of some areas of the Code of Good Governance and the Committee noted that these were already subject to specific actions identified by the Board as part of the Board Internal Effectiveness Review.

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 asked to consider and note.

Meeting	Board of Management
Date	19 June 2023
Location	Paisley Campus / MS Teams
Title of Paper	LTQC Update
Presented By	Gordon Hunt
Recommendation to Members	Members are asked to note this paper which highlights the key items discussed at the May meeting.
Appendix Attached	No

PURPOSE

To provide an update from the LTQC meeting of 29 May 2023.

1. BACKGROUND

The committee met online. Each LTQC meeting focuses on a specific theme. The theme of the May meeting is the student experience. Papers were received on the outcomes from the student survey and external review and on safeguarding and student wellbeing. The committee also received a presentation on the development of the student association from Grant Taylor, head of sector.

2. HIGHLIGHTS

- 2.1 Grant Taylor’s presentation highlighted the work being undertaken to develop a strong and effective students’ association. The Committee was encouraged by the increased engagement in this year’s student elections and by the focus on the personal and professional development of sabbatical officers as well as on increasing the effectiveness of the student voice. Partnership working with NUS, sparqs and Education Scotland was welcomed as were the plans for mentoring and support of the new sabbatical officers. The Committee noted the willingness of the board members to engage with supporting the student members and attending relevant events.
- 2.2 The Committee was also pleased to receive a report from Cathy McNab on the outcomes of the 2022/23 Student Satisfaction and Engagement Survey. Noting that responses to most questions were broadly comparable to previous years, the overall satisfaction with the the college experience at 91.8% (compared to 91.5% in 2021/22) was welcomed. The survey results show that in a challenging period for our students their satisfaction levels remain high.

- 2.3 The Committee noted the very positive summary of the Education Scotland Progress Visit on 27 April 2023 (full report to follow). The comments bear out the survey results in terms of the value the students place on their learning experience and the support they receive. The better than sector average retention rates and strong partnership working were also highlighted. The main areas for improvement were around feedback and the effectiveness of the student association. The Committee were pleased to note plans for disseminating good feedback practice and the development plans for the student association have been noted above.
- 2.4 Nathan Tyler provided the Committee with a detailed update on Safeguarding and Student Wellbeing. We were pleased to note that the College was one of the few to have been providing a significant number of student counsellors prior to the targeted funding of the last three years and that steps had been taken to ensure that the service would continue in spite of the end of that funding. The enormous contribution of the whole team to maintaining the wellbeing of our students was noted with thanks and the Committee did not underestimate the scale of the challenge that this presents. The whole report was welcomed and it was suggested that this might form the topic of a 'deep dive' session for the whole Board at some point.
- 2.5 Overall, the Committee were reassured by the evidence provided on how the student experience is being maintained in challenging times but noted the ongoing challenge of reduced funding set against increasing student need. The importance of being able to support our students to be able to attend college ready and supported to engage with their learning was emphasised and the Committee was supportive of the efforts of the Executive Team and the Chair of the Board to ensure that this is understood by our funders and by Government.

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

Members are asked to note this report.

**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

George Rice

Non-Teaching staff – 1 elected

Douglas Bayley

Students Association – 2 elected

Abbie McGrath

Sandor Nagy

Non-Executive Members

Graeme Bold

Gordon Hunt

John Leburn

Ronald Leitch

Grant Lyall

Fiona McKerrell

Jane McKie

Daniel McMahon

Jackie Russell

Dr Jillian Couto-Phoenix

Vacancy

In Attendance

Stephanie Gunn, Vice-Principal Educational Leadership

Amy McDonald, Vice-Principal Operations

Vacancy, Secretary to the Board

BOARD OF MANAGEMENT - SCHEDULE OF BUSINESS

WHAT	WHEN				
	Meeting – 10/10/22 Papers dist – 3/10/22	Meeting – 12/12/22 Papers dist – 5/12/22	Meeting – 27/2/23 Papers dist – 20/2/23	Meeting – 24/4/23 Papers dist – 17/4/23	Meeting – 19/6/23 Papers dist – 12/6/23
Standing Items					
Chair's Report	✓	✓	✓	✓	✓
Chief Executive's Report	✓	✓	✓	✓	✓
Student Association Report	✓	✓	✓	✓	✓
Board Of Management:					
• Membership	✓				✓
• Dates of Meetings	✓				✓
• Proposed Schedule of Business	✓				✓
• Appointment matters (<i>as required</i>)	✓ BM recruitment outcome				
• Articles of Association	✓				
• Standing Orders	✓				
• Scheme of Delegation	✓				
• SA Constitution	✓				
• Members' appraisal review outcome	✓ covered in Chair's report				
• Chair's appraisal review outcome					✓
• Dates of Proposed Board Meetings for following session				✓	
• <i>External</i> Board Effectiveness Review (to be carried out every 3-5 years – last done and submitted to February 2020 Board meeting).			✓*		✓

BOARD OF MANAGEMENT - SCHEDULE OF BUSINESS

WHAT	WHEN				
	Meeting – 10/10/22 Papers dist – 3/10/22	Meeting – 12/12/22 Papers dist – 5/12/22	Meeting – 27/2/23 Papers dist – 20/2/23	Meeting – 24/4/23 Papers dist – 17/4/23	Meeting – 19/6/23 Papers dist – 12/6/23
• <i>Internal Board Annual Effectiveness Review</i>			✓ *not required if doing an <i>external</i>		✓
• Annual Board Development Plan					✓
• Mid-year Review of Board Development Action Plan			✓		
• Other Matters (<i>as required</i>)					
Report on Delegated Action Taken since last meeting (<i>if any</i>)					
Strategy / Policy Approvals					
a) <u>Approval of Policies (<i>as required</i>)</u>					
• Financial Regulations	✓				
b) <u>Approval of Strategies (<i>as required</i>)</u>					
• Estates Strategy					✓
• Sustainability Strategy	✓				
c) <u>Approval of Contracts (<i>as required</i>)</u>					
Main Items of Business					
PEOPLE RELATED MATTERS					
• Staff Survey Results	✓				
• Review of Modern Slavery Statement				✓	

BOARD OF MANAGEMENT - SCHEDULE OF BUSINESS

WHAT	WHEN				
	Meeting – 10/10/22 Papers dist – 3/10/22	Meeting – 12/12/22 Papers dist – 5/12/22	Meeting – 27/2/23 Papers dist – 20/2/23	Meeting – 24/4/23 Papers dist – 17/4/23	Meeting – 19/6/23 Papers dist – 12/6/23
• HR Annual Report		✓			
• Update on Staff and Student Health and Wellbeing Strategy				✓	
LEARNING AND TEACHING MATTERS					
• Regional Outcome Agreement Review Report		✓			
• Regional Outcome Agreement			✓		
• Committee Reports on Progress against Regional Outcome Agreement					✓
FINANCIAL MATTERS					
• Financial Statements		✓			
• Annual Report from External Auditor		✓			
• Annual Report from Audit Committee		✓			
• Annual Report from Internal Auditor		✓			
• Management Accounts		✓ Oct 2022		✓ Jan 2023	✓ Apr 2023
• Budget and Financial Forecast (including budget for Students Association)					✓
PERFORMANCE AND RISK MANAGEMENT					
• Key Performance Indicators				✓	

BOARD OF MANAGEMENT - SCHEDULE OF BUSINESS

WHAT	WHEN				
	Meeting – 10/10/22 Papers dist – 3/10/22	Meeting – 12/12/22 Papers dist – 5/12/22	Meeting – 27/2/23 Papers dist – 20/2/23	Meeting – 24/4/23 Papers dist – 17/4/23	Meeting – 19/6/23 Papers dist – 12/6/23
• Risk Management Strategy					✓
• Strategic Risk Register	✓	✓	✓	✓	✓
Committee Reports					
Audit	21 Sept minute		25 Jan minute	29 March minute	24 May minute
CDC	13 6 Sept minute	22 Nov minute		7 March minute	30 May minute
Joint Audit - CDC		22 Nov minute			
LTQC		26 Oct minute	30 Nov minute	15 Feb minute	31 May minute
Nominations					May minute - TBC
RemCo	20 Sept minute		7 Feb minute		

Dates of Meetings in 2023-24

Committee	September 2023	October 2023	November 2023	December 2023	January 2024	February 2024	March 2024	April 2024	May 2024	June 2024
BOARD (at least 4) Mondays at 4.00 p.m.		9		11		26		29		24
Audit (at least 4) Wednesdays at 4.00 p.m.	6				31		27		22	
Joint Audit & CDC			21							
CDC (at least 4) Tuesdays at 4.00 p.m.	26		21				5			4
LTQC (at least 4) Wednesdays at 4.00 p.m.		25	29			21			29	
Remuneration (twice per year) Tuesdays at 4.00 p.m.	TBC					TBC				
Nominations (at least annually)			TBC						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.