

## West College Scotland Board of Management

### Minute of Meeting held on Monday 9 October 2023

#### Present:

Hilary Cameron (HC)  
Liz Connolly (LC)  
Ed Cselik (EC)  
Terry Dillon (TD)  
Waiyin Hatton (WH) (Chair)  
Gordon Hunt (GH)  
Linda Johnston (LJ) (Teams)  
John Leburn (JL)  
Ronald Leitch (RL)  
Grant Lyall (GL) (Teams)  
Fiona McKerrell (FM) (Teams)  
Jane McKie (JM)  
Fiona McLaren (FMcL)  
Danny McMahon (DM)  
Kyle Prele (KP)  
George Rice (GR)  
Jackie Russell (JR)

#### In attendance:

Stephanie Gunn (SG), Vice Principal Educational Leadership  
Amy McDonald (AM), Vice Principal Operations  
Susan McDonald (SM), Governance Manager (Minutes)  
Alan Ritchie (AR), Director of Finance  
Nathan Tyler (NT), Director Communications, Engagement & Student Experience (Teams)

<b>BM926</b>	<b>Welcome &amp; Apologies</b>  Apologies were noted from Jillian Couto-Pheonix (JCP).  External and Internal Auditors did not attend meeting.  WH welcomed everyone to the meeting, with particular welcome to new Members – Hilary Cameron, Terry Dillon, Fiona McLaren (Support Staff), Kyle Perle (Student President) and Ed Cselik (Student Association, Vice President). Susan McDonald, Governance Manager was also welcomed to her first Board meeting. Round table introductions were also given.
<b>BM927</b>	<b>Declaration of Interest</b>  The standing declarations of interests of members, as available on the <a href="#">Register of Interests</a> on the College website, were noted as current. There were no specific interests declared regarding the items on the agenda for the meeting.
<b>BM928</b>	<b>Minute of Meeting held on 19 June 2023</b>  JM asked for wording under BM919 bullet point to be made clearer: <i>It was agreed that more articulation on how to reduce risk was required. This would be reflected within the revised Risk Policy (later on agenda) and further with a session on Risk for Board Members to be planned in the near future.</i>

	<p>Subject to the amendment above, the Board <b>approved</b> the Minute of the meeting held on 19 June 2023.</p>
<b>BM929</b>	<p><b>Actions from the Minute</b></p> <p>The Board <b>noted</b> the updated actions since the last meeting.</p>
<b>BM930</b>	<p><b>Matters Arising</b></p> <p>There were no matters arising not otherwise on the agenda.</p>
<b>BM931</b>	<p><b>Student Association Report</b></p> <p>KP spoke to the report provided giving Members an overview of the achievements of the Student Association over the last few months, highlighting the following:</p> <ul style="list-style-type: none"> <li>• The revision of the Student Association Constitution to make it more inclusive and also the suggestion of extending post terms to two years to help promote stability.</li> <li>• The results of the Student Satisfaction &amp; Engagement Survey, highlighting areas of improvement to better serve our students.</li> <li>• The new dedicated space at Paisley campus for students to socialise, run events and showcase student work.</li> <li>• Freshers week running this week in Paisley and Clydebank and at Finnart Campus on 24 October, (which had been rescheduled due to planned industrial action on 10 Oct).</li> </ul> <p>The following points were noted:</p> <ul style="list-style-type: none"> <li>• The Board to receive advance notice of planned events to enable them to support these where possible. <b>Action: KP</b></li> <li>• It was hoped the proposed two-year posts would come into effect from 2025.</li> <li>• The busy vibe at the Freshers event at the Paisley campus, with a number of students and stalls involved.</li> </ul> <p>The Board <b>noted</b> and were very encouraged by the the update provided.</p>
<b>BM932</b>	<p><b>Principal / Chief Executive's Report - RESTRICTED</b></p> <p>[REDACTED]</p> <p>[REDACTED]</p>

	<p>[Redacted content]</p>
<b>BM933</b>	<p><b>Chair's Report</b></p> <p>WH spoke to the paper previously submitted giving Members an update of the activities undertaken since the last meeting. She noted a number of events meeting with staff and students, giving valuable insight to the challenges faced as well as the passion and inspiration shown across the College. The longest serving staff member, of 48 years, was highlighted.</p> <p>WH noted a separate paper later on the agenda with a number of requests for approval for committee memberships.</p> <p>The Board <b>noted</b> the update provided.</p>
<b>BM934</b>	<p><b>Draft Regional Outcome Agreement</b></p> <p>SG updated on the paper provided noting the following:</p>



- The Regional Outcome Agreement was now an in-year high level report on the College's spend of its allocated funding. SFC guidelines noted the size of the report and that the deadline for submission was now end of October.
- The report also includes case studies which give more detail on areas of Economic Impact and Social Renewal.
- The 'Be the Change' project for staff and the ongoing curriculum refresh to ensure a more effective and efficient delivery model. Engagement with local partners and industries continue to be forefront to ensure the curriculum matches and meets the needs of the region.
- Errors in the figures reported from the FES return (Further Education Statistics) with the number of students reporting Mental Health issues. This should be 2,500 and not 5,000 as reported. She noted the CPD work undertaken by staff to support students and recognise their needs in this important area.
- Modern Apprenticeships growth continues as well as work with embedding Meta Skills in the curriculum.
- The information related to the current year, and that the evaluation report would cover the previous year.
- The lack of available funds for infrastructure (IT / Estates etc).
- The Regional Outcome Agreement being one paper as part of a suite of documentation sent to SFC, which included Financial Forecast Return (FFR) that informs what we will deliver with the funding received.
- A report will be submitted to the December Board meeting showing the impact of funding constraints on teaching and skills delivery in WCS. **Action: SG**
- Comments and suggestions can be built into the next ROA due in Spring 2024. GH advised that this will be picked up at LTQC and discussed in more detail. **Action: SG**
- The work being undertaken in supporting and safeguarding students and encouraged further support from Student Association and Board.

The following points were raised and noted:

- The need to balance the commitment and ambition of the College alongside the challenging financial context and SFC priorities.
- In relation to the funding bid submitted to support students entrepreneurial and enterprising initiatives to support the Entrepreneurial Campus aspirations, GH noted that the issue of no funding automatically allocated to Colleges for this area was being highlighted at SFC Knowledge Exchange Committee. It was agreed that Sara Rae would forward some information to WH on how this can be fed into the work of Think the Unthinkable. **Action: S Rae / SG**
- The disconnect in the report with the lack of context on the significant issues to be addressed, including concerns on how deep cuts need to be to reach a balanced budget under current funding restraints. It was noted the need for the report to be aspirational and upbeat, however, the level of risk and possible impact on the College needs to be raised and addressed. It was agreed that we need to find a way to capture risks faced and areas that may need to be compromised, showing the adverse impact the challenges and funding cuts have on the College. **Action: SG**

	<ul style="list-style-type: none"> <li>• More clarity required from SFC/SG on long-term funding in order that the College can create a future proof operating model.</li> <li>• The number of challenges ongoing, however, noted the efforts of the Executive Team on working through these.</li> <li>• Noting that the report contains many developments and innovations which the Board is not aware of, it was necessary to inform the Board timeously in order that they can help to promote the College, which can support recruitment.</li> </ul> <p>LC noted that these challenges being faced were the underlying theme for her staff sessions being held over next few weeks.</p> <p>The Board <b>approved</b> the draft provided subject to inclusion of points raised above by members, with the final document to be reviewed and approved at LTQC before being submitted to SFC at end of October.</p>
<p><b>BM935</b></p>	<p><b>Education Scotland – Annual Engagement Visit</b></p> <p>SG spoke to the paper submitted, providing the Board with the feedback received from the Education Scotland Annual Engagement Visit held in April 2023. The Board noted the overall positive report recognising the good progress made in a number of key priority areas and that areas noted for further development were already being addressed by the College.</p> <p>The following points were discussed and noted:</p> <ul style="list-style-type: none"> <li>• No mention of the background challenges faced.</li> <li>• This document was measuring student experience, which the College had worked hard to ensure it remains high, through the challenges.</li> <li>• Consider inviting the College HM Inspector to join a future Board meeting in order to have further dialogue and give more context to challenges.</li> <li>• The current work on the Tertiary Quality Framework (TQF) provides an opportunity to feed in the Board’s comments regarding report format and contextualisation. <b>Action: SG</b></li> <li>• The visit involved around twenty interviews set up with selected groups of staff and students, with around 80% of class representatives involved.</li> </ul> <p>The Board <b>noted</b> the positive report, with areas requiring attention already in progress, however, the main concern was the lack of context with the current financial situation.</p>
<p><b>BM936</b></p>	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>

	<ul style="list-style-type: none"><li>• [REDACTED]</li></ul>
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<b>BM937</b>	<p><b>Financial Regulations</b></p> <p>AR spoke to the paper provided. He noted very few changes required to the Financial Regulations, mainly name changes, structure of finance department, the removal of issuing of cheques and the review of banking arrangements now being a requirement.</p> <p>Having been discussed and recommended by Corporate Development Committee, the Board <b>approved</b> the changes noted to the Financial Regulations.</p>
<b>BM938</b>	<p><b>Risk Management Policy (Revised)</b></p> <p>GL advised that this had been fully discussed at Audit Committee with the suggestion that IT be a separate risk area (4.27).</p> <p>Having been discussed and recommended by the Audit Committee, the Board <b>approved</b> the revised Risk Management Policy.</p>
<b>BM939</b>	<p><b>Procurement Approvals – RESTRICTED</b></p> 

	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
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**BM940 Nomination Committee Approvals**

Having read the paper submitted, the Board noted the appointment of Hilary Cameron and Terry Dillon, new non-executive members; Fiona McLaren, Support Staff Member and Ed Cselik, nominated Student Association, Vice President.

The following Nominations Committee recommendations were **approved** by the Board:

- the appointment of Ronald Leitch as Chair of Audit Committee and Jackie Russell as Vice-chair, with effect from 1 January 2024, following resignation of Grant Lyall from 31 December 2023.
- the appointment of Jillian Couto-Phoenix to replace vacancy on and to take on role of Vice Chair of the Nominations Committee
- the recommendation on the appointment of John Leburn as Senior Independent Member
- the designation of Committees for the two new Board Members – Audit Committee, Terry Dillon; Corporate Development Committee, Hilary Cameron (this was wrongly noted as LTQ in the content of the paper submitted).
- the procedure to be followed for the appointment of Co-opted Members.

The Register of Interest Summary for publishing on the College’s website was included for information. Members to advise of any amendments by end of week.

**Action: All**



<p><b>BM941</b></p>	<p><b>Committee Remits</b></p> <p>Updated Remits for Audit &amp; Risk and Corporate Development Committees were previously submitted.</p> <p>GL advised that it was proposed to change the name of the Audit Committee to Audit &amp; Risk Committee (A&amp;RC). He noted this did not affect current business of the Committee to give assurance on the adequacy and effectiveness of Risk noting the expanded section on Risk within the Remit.</p> <p>JL noted that the main change to the Corporate Development Committee (CDC) Remit was the section added on risk management, and the inclusion of IT and sustainability under the first bullet point of the main purpose.</p> <p>The Board <b>approved</b> the revised remits for Audit &amp; Risk and Corporate Development Committees.</p>
<p><b>BM942</b></p>	<p><b>Performance &amp; Accountability Report - RESTRICTED</b></p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<p><b>BM943</b></p>	<p><b>Committee Chair Updates</b></p> <p>GL highlighted discussions from recent Audit Committee:</p> <ul style="list-style-type: none"> <li>• The need to conclude on the restructure of the IT team (point 2.4) as soon as possible. <b>Action: AM</b></li> <li>• The number of actions on the Rolling Audit Action Plan requiring extensions (2.7), with a number being linked to the Corporate Strategy refresh which should also be concluded as soon as possible. <b>Action: LC/ Exec</b></li> <li>• The challenges around completing the gaps whilst achieving required savings. It was noted that some actions will have been ongoing for up to two years, referring to the Mobile Device Management action. LC agreed with the comments and noted that there were some people gaps that did need to be replaced as soon as possible. She noted that interviews were due to take place for the Director of Finance and that the recruitment for Director of IT would also be taken forward. Corporate Development Committee would take forward the monitoring of this area and IT security framework. <b>Action: AM/SM</b></li> </ul> <p>JL provided Members with a high-level update of discussions at the recent Corporate Development Committee, which included progress on student recruitment and retainment and the progress and engagement on the current pay disputes.</p>

	The Board <b>noted</b> the updates provided.
<b>BM944</b>	<p><b>2023/204 Legislative Compliance Report - RESTRICTED</b></p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<b>BM945</b>	<p><b>External / Internal Audit Progress Report</b></p> <p>AR advised that the Internal Audits for 2022/2023 had now been completed, with Wylie Bisset submitting their annual plan to the last Audit Committee meeting.</p> <p>He noted that due to having new External Auditors this year, the audit process was taking a bit longer than normal. He hoped that the end year Audit would be finalised by end of this week.</p> <p>The Board <b>noted</b> the update provided.</p>
<b>BM946</b>	<p><b>Board Membership &amp; Dates of Meetings 2023/2024</b></p> <p>The updated membership and meeting dates were now available in the Board Library on the Teams Channel.</p>
<b>BM947</b>	<p><b>Committee Minutes</b></p> <p><b>Audit – 6 September 2023</b> Draft minute of the meeting of the Audit Committee was submitted for information.</p> <p><b>CDC – 26 September 2023</b> Draft minute of the CDC meeting will be issued to Members once confirmed by the Committee Chair.</p>
<b>BM948</b>	<p><b>Schedule of Business</b></p> <p>The Board <b>noted</b> the Schedule of Business provided giving Members a flavour of items due to be brought for discussion at future meetings.</p>

<b>BM949</b>	<p><b>Date of Next Meeting</b></p> <p><b>Monday 11 December 2023, 4pm – venue tbc</b></p> <p><b>January 2024 Board Development Session</b></p> <p>- <b>Wednesday 17 January 2024 confirmed as most suitable date. Venue tbc.</b></p>
<b>BM950</b>	<p><b>AOCB</b></p> <p>SM noted that an email had been issued to Members earlier in the day, seeking response on the Chair’s evaluation for Scottish Government and asked if Members could complete and return to her by Thursday 12 October, for forwarding on.</p> <p>WH noted this was the last Board Meeting Alan Ritchie would be attending. On behalf of the Board, she thanked him for his hard work and continued professionalism over the years and wished him well in his new role.</p> <p>With no further business raised, the Chair closed the meeting.</p>

Approved