Board of Management: Actions from the Minutes

Date of meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
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	This will be covered in a future KPI dashboard report. This will contain other HR data, including – short and long-term absence, staff turnover rates.	**2024 Board Meeting**
19 June 2023	BM920	KPIs – Ms McDonald to review KPI report following board members feedback in relation to high level data, delivery of strategies and Code of Good Governance.	AMcD	The KPI dashboard report will show the College's progress against the strategic objectives of the College.	**2024 Board Meeting**
19 June 2023	BM920	KPIs - Virtual session to be arranged to follow up and further develop KPI report.	AMcD	This will be covered KPI dashboard report. VP(Operations) to arrange a meeting with Chair of CDC to review College KPI report	**2024 Board Meeting**
9 Oct 2023	BM931	KP to forward details of any planned events and activities to Board for information	KP	Planned events to be forwarded in early 2024.	**Early 2024**
9 Oct 2023	BM943	Corporate Strategy refresh should be completed as soon as possible	Executive Team	Development Session arranged for 17/1/24. The KPI dashboard report will show the College's progress against the strategic objectives of the College – all under-pinning strategies have been mapped to the current College Corporate Strategy creating a framework from which the College can update.	**Ongoing**
11 Dec 23	BM 960	Copy of the recent SA Podcast interview to be forwarded to Board Members	EC	Podcast uploaded to Board Team	**Completed**

Date of meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
11 Dec 23	BM960	Consideration on how to provide a multi-year funding award to Students Association to allow for succession planning and taking forward their strategic plan	Executive		
11 Dec 23	BM961	Board to receive further insight into international activities at the College at a future session / meeting.	SG		
11 Dec 23	BM963	Paper to be developed for sharing externally on the impact of the lack of funding and challenges faced	Executive		
11 Dec 23	BM963	Check to be made on whether there had been an increase on MH support requests from staff.	SG		
11 Dec 23	BM963	Paper to be developed on the implications of the funding restraints across all non-teaching areas.	SG/AM		**Completed** Paper provided at Strategy Day
11 Dec 23	BM965	Information to be provided for the strategy day to give Board members an understanding of how volatile the current funding situation is and the impact of all variables to be taken into consideration, as well as papers noted above (BM963) and aspirations and ambitions for the College.	Exec		**Completed** Papers provided at Strategy Day
11 Dec 23	BM970	Update to be given on the process taking place with the appointment of Trade Union Board Members	SM	Timeline notes TU Board Members should be in place by 31 March 2024.	**Ongoing**

Title of Paper	Student Association Achievement Report
Presented by:	Ed Cselik, Vice President
Recommendation:	**To Note**
Status:	**Public**

Purpose / Executive Summary:

This paper provides Board of Management with an update on the Student Associations achievements and activities since the last meeting.

Recommendations:

The Board of Management is asked to **note** the report.

Implications:	
Financial	
Student Experience	
People	All possible implications are covered within reports and activities undertaken by the SA.
Legal	
Reputational	
Community/ Partnership impact	
Environment	
Equalities	

Executive Summary

Our student association has experienced a transformative year marked by strategic initiatives across various domains. Notably, the recruitment and training of Class Representatives have undergone enhancements, aiming to diversify and equip students with the necessary knowledge and skills to tackle various challenges. These changes align with our commitment to fostering a more inclusive and skilled student body.

Throughout the year, our collective efforts have yielded significant achievements, underscoring our dedication to enhancing academic experiences. From successful event executions to impactful community outreach, these accomplishments showcase the positive influence of our association within the college community.

Looking ahead, we are in the process of training a dynamic Student Representative Council (**SRC**). This process will amplify student voices and provide a robust platform for advocacy, ensuring a more influential role in decision-making processes.

Integral to our approach has been the active solicitation of student feedback, reflecting our commitment to transparency and responsiveness. By incorporating diverse perspectives, we aim to shape initiatives and policies that resonate with the needs and aspirations of the student body.

On Wednesday 6th March, our team will hold an Annual General Meeting where students can participate by asking questions directly from us. This forum will provide a vital opportunity for students to engage with the leadership, voice their concerns, and contribute to the direction of the association. It reinforces our commitment to transparency and democratic principles, ensuring that the student body remains informed and empowered.

In the subsequent sections, we will delve into the specifics of these key areas, providing a comprehensive overview of the recruitment and training processes, our notable achievements, the evolution towards a Student Representative Council and the impact of student feedback on our initiatives. Together, these initiatives mark our commitment to creating a more dynamic, inclusive, and student-centred association.

Student Representation

- Class Representation
  As of the current reporting period, the association proudly boasts a total of **355** dedicated class representatives actively engaged in representing their peers. This represents a commendable coverage of approximately 70% of all classes within the college.

- Anticipated Increase
  Anticipating a surge in representation, the introduction of January start courses is expected to elevate the total number of class representatives by approximately 80 students. This expansion aligns with our ongoing commitment to ensuring comprehensive representation across all academic disciplines.

- Ongoing Collaboration
  In our pursuit of excellence in representation, we are in constant collaboration with CQLs and Heads. This collaboration is instrumental in identifying opportunities to increase the number of class representatives, ensuring a diverse and inclusive representation that captures the unique needs and perseverance of our student body.

Class Representative Training

- On-Campus Training
  In our commitment to equipping class representatives with the necessary skills, an on-campus training program has been rolled out. To date, over 50 representatives have participated in these sessions, benefiting from hands-on, interactive learning experiences.

- Online Training
  Recognising the need for flexibility and accessibility, we have introduced an online training module on Moodle. This platform accommodates the schedules of busy students, allowing 29 individuals to successfully complete the training remotely.

- Feedback
  Throughout the training sessions, we actively solicited both written and verbal feedback from participants. This valuable input has provided insight into the effectiveness of the training methods, enabling us to refine and enhance the program for future groups. Notably, the most mentioned feedback was about timekeeping. In the future, we will aim to enhance and improve our training sessions.

- Future Sessions
  Acknowledging the positive response and the growing demand for training, we are poised to deliver more sessions in March and the coming months. This proactive approach ensures that a great number of class representatives can benefit from the training, ultimately contributing to a more empowered and effective student representation body.

In conclusion, the current representation and training initiatives underscore our commitment to cultivating a robust and inclusive student association. The collaborative efforts with CQLs and Heads, coupled with the expansion of class representatives, are shaping a more diverse and comprehensive representation. The ongoing training programs, both on-campus and online, exemplify our dedication to providing the necessary skills and knowledge to our representatives, fostering a dynamic and impactful student body.

Building a Better Student Community

The Students' Association has made significant strides in building a better student community through a multifaceted approach. With a robust membership of 2204 active students in our Teams channel, projects such as The Cave and successful Freshers Week have across all campuses have contributed to creating a vibrant, inclusive, and engaging environment.

A massive class representative community and an active and engaging Student Representative Council amplifies student voices and strengthens advocacy efforts. The high awareness level of 83%* among students reflects the successful promotion of the association's presence and initiatives.

Voluntary Officers, integral to our leadership structure, contribute to demonstrate dedication student welfare. The continuous advocacy for students, coupled with initiatives like My Health Scotland subscriptions**, underscores our commitment to the holistic wellbeing of our student community.

In essence, these initiatives collectively contribute to our efforts to building a better student community, fostering unity, representation, and a positive student experience within the college.

Based on the responses from students who participated in the recent college survey, a notable percentage expressed awareness of the existence of the college's Students' Association.
*** £3000 worth of MHS subscriptions were handed out to students across the college.*

Annual General Meeting

This brief report will outline the standing agenda items and additional tasks to be addressed at the upcoming Annual General Meeting hosted by the Students' Association. Key agenda items include sabbatical reports, financial reports, accountability session, and motions. Additional tasks and deadlines are also provided to ensure the smooth execution of the meeting.

- Sabbatical Reports:
  -Provides an overview of activities undertaken during the academic session.
  -Focuses on progress against democratically elected objectives, meetings attended, networks engaged with, and projects/campaigns conducted.
  -Recommendation for the report length is 1000 words to maintain clarity and effectiveness.

-Reports will be shared with the SRC for comprehensive oversight.

- **Financial Report:**
  -Offers a detailed breakdown of the association's financial expenditures and income.
  -Ensures transparency and accountability to all student members.
  -Presented on a quarterly basis to keep the student body informed.

- **Accountability Session (Q&A From Students):**
  -Provides students with an opportunity to ask questions and seek clarifications from association members.
  -Enhances transparency and fosters communication between the association and its members.

- **Motions:**
  -Members are encouraged to submit motions for consideration and voting by the student membership.
  -Examples of potential motions provided, covering areas such as financial transparency, sustainability initiatives, mental health awareness, curriculum development and diversity, community engagement, and cultural awareness.

This brief description outlines the essential agenda items and tasks to be addressed at the upcoming AGM. Clear deadlines and responsibilities are provided to ensure effective planning and execution of the meeting. Members are encouraged to actively participate in discussions and contribute to the advancement of the association's goals and initiatives.

Student Representative Council

The following section provides an overview of the role profile for the position of Student Representative Council Member within the Students' Association. The role focuses on holding the Executive and Sabbatical team accountable while ensuring transparency, fairness, and effective governance within the association. It offers an opportunity for a proactive individual to contribute meaningfully to campus life and student wellbeing.

Responsibilities:
- **Accountability Oversight:**
  -Regularly assess the actions, decisions, and policies of the Executive and Sabbatical team.
  -Establish and maintain an accountability framework with performance indicators to measure leadership effectiveness.
- **Monitoring and Reporting:**
  -Attend meetings and monitor the activities of the leadership team.
  -Provide insightful observations and feedback, highlighting areas for improvement.
- **Communication and Transparency:**
  -Advocate for student interests within the SRC and other forums.
  -Represent student opinions and suggestions during discussions with the leadership team.
- **Collaborative Initiatives:**

-Work with other SRC members to ensure effective student representation.
-Participate in initiatives aimed at improving the student experience and wellbeing.

Overall, this brief description outlines the responsibilities associated with the SRC Member position. It emphasises the importance of accountability, transparency, and student empowerment within the Students' Association. Interested candidates are encouraged to apply and contribute to fostering a culture of responsible leadership and advocacy on campus.

Student Feedback

Over the last six months, comprehensive feedback from students has highlighted key areas of consideration for the college. In terms of Estates, concerns have been raised about the wear and tear in communal spaces, a lack of social areas, and perceptions of some classrooms being "old" or "poorly designed". Requests for improved water facilities and addressing large queues in the canteen were also noted, along with a call for enhanced cleanliness in some parts of the college.

In the realm of learning, challenges related to lecturer feedback during strikes were raised. Additionally, preferences for learning styles varied, with a majority favouring on-campus learning, a significant portion preferring a hybrid approach, and a smaller percentage opting for online learning.

Based on the responses from students who participated in the recent college survey, 62% prefers to always learn on campus, 33% prefers a hybrid approach and 4% always prefers online learning.

General feedback encompassed suggestions for staggered breaks to reduce queues, requests for healthier food options, and the introduction of self-catering facilities in the canteen. Improvements to the cark park in Paisley were sough, and financial support for beauty courses was highlighted as an essential need.

This summary provides a concise overview of the diverse feedback received, offering valuable insights into areas for potential improvement and refinement within the college environment. In conclusion, we celebrate our success in representation, training, and community engagement, while recognising the need for targeted improvements based on student feedback. We hope that this summary provides a snapshot of our achievements and areas for growth, guiding our ongoing commitment to enhance the overall student experience within the college.

Title of Paper	Chair's Report
Presented by:	Dr Waiyin Hutton, Chair of Board of Management
Recommendation:	**To Note**
Status:	**PUBLIC**

Purpose / Executive Summary:

This paper provides the Board with an update on the Chair's activities since the last meeting.

Recommendations:

The Board of Management is asked to note the report.

Implications:	
Financial	
Student Experience	
People	
Legal	Not applicable for this update
Reputational	
Community/ Partnership impact	
Environment	
Equalities	

WCS Board 26 February 2024 - Chair's Report

Welcome back and trust you have had an enjoyable festive break, which must seem so long ago.

A sincere thank you to those board members and Senior Management Team members who participated in the Board Development and Strategy Day on 17 January 2024. Appreciation is also noted for John Leburn's 'video' to get us on the same page in thinking about the college's future business model. The diverse and rich contributions culminated in eleven pages of notes summarised by the Governance Manager. There was a real appetite and agreement by the Board to refocus the strategy, and thereby the business and operation models, on aspirations and development of the College, rather than based on current financial constraints.

Much work has been progressing to seek co-opted members to the Audit & Risk Committee and Learning, Teaching & Quality Committee to ensure skills gaps and continued key-stakeholder input are met. An update and the recommendation from the Nominations Committee are provided under a separate agenda item.

We currently have 2 board member vacancies and the proposed process is under a separate agenda item. It is hoped these will be advertised in March and Board members are encouraged to promote these within their networks.

Working with the sector to seek solutions in addressing the current serious financial reductions continues. These included a meeting of the chairs and principals of Ayrshire College, Dumfries and Galloway College and West College Scotland before the festive break to share challenges and explore areas of collaboration. A follow-up action is included under the Principal's Report. The Principal and I also attended a sector-leaders' meeting with the Minister at Colleges Scotland at the end of January where he re-emphasised the very difficult budget settlement for the sector and encouraged continued close working between the sector, Scottish Government and Scottish Funding Council in addressing the pressures.

I am delighted to be invited again to support the College's celebration of International Women's Day 2024.

Dr Waiyin Hatton
Chair, Board of Management

Title of Paper	Internal Governance Update
Presented by:	Susan McDonald, Governance Manager
Recommendation:	For Approval /Discussion / To Note
Status:	RESTRICTED

Purpose / Executive Summary:

This paper provides the Board with an update on any governance activities that have taken place since the last meeting.

The report includes an update on the following:
- Nominations recommendation for co-opted Member.
- Board Members Skills Audit
- Board's External Effectiveness Review
- Trade Union Board Members
- Code of Good Governance Compliance
- Board Development Plan 2023- mid year review
- Campus Tours
- Board Member Travel Expenses

Recommendations:

The Board of Management is asked to
- **Approve the recommendation from Nominations Committee on the appointment of the co-opted member for Audit & Risk Committee**
- **Note the updates provided on all other governance related matters.**

Implications:	
Financial	Not applicable for this report
Student Experience	Student Experience is considered on all activities of the College
People	Not applicable for this report
Legal	Ensuring proper governance across Board activities
Reputational	Not applicable for this report
Community/ Partnership impact	Not applicable for this report
Environment	Not applicable for this report
Equalities	Not applicable for this report

Governance Compliance Update

Co-opted Members

Following approval from the Nominations Committee, **the Board is asked to ratify the appointment** of Brian Logan, Chief Executive, Capability Scotland as co-opted member of the Audit & Risk Committee. Brian is a qualified chartered public finance accountant and brings a wealth of experience from across the public and third sectors.

██
██
████████

Chair's Re-appointment

Members will be delighted to note that we have now received confirmation from the Minister for Higher Education, Further Education; and Minister for Veterans of the re-appointment of Waiyin Hatton as Chair of the Board of Management of West College Scotland. This term of appointment is for a further four years until 2 March 2028.

External Effectiveness Review

The last external effectiveness review of the Board took place during 2019/2020 academic session. As per the Code of Good Governance, an external review is required every three to five years.

A tender exercise has been started to take forward an external review during this academic session. Closing date for submissions is Friday 16 February, with an evaluation of responses and selection of provider to take place during week commencing Monday 19 February.   The Board will be advised of the successful provider at its meeting on Monday 26 February.

The exercise will involve Board Members completing a questionnaire survey and some may be invited to a face-to-face meeting.   There may also be a full workshop for the Board, however, if this is taken forward, a date will be agreed in advance (possibly during week commencing 15 April). At this stage, it is hoped that the full process will be completed with a final report and action plan for 2024/2025 being submitted to the Board meeting on 29 June 2024. A verbal update on the process will be given at the February Board meeting once the selection process has been completed and the preferred provider agreed.

Board Members Skills Audit

A Skills Audit request has been distributed to Board Members in order to fully identify any skills gaps on the Board, as well as any further training needs. While we already have a highly skilled and experienced Board, this will help to inform selection criteria for the next round of Board Member recruitment.

The training identified from the analysis will be taken forward and a schedule of future events arranged. At the time of writing, five returns have been received. A verbal update will be provided at the meeting.

Board Recruitment

The Board currently has two vacancies for non-executive members. Two further non-executive members will have reached the end of their second term by the end of the calendar year. We are therefore taking forward a recruitment exercise to seek new members.

The recruitment process will be discussed at the Nominations Committee meeting being held on Tuesday 27 February 2024 and if approved, we hope to have two new non-executive members selected for appointment by the Minister. It is hoped that this process may be completed in time to allow the new members to join from the June 2024 Board.

Should the exercise prove successful and result in additional candidates suitable for appointment, these candidates may be passed to the Minister for approval of appointment in the 2024/2025 academic session in order they may be in post for early 2025. The Board will be appraised of the process as we journey through the exercise.

Code of Good Governance Compliance Report Review

13.1 Code of Good Governance Compliance Report Review (Information Pack) spreadsheet shows the actions the College takes and the evidence to support this, to ensure it complies with the requirements of the Code of Good Governance. The initial review showed that there were no areas of low assurance identified.

Two actions requiring further consideration:
- Annual meetings with Board and Student Association with no staff members present to review how the association is fulfilling its responsibilities.
- Strategy Sessions to be arranged with SMT and Heads to allow Board members to gain an understanding of the operations of the College.

A further review of the report will take place during the External Effectiveness Review taking place over the next few months.

Board Development Plan Mid-Year Review

Following the Internal Effectiveness Review in 2023, the Board agreed its annual Development Plan and this was submitted to the Scottish Funding Council along with the Internal Effectiveness Review report. A mid-year progress report on the Development Plan can be found in the **Information Pack 13.2 WCS Board Development Plan – Mid Year Review**.

Eleven actions were noted in the Plan. As of February 2024, five have been fully implemented. Six actions remain ongoing, with the following explanations:
- Work continues to ensure Board papers are succinct and include effective executive summaries (2 actions).
- Board Member Induction Programme continues to be reviewed. Further work to take place on training requirements, following the Board Skills Audit (3 actions).
- Following a refresh of the Corporate Strategy, KPIs will be aligned to objectives in order to provide additional assurances to the Board (1 action).

Trade Union Board Members

The process of appointment of the two Trade Union Board Members has taken longer than was first expected. Local EIS Branch Secretary has advised that there are ongoing discussions at national level on their guidance of the election and appointment. A meeting has been arranged with the local Branch Secretary and the Governance Manager to discuss the requirements and expectations of the role. The Governance Professionals Steering Group will also be discussing this item at its meeting on 19 February. Current communications with other FE colleges show that the majority are in the same situation as West College Scotland, with only a few having identified members to date. At the time of writing, no further response has been received by UNISON or UNITE. A further update will be given at the meeting.

Campus Visits

Board members will be offered tours of all campuses on a regular basis. We will try to set these up just before Board meetings which will be rotated around all three main campuses. Members will be asked to confirm should they wish a tour in advance of each.

Board Member Travel Expenses

Board Members are entitled to claim travel expenses to attend Board meetings and other College events. Guidelines and required forms for completion have been added to the Board Teams Channel. All expenses are paid through the College's payroll system and Members will initially require completing Bank Details and Starter Checklist in order you can be set up on the system. Once this has been completed, claim forms can be submitted via the Governance Manager.

Recommendations

The Board of Management is asked to
- **Approve the recommendation from Nominations Committee on the appointment of the co-opted member for Audit & Risk Committee.**
- **Note the updates provided on all other governance related matters.**

Title of Paper	Audit & Risk Committee Chair's Report
Presented by:	Ronald Leitch, Chair of Audit & Risk Committee
Recommendation:	**To Note**
Status:	**PUBLIC**

Purpose / Executive Summary:

The Chair of the Audit & Risk Committee provides Board Members with an update of discussions at the meeting of the Audit & Risk Committee held on 31 January 2024.

Recommendations:

The Board is asked to note the update provided.

Implications:	
Financial	
Student Experience	
People	
Legal	Not applicable for this report.
Reputational	
Community/ Partnership impact	
Environment	
Equalities	

1. Background

The Audit & Risk Committee met via Teams on 31 January 2024. There were no apologies noted for the meeting.

2. Highlights

2.1   Brian Logan, Chief Executive Capability Scotland attended the meeting as an observer, in advance of the Board ratifyng his co-option to the Committee. Brian is a qualified chartered public finance accountant and brings to the Committee a wealth of experience from both public and third sector organisations.

2.2   The Committee discussed the Risk Register in detail, noting the management and control of the high level strategic risks affecting the College.   Updates were given on the two top risks – Financial Sustainability and Maintaining Estate.   The Committee noted that the reporting structure was still in development and made some suggestions to improve the information provided. SMT were reviewing and updating further. The risk register will be submitted to the committee for review on a regular basis.

2.3   The Internal Audit Plan for 23/24 was noted to be progressing well.   Dates to be agreed for the final Phase 4 audits to take place. A meeting is arranged with Wylie & Bisset to discuss and agree way forward.

2.4   The Committee received the internal audit reports for Procurement and GDPR. Both audits gave strong level of assurance for the areas with Procurement having one low level recommendation which had already been implemented, and GDPR having two low level recommendations, that would be implemented by 31 March 2023. All recommendations will be added to the Rolling Audit Action Plan where recommendations are monitored until completed.

2.5   The Committee noted that due to staff changes taking place, the Procurement Team would now present at a future meeting.

2   Recommendations:

The Board is asked to note the update provided.

Title of Paper	Learning, Teaching & Quality Committee Chair's Report
Presented by:	Jane McKie, (Acting) Chair of LTQ Committee
Recommendation:	**To Note**
Status:	**PUBLIC**

Purpose / Executive Summary:

The Acting Chair of the Learning, Teaching & Quality Committee will provide Board Members with an update of discussions at the meeting of the Committee held on 7 February 2024.

Recommendations:

The Board is asked to note the update provided.

Implications:	
Financial	
Student Experience	
People	
Legal	Not applicable for this report.
Reputational	
Community/ Partnership impact	
Environment	
Equalities	

1.   Background

The Learning, Teaching & Quality Committee met via Teams on 7 February 2024. Apologies were noted from G Hunt.

2.   Highlights from the meeting

2.1   A presentation was given by Suzanne Thompson QEL, on the Diploma in Pharmacy Services Award. A distance learning qualification developed at the College and now delivered across all health boards across Scotland. The Committee noted the excellent work of staff responding to challenges and looking at innovative delivery model approaches.

2.2   An update from the Students Association included: Class Representative appointments (nearly 400) and the training provided; the new Student Representative Council in place; student feedback on areas across the college environment and how to respond or action, with a suggestion of a student competition to highlight any areas where efficiencies or savings could be made.

2.3   Progress reports on the Curriculum Planning Review Process and Curriculum Strategy actions were discussed. Paper submitted to the full Board of Management for information.

2.4   Education & Leadership update and Quality Standards Committee minutes were also noted.

2.5   This was the last meeting of co-opted member, Ruth Binks, having reached the maximum tenure.

3   Recommendations:

The Board is asked to note the update provided.