

Board of Management: Actions from the Minutes

Date of meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
10 Oct 22	BM851	Cross-refer the mitigating actions on the Strategic Risk Register with the Board's Scheme of Delegation.	AMcD	The risk mitigation within the Pentana DB is consistent with the Board Scheme of Delegation and also the College's staff scheme of delegation.	Complete
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	The 2022/23 FFR and appendices were submitted to the SFC on 18 October, following Board approval.	Complete
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 / KP	The SA have discussed this and are very keen for the Board to be involved. KP, SP for 2023/2024 to advise of planned events	2023/2024
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, proactively pursue ways to work together going forward and seek their support.	WH	Chair & Principal meet regularly with elected representatives to proactively pursue ways to work together and raise awareness on external factors affecting the College. Action now covered under ongoing business as usual.	Complete
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 the December 2023 KPI dashboard report.	11 December 2023, Board Meeting

Date of meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
19 June 2023	BM920	KPIs - Mr Leburn to send on a set of questions as a guide to what members would like presented in this format.	JL	Questions submitted	Complete
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	This will be covered in the December 2023 KPI dashboard report.	11 December 2023, 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 in the December 2023 KPI dashboard report.	11 December 2023, Board Meeting



Board of Management
Monday 9 October 2023, Hybrid (Teams/Paisley Campus)
Agenda No: 5

Title of Paper	Student Association Achievement Report
Presented by:	Kyle Prêle, Student President
Recommendation:	To Note
Status:	PUBLIC

Purpose / Executive Summary:

This paper provides the Board with an update on the Student Associations achievements over the past few months in office.

Recommendations:

The Board of Management is asked to note the report.

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

Student Association Achievement Report

Introduction /Background

I am delighted to present to you an overview of the remarkable achievements of the Student Association (SA) during the few months. These accomplishments are a testament to our collective efforts in serving our students and advancing our mission.

Sections

1. Successful Elections:

Our democratic process recently concluded with the election of a new team to lead the Student Association. The elected members are as follows:

- President: Kyle Prêle (Cross Campus)
- Vice President: Edmond Cselik (Greenock)
- Vice President: Sandor Nagy (Paisley)
- Vice President: Krystian Turek (Clydebank)

We are confident that this new passionate leadership team will steer us towards continued success.

2. Finalising the Budget:

We have diligently finalised the budget for the upcoming year. This budget is a crucial tool that will enable us to allocate resources effectively, ensuring that we continue to provide valuable services and initiatives to our students.

3. Building a SA Website:

The SA has launched our new website, a significant milestone. This platform serves as a hub for information, updates, and resources, enhancing communication and accessibility for our students in all areas of their college life, including updates around campuses, events, health and wellbeing support, etc.

4. Student Inductions:

The SA have given presentations to large groups of students as well as class groups to introduce the new team and give the students an idea and a feel for their new SA. Our active involvement in wellbeing events and student inductions demonstrates our commitment to supporting the holistic well-being and smooth transition of our members into the academic community.

5. Enhancing Clubs and Societies:

We have successfully addressed previous challenges related to clubs and societies where there needed to be a lecturing member of staff present for these to run.

These issues have been resolved now, ensuring that our members can fully engage in extracurricular activities, fostering a vibrant campus community.

6. Inclusive Constitution and Two-Year Post:

Our dedication to inclusivity has led to the revision of our constitution, making it more inclusive using they/them pronouns throughout and extending post terms to two years which will be up for review and to be voted in by class reps, sector reps, and the executive team, thereby promoting stability and continuity within our organization.

7. SSES Survey Results Review:

We have thoroughly reviewed the results of the Student Satisfaction and Engagement Survey (SSES), identifying key areas for improvement to better serve our students and provide more stability throughout the SA.

8. Streamlining PVG Process:

In previous years the SA has found it difficult to get Voluntary Officers into the post quickly enough due to the slow process for PVG checks. The expediting of the PVG process for voluntary officers streamlines our onboarding process, making it more efficient and ensuring the involvement of dedicated volunteers in our organization much sooner.

9. New SA Teams Site for Improved Communications:

Our new SA Teams site offers a centralised platform for all students to join, facilitating transparent communication and collaboration, and improving engagement. Emails have been sent out to all CQL's to promote the channel to their classes, as well as information on how to join having been sent out with induction emails.

10. Participation in NUS Lead and Change Training:

Our attendance at the NUS Lead and Change 2-day training program has equipped our team with valuable skills and knowledge to enhance our leadership capabilities. It also provided us with the opportunity to network with SA Officers from other colleges and universities.

11. Introduction of "The Cave" in Paisley Campus:

We are excited to announce the establishment of a new SA space, aptly named "The Cave," in Paisley campus atrium space. This space will provide students with a dedicated area for social interaction and community building. It also provides a space for the SA to run events, showcase student's work, advertise, etc.

12. Forming a Partnership with UWSSA:

Our partnership with the UWSSA allows us to utilize UWS spaces for events, expanding our resources and reach to host more inclusive and engaging events for our own student body. This gives WCS SA access to some areas and supplies that may never have been available to us.

13. Finalising Freshers Dates:

We have successfully finalised the dates for freshers' events, ensuring a warm and memorable welcome for new students. The dates are as follows:

- Paisley Campus – Monday 9th October
- Waterfront Campus – Wednesday 11th October
- Clydebank Campus – Thursday 12th October
- Finnart Street Campus – Tuesday 24th October

The Finnart Street date had to be rescheduled due to industrial action taking place on the original date of the 10th October.

14. Addressing Graduating Students:

The President, Kyle, had a presence at the recent graduation ceremonies, where he addressed the graduating student body, wishing them all the best as they move forward onto new horizons and as well reinforcing the SA's commitment to our students throughout their academic journey.

These achievements underscore our commitment to enhancing the student experience, fostering inclusivity, and serving our members diligently. We are excited about the future and look forward to building on these successes to create an even more vibrant and inclusive campus community.

Thank you for your ongoing support and guidance as we work together to achieve our shared goals.

Recommendations

The Board is asked to note the update provided.

Board of Management
Monday 9 October 2023, Hybrid (Teams/Paisley Campus)
Agenda No: 7

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

WCS Board 9 October 2023 - Chair's Report

Welcome back to the new academic year and trust you have had some chillax time.

A warm welcome to our new Board members – Hilary Cameron, Terry Dillon, Fiona McLaren, Kyle Prele and Ed Cselick, and to our new Governance Manager, Susan McDonald.

Since we last met, I had the pleasure of attending the Staff Awards, long service awards and the college's 10th birthday following the merger of Clydebank, Reid Kerr and James Watt.

The Principal, Director of Communications and I met with the Minister for Education and Veterans and another elected member who visited Greenock and Paisely campuses. These were opportunities to showcase the college, meet with staff and re-enforce the challenges faced by the college as a consequence of the financial constraints.

A wonderful start to September were the graduations across the three campuses. These are the highlights of the year and where the award winners' journeys were simply inspiring. Of course, we were also delighted with the Fellowship Awards which brought wide publicity this year.

It was a pleasure to participate in the College Development Network Student Board Member Induction programme for a third time in the Panel discussion session. This was an opportunity to provide delegates with the Board Chair perspective as well as gaining insight into areas where they sought advice and clarity.

I attended the Colleges Scotland annual Holyrood Reception hosted by Michael Marra MSP. Both he and Graeme Dey, Minister for Education and Veterans, acknowledged the important work done by colleges and the pressures caused by the current financial constraints. This was also a productive evening networking with MSPs and colleagues from other colleges, College Development Network, Fraser of Allander Institute, General Teaching Council Scotland, Scottish Funding Council and Scottish Government. I was so proud to see HND students who were the official photographers of this prestigious event.

Thank you to Board members for giving me their time for the annual one-to-one discussions. These have been most helpful in guiding future working.

At the time of writing this report, response from a number of members was still awaited on the invitation to the Board Strategy Development Day proposed for Wednesday 13 December 2023.

At the national level, the Principal and I continued to contribute to the sector's Think the Unthinkable work. We are encouraged by the Minister's positive response to implement our proposals for greater flexibility where practicable, so as to ease some pressure.

Members will note that there are a number of committee membership changes requiring Board approval under a separate paper.

Dr Waiyin Hatton
Chair, Board of Management

Title of Paper	Education Scotland Annual Engagement Visit 2023
Presented by:	Stephanie Gunn
Recommendation:	To Note
Status:	PUBLIC

Purpose / Executive Summary:

This paper is to provide the Board with the feedback from the Education Scotland Annual Engagement Visit in April 2023 and outline the actions the College are taking to address any areas for development identified.

Recommendations:

The Board are asked to:

- Note the findings in the Education Scotland report and the actions being taken in the College to address improvements.

Implications:	
Financial	Not applicable for this report
Student Experience	The Education Scotland findings on the student learning experience were very positive overall. Action plans are in place for areas where further improvements were identified.
People	Not applicable for this report
Legal	Not applicable for this report
Reputational	The Education Scotland report is positive on the College's progress overall.
Community/ Partnership impact	Not applicable for this report
Environment	Not applicable for this report
Equalities	Not applicable for this report

Education Scotland Annual Engagement Visit 2023

A team from Education Scotland visited the College on 26th April 2023 and met with groups of staff and students across the College to assess our progress on previously identified areas for quality improvements.

The full Annual Review findings can be seen in the report attached, which was published 11th July 2023.

Overall, it's a positive report with recognition of the good progress we have made in the key priority areas including:

- Recent changes to our recruitment processes have improved the student application and enrolment experience, along with better management and monitoring of applications data.
- Redesigned curricula offer, aligning with skills development, external priorities and incorporating Meta Skills. More flexible offerings and improved offer SCQF level 4 programmes and well-embedded self-evaluation processes such as Portfolio Review and Curriculum Planning and Monitoring (CPR).
- Ongoing improvements in the support for students starting college. Student engagement and retention has improved through the return of on campus learning during session 2022-23.
- Most learners feel well supported in their studies and have a high level of confidence in their lecturers, who are described as hugely supportive. Learners are aware of wellbeing services and learners value the prompt and helpful support provided. Although College wellbeing and counselling services continue to be in high demand, staff in these areas are being more proactive in supporting learner resilience. The external independent review supported our own internal findings gathered through student feedback mechanisms.
- The overall rate of learner success rates in the Education Scotland report were benchmarked for 2020-21 since the benchmarked data had not yet been published for 2021-22. Since the Review, this data is now available. While our full-time FE success rate reduced, so did the national Sector average, and we are still 4% above Sector average.
- High proportions of full-time students in positive destinations and good articulation arrangements with Universities.

Areas for further development

It should be noted that there were no surprises in the findings for areas for development and they are all aspects we are already addressing. A full action plan has been drawn up from the report to use for monitoring progress in actions being taken and for use in forthcoming Education Scotland engagement.

Context and actions in summary:

- The student MyWest App is now fully implemented and is having a positive impact, particularly for students being able to see timetables and for direct communication. Other student communication tools have been discontinued so we should not have the same confusion.

- Confusion with the use of online learning platforms (Moodle v MsTeams) is being addressed through the Digital Strategy group operations and within teaching staff CPD events.
- Improvements in pre-entry support for employed learners has been addressed for 2023-24.
- In preparation for 2023 course starts, Student Funding and Student Advisory staff defined their working arrangements and met with Curriculum Leaders to clarify processes. The Student Advisory Service on campus provide immediate first level help for students who have any difficulties applying for funding support and we will review the student experience for August 2023 and consider if any further changes are required.
- A new Student Association (SA) is in place, following a successful election process in May 2023. Internally, a new Head of Sector is supporting the SA team and introduced a schedule of training and skills development for the office bearers over the summer of 2023. This has helped the SA make a positive start on raising their profile for 2023-24 through better signposting to their activities, a new website and physical campus presence. Plans are underway to recruit and train student reps across all departments and campuses.
- Last minute changes to timetables have been effectively reduced through new timetabling procedures and we will gauge feedback through the first student survey.
- All teaching staff have been reminded about the importance of high quality and timely student assessment feedback in the 'all teaching staff development day' in August. This will also be addressed in the course teams where it has been identified as requiring to be improved.
- Despite the extent of partnership working with schools and Local Authorities we have not made progress in increasing FA (Foundation Apprenticeships) recruitment.
- Our full-time HE success rates for reduced for 2021-22, along with the rest of the Sector but our gap closed by 1%. Our HE success rates are consistently low in comparison with the rest of the sector and remain an area of renewed focus to make improvements.
- Education Scotland reported that internal data for 2022-23 suggested reduced success rates across the college sector. Due to EIS Action Short of Stake we are unable to confirm our overall success rates. However, overall student retention on full time courses improved although retention on full time HE courses reduced slightly. This suggests our full-time success rates will likely stay on trend and that our issue with HE advanced learner success remains. Portfolio review processes will pick up on emerging themes that are impacting success rates.

Main Point for Action: Senior managers should reflect on the introduction of digital initiatives and ensure staff and learner feedback is fully considered as new systems are implemented. Education Scotland reported that almost all teaching staff were not sufficiently aware of how the improvements in IT infrastructure were being implemented or monitored. Generally, staff and student groups were not clear about how their views were being taken into account. We will consider how feedback can be utilised in IT infrastructure developments and review the communication methods.

The pace of change with new initiatives, including in digital, has made it difficult for all staff to be involved or keep updated with the number of different communications. We will look at ways to involve staff and students, where relevant, more within any further developments and evaluate progress of initiatives already implemented.

Recommendations

The Board are asked to:

- Note the findings in the Education Scotland report and the actions being taken in the College to address improvements. Further progress will be reported through the Learning, Teaching and Quality Committee.

Annual Engagement Visit Report

West College Scotland

11 July 2023

College Principal	Liz Connolly
Annual Engagement Visit Date	26 April 2023
College Nominee	Cathy McNab
College HMI	Dr John Laird

1. Background

AEVs are planned collaboratively between the college, HM Inspectors, and the Scottish Funding Council (SFC). During the AEV, the team focussed on the progress made on improvement priorities and the outcomes of previous engagement with HM Inspectors. HM Inspectors met with staff, learners and other stakeholders. This report outlines the findings from the visit, and includes aspects of positive practice, aspects for improvement, and any associated main points for action. The report will be shared with the college Principal, college Board of Management, and/or Regional Strategic Body. An accompanying short report will be published on Education Scotland's website. The data referred to throughout this report relates to academic year 2020/2021.

During the AEV the team explored the following overarching themes linked to the college's enhancement plan and priorities around COVID-19 recovery: learner recruitment; retention; attainment; and progression.

2. The college and its context

West College Scotland is a large regional college in the central west of Scotland. The college delivers provision from its four main campuses in Clydebank; Paisley; Greenock Finnart Street; and Greenock Waterfront, and offers a range of full-time, part-time and online learning opportunities from Scottish Credit and Qualifications Framework (SCQF) levels 2-10.

Over recent years, the college has undergone significant change having implemented a Business Transformation Plan on behalf of SFC. The college delivers just under 160,000 credits, offering provision to over 25,000 students. Over the last year, there have been significant and growing estates issues which the college is working to resolve.

3. Summary of findings

3.1 Recruitment

Areas of positive progress

Learner progress and outcomes

- Staff have made several positive improvements to marketing and admissions arrangements and in the current year the college is working confidently toward meeting recruitment targets.
- Staff have introduced a number of helpful changes to the application process enabling support services to provide a faster response to students' learning or personal support needs early in their programme. As a result, referrals for dyslexia testing early in the year have risen significantly.

Curriculum, learning, teaching and assessment

- Curriculum teams now have access to more timely information regarding learner recruitment. This helps in the planning of provision and in making early decisions about further marketing requirements or the viability of certain programmes.
- The college is working closely with neighbouring local authorities and Skills Development Scotland (SDS) to develop a curriculum offer which aligns well with current and future skills requirements. Most college staff signpost meta skills development opportunities well across curriculum areas.
- In response to learner and employer feedback, college managers are adjusting the curriculum and timetables to increase part-time and flexible learning options to increase recruitment and support learners to attend college whilst remaining in work.

Services to support learning

- The marketing and admissions teams are making increased use of digital promotion, and undertaking a greater number of visits to schools. They are also working successfully with the local authority and Developing the Young Workforce (DYW) contacts to raise awareness amongst young people of college options.

Learner engagement

- Learners have access to MyWest from an early stage and most learners find this helpful, for example, by allowing access to provisional timetables before the term has started. However, MyWest is not yet fully embedded or in use across all areas of the college.
- Most learners feel that recruitment is well organised. Continuing learners welcome being able to apply early in the year for a place during the following academic year.
- Online application arrangements work well and the majority of learners are provided with useful pre-entry information. Learners in a few areas are also invited to a helpful pre-application meeting in college.

- Learners who accessed a helpful on-line pre-enrolment module outlining expectations regarding behaviour, conduct, IT acceptable use and student services found this very helpful.

Evaluation to support improvement

- College staff have taken good account of local, national and regional priorities to inform the redesign of the curriculum. This is impacting positively in providing an appropriate range of programmes for learners.

Areas for development

- A number of staff and some learners lack confidence in the use of college digital resources. Limited use of MyWest and inconsistent guidance and support regarding the use of online teaching platforms is leading to duplication, and technical issues are affecting learners' ability to access the attendance portal or other information.
- For a few employed learners, pre-entry support is provided by industry representatives. Where this is the case, learners do not always receive sufficient information regarding the full range of college support available to them.
- Despite improvements in arrangements and timeliness of disbursement of funding, a few learners report delays in accessing help with funding support, particularly as staff are only available online or by telephone. This is particularly challenging for applicants whose first language is not English, or applicants with very limited IT skills.

3.2 Retention

Areas of positive progress

Learner progress and outcomes

- Staff have recently implemented a number of interventions to help improve learner retention. College internal data indicates that learner early withdrawal rates have improved significantly.
- The overall rate of learner success for learners on part-time higher education (HE) programmes is 4 percentage points above the sector average. Part-time HE learner withdrawals are low at 3.3%, down from 8.5% in 2018-19.

Curriculum, learning, teaching and assessment

- Staff in a number of areas have revised the curriculum to include a greater number of options at SCQF level 4 and increase the range of programmes on offer. This has helped to ensure that learners can be placed on a programme that meets their needs.

Services to support learning

- Support services staff are actively involved in the induction arrangements, visiting most classes in person. This is helping to raise awareness of available support amongst learners and introducing staff to learners at an early stage in their programme.
- Support staff follow up issues regarding student attendance or engagement quickly. This ensures learners are offered appropriate support to help them remain on their programme.

Learner engagement

- College staff have increased the support available to help learners prepare for college. A focus on digital skills has been useful in enhancing learner knowledge, skills and confidence early in their programme regarding the use of IT.
- The return to in-person learning is helping staff to identify where learners are hesitant or concerned about their learning, and to offer immediate support when it is needed. Staff are confident that this has helped to ensure that support is in place at an earlier stage.
- Most learners feel well supported in their studies and have a high level of confidence in their lecturers, who are described as hugely supportive. Learners are aware of wellbeing services and learners value the prompt and helpful support provided.

Evaluation to support improvement

- Staff have reflected well on the issues that have previously impacted on learner retention and rates of partial success. This has resulted in the formation of a dedicated team to support admissions arrangements that has been instrumental in identifying and putting improvements in place.

Areas for development

- Despite the high number of class representatives in place across the college, not all have undertaken training or are active in their role. Most learners have little knowledge about the role and impact of the Students Association (SA).
- A few learners were frustrated that, at the start of term, as there were too many late changes in timetables at short notice.

3.3 Attainment

Areas of positive progress

Learner progress and outcomes

- The majority of learners make good progress and achieve their qualification.
- Most learners in the college study FE programmes, and the overall rate of learner success for full-time FE programmes is 5 percentage points above the sector average.

Curriculum, learning, teaching and assessment

- Staff across the college have worked to reduce the assessment burden for learners where possible. They have considered carefully the units being delivered and integrated assessments where appropriate.
- Staff recognise that many learners entering college programmes directly from school have lower levels of learning and social skills than in previous years. Staff have responded by placing greater emphasis in many programmes on developing these learning and social skills early in programmes.
- Provision at SCQF level 7, for example providing HNC programmes, is now being offered more extensively to learners in secondary schools. This is helping to prepare learners more effectively for next steps to work or further study by reducing repetition in learning, and encouraging greater levels of independent learning.

Services to support learning

- College wellbeing and counselling services continue to be in high demand from learners. Staff in these areas are being more proactive in supporting learner resilience. Useful information shared through MyWest and other mechanisms highlights the importance of self care, and signpost where help is available.

Evaluation to support improvement

- Staff use of well-embedded self-evaluation arrangements has been helpful in ensuring systematic review of programmes and the identification of actions for improvement.
- Where programmes require improvement, staff are supported well to develop and implement Intervention and Improvement Plans. Staff recognise the value of this approach, and feel appropriately supported to make changes.

Areas for development

- The overall rate of learner success rate for full-time HE programmes is 5 percentage points below the sector average.
- The overall rate of learner success rate for part-time FE programmes is 7 percentage points below the sector average.
- Internal college data for the current year indicates that success rates for full-time programmes have declined.
- Staff and learners feel increasingly frustrated by the complex range of learning technologies and communication platforms in use across the college.
- Learners describe delays in receipt of feedback on assessments in a few programmes.

- Most learners are unaware of the work of the SA, or how it might represent their views. They had little knowledge of campaigns or events in place to encourage the sense of community and promote the engagement of learners.
- Almost all teaching staff were not sufficiently aware of how the improvements in IT infrastructure were being implemented or monitored, and were not clear about how their views were being taken into account.

3.4 Progression

Areas of positive progress

Learner progress and outcomes

- The proportion of full-time learners who sustain a positive destination 3-6 months after leaving college is high. This has increased for both FE and HE learners over time.

Curriculum, learning, teaching and assessment

- Curriculum teams are working well with local schools to promote the learning and progression pathways. This is impacting positively on learner aspiration and motivation. Learners are making informed choices about subject pathways and engaging well in their learning to make progress.
- Curriculum teams have established a number of articulation agreements with a range of universities. Staff are collaborating with colleges and universities to highlight the value of college learning.

Areas for development

- The quality of partnership working and commitment to the delivery of Foundation Apprenticeship across local secondary schools is variable.

4. Main Point for Action

- Senior managers should reflect on the introduction of digital initiatives and ensure staff and learner feedback is fully considered as new systems are implemented.

5. What happens next?

We recognise the progress made against almost all aspects for improvement, however, further progress is required in learner engagement, including the profile of the Students Association. We will ask for a report on progress on the agreed areas for improvement to be provided to the college link HM Inspector within agreed timescales. Taking account of the progress report, we will then decide what further engagement with the college is required.

Dr John Laird
HM Inspector



Board of Management
Monday 9 October 2023,
4pm, Abercorn Room 1 Paisley / Teams
Agenda No: 11

Title of Paper	Financial Regulations
Presented by:	Alan Ritchie, Director of Finance
Recommendation:	To Note
Status:	PUBLIC

Purpose / Executive Summary:

The College has undertaken a review of the Financial Regulations based upon current operations and best practice. As there has been no changes in the Scottish Public Finance Manual (monitored monthly by the College) requirements and the Regulations have been reviewed annually, there are a limited number of proposed changes:

- To update name changes – Director of Finance to Director of Finance and Estates; Audit Committee to Audit and Risk Committee; and Secretary to the Board to Governance Manager.
- Hyperlinks have been updated to more recent documents.
- The requirement to review banking arrangements has been made a requirement rather than should be.
- The change to the finance department structure has resulted in the removal of the Finance Manager position. Any responsibilities required of the Finance Manager in the previous Regulations have been transferred to the Head of Finance and Student Funding.
- Removal of all references to the College issuing cheques as we no longer hold physical cheques to issue. Receipt of cheques is still permitted.

The 26 September 2023 Corporate Development Committee considered and approved the above changes.

Given that the above proposed changes do not represent fundamental amendments to the Regulations, a copy of the revised Regulations are not included within the Board papers. A copy can be made available on request. Following approval, the updated Financial Regulations will be published on the College website.

Recommendations:

Following recommendation from the Corporate Development Committee, the Board is asked to approve the changes to the Financial Regulations.

Implications:	
Financial	There are no financial implications from the proposed changes to the Regulations. The changes are administrative in nature and do not impact thresholds or authorisation levels.
Student Experience	Not applicable for this report.
People	Not applicable for this report.
Legal	Review of Regulations required annually, therefore having undertaken the review complied with Corporate Development remit.
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.

Title of Paper	Risk Management Policy (Revised)
Presented by:	Amy McDonald, Vice Principal Operations
Decision:	For Approval
Status:	PUBLIC

Purpose / Executive Summary:

The purpose of this paper is to propose several changes to the College Risk Management Policy to:

- a) reflect current / proposed operations.
- b) provide clearer Board / Committee review periods.

The main objectives of the Policy have not changed, and it is intended that the proposed revisions will enhance the ability to score the risks faced by the College and provide clarity on the level of review undertaken at College and Board level.

The changes were considered and approved by the 06 September 2023 Audit Committee.

Recommendations:

Following consideration of the Audit Committee, the Board of Management is asked to **consider and approve** the Risk Management Policy (v5).

Implications:	
Financial	Not applicable for this report
Student Experience	Not applicable for this report
Human Resources	Not applicable for this report
Legal	College is required to have in place effective controls and reporting of risk. The revised policy ensures that the College complies with this requirement.
Reputational	Not applicable for this report
Community/ Partnership impact	Not applicable for this report
Equalities	Not applicable for this report
Environment	Not applicable for this report

1. Background

1.1 The main emphasis of the Policy has not changed:

'To monitor and report on risk management arrangements to the Board of Management on at least a 6 monthly basis with engagement from the Audit Committee overseeing the College risk management process and adherence to the Colleges Risk Management Policy in compliance with the Scottish Public Finance Manual.'

1.2 The Policy document has been updated as follows:

- 1.10 – This paragraph has been removed as it is duplicated at the end of the document where the Policy review period is stated.
- 2.4 - Has been updated to show that all Committees have a responsibility to review and comment upon the strategic risks faced by the College.
- 4.6 – The requirement to state the format of the risk register has been removed which has resulted in the removal of Appendix 2. The format has been agreed and the College is working to provide this to all Committees going forward.
- 4.15 – A table has been inserted to allow reviewers to contextualise the impact score applicable to the risks under consideration.
- 4.16 – For risk scores above 15 the action to be taken has been clarified along with a table showing the Colleges risk score appetite.
- 4.34 – This section has been updated to clarify that Departments require as a minimum a review to be undertaken at least twice each year.
- 4.37 – This section clarifies the Board and Committee review cycle.

1.3 In line with a previously agreed action the College risk appetite will be initially reviewed by the Audit Committee at a future meeting before fuller consideration by the Board of Management.

1.4 It is recognised the current Policy does not reference risk tolerance. A member session is required to agree approach and scope in relation to risk assessment and management thereof.

Title of Paper	Nomination Committee Proposals
Presented by:	Dr Waiyin Hatton, Chair of the Board of Management
Recommendation:	For approval
Status:	PUBLIC

Purpose / Executive Summary:

This paper gives Board Members an update on items that require Board approval following recommendation from the Nominations Committee.

Recommendations:

The Board are asked to

1. Note the Minister's approval of Hilary Cameron and Terry Dillon to the Board for 4 years commencing 1 September 2023.
2. Following the recent election process, note the appointment of **Fiona McLaren**, Support Staff Member and Ed Cselick as the nominated Student Association, Vice President.
3. Nominations Committee recommendations:
 - Approve** 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
 - Approve** the appointment of Jillian Couto-Phoenix to replace vacancy on and to take on role of Vice Chair of the Nominations Committee
 - Endorse** the recommendation from Nominations Committee on the appointment of the John Leburn as Senior Independent Member
 - Endorse** the recommendation from Nominations Committee on the procedure to be followed for the appointment of Co-opted Members (**Procedure Attached**)
 - Approve** the designation of Committees for the two new Board Members – Audit Committee, Terry Dillon; Corporate Development Committee, Hilary Cameron.
4. **Approve** the Register of Interest Summary for publishing on the College's website (**attached**).

Implications:

Financial	All implications are covered in each report provided to the Board.
Student Experience	
People	No specific implications apply to this update report.
Legal	
Reputational	
Community/ Partnership impact	
Environment	
Equalities	

Board of Management – Monday 9 October 2023

Nominations Committee

Vice Chair, Nominations Committee – Following the resignation of Fiona McKerrell, effective from 30 November 2023, and as recommended by the Nominations Committee, the Board is asked to approve the appointment of **Dr Jillian Couto-Pheonix** as **member and Vice Chair of the Nominations Committee**.

Audit Committee - Following the resignation of Grant Lyall, effective from 31 December 2023, and as recommended by the Nominations Committee, the Board is asked to approve the appointment of **Ronald Leitch** as the **Chair of Audit Committee** and **Jackie Russell** as **Vice Chair of the Audit Committee** from 1 January 2024.

Committee Membership for New Members

Following the appointments of new Board Members, **Hilary Cameron** and **Terry Dillon**, the Board is asked to approve their appointments as **Members of the Learning & Teaching Committee and Audit Committee respectively**

Senior Independent Member

Following the resignation of Fiona McKerrell, effective from 30 November 2023, and as approved by the Nominations Committee, via email on 4 September 2023, the Board is asked to endorse the appointment of **John Leburn** as its **Senior Independent Member**.

Procedure for Co-opted Members

Following approval via email from Nominations Committee on 4 September 2023, the Board is asked to endorse the procedure now to be followed for the appointment of Co-opted Members (Appendix 1).

Register of Interest Summary

The summary of Register of Interest for Board Members is attached for approval before publishing (Appendix 2).

Title of Paper	Review of Committee Remits
Presented by:	Chairs of Relevant Committees
Recommendation:	For Approval
Status:	PUBLIC

Purpose / Executive Summary:

The Scheme of Delegation notes that the Board approves the detailed remit and membership of Committees. Remits are reviewed on an annual basis by each Committee.

This paper includes the updated Remit for the Audit (& Risk) Committee and the Corporate Development Committee.

The main changes are:

- Change of name of Audit Committee to Audit & Risk Committee;
- Separate sections on Risk management added to Committee remits;
- Update of job titles.

Recommendations:

The Board of Management is asked to consider the updates as discussed and agreed at each respective Committee and **approve** the revised Remits for the Audit & Risk Committee and Corporate Development Committee

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

Title of Paper	Audit Committee Chair's Report
Presented by:	Grant Lyall, Chair of Audit Committee
Recommendation:	To Note
Status:	PUBLIC

Purpose / Executive Summary:

The Chair of the Audit Committee will provide Board Members with an update of discussions at the meeting of the Audit Committee held on 6 September 2023

Recommendations:

The Board is asked to note the update provided.

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

1. Background

The Audit Committee met via Teams on 6 September 2023, with all members present

2. Highlights

- 2.1 The Audit Committee received a presentation from the Student Funding team on the important role they play in ensuring relevant students receive maintenance and travel funding in a timely manner.
- 2.2 The Committee discussed a change of name of the Committee from "Audit Committee" to the "Audit & Risk Committee" to better emphasise the role the Committee currently plays in assuring the adequacy and effectiveness of the College's Risk Management Policy and Framework. There is minimal change to the current remit of the Committee, merely placing greater emphasis on Risk matters. The Committee approved the change of name, subject to ratification at the next meeting of the Board of Management.
- 2.3 The Audit Committee received a report covering the College's compliance with a number of legislative requirements. There were no areas requiring remediation or escalation to the Board.
- 2.4 The Committee received a report detailing the progress made in enhancing the IT Security control framework across the College, noting progress made in a number of specific control areas. There was discussion about the intention to restructure the IT team to provide dedicated focus on IT and Cyber Security controls and the Committee emphasised the need to conclude this review as soon as possible. The Committee requested an update on this restructuring at its next meeting together with an update on the continuing control enhancements.
- 2.5 The Committee approved the Risk Management policy for a period of 6 months and requested the inclusion of IT and Cyber Security as a category of risk, with its own risk appetite to be agreed. The Committee also re-approved the Anti-Fraud and Corruption Policy
- 2.6 The Committee approved the 2022-2023 Internal Audit Annual Report.
- 2.7 The Committee reviewed the Rolling Audit Action Plan and approved an extension to number of actions which have a dependency on the development of a revised Corporate Strategy which is to be presented to Board in early 2023-24. The Committee requested that Management reconsider the requested extension date in respect of mobile device management and Multi-factor authentication with a view to completing the actions sooner than indicated.

3. Recommendations:

The Board is asked to note the update provided.



Board of Management

Monday 9 October 2023

4.00pm, Abercorn Room 1 Paisley / Teams

Agenda Item No: 22

Title of Paper	2023-24 Board of Management Schedule of Business
Presented by:	Susan McDonald, Governance Manager
Decision:	For review, comment and agreement
Status:	PUBLIC

Purpose / Executive Summary:

The role of the Board in its responsibilities of risk, control, and governance is to gain assurance that the College is providing sufficient information to the Board to allow it to have an overview of the risk and control framework. The Board also needs to be assured that is obtained external input where necessary from stakeholders with who the College interacts.

The attached table gives Board Members advance notice of the known items due to be discussed at forthcoming meetings. Please note that some of these will be subject to change as we progress through the year and other priorities emerge. The calendar does not take into consideration future projects that may be submitted for discussion or approval; these will be added as timescales become known.

This table will be updated and presented for information at each Board meeting. If there are material changes to the schedule of business these will be brought to the attention of the Board.

Recommendations:

The Board of Management is requested to:

- **review** and make **comment** upon the proposed Schedule of Business and **consider** whether there are any further assurances required in work to be undertaken during 2023-24.



Board of Management

Monday 9 October 2023

4.00pm, Abercorn Room 1 Paisley / Teams

Agenda Item No: 22

Implications:	
Financial	Not applicable for this report
Student Experience	Not applicable for this report
People	Not applicable for this report
Legal	The role of the Board is covered by a suite of governance documents.
Reputational	Not applicable for this report
Community/ Partnership impact	Not applicable for this report
Equalities	Not applicable for this report -EIAs are embedded across the College's activities
Environment	Not applicable for this report



Board of Management
Monday 9 October 2023
4.00pm, Abercorn Room 1 Paisley / Teams
Agenda Item No: 22

Board of Management - Schedule of Business

Winter Meeting (December)	
Standing Items at every Meeting	Additional Items known for meeting
Minutes of Previous Meeting	Financial Statements for the year end 31 July 2023
Student Association Report	Internal Audit Annual Report 2022/2023
Chief Executive's Report	2022/2023 Report from Audit Committee to Board
Chair's Report	External Auditor Annual Report & Letter of Representation 2022/2023
Committee Chairs' Reports	Audit Committee Annual Report to Board
Minutes of Committee Meetings	Business Transformation Plan
Schedule of Business	Regional Outcome Agreement 2023/2024 & Self Evaluation 2022/2023
	2022/2023 HR & OD Report
	HR Annual Report
	Mgt Accts
	Review of Articles / Standing Orders / Scheme of Delegation
Policies:	H&S Annual Statement
	Sustainability Statement (Annual)
Strategies:	
Procurement approvals	
External Updates	

Late Winter Meeting (February)	
Standing Items at every Meeting	Additional Items known for meeting
Minutes of Previous Meeting	Regional Outcome Agreement
Student Association Report	Risk Management
Chief Executive's Report	Review of Strategic Risk Register
Chair's Report	Board Development Plan – Mid Year Review
Committee Chairs' Reports	Board Effectiveness Review
Minutes of Committee Meetings	Chair's Appraisal review outcome
Schedule of Business	Equality Mainstreaming Report (every 2 years)
Policies:	
Strategies:	
Procurement approvals	
External Updates	



Board of Management
Monday 9 October 2023
4.00pm, Abercorn Room 1 Paisley / Teams
Agenda Item No: 22

Spring Meeting (April)	
Standing Items at every Meeting	Additional Items known for meeting
Minutes of Previous Meeting	Modern Slavery Statement 2023
Student Association Report	Management Accounts
Chief Executive's Report	Budget 2024/2025 and Financial Forecast Update
Chair's Report	KPIs
Committee Chairs' Reports	
Minutes of Committee Meetings	Proposed dates of meetings for following year
Schedule of Business	
Policies:	
Strategies:	
Procurement approvals	
External Updates	

Summer Meeting (June)	
Standing Items at every Meeting	Additional Items known for meeting
Minutes of Previous Meeting	Regional Outcome Agreement Progress Review from Committees
Student Association Report	Strategic Risk Register
Chief Executive's Report	Self-Evaluation of Board and Committees Results
Chair's Report	Board Development Plan
Committee Chairs' Reports	
Minutes of Committee Meetings	Management Accounts
Minutes of Previous Meeting	Budget & Financial Forecast (incl SA)
Schedule of Business	External Effectiveness Review due by Feb 2025
Policies:	
Strategies:	
Procurement approvals	
External Updates	

Autumn Meeting (October)	
Standing Items at every Meeting	Additional Items known for meeting
Minutes of Previous Meeting	Register of Interests Summary
Student Association Report	2022/2023 Report from Audit Committee to Board
Chief Executive's Report	Sustainability Strategy
Chair's Report	Staff Survey Results
Committee Chairs' Reports	Review of College Financial Regulations
Minutes of Committee Meetings	Legislative Compliance Annual Report



Board of Management

Monday 9 October 2023

4.00pm, Abercorn Room 1 Paisley / Teams

Agenda Item No: 22

Schedule of Business	Financial Year End Update
	Financial Forecast 2023/2024 – 2027/2028
	Membership, Dates of Board and Committee Meetings 2024/2025
Policies:	
Strategies:	
Procurement approvals	
External Updates	