

BOARD OF MANAGEMENT



Minute of Meeting of the Board of Management held on Wednesday 23 March 2016 at 4.30pm in the Boardroom, Langside Campus

Present

Alex Linkston (AL) (Chair, External Member)
Susan Walsh (SW) (Principal)
Sandra Heidinger (SHei) (External Member)
Hollie Moran (HM)(Student Member)
Micaela Ibis (MI) (Student Member)
Alex Muirhead (AM) (External Member)
David Newall (DN) (External Member)
Clare Walker (CW) (Support Staff Member)
Stephen Henson (SHen)(Teaching Staff Member)

Attending

Tracy Elliott, (TE) Director of Finance
Eleanor Harris, (EH) Depute/Vice Principal, Curriculum
Brian Hughes, (BH) Vice Principal, Strategy and Performance
Lorraine McGaw, (LMcG) Director of Organisational Development
Janet Thomson, (JT) Vice Principal, Resources
Gillian Murray, Clerk

Apologies

Gordon McGuinness (GM) (External Member)
Gill Troup (GT) (External Member)
Michael Yuille (MY) (External Member)

ACTION

16.17 Welcome and Apologies

All Board members and attenders were welcomed. Apologies were noted from Gill Troup, Gordon McGuinness and Michael Yuille

16.18 Declaration of Interests

There were no declarations of interests.

16.19 Determination of Other Business

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It was noted that since the Agenda had been prepared the Section 22 Reports for Glasgow Clyde College, Glasgow Colleges' Regional Board and Edinburgh College had been published by the Auditor General for Scotland. Copies would be circulated at the end of the meeting.

Also, the Education Secretary's Task Group's Report on Good College Governance had also been published and copies of that would be circulated at the end of the meeting.

Minutes of Previous Meetings

16.20 Minute of the Extraordinary Meeting on 17 February 2016

Minutes of the meeting held on 17 February 2016 were confirmed as accurate by those who had been present.

16.21 Matters Arising – Action Grid

The Action Grid was noted.

In relation to item 16.05 on the Action Grid it was noted that the previous Board Minutes (redacted) are now on the College website. S Henson queried why redacted versions had been published as opposed to the full version. B Hughes explained that legal advice had been taken and any part of the minutes containing personal data or information which would be legally privileged had been redacted. The lawyers had advised that further redactions could be made but it was explained to them that the Board wanted to be as transparent as possible and so the minimum redactions were made. It was agreed that the website would be updated to reflect that the Minutes were redacted and not the full versions.

BH

Item 16.13 – the SFC Letter of Guidance has now been issued and copies of same were circulated.

16.22 Minutes from Committee Meetings i Organisational Development

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ACTION

An update was provided from the previous meeting. Members noted the contents of the minutes provided for their information.

ii Learning and Teaching Committee

An update was provided from the previous meeting. Members noted the contents of the minutes provided for their information.

iii Finances and Resources Committee

An update was provided from the previous meeting. Members noted the contents of the minutes provided for their information.

iv Audit Committee

An update was provided from the previous meeting. Members noted the contents of the minutes provided for their information.

iv Remuneration Committee

An update was provided from the previous meeting. A Linkston explained that, following recent guidance on good college governance, he should not be the Chair of the Remuneration Committee. It was agreed that A Muirhead should now be the Chair of that Committee. Members noted the contents of the minutes provided for their information.

Standing Items

16.23 Chair's Report

The Chair reported that the first round of interviews had taken place in the recruitment of board members and that the positions had been re-advertised with a closing date of 28 March. From the first round of interviews, recommendations are being made to the Glasgow Colleges' Regional Board. It is hoped that following the closing date further interviews will take place with further recommendations being made. The Chair anticipated that the new appointments will thereafter be made by the GCRB at their Board meeting on 25 April and that the new Board members will sit concurrently with the existing Board. An enquiry was made regarding the term of the new Board members. It was explained that of those existing members being reappointed a new term of appointment would take effect from the date of their reappointment. It was explained that the maximum term is four years. The specific terms of appointment have not yet been decided – terms will be

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determined in order to suit the needs of individuals and to avoid having to recruit a full Board again at the same time.

The Chair also reported that the GCRB were in the process of appointing a new Chief Officer – interviews have taken place and a recommendation has been made.

The Chair provided an update on National Bargaining. The Board were advised that a draft agreement had been reached between EIS and Colleges Scotland. The next step would be for EIS to ballot its members on the Draft Pay Agreement with the recommendation to accept. If the Draft Pay Agreement is then ratified the strike action would be lifted. Enquiries were made regarding the timescale for all of this – it is anticipated that this will take around three weeks, at least. Discussions took place around the future funding of the pay increase. It was noted that the GCRB is not yet a fundable body. The target date for this to take effect is 1 August 2016 but we are unaware if they remain on target.

16.24 Student President's Report

The only item of update related to the proposed structure of the Student Association for 2016/17 (Item 16.25).

Items for Approval

16.25 Student Association Structure 2016-17

H Moran advised there was an error in the paper provided with the Agenda and she circulated a substitute page 17 of her Report.

The paper set out the background to the GCCSA and included an impact assessment outlining the work it has carried out in 2015/16. The paper then set out three options for the structure of the GCCSA for 2016/17.

All three options sought to retain the two fixed term posts of Student Association Development Officer and Student Association Administrator. The only variance between the options related to the number of Campus Sabbaticals.

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Option One was to maintain the current structure of the GCCSA with 1 x 1.0 (FTE) and 2 x 0.5 (FTE) campus sabbaticals. Option Two was to increase the campus sabbaticals to 2.5 (FTE). And Option Three was to further increase the campus sabbaticals to 2 x 1.0 (FTE) and 2 x 0.5 (FTE).

The Board were invited to agree to Option Two. The reasons given for this being the favoured option were that this option would enable there to be one full time president and three part time vice presidents – one vice president for each campus. It was explained that each campus would benefit from having a vice president on site to deal with issues unique to that campus. Issues could be addressed quickly without the need for travel between campuses.

Discussions took place around the costs of the proposed options. It was noted that each proposal contained a 25% cut to the supplies budget to take account of the increasing financial pressures on the College. It was noted that Option Two would result in an increase of salary costs of around £6/7k. S Walsh highlighted that full time staff members had been put in place at each campus. T Elliot advised that discussions around staffing numbers should involve HR. It was agreed that the Board were not in a position to agree to any of the proposals relating to the staff numbers at this stage. However, they could consider the student representatives. This would enable the students to proceed with their elections.

Following some discussion around the structures of other Colleges, it was agreed, by the Board, that in relation to the number of Campus Sabbaticals, Options Two was the desired structure. The GCCSA would now proceed to elect one full time President and three part time Vice Presidents.

HM

16.26 Capital Expenditure

The Board received a copy of the Capital Masterplan which had been updated to extend the plan for the five year period through to 2020/21.

One change to the plan since the December Board meeting was highlighted, that being the increase to the Landscaping project (item 1 on the Masterplan). The increased costs being due to the revised

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project on a new location on the campus with additional car park amendments and installation of photovoltaic panels.

The plan showed the expenditure for the fiscal year 2015/16 to date against the previously approved plan. It was explained that the plan was based on best available information at this stage. Discussions took place around the source of funding. It was noted that the intention would be to seek funding for most of the projects from the Glasgow Clyde Education Foundation. It was explained that agreement would have to be reached on the timing of the funding to take account of the Foundation's investment strategy. It was further noted that the funding detailed on the plan exceeds the amount which was invested into the Foundation and therefore there would be a continued need to obtain additional funding from SFC.

M Yuille had raised a question (by email) regarding the level of contingency being built in to the plan. He suggested that there should be a 30% contingency. Discussion took place around the level of contingency. The general consensus was that 30% was far too high. J Thomson noted that the College is more experienced at costings. A A Muirhead noted that it was intended that errors would be eliminated beforehand to reduce the need for contingency.

The updated Capital Masterplan was approved with M Yuille's recommendation for a 30% contingency being noted.

Items for Discussion

16.27 Scottish Funding Council Indicative Funding Allocation

An update was given on the SFC Indicative Funding allocation. It was noted that the SFC Indicative Funding Allocation had not yet been received but once it was received there would then have to be agreement of the split of the funding across the three Colleges within Glasgow. Work has already been underway to try to agree the principles for this split for each of the funding elements. There would be difficulties in this process given the changes in the SFC funding methodology and changes in the size and activity type for the curriculum portfolios across the three Glasgow Colleges.

A query was raised in relation to the process of having to 'reach agreement' between the three Colleges. It was explained that this was

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in the absence of the GCRB being a fundable body. At present, if agreement can't be reached then we can revert to the SFC for Guidance. A question was raised regarding the locus of the SFC in this scenario as this power is not within their Financial Memorandum. It was noted that SFC did take on this role last year.

A query was raised about Board Members' duties as charitable trustees and the allocation of the funding being given to the GCRB. It was explained that the duty to act in the best interests of your charity would not apply here as this is a matter outwith your control.

16.28 Risk Register

The Board received an update of the current College Risk Register. One new risk had been added to the Risk Register, that being item 3 on Industrial Action.

The Internal Auditors are doing a review on Risk. Following lengthy discussions at the Audit Committee meeting it was agreed that further work would be undertaken to review the risk framework and embed a culture of risk awareness across the College. It had been agreed that risk should be considered at all levels of the organisation and not just at Board level.

It was agreed that future changes to the risk register would be noted in colour.

16.29 Board Policies: Review by Committees

The Board received a paper on the ownership of Board Policies. Recent changes to the College's Articles of Governance meant that Committees no longer have delegated authority to ratify policies. Instead, Committees can revise and amend policies but they must then be brought to the Board for approval.

The paper sought to divide responsibility for the policies to an appropriate 'owning' Committee or leave it with the Board. That Committee, or the Board, would then review the policy at their next meeting and propose any revisions to the Board.

JT

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It was agreed that any policy longer than one page should be sent out to Committees in advance of the Agenda papers being distributed to enable members to fully consider the documents. Any one page policies could be circulated with the Agenda.

A query was raised as to how a board member could comment on a policy if they were not a member of the Committee who 'owned' the policy. It was explained that the Committee would bring the policy to the next Board meeting where their revisions would be proposed. This would provide an opportunity for all members to comment. It was agreed that the policies would be uploaded on to the Board Members Secure Site for all members to consider in advance of the next Board meeting.

The proposed ownership of the policies was agreed and it was agreed that the relevant Committee/Board would review each policy.

16.30 Board Member Recruitment

It was noted that A Linkston had provided an update on Board Recruitment in his Report. L McGaw advised that GCRB had confirmed that letters could now be sent to the unsuccessful candidates and that was being done.

16.31 Governance Action Plan

The Board received the updated Governance Action Plan. It was noted that the majority of the action points had now been completed. D Newall confirmed that he had a meeting in place with the Principal to discuss the concerns raised in February 2015 in line with Item Four of the Governance Action Plan (first item on page 7). In relation to Part Four and the last item on page 7 (review and implementation of the BDO Internal Audit Plan) it was noted that the ongoing training needs of the Clerk would now be considered.

It was agreed that if the Action Plan was completed before the next meeting J Thomson would circulate this.

16.32 Corporate Plan Development

B Hughes opened discussions on the College Corporate Plan. Work is ongoing to develop the new plan, covering the period 2016 – 2020,

All
Committe
es

LMcG

DN/SW

JT/Clerk
to the
Board

JT

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which will revisit the College's Mission, Vision and Values, ensure the strategic aims continue to reflect the current context and provide Teaching and Support teams with a base to inform their annual operational planning, allowing them to set out the ways in which their contributions will help the college to achieve its objectives and provide Glasgow Clyde with a college-wide operational plan.

Papers were circulated to show the work already undertaken to develop the new corporate plan.

The three key elements forming the basis of the plan are the Mission, Vision and Values. From these three items, six strategic aims have been identified: –

1. Achieving Institutional Stability
2. Being the Partner of Choice
3. Developing Effective, Confident and Resilient Students and Staff
4. Delivering High Quality Learning and Teaching
5. Providing Depth, Breadth and Aspiration through the Curriculum
6. Promoting Excellence through Research and Innovation

These will be replaced by the four over-arching goals from which new objectives will be developed. The four overarching goals are as follows:-

1. Contributing to the local, regional and national economy
2. Delivering exceptional learning opportunities (for students, staff and partners)
3. Connecting people, partners and employers.
4. Creating exceptional partnerships (with students, staff and partners)

It is the intention to widen the objectives and to consider why we are trying to achieve each objective. Further work has to be undertaken to explore these objectives. Thereafter, actions will be developed from the objectives. The aim is that by the time we are at the stage of drawing up actions the activity will be much more focussed.

G McGuinness had provided an email contribution in relation to this item, noting that Clyde has some key attributes, particularly around strong vocational partnership with industry that need to be brought to the fore. He also emphasised the need to build connections to the City Deal

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Investment, Glasgow's Developing Young Workforce Partnership in the City, the Emerging Apprenticeship Levy and the Fair Work Agenda

The plan is subject to ongoing review and consultation and that further consultation will take place within the next two months. The intention is that there will be focus groups drawing staff from all across the College. The Board will be updated on the development of the plan at a development session to be arranged for May.

BH

Having discussed the paper the Board agreed that the consultation phase should continue and a development day should be arranged for the Board in May.

Items for Noting

16.33 Financial Report to Jan 16 and Forecast Outturn to Jul 16

An update was given on the financial position of the College for the six month period from August 2015 to January 2016, the Forecast Outturn for period August 2015 to July 2016 and the current and forecast cash position of the College.

It was highlighted that the forecast operating position for 2015/16 had been updated to reflect the planned use of depreciation cash in line with the policy priorities as agreed by Scottish Government and, as such, shows an adverse variance of £617k against the budgeted position.

The key income and expenditure variances were outlined. In particular, the Commercial Income is forecast to be £392k higher than budget due to the Saudi contract. Expenditure has increased in relation to staffing costs as a result of the 2015/16 pay award – this is an adverse variance of £577k. Also, there is an increase in estates maintenance costs of £552k (as discussed at item 16.26 of the Agenda).

A Linkston was pleased to note that the College is meeting its balance budget and thanked all involved.

The Board noted the contents of the report.

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16.34 2015/16 Credit Target

An update was given on the 2015/16 Credits Target. A summary of the current credit projections for 2015/16 as at 14 March 2016 was given.

Overall the College is projecting that it will deliver a maximum of 128,825 credits based on an estimated current credits expected of 128,257 (128,073 secured and 184 still to enrol) and 568 credits still to start.

It was explained that SFC had contacted the Glasgow Region to ask if it would be able to deliver more credits as a number of Colleges across the sector have indicated they are unlikely to meet the original targets they were set. At present, Glasgow Region have indicated it would be prepared to deliver an extra 3,000 credits and is in discussion with SFC on whether or not it could deliver any further credits. Glasgow Clyde has indicated that at most it may be able to deliver 500 of the additional 3,000 credits agreed thus far. This would give a revised target of 128,544.

It was advised that the College would receive payment of approximately £90,000 for the extra 500 credits. It was noted that the College had only been asked to provide extra credits in January 2015 thus restricting what could be offered.

The Board noted the papers.

16.35 Glasgow Clyde Education Foundation Update

An update was provided on the work of the GCEF. The GCEF had its last meeting on 18 February 2016. Following that meeting it was agreed that a new internal College approvals process would be developed for use within the College including Gateway stages to be passed to ensure all projects are fully considered before submission to the Foundation. It is also planned for the Director of the Foundation to attend a CMT meeting to discuss the bid submission process.

To date, the College has had twenty five applications supported by the Foundation totalling £7.3Million. A list of the projects was provided. These are both capital and revenue projects. One of the bids submitted to the Foundation (Landscaping and Horticulture Project) required Board approval of the updated masterplan as it was

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previously approved by the Board at £1.44M and the cost has now risen by £100k of £1.54M. As the Board has now approved the masterplan, Foundation approval for this project can now be requested to be supported via email.

Discussion took place around the projects which involved staff recruitment. S Henson enquired if certain staff posts can be funded through the GCEF. It was explained that very specific posts could be funded but that there needed to be an exit strategy in relation to those specific posts and that there are specific performance outcomes relating to them.

C Walker queried the reference to 'Phase 1'. It was explained that this referred to certain pilot projects. For example, phase one would be to go and decide what work would need to be done and assess whether or not it could be done. This would determine whether or not there was a phase two.

The Board noted the update.

16.36 Post-Merger Review Update

An update was given on the ongoing post-merger review currently being carried out by the SFC. The first element of the review, a self-evaluation report by the College had been provided to the SFC. On the 21 March officers from the SFC had met group of staff, students, stakeholders and unions. Further meetings were scheduled to take place on 24 March. Thereafter they will return on 19 April to meet with the Colleges Management Team and Board of Management. B Hughes explained that before they meet with the CMT and the Board, SFC will provide a report on the issues arising from their March meetings.

The Board noted the update.

16.37 Industrial Action

In light of recent developments and the update from the Chair, this item was noted without further discussion.

16.38 Management Review

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S Walsh provided an update on the proposed process to realign the senior management structure with the future leadership needs of the College and the Region.

It was explained that two senior managers and three middle managers have requested and been identified as potential candidates for voluntary severance. However, this is unlikely to achieve the level of savings required going forward, and further senior posts would need to be removed. S Walsh noted that reducing the size of the senior team in order to only reduce costs could be a false saving, and any structure proposed would require to be tested against all the objectives of the review. In allowing the middle management staff members to leave under voluntary severance, it is essential that the review includes managing the effects of any changes on the levels below senior management. S Walsh noted that this will require full consultation with the Trades Unions as these posts fall within the local Recognition and Agreements Procedure. The College has attempted to meet with the Trade Unions as a matter of priority and will speak to them tomorrow. Thereafter S Walsh will meet with affected staff. In addition, S Walsh is meeting with S Heidinger for advice.

Continual Improvement

16.39 Equalities Impact Assessment on Decisions Made

There were no equalities impacts arising from decisions.

16.40 Review of Papers

It was noted that the papers were lengthy. Discussions took place regarding the need for the Minutes of Committee Meetings to be circulated with the Agenda papers. It was agreed that the new Clerk would try to reduce the size of the Minutes going forward. If this couldn't be achieved then the issue would be reconsidered.

16.41 Any other Business

No other business was discussed

Date of Next Meeting

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The next meeting of the Board of Management will be held at 16:30 on Wednesday 22 June 2016 in the Boardroom of the Langside Campus.

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