

NOTES OF MEETING OF THE BOARD OF MANAGEMENT HELD ON 31 AUGUST 2016, THE BOARDROOM, LANGSIDE CAMPUS

PRESENT:

David Newall (DN)	Chair
Sandra Heidinger (SH)	Vice Chair
Michael Yuille (MY)	Independent Board Member
Alex Muirhead (AM)	Independent Board Member
Gill Troup (GT)	Independent Board Member
Gordon McGuinness (GM)	Independent Board Member
Stephen Henson (SHen)	Teaching Staff Member
Graeme Whiteford	Independent Board Member
Fiona Godsman	Independent Board Member
Mary Docherty (MD)	Independent Board Member
Scott Cooley	Independent Board Member
David Watt (DW)	Independent Board Member
Carolyn Davidson	Independent Board Member
Amparo Fortuny	Student Member
Micaela Ditrichova	Student Member

IN ATTENDANCE:

Eleanor Harris	Depute Principal
Brian Hughes	VP Strategy and Performance
Janet Thomson	VP Resources
Tracy Elliott	Director of Finance
Gillian Murray	Clerk to the Board (Minute Taker)

APOLOGIES

Susan Walsh	Principal
Clare Walker	Support Staff Board Member
Keith Rosser	Independent Board Member

16.73 WELCOME, APOLOGIES AND THANKS

The Chair welcomed everyone to the meeting and issued a warm welcome to the new board members joining for the first time. Apologies were noted from S Walsh, C Walker and K Rosser.

D Newall advised that S Walsh was going to be absent from the College for a period of 12 weeks. In her absence, D Newall would be making alternative arrangements for the Management of the College and would update the board as soon as those arrangements were agreed

The Board thanked A Muirhead, G Troup and M Yuille, who were attending the Board for the last time, for the excellent contribution they had made to the work of the College.

16.74 DECLARATIONS OF INTEREST

A Muirhead and G Troup declared their interest as members of the Board of the Glasgow Clyde Education Foundation.

16.75 DETERMINATION OF OTHER BUSINESS

There were no items arising under this section. D Newall explained how and when matters may fall within this section, with reference to the constitutional requirements of notifying the Clerk and gaining agreement of the Board.

16.76 MINUTE OF THE BOARD MEETING ON 22 JUNE 2016

G Troup requested a minor amendment of the minute at 16.57 to reflect that she suggested that the introductory paragraph to each of the four goals within the corporate plan be forward looking. Otherwise, the minutes were accepted as a true and accurate record of the meeting.

16.77 MATTERS ARISING – ACTION GRID

Progress on all items was noted. Further comment was provided on the following items:-

16.52 – Capital Masterplan Update - M Yuille questioned how the increased figure of £650k for the summer works of 2016 was looking compared to expenditure and received assurance from J Thomson that this figure appeared to be sufficient however the annual requirement will be looked at again in the December reporting cycle.

16.62 – Governance Action Plan – Agreed that the letters to the Scottish Funding Council and the Cabinet Secretary for Education should be issued in D Newall's name as Chair of the Board of Management. GM

16.66 – 2 year Post-Merger Review – B Hughes advised that it might be useful to circulate a copy to new Board Members BH

16.78 MINUTES FROM COMMITTEE MEETINGS

i. Learning & Teaching – 18.05.16

G Troup provided an update from the Learning & Teaching Committee. G Troup emphasised the importance of keeping the learning and teaching strategy at the top of the priorities for the College noting that this had been picked up in the Development Plan. G Troup also praised the College for its partnership work as

presented to the last Committee and emphasised the need to keep up the momentum in this area. G Troup thanked the Committee members for their contributions and offered thanks to the College officers for their participation and contribution. It was noted that the SFC funded Aspect Report on Curriculum Planning had not yet been released.

ii. Finance & Resources – 08.06.16

The Chair provided an update from the Finance and Resources Committee meeting indicating that it had been a lengthy meeting with a full discussion on the GCRB Regional SFC funding allocation model options provided at that time and asked the members of the Committee to confirm that they were happy with the draft Minutes. Members confirmed they were content with the minutes as drafted.

iii. Audit – 06.07.16

M Yuille noted that the Minutes stated that a presentation on the new Statement of Recommended Practice would be brought to the September board. It was noted that this will now be brought to the October board. D Newall advised the Board that the new Committee structure as provided in the later items on the agenda will take effect from now with the exception that M Yuille will Chair the next Audit Committee meeting at the end of September.

16.79 CHAIR'S REPORT

Alex Linkston Fellowship

D Newall advised the Board that A Linkston had been offered a fellowship of the College and he had accepted this. This will be presented to him at the annual Awards ceremony in November.

GCRB

D Newall provided an update on the GCRB meeting that had taken place on Monday 29th August. He advised that the four new Board members for the College (D Watt, K Rosser, C Davidson and S Cooley) had been approved.

With regards to the SFC funding allocation to Colleges for 2016/17, D Newall explained that a decision had been taken on the SFC funding allocations to each of the Glasgow colleges based on a paper presented to the GCRB meeting. That decision aligned with the draft figures used in the papers as presented to this Board meeting (items 16.83 and 16.84) however this was an agreement of the allocation values for 2016/17 only and not an agreement of the future funding model. He explained that those present at the GCRB meeting agreed that the funding allocation model will need to be reconsidered and redesigned. Discussions took place about

how that work would be undertaken, the timescales involved and possible conflicts of interest between the College representatives on the Glasgow Colleges Sustainability Group.

D Newall advised that the GCRB is starting a consultation on a Glasgow wide strategy for curriculum with the aim to have a draft strategy in place early next year. There will be an open day on 8th November where Key Stakeholders, College Learners, Staff and Board Members will be invited to attend.

D Newall advised that there had been a presentation at the GCRB meeting from Linda McLeod of SFC on the post-merger reports of Glasgow Kelvin College and Glasgow Clyde College.

Audit Scotland Report

D Newall advised that the Audit Scotland Annual Overview Report on the Sector for 2014/15 had recently been published and the key recommendations coming out of it related to financial planning, workforce planning and governance. The Chair advised that the Board should reflect on the messages in that report at its next meeting. He also asked that this be put on the agenda for all Committees.

GM/All
Committee
Chairs

Discussion took place around the demand for College places and how this could be measured in respect of informing financial planning.

16.80 PRINCIPAL'S REPORT

In the absence of the Principal, E Harris, Depute Principal, provided an update to the Board of Management.

E Harris advised that Unison had notified of industrial strike action on Tuesday 6 September. An update was given on the likely numbers of staff that this would affect and the general areas of the College where staffing levels may be most impacted. Further consideration was being given to the possible impact on students and staff and the need to consider any potential health and safety impacts in the event of the College being understaffed in certain areas. It was hoped that all campuses would remain open to students and staff, and a decision on this would be confirmed tomorrow. E Harris advised that the Students Association would assist in getting information out to students. There would also be a clear statement to staff regarding not being paid if they did take part in strike action that day.

An update was given on the restructure of the Senior Management Team. The SMT had been reduced by 3 senior managers and there had been a reduction of two Heads of Curriculum. The new SMT would be operational from 1st September. There will in due

course be interviews for the Depute Principal position. There is still some further discussion to be undertaken regarding the realignment of some support staff. Details of the structure will be issued to the Board by email for information. Discussion took place around whether Settlement Agreements were being issued for those leaving under Voluntary Severance with it being explained that this was thought by SFC not to be necessary now that the College is classed as a public body. EH

The board received an update on the all staff event which had taken place on 19th August. Over 500 staff had attended and anecdotal feedback was positive. Staff thought the event was developmental and forward looking. A formal survey is being conducted.

E Harris advised that the College had a new Education Scotland College key contact, Gill Ritchie.

16.81 STUDENT PRESIDENT'S REPORT

A Fortuny provided an overview of the Report issued with the Agenda. Updates were provided on Fresher's week, Executive Elections, Sparqs training, NUS/Operational Planning, Strategic Planning, Class Representatives and Communications. A Fortuny also explained the Digital Badge system and how this was going to be used to help increase volunteers. It was noted that A Fortuny had only arrived back in the country on the day of this meeting and thanks were given to A Fortuny for her detailed report and attendance at the meeting.

At this point in the meeting Stephanie Young and Pauline Cameron from the Glasgow Clyde Education Foundation joined the meeting and delivered a presentation to the Board on the GCEF. A lengthy discussion followed on the use of the funds in the Foundation. It was agreed that there would be a discussion at the next Board Meeting on the Strategic Priorities regarding where the College should seek support from the Foundation for the forthcoming years. DN

16.82 SCOTTISH FUNDING COUNCIL FUNDING ALLOCATION 2016/17

J Thomson was invited to provide a verbal update. J Thomson advised that the GCRB had issued a proposed SFC funding model which all three Colleges in the region had considered to be flawed. The funding model was not acceptable to Glasgow Clyde College and it was overly complex. Robin Ashton, the GCRB Executive Officer, had prepared a compromise paper for the GCRB meeting on 29th August which invited the GCRB members to accept the proposed funding allocations for 2016/17, on the understanding

that the model itself was not agreed and required to be further developed for future years. This was agreed by GCRB at its meeting on 29th August. The financial values applicable to Glasgow Clyde College are those referred to in the papers for this meeting at 16.83 and 16.84. A new funding allocation model is being worked on for future years. J Thomson offered to circulate the paper which had been presented at the GCRB meeting on 29th August as it had now been agreed this could be circulated to College Board members.

JT

16.83 DRAFT REVENUE BUDGET 2016/17

T Elliott was invited to speak to the report in the papers. It was explained to board members that, as the SFC funding allocation had now been agreed, the draft revenue budget for 2016/17, as per the papers, did not require any changes to be made as the SFC funding allocation was in line with the figures included in the revenue budget.

T Elliott explained the proposed revenue budget position for 2016/17 and highlighted that, whilst it put the College in a deficit position, this was a technical deficit which did not affect the College's financial sustainability. Explanation was given on the accounting requirements and the reason for this being a technical deficit. T Elliott also explained that, whilst the 2016/17 SFC funding allocation allows the College to budget for a financially sustainable position for this academic year, the College believes the concerns raised previously around the potential risks of the GCRB proposed SFC funding model to financial sustainability in future years still remain, and that the GCRB funding allocation model for distribution of SFC funding across the Region in its current state cannot be agreed.

Discussions took place around the risks of potential changes to the College financial assumptions such as increased Pension costs. The Board discussed how these risks could be mitigated. Board members asked to see a sensitivity analysis in respect of possible movements in key lines within the revenue budget and it was agreed that this would be presented to the Finance & Resources Committee. Board Members also asked that the potential cost increases which the College will have no control over, be included in the College risk register.

JT

JT

The Board approved the draft revenue budget for Financial Year 2016/17.

16.84 SFC FINANCIAL FORECAST RETURN

T Elliott was invited to speak to the Report and papers circulated with the Agenda. T Elliott explained that the purpose of the report

was to present the SFC Financial Forecast Return for 2015/16 to 2017/18 to the Board of Management for approval.

T Elliott explained that the 2017/18 forecast is largely based on the 2016/17 forecast position with the main update being the inclusion of the costs of a 1% pay award which is based on public sector pay policy.

Board members noted the risks associated with financial sustainability following on from the earlier discussion.

The Board approved the SFC Financial Forecast Return for 2015/16 to 2017/18 and related commentary paper for submission to SFC.

16.85 GLASGOW CLYDE EDUCATION FOUNDATION NOMINATIONS

Further to the presentation by Stephanie Young and Pauline Cameron, J Thomson presented a paper seeking nominations for two board members to become trustees of the Glasgow Clyde Education Foundation. Discussions took place around the time commitments. It was agreed that G Murray would send board members a list of the future meetings of GCEF and invite board members to notify her, within a week, of their interest in becoming a trustee.

GM

16.86 CAPITAL MASTERPLAN UPDATE

J Thomson presented the Board with the updated Capital Masterplan. It was explained that the GCRB proposed Capital Funding allocation to Glasgow Clyde College for 2016/17 is £1.181Million for the period April 2016 to March 2017. This funding has reduced from £1.436Million in 2015/16 which was already a reduction of 25% from 2014/15. The proposed split of the capital grant for 2016/17 is £802k towards capital plan items and £379k towards capital maintenance items.

The Board were taken through the various changes to the Capital Masterplan since the last meeting with full explanation given. Two items have been removed from the Capital masterplan as these are actually revenue projects so should be included in the College income and expenditure account in future – i.e. Science Labs Upgrade and the Website project.

Board members discussed the need to consider the level of funding available from the Glasgow Clyde Education Foundation for future capital investment. D Newall noted that the figure for the summer works for future years will be reviewed to assess what the ongoing level should be.

The Board approved the updated Capital Masterplan.

16.87 UPDATE ON EMPLOYER'S ASSOCIATION AND NATIONAL BARGAINING

B Hughes was invited to provide the Board with an update on the Employer's Association and National Bargaining. B Hughes provided a comprehensive overview of the background to National Bargaining and the creation of the Employer's Association, for the benefit of the new board members. A fact sheet was tabled. Having provided the background, B Hughes updated the board on the current dispute and the proposal by Unison for strike action on Tuesday 6 September. B Hughes also advised that GMB had notified the College that they would be opening a ballot for strike action.

Discussions took place around the affected employee groups and areas of the College where staffing levels may be impacted.

The Board noted the update on the Employer's Association and National Bargaining.

16.88 CLEANING SERVICES PROVISION - UPDATE

D Newall provided the Board with an update on the Cleaning Services Contract which had previously been considered on the June Board meeting agenda and a decision taken then on the future service provision. D Newall explained that this item had been placed on this Board Agenda following correspondence received from the GMB Union which indicated that the Union representative may have been under the impression that she had been invited to speak to the Board. In the absence of the College Principal and with the union representative being on leave until today, this matter was not clarified before the Agenda was finalised. Following a discussion with the Union representative prior to the Board meeting it was agreed that E Harris and D Newall would meet the Union representative outwith the Board meeting.

D Newall took the opportunity to feed back to the Board following information from West College Scotland regarding their reasons (principally relating to consistency of service and quality control) for procuring an in-house cleaning service. D Newall affirmed the earlier decision of the Board, asking the Executive to actively engage in consultation with the Unions in relation to taking forward option 2a, which involved employing an external provider to deliver a consistent standard of service for each campus.

The Board noted the update on the Cleaning Services Provision.

16.89 COMMITTEES

D Newall presented his paper to the Board outlining the proposed Committee Structure. Discussions took place around the identified skills gap and the need to maintain a Skills Matrix.

The Board approved the composition of Board Committees as set out in the papers.

The Board agreed to advertise for two further board members with a view to filling vacancies in the Audit and Finance and Resources Committees. DN/GM

The Board agreed to the new committee memberships having immediate effect with the exception of Michael Yuille who would remain as Audit Chair for the Audit Committee meeting on 28 September 2016.

16.90 2015/16 CREDITS UPDATE

The Board noted the College estimated outcome against Credits Target for 2015/16 and agreed that the final audited figure be reported to the next Board meeting. EH

16.91 FINANCIAL MEMORANDUM BETWEEN GCRB AND ASSIGNED COLLEGES

J Thomson was invited to update the Board of Management on the proposed Financial Memorandum between the Glasgow Colleges' Regional Board and the Assigned Colleges in Glasgow.

J Thomson outlined the background to the draft Financial Memorandum, for the benefit of the new board members. J Thomson explained that the draft Financial Memorandum had been discussed at length at the June College Board meeting with all comments having been collated and passed to Robin Ashton, Executive Officer at GCRB. Robin had collated the feedback he received from the three Glasgow Colleges and passed that on to SFC for their advice particularly in relation to the governance points to gain their view on suitable amendments. A summary of the points and concerns from the College Board June discussion had been circulated with the Agenda.

After the Agenda had been prepared, a response to each of the points and concerns was received from Robin Ashton. Board members had received an email copy of the response with further hard copies being made available at the Board meeting.

J Thomson took Board Members through each of the points and the responses were discussed.

While still having reservations on some aspects the Board agreed to accept all of the responses and changes as outlined in the response sent from SFC to Robin Ashton and approved the draft Financial Memorandum.

G Troup left the meeting.

16.92 2016-17 TUITION FEES

The Board noted the 2016/17 Tuition Fees and approved the change to the fee for the Degree Programme.

16.93 ESTATES UPDATE

J Thomson was invited to provide an update on the College Estates items. The Board received a background briefing on the Langside Residences. J Thomson advised that there was a new interested party who are seeking to have a new lease and sub-lease drawn up although the College has not yet had sight of the proposed lease. Discussions then took place around the possibility of a sale of the lease or, in the event of the interest falling through, the possibility of irritating the lease.

The Board agreed that should any action require to be taken by the Board in respect of the lease prior to the next Board meeting, D Newall would contact the Board Members.

The Board noted the Estates Update.

16.94 RISK REGISTER

J Thomson was invited to provide an update on the College's Risk Register. J Thomson explained how the Risk Register operates. It was noted that there had been one additional risk added to the Risk Register since the last Board meeting, that being the Section 22 Report on Glasgow Clyde College and the subsequent process. It was noted that the College Solicitors had prepared a briefing for the Board of Management on the Section 22 process and this would be circulated amongst board members along with the External Auditor's Report for the Financial period 2014/15 and the paper trail of governance actions within the Governance Action Plan. GM

It was agreed that the Principal's absence should be included within the Risk Register. JT

The Board noted the update on the Risk Register.

16.95 GOVERNANCE UPDATE

D Newall invited the Board to consider the pledge to achieving a 50:50 gender balance. Discussions took place on this. The Board agreed that achieving the 50:50 balance would remain in their sights, particularly during the next recruitment exercise. However, it was also noted that gender balance should not necessarily overtake the need to secure the necessary expertise. The Board also discussed wider equalities issues and considered that there may be a move towards targeting this. It was suggested that Equalities training may be beneficial for Board Members.

GM

The Board noted the Governance update.

16.96 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE

The board discussed equalities issues under items 16.88 and 16.95.

16.97 REVIEW OF PAPERS

The Board were satisfied with the papers presented to them, both the level of detail and layout. It was agreed that, going forward, only the Summary Page and the Income and Expenditure Page of the Financial Forecast Return would be circulated within the Board papers with the other pages being made available to those who were interested.

16.98 ANY OTHER BUSINESS

There were no items of Any Other Business. E Harris offered her thanks, on behalf of the executive, to A Muirhead, G Troup and M Yuille for their contribution to the College and wished them well in their futures. Thanks were also offered to those Board members staying on for a further term.