

BOARD OF MANAGEMENT

Minute of the ninth meeting of the Board of Management held at 4.30 pm on Thursday 25 June 2015 in Seminar Room 4, Cardonald Campus.

PRESENT

G Chalmers
A Ponton
L Jacobs
R Leggett
B McCrindle
E Proudfoot
G Reid
S Pickles
B McCrindle

IN ATTENDANCE

E Harris [Vice Principal, Curriculum]
B Hughes [Vice Principal, Strategy & Performance]
J Thomson [Vice Principal, Resources]

APOLOGIES:

J Hamilton
P Laverie
K McKie
A Clocherty

ACTION

15.01 Welcome and Apologies

The Chair welcomed everyone to the meeting. Apologies were noted from J Hamilton, P Laverie, K McKie, A Clocherty.

15.02 Declaration of Interests

There were no declarations of interests made. It was noted that S Pickles was not involved in the National Recognition and Procedures Agreement discussions at the national level in respect of item 15.14 of the agenda on national bargaining so would remain for that item.

15.03 Determination of Other Business

There was no other business intimated.

BOARD OF MANAGEMENT

ACTION

15.04 **Minute of Previous Board of Management Meeting on 26 March**

In discussion of the minute of the previous Board of Management meeting of 26 March E Harris indicated that there were a number of points of accuracy to be changed and revised which she had already discussed with the Secretary to the Board. There was some discussion on the required revisions to the minute and it was agreed that a revised minute should be circulated within one week for comments from the Board and that minute would require to be approved at a later meeting. C Adam

Minute of Extraordinary Meeting of the Board of Management on 14 April 2015

Members requested amendments to the minute as follows;

Page 5: Paragraph 2, 2nd sentence - S Pickles requested that the start of this sentence be amended to add [redacted] therefore to read [redacted].
Also in the 3rd sentence of that paragraph S Pickles requested the addition of the words [redacted] be added after the words [redacted];

Page 7: Last paragraph. Bullet point 6. It was requested that at the end of the first sentence after "Confirmed that the other two colleges of Glasgow region have the same constitutional issues as GCC" that "as they are still using the old version of their constitution" be added; and

Page 8: Last sentence of third paragraph – S Pickles requested amendment to the sentence which read in the minute [redacted] " as that was in her view not what she had actually said at the

BOARD OF MANAGEMENT

ACTION

meeting. R Leggett who had taken the minute indicated he was certain that was what had been said at the meeting. After some discussion it was agreed that S Pickles would send form of words for this sentence to the Secretary to the Board. S Pickles

The Board of Management **APPROVED** the Minutes of the meeting held on 14 April 2015 subject to those amendments.

Minute of Extraordinary Meeting of the Board of Management on 28 April 2015

There was a request for two amendments to the last page of this minute i.e. page 27 of the Board papers as follows:

- (i) E Harris indicated a point should be added to the end of the minute to note that she had suggested that an option to be considered by the Board was whether they would request an internal audit be completed within discussion on this item; and
- (ii) B McCrindle indicated that a second point should be added to the minute of this item to note that he had asked at the meeting who had procured Simpson & Marwick's services.

The Board of Management **APPROVED** the Minutes of the meeting held on 28 April 2015 subject to those two amendments.

Minute of Extraordinary Meeting of the Board of Management on 19 May 2015 at 4.30pm

One amendment was requested to this minute on the last page i.e. page 33 of the papers and on the second sentence of that page where B McCrindle requested that the words "due to legal advice" be removed from the end of that sentence. The Board of Management **APPROVED** the Minutes of the meeting held on 19 May 2015 at 4.30pm subject to that amendment.

BOARD OF MANAGEMENT

ACTION

Minute of Extraordinary Meeting of the Board of Management on 19 May 2015 at 6.00pm

These minutes which had been prepared by Thorntons Law were tabled at the meeting and members were given time to read them at the meeting.

One point of amendment was raised in relation to point (xi) of the minute which was that although there was to be an external independent person included within the Disciplinary Committee they do not have a vote in any decision.

S Pickles raised a question on K McKie's attendance at Board meetings as she believed it should be 80% or above according to the Constitution. The Chair stated that he felt it was not appropriate to raise the matter of K McKie chairing the disciplinary committee due to his level of attendance at meetings. The Secretary to the Board indicated that an annual summary of attendance would be prepared at the end of the academic year. The Chair requested that the constitution be checked to clarify level of attendance required at meetings and check the level of attendance for all of the disciplinary committee.

C Adam

A Ponton intimated to the Board to ensure they were aware of any potential declaration of interests that she was on another Board with F Ross of Simpson & Marwick where they were both non-executive members. The Board were content that this did not cause any issue for the disciplinary committee process.

The Board of Management **APPROVED** the Minutes of the meeting held on 19 May 2015 at 6.00pm subject to the one amendment at point (xi) above.

15.05 **Matters Arising**

See attached action grid covering actions from all above minutes.

BOARD OF MANAGEMENT

ACTION

15.06 Minutes of Committee Meetings

Audit Committee

R Leggett reported that the Audit Committee meeting planned for 23 June would have been inquorate hence it was cancelled and any business would be carried forward to the next meeting as appropriate. The Finance & Resources Committee Chair indicated that they could hold a Committee if not quorate if nothing to approve if there were items needing discussion by the Committee at that time.

Learning and Teaching Committee

E Proudfoot indicated that the Committee had met and been advised by E Harris of the impact of the new funding methodology. The College were working with SFC to make them aware of the changes as a result of the College's curriculum changes and that SFC have been supportive. She further advised that the College should achieve their WSUMs target for 2014/15 and indicated the College was working to develop a STEM partnership and that the application levels for the next session were positive.

E Harris advised members that the new SFC funding methodology based on credits has been calculated based on a generic national formula which assumes no changes to a College's portfolio. However Glasgow Clyde College's portfolio has changed significantly since the base year for the credit calculation which affects the calculated credits figure even though the old WSUMs figures will be achieved. A credit level for 2015/16 has been agreed with SFC which matches the proposed portfolio and the College are still in discussion with SFC to ensure there are no financial implications as a result of moving to new SFC funding methodology.

Finance and Resources Committee

L Jacobs referred to detail of the financial related papers on the Agenda. The Committee had met on 24th June and had discussed the Revenue Budget and the College SFC Funding Allocation for 2015/16 in detail and will highlight the points from their discussions within these later items on the agenda.

BOARD OF MANAGEMENT

ACTION

Organisational Development Committee

A Ponton indicated the Committee had been provided with an update on the staff survey and feedback sessions with staff, staff briefings, national pay bargaining and the staffing return.

She also intimated that the Committee had collectively requested that a message be passed to Senior Management Team to reinforce their thanks for keeping things going at the College throughout the period of the Principal's absence.

15.07 Depute Principal's Report

E Harris referred to the update paper sent to members and the following areas were highlighted:

- SFC Funding Allocation: this was the main area highlighted to the meeting by E Harris from the report emphasising that there will be significant funding and financial challenges for 2015/16 as a result of reduced funding income whilst there are increasing costs particularly from national insurance contributions and increased teaching pension contributions;
- Employee Survey: more than 30 sessions have now been held with staff teams and there are a few still to take place. There has been HR representation at each meeting;
- E Harris also highlighted that the College Management Team have been very supportive and have ensured that their areas have continued successfully throughout the period of the Principal's absence.

A Ponton sought and received clarification that the meetings with SFC in the funding allocation discussions have been positive. E Harris indicated that there was a tense meeting in discussion on SFC funding between the three Glasgow colleges however it had been chaired well by M Fairbairn with A Jarvis in attendance and M Fairbairn understands the issues given his background at the SFC.

BOARD OF MANAGEMENT

ACTION

15.08 Chair's Report

The following update from G Chalmers was noted:

- the GCRB meeting was quite difficult but chaired well by A Jarvis;
- M McKenna and other member not back on GCRB yet;
- GCRB to advertise for new Board members and use skills matrix to fill skills needed for the Board;
- B McCrindle back on the GCRB. Student on interview panel;
- A Jarvis letter was positive. She is keen that the GCRB understand more about the colleges under their remit.
- A Jarvis invited to attend Glasgow Clyde College Staff Event on 14 August 2015

15.09 Student Association Update

The report from the Board Meeting held on 26/3/15 was sent to members. B McCrindle reported that they are currently planning for next year and working on year book. It was noted that a considerable amount of work has been carried out by the GCSA. The following points were noted:

- Equality event went well;
- Discussions have taken place with Abertay University about student engagement;
- ELATE Group award received;
- A new framework has been circulated to Board Members – 'Guide for College Board Members'. It was noted that Colleges Scotland are working on the implementation for colleges in costs;

BOARD OF MANAGEMENT

ACTION

- Shortlisted for SPARQs and NUS National Awards on 8 July 2015;
- Elections have been extended as no nominations received – B McCrindle and A Clocherty working until end July 2015;
- External Development Officer and Assistant Development Officer will be appointed and elections for 3 Sabbatical Officers will be held in September 2015 (1 x FTE President and 1 x 0.5 Vice-Presidents);
- A meeting of the Executive Team took place and class representatives indicated that they didn't want to stand due to the vote of no confidence in the Chair and other issues. 7 of the Executive Team and 12 class representatives were interested but time ran out. One person came forward after nominations had closed;
- Times Education article was very disappointing. Both G Chalmers and B McCrindle quoted in the article. To be circulated to the Board.

Members expressed surprise and disappointment at the absence of nominations. G Chalmers suggested issuing a survey to students and E Harris proposed that we start elections afresh in the new academic year.

The Board of Management were delighted to see what the GCSA have achieved and **NOTED** the awards received.

15.10 Governance Update

The 'Guide for College Board Members' which was launched at the College Development Network Board Event on 16 June 2015 was tabled.

Period of Tenure Extension Report

Members received a copy of the above report which had been submitted to the GCRB on 1 June 2015. S Pickles indicated that this would be her last meeting and expressed her regret at ending her tenure with Glasgow Clyde Board under the current circumstances. A formal written statement was tabled

BOARD OF MANAGEMENT

ACTION

Staff Elections

E Harris referred to Schedule 2 and commented that, as elections are in progress, meetings in September could run without staff and student members.

Board and Committee Dates

A draft Board and Committee Meetings Schedule for 2015/16 was sent to members. It was noted that all meetings take place on Thursdays. J Thomson advised of early closure at Langside on Thursdays.

C Adam indicated that one to one meetings must take place with every Board member either face to face or by telephone.

The Board of Management **NOTED** the Governance Update.

15.11 College Funding Allocation 2015/16

J Thomson spoke to the above paper which had been sent to members. She referred to point 1.8 and recent discussion with M Fairbairn. The following points were noted:

- want to change some of the numbers;
- working assumptions at the moment;
- links to show financial implications;
- City of Glasgow College get more funding but reduction of £471k for Glasgow Clyde College and £1.2m for Glasgow Kelvin College;
- ESF funding has gone up for the region. 3 year fund overall, deferred pain;
- Student Support reduced;
- Capital Grant has reduced by £464k;
- Capital costs can come from the Trust but not revenue funding;
- GCRB has no focus in the Trust;
- GCRB top slice has been debated. City of Glasgow want 1/3 split across the colleges;
- M Fairbairn will seek support from each college in different ways;
- letters from students to support Board of Management;

BOARD OF MANAGEMENT

ACTION

- overall pot reduced and increased rates payable to students, collectively supporting less students or less than 100% support
- if Board of Management needed to get involved officers will deal with this at the moment, but ask for support if needed;
- need to revisit the debate further in the future and not let this drop. Concept of need on the table and let the GCRB debate this issue;
- gap of educational representation on the GCRB may not be helpful;
- tour of building when GCRB are visiting on 25 August 2015 agreed

The Board of Management **APPROVED** the SFC Indicative Funding Allocations for the College for Academic Year 2015/16 as a working figure whilst inter-regional discussions continue.

15.12 Revenue Budget 2015/16

Members had received documents relating to the above. It was noted that Version 2 which shows a deficit of £600k will be forwarded to members. The following points were highlighted: J Thomson

- non-staff budgets have been reduced by 7% across the board where practical to do so;
- there is no provision for overspend on Student Support Funds;
- £470k reduction;
- all variances are in the cover paper;
- reduction in Childcare Funds;
- Agency Funds reported separately;
- wishing to remain within budget;
- SFC Maintenance Grant reduced
- increase in SFC is temporary not long term fix;
- income from Foundation will offset costs with no impact on bottom line;
- staff costs is a sector level issue;
- increase in superannuation;
- main variances are outwith Glasgow Clyde College control;
- contingencies reduced;
- no budget for a pay award;
- some posts are not filled and will be kept vacant

BOARD OF MANAGEMENT

ACTION

J Thomson expressed concern - when do we say we cannot go any further in reducing costs. She added that risks need to be made clear to SFC. She indicated that there are discussions at the Funding & Finance Committee around giving a clearer message.

J Thomson advised members that D McDougall, Director of Commercial and International Business has been tasked with higher commercial targets. When do we show a deficit and show is to the GCRB?

She concluded that SFC work within allocation, i.e. needs to balance. Staff costs are higher at Glasgow Clyde College but less at City of Glasgow College

The Board of Management **APPROVED** the Draft Revenue Budget for 2015/16.

A Ponton left the meeting after Item 15.12.

15.13 Capital Masterplan

Documents relating to the above had been sent to members. The main point to note is that £1.454m was £1.98m.

J Thomson advised members that projects have been rolled forward. Projects 1 and 2 - have been acted upon already, Project 3 – a grant has been applied for, Project 8 – maintenance for Cardonald needed.

It was noted that the Glasgow Clyde Education Foundation have funded all the projects presented to them to date.

The Board of Management **APPROVED** the Capital Masterplan.

G Reid left the meeting after Item 15.13

15.14 National Bargaining

A paper and supporting documentation which provides background information on the above had been sent to

BOARD OF MANAGEMENT

ACTION

members. The following points were highlighted and discussed:

- Colleges Scotland are pursuing colleges to sign up to the NRPA. If signed it will replace all local negotiations. Not immediate – policies may need to be re-negotiated in time – 2.1;
- Unions in favour;
- Pay – Colleges Scotland like to consider NRPA and pay as separate issues. NRPA not in place when pay claim submitted. Most colleges cannot afford a pay claim. Only 5 can afford 1%. If NRPA signed and 1% agreed then Glasgow Clyde College needs to implement this;
- Charities legislation says charity trustee must take decision based on best interest of the College. Colleges Scotland saying there is not conflict of interest – bottom of Page 7;
- Things agreed at national level supersede local level agreements. Colleges Scotland think this is the case. Signed at national level then implemented at local level.
- Affordability issue has been raised, no more funds available from Government;
- J Gribben, City of Glasgow College has signed up and Glasgow Kelvin College signed up. Accepted in principle but writing to S Struthers on other high level issues.
- Government legislation so could be imposed. Government policy will **not** change and new Cabinet Secretary will not change this;
- Not a GCRB issue – is up to individual Boards. Difficult **not** to approve;

Members agreed in principle to sign off on this but with caveat from B Hughes? Collective sign off may allow for some negotiation at sector level

R Leggett indicated that clarification of the trustee position was needed. The following 6 Board members were present: R Leggett; L Jacobs; E Proudfoot; S Pickles; B McCrindle and G Chalmers.

The Board of Management **DISCUSSED** the National Bargaining documents and **AGREED** to sign the NRPA but will continue to ask questions and seek clarification where necessary.

BOARD OF MANAGEMENT

ACTION

15.15 **Voluntary Severance Scheme**

Members had received documentation relating to the above. The following was noted:

- SFC can support any voluntary severance scheme;
- Reduced core curriculum and managed staff severance;
- Need to access this Scheme and open up a Voluntary Severance Scheme at the end August/September 2015 at Glasgow Clyde College;
- Open it up and look at business case;
- Need to approve the Voluntary Severance Scheme, same for each of the colleges;
- GCRB rubber stamps it and then Glasgow Clyde College takes to SFC;
- Phase over next 2 years, not particularly attractive to support staff.

The Board of Management **DISCUSSED** and **APPROVED** the Voluntary Severance Scheme and proposed timescales.

Any other Business

Hugh Hall offered advice and support to the Board. Content to chat to him informally. Approval to continue with the dialogue from the Board, H Hall, SFC etc. G Chalmers will come back to the Board if anything to tell.

R Leggett left the meeting after Item 15.15.

15.16 **Implementing the Curriculum and Estates Review**

E Harris provided an update on what has been done to date, using ESF to manage things. Curriculum process happens every year. From August/September start a dialogue with schools.

The Board of Management **DISCUSSED** the proposed approach outlined in the attached paper.

15.17 **ICT Update**

BOARD OF MANAGEMENT

ACTION

Documentation relating to the above which had been sent to members was discussed at the Finance & Resources Committee held on 24 June 2015. The following points were noted:

- New printer contract has gone to Danwood, concern raised discussed in detail. Danwood has performed well, historical issues. Scored very well. Procurement process robust and transparent, monitored. Finance and Resources Committee were satisfied with the process;
- LAN implementation will take place in 2 phases, floor by floor;
- ICT Estate - £600k on annual basis to replace IT equipment. Cycle being worked on. 'Bring Your Own Device' is being considered but kit still needed.

The Board of Management **DISCUSSED** the ICT Update.

15.18 Risk Register

Members had received the above report. The following was noted:

- there have been no changes to the risk scores since the last report;
- Risk 11 has moved up to a high level risk and the narrative has been changed due to an audit;
- Point 2.8 in cover paper – E Harris and J Thomson met with L Jacobs to discuss this as a financial risk. It had not been included for various reasons. Thorntons to be asked how it can be included in the Risk Register;
- Point 2.2 in cover paper referred to by B McCrindle – E Harris is the Risk owner in the absence of the Principal;
- S Pickles expressed concern about the costs to the College of all the legal advice around things that might be resolved informally;
- the review of Finance and Resources is around the processes in place and Audit can be concerned about any issues and audit then.

The Board of Management **DISCUSSED** the Risk Register.

15.19 Financial Report – 12 months to 31 March 2015 and

BOARD OF MANAGEMENT

ACTION

forecast to 31 July 2015

The above report had been sent to members for information.

The Board of Management **NOTED** the report and attachment.

15.20 Glasgow Clyde Education Foundation Update

J Thomson provided an update on the activity of the Glasgow Clyde Education Foundation. She indicated that all 14 applications submitted have been awarded. Developmental projects and becoming more progressive.

The Board of Management **NOTED** the update. Bring back to Board members who is on the Foundation Board.

15.21 Estates Update

J Thomson spoke to the above report which had been sent to members. She referred to Point 2.2 and advised that the catering services review has been concluded and Sodexo will be the new catering supplier for Langside and Anniesland Campuses for 3 years from 1 August 2015.

S Pickles expressed gratitude to the Board of Management on behalf of the catering staff that they have jobs.

Members were provided with an update on Points 2.5, 2.6 relating to the Langside Residences. J Thomson intimated that this is being progressed as the rental guarantee has been terminated and the leaseholders have been asked to operate properly for the students.

With reference to Point 27, the delays associated with the Residences are now holding up the landscaping and horticultural development. The College are now looking at the back of the Langside Campus as a possibility.

The Board of Management **NOTED** the Estates Update.

15.22 Update on WSUMs 2014/15

E Harris had produced the paper relating to the above which had been sent to members for information. The figures target



BOARD OF MANAGEMENT

ACTION

weighted SUMs, get 0.9% over 1% buffer.

The Board of Management **NOTED** the Update on WSUMs 2014/15.

15.23 Equalities Impact

Student funding discussion on funding.

15.24 Review of Papers

Better binders.

15.25 Any Other Business

B Hughes indicated that there has been a Freedom of Information request asking for copies of the Board minutes from January 2015. Commercial Organisations. The College is preparing its response which is required within twenty working days. Only full Board meeting minutes will be included as part of the response and not minutes of extraordinary board meetings.

Signed (Chair):

Date: