

Board of Management

Minute of Meeting of the Board of Management held on Wednesday 9 December 2015 at 4.30pm in the Boardroom, Langside Campus

Present

Alex Linkston (AL) (chair, external member)
Sandra Heidinger (SHei) (external member)
Stephen Henson (SHen) (teaching staff member)
Michaela Ibis (MI) (student member)
Gordon McGuinness (GMcG) (external member)
Holly Moran (HM) (student member)
Alex Muirhead (AM) (external member)
David Newall (DN) (external member)
Gill Troup (GT) (external member)
Claire Walker (CW) (support staff member)
Susan Walsh (SW) (Principal)
Michael Yuille (MY) (external member)

Attending

Tracy Elliott (TE), Director of Finance
Eleanor Harris (EH), Depute/Vice Principal, Curriculum
Brian Hughes (BH), Vice Principal, Strategy and Performance
Cathy McSkimming (CMcS), Director of Quality and Performance
Deborah Maddern (DM), Clerk
Janet Thomson (JT), Vice Principal, Resources

Apologies

Lorraine McGaw (LMcG), Director of Organisational Development

15.15 Welcome

Stephen Henson, Michaela Ibis, Gordon McGuinness and Susan Walsh were welcomed to the meeting. The Board's thanks to senior staff, for their work during the Principal's absence, were recorded, with the Board noting that the College was moving forward positively.

15.16 Declaration of Interests

There were no declarations of interests.

15.17 Determination of Other Business

There was no Other Business determined.

15.18 Minutes of Extraordinary Board Meeting held on 16 October 2015

Minutes of the meeting held on 16 October 2015 were confirmed as accurate by those who had been present.

15.19a Matters Arising - Action Grid

The grid was noted. With regard to the action against agenda item 15.03, the review group that had been considering the publication process for Board agendas and minutes had met. It had agreed that minutes of 11 previous meetings, that had not been published, should be published, with the exception of a set of minutes that contained data relating to ongoing matters involving members of the previous Board and the Scottish Government; and with the exception of Matters Arising relating to the same subject, which appeared in minutes from two subsequent meetings. The group had also agreed that as a matter of routine, Board minutes should be published, with the exception of some parts of minutes relating to commercially confidential matters or matters that may be exempted through data protection. The publication protocol document would await the appointment of the new Secretary/Clerk to the Board.

In addition, some external third parties who had either been in attendance at meetings or had been referred to at meetings, would be sent a copy of the relevant minutes, as a matter of courtesy, in advance of publication. It was intended to publish the full suite of minutes, subject to the above exceptions, in the early new year 2016.

Action BH

15.19b Matters Arising – Governance Action Plan

With regard to the appointment of a new Secretary to the Board, it was noted that a new recruitment process will take place to seek a permanent appointment to the post with interviews to be held in late January, the panel to include AL and DN. The title of the advertised post would be amended to 'Clerk' to the Board rather than 'Secretary'. In the meantime, governance matters would be addressed by EH.

With regard to section 4 and the alleged breaches of the terms and conditions of grant, it was noted that the BDO internal audit lessons learned report had been submitted to the Audit Committee and recommendations would be followed up in the rolling action plan reported to each Committee. The Board's ongoing actions in taking forward good governance, and its actions in implementing the BDO audit outcome and the Government guidelines, when these two documents were published, would ensure optimal practice going forward.

15.20 Updates from Committee Meetings

i) Audit Committee

Minutes of the meetings of 27 August and 25 November 2015 were received and noted. Key points highlighted by the Committee chair, (MY), related to: the Committee's remit having been approved; a Committee vice-chair (GT) having been agreed; action plans relating to internal and external audit having been discussed; and the external audit and Audit Scotland work to date and planned having been considered.

ii) Finance and Resources Committee

Minutes of the meetings of 20 August and 18 November 2015 were received and noted. The Committee chair (AM) recorded his thanks to TE, JT and BH for their work in connection with the latter meeting, at which the College's financial statements and student support funds had been considered in detail within the agenda. Key points highlighted by AM related to: discussions relating to National Bargaining and any potential pay award; and SFC funding for 2015/16 and 2016/17 and how this would be allocated regionally. With regard to the former, it was noted that while the Glasgow Colleges had not signed up to the National Recognition and Procedures Agreement, an offer of 1% (consolidated) had been made to teaching and support staff in those colleges which are signatories to the NRPA, with a further refinement that for support staff the offer would be 1% or £300 whichever was the greater. It was noted that provision for the pay awards would not be able to be carried forward into the new financial year on 1 April 2016 and therefore a settlement before that date was important.

The Board agreed that the College would follow National Bargaining for the purposes of the pay award.

iii) Learning and Teaching Committee.

Minutes of the meetings of 21 May and 28 October 2015 were received and noted. Key points highlighted by the Committee chair, GT, related to: the annual Quality report; 2015/16 Credits targets; and the Student Satisfaction survey, where the Board noted the very positive result, agreeing that it was a testimony to the work of the Student Association and College staff. The Board agreed that its appreciation for the work leading to the excellent outcome should be relayed to the College community. EH would take forward a communication, in discussion with the chair.

Action EH/AL

15.21 Chair's Report

The chair reported that he had met with College EIS representatives on 9 December; had visited the Anniesland campus and would visit the other two college campuses, requesting that arrangements also be put in place in the short term for other Board members to visit these locations. A meeting would also be arranged for the Board to look ahead and plan its business for the coming years. EH would take forward arrangements for the visits and the meeting.

Action EH

15.22 Depute Principal's Report

The Depute Principal's report was received and noted.

EH highlighted a number of awards relating to College activity.

It was noted that papers relating to the Regional Outcome Agreement (ROA) for 2016/17 might need to be approved by the Learning and Teaching Committee, given timings of meetings and deadlines for submission of the ROA; to this end the Board agreed that it would delegate authority to that Committee to consider the details and approve the ROA.

With regard to the forthcoming Cleaning Tender exercise, members agreed that they would assist in the process in particular one member of the Finance and Resources Committee and one member of the Organisational Development Committee, which would require some meetings over next few months. EH would contact members to make the arrangements.

Action JT

In response to a question about the impact of the Government's announcement about the Apprenticeship levy, the Board noted that while full details were not available, the matter would be kept under consideration.

15.23 Student President's Report

The Student President's report was received and noted. HM highlighted in particular items on: student engagement events including meetings and focus groups, the ELATE group's work, an upcoming visit by Education Scotland, and Class Representatives activity.

With regard to knowledge and uptake of Moodle by lecturers, population of the student app. which provides information on a wide variety of College activity, and to optimising arrangements for communications with Class Representatives, with the Board's endorsement it was agreed that the student representatives would meet with EH and relevant managers to discuss these areas.

Action EH/CMcS/HM/MI

15.24 Governance Issues

i) confirmation of new student and staff members

Since the last meeting, Stephen Henson and Michaela Ibis had, respectively, been appointed as teaching staff and student representatives. Staff membership of Board Committees would be confirmed under the relevant agenda item.

ii) appointment of Vice Chair

David Newall's appointment as vice chair of the Board was approved. It was noted that DN would be the 'independent person' under the Code of Good Governance for Scotland's Colleges.

iii) Governance development session

It was noted that the session had been held for Board members on 3 December, and had included sections covering the Board's Articles of Governance, the Code of Good Governance for Scotland's Colleges, the SFC Financial Memorandum, Procurement Rules and Delegated Limits for Financial Authorities, and the Code of Conduct and Register of Interests which members had been requested to complete.

iv) Government Task Group Review

EH reported that the review was in hand, with the Board agreeing that it would take forward resulting actions in due course. The matter would be carried forward to the next meeting.

15.25 Approval of Revised Articles of Governance

The Articles had been revised in light of legislation and in order to optimise the Board's operation. It was noted that revised Standing Orders would be issued as a result, to be applicable from the next meeting of the Board.

A draft of the revised Articles of Governance was tabled for formal approval, with BH explaining that the content of the document was as had been circulated and discussed at the Governance development session held on 3 December, with changes agreed at that session having now been incorporated.

The revised Articles of Governance were approved, subject to a minor change to text relating to the Board Secretary, which would be amended to refer in more general terms to the postholder's terms and conditions - rather than just disciplinary procedures - being a matter for the Board.

It was noted that the Articles might be subject to change following the Government Task Group Review.

A list of College policies would be circulated, with each Committee receiving a copy of the policies which it 'owned'. Any proposed changes arising from Committees reviewing the policies would require to come to the Board for approval.

Action BH/Committees

15.26 Committee Remits

i) Audit Committee

The Committee remit was approved.

It was noted that CW would be the staff representative on this Committee.

ii) Finance and Resources Committee

The Committee remit was approved subject to two minor changes which were where it stated “Reviewing the reports specified in the Financial Monitoring Schedule ” should be changed to read “Reviewing the College’s financial monitoring reports”, and the post title reference to the Vice Principal Finance and Resources should read Vice Principal Resources.

It was noted that SHen would be the staff representative on this Committee.

iii) Learning and Teaching Committee

The Committee remit was approved.

It was noted that SHen would be the staff representative on this Committee.

iv) Organisational Development

The Committee remit was approved.

It was noted that CW would be the staff representative on this Committee.

15.27 Annual Quality Report to 31 December 2015

The Board thanked CMcS for her work in coordinating the preparation of the report.

The report was approved.

15.28 Annual Report from the Audit Committee to the Board of Management

An updated report was tabled.

The report was approved subject to the remaining work to be completed by Audit Scotland and the external auditors, Wylie and Bisset.

15.29 Annual Report from the Finance and Resources Committee to the Board of Management

The report was made ahead of the Board considering the Financial Statements, to inform the Board of the College’s financial position and overall resource planning and management. The Board heard that there were no concerns relating to the financial health of the College in the period in question, the sixteen month period to 31 July 2015 (arising from a change to the financial year end), with a balanced position in line with forecasts. The chair of the Finance and Resources Committee, AM, thanked TE and JT for the information provided in connection with the Finance and Resources Committee’s work.

The report was approved.

15.30 Draft Financial Statements for the sixteen month period ending 31 July 2015

The Board received the draft financial statements for the sixteen month period ending 31 July 2015. The Income and Expenditure account showed a surplus of £6k. The Board noted that the financial statements remained in draft subject to completion of governance work being undertaken by Audit Scotland and the external auditors, Wylie and Bisset. No major changes were anticipated to the figures within the statements.

The Board noted that the draft required to be submitted to the SFC by 31 December 2015, with the finalised and signed financial statements requiring to be submitted by 31 January 2016. Given that the full Board needed to approve the final draft following any changes or

comments made by Audit Scotland and the external auditors, it was agreed that the very final draft – showing tracked changes (if applicable) from the present version - would be circulated to all members for approval, with any relevant advice also being supplied to the Board.

Action TE

15.31 External Auditor's Management Report for 2014/15 including Letter of Representation

The external auditor's draft management report (including letter of representation) was received. The Board noted that an unqualified opinion was intended. Three recommendations (two medium and one low) had been made. The Board also noted that the Audit Committee had already considered the report.

The draft external auditor's management report (including letter of representation) was approved subject to any changes following remaining work to be completed.

Action TE

15.32 Regional Outcome Agreement 2014/15 Self Evaluation

The Board noted that there was an annual requirement on each region to carry out a self-evaluation on the previous year's Regional Outcome Agreement and submit the details to the SFC. The process had been supported by the interim Chief Officer for the Glasgow Region. Until the Glasgow Colleges Regional Board had fully operational fundable body status, each College was being asked formally to approve the report.

The self-evaluation report on the 2014/15 Regional Outcome Agreement was approved.

15.33 Proposed Tuition Fees 2016/17

The Board noted that there were no significant changes proposed to the Tuition Fees, nor any indication of likely SQA changes. Approval was being sought at this point in order to allow early communication of the details.

The proposed Tuition Fees 2016/17 were approved.

15.34 Capital Masterplan Update and Capital Expenditure to 30 September 2015

The Board noted that £1.1M of the previously approved £4.5M capital masterplan had been spent from April 2015 to date. The main changes to the overall capital masterplan since the earlier approval were: an increase in the Landscaping and Horticultural Teaching Accommodation costs, which had increased from £897k to £1.33m; an increase in the Large Scale Plant Upgrade/Replacements at Cardonald Campus Part 1, which had increased from £2.03m to £2.75m; and the addition of Large Scale Plan Upgrade/Replacements from Condition Survey Estimate, relating to the Mary Stuart building and Tower Building Roof (£1.2m).

It was noted that any changes to proposed figures, arising for example from revised estimates following tender exercises, would be brought back for Board approval. With regard to the Upgrade/Replacements at Cardonald Campus JT would provide AM and MY with more detailed information, including the level of contingency built into the figures.

Action JT

With regard to £100k allocated within the Masterplan to the Finance system replacement, it was noted that a collaborative approach with other Colleges was being explored.

The Capital Masterplan update was approved.

15.35 Glasgow Clyde College Portfolio 2016/17

The Board received a report on Glasgow Clyde College Portfolio Planning.

The Board noted that the portfolio was being developed against the background of the Glasgow Regional Outcome Agreement, specifically the Curriculum and Estates Review recommendations and the level of activity allocated to Glasgow Clyde College as part of the overall Glasgow Region core allocation for 2016/17.

EH explained that the balance between core and ESF credits would alter between 2015/16 and 2016/17, with a net reduction of 2,000 core credits for Glasgow Clyde College, following movement curriculum between the three Glasgow Colleges and a rise of approximately 1,000 ESF credits. The consequential planned reductions by programme, and the staffing impact, had been shared with Unions, and discussions were taking place with staff in the affected areas to ensure they were well informed and had an opportunity to discuss the proposed changes and consequent impact on the curriculum and staffing.

The specific areas of the core curriculum where there was the greatest change proposed, namely Creative Industries and General Education, were both areas where of the curriculum movements had begun in previous years. The former reduction had begun in 2015/16 and was linked directly to the agreed regional decision to reduce the scale of creative industry provision by the Glasgow Colleges, in line with the outcome of the Curriculum and Estates Review. The reduction in Transition and Supported Learning provision was predominantly in General Education, an area of planned reduction at both Langside and Cardonald Colleges prior to merger and continued post-merger. The rationale for this reduction was both a response to the very high level of provision in this area, and to meet the Scottish Government's desire for a greater focus on vocational courses.

As well as there being discussions with the Unions, HR staff at the Glasgow Colleges were meeting with regard to alerting each other to potential job opportunities within at each College which could be met via staff movements between Colleges; there was also a Voluntary Severance scheme in operation, as well as possible retraining opportunities.

The Board noted that the College would be stressing to the Government the economic benefits of investment in the College – such benefits including local community development - and would build up evidence and a strategic case in this regard. The Board would be kept updated.

15.36 Task Group Joint Report

The Board received the Task Group Joint Report, the group having been asked to address the outcomes of the Employee Engagement Survey, and comprising Union and senior management representatives. It was noted that local meetings to disseminate the results of the survey and follow-up events were being held in units and faculties across the College, to identify priority areas for action. The group had also taken feedback from the EIS regarding matters raised in a letter from the EIS to the Board in February 2015, with aspects contained in the letter having been assessed against College-wide themes emerging from the Survey, to check if there were any outstanding issues. The EIS had agreed that matters were covered, with the exception of EIS comments relating to the Negotiating Process, which would be discussed as a separate matter.

The Organisational Development Committee would oversee progress in this area in the future. The Board noted a comment from CW that progress in obtaining information from different units varied, and that the Task Group needed to be mindful of this; the group should also ensure that future Survey exercises should inform staff on sources of advice and help where

they had concerns, and consider running workshops in areas where staff felt they needed support and/or cover these areas as part of standard CPD.

In terms of a follow-up survey in 2016, this would be discussed and the Board's approval would be sought for the proposed means of undertaking it. SHei would provide information on possible formats, to EH. GMcG would share information on similar exercises in his area.

Action Shei/GMcG

It was agreed that a communication to staff about progress in this area should be sent out by management.

Action EH

15.37 Risk Management

The Board received an update of the current College Risk Register and on current risk management policy. The register was reported to the Board quarterly and would now be considered at each Audit Committee meeting. Each risk was owned by a member of the College Management Team. Movements on the register since the last report to the Board, in terms of scoring, categorisation of risks and related narrative, were noted. The highest risk was the possibility of failure to achieve financial sustainability for 2015/16 and future years, which scenario was affected by a range of external factors including the potential for reduced funding, income and cost pressures, and Regional issues.

The Board noted that the Audit Committee would review the register in detail at its next meeting, and that it would also consider risk appetite.

Action Audit Committee/MY

15.38 Review Committee Report

The Board noted a report from the Review Committee, which had been asked to consider afresh the original investigation report and accompanying documentation, and to decide whether there were grounds for disciplinary proceedings against the Principal. The Board had also agreed that the Review Committee should have the power to review and decide on the Principal's suspension.

The Committee had considered in full the evidence contained in the Investigation Report, and had also noted the length of time that the Principal had been suspended, and the need to act in the best interests of the College, its staff, students and other stakeholders. The Committee's conclusion had been that the College should not proceed to a disciplinary hearing and that the Principal should return to her duties.

The Committee had highlighted that it was important that full support was provided to the Principal by the College to facilitate her return to work.

15.39 Financial Report to September 2015 and Forecast Outturn to July 2016

The report was noted.

15.40 Glasgow Clyde Education Foundation Update

An update on the activities of the Glasgow Clyde Education Foundation (GCEF), since the last report to the Board in June 2015, was noted by the Board; this included notification that AM and GT had been approved as new GCEF members. Applications for projects to date in-year totalled £6.5M, although one project within this sum - valued at £1.5M - had yet to receive approval and would be submitted to its next meeting.

15.41 2015/16 Credits Target

A report updating the Board on current projections for credits for 2015/16 was noted.

15.42 Equalities Impact Assessment on Decisions Made

There were no equalities impacts arising from decisions. It was noted that gender balance on Committees required to be kept under review; and noted from the Student President's report that there was much positive activity in Equality and Diversity.

15.43 Review of Papers

The Board agreed that paperwork was good, though a small amount of duplication had been noted. It was also agreed that a brief summary of Committee meetings would be provided instead of the full minutes in future, but with the cover sheet retained, giving details of what action the Board was being asked to take.

15.44 Any Other Business

There was no other business.

15.45 Date of Next Meeting

23 March 2016 at 4.30pm in the Boardroom, Langside Campus