

## EMBARGOED UNTIL MEETING

Agenda Item 14.05 – BOM 11.09.14



### BOARD OF MANAGEMENT

---

Minute of the sixth meeting of the Board of Management held at 4.30pm on Thursday 19 June 2014 in Seminar Room 4, Cardonald Campus.

#### PRESENT:

M Toma (Chair)  
S Walsh (Principal)  
J Wilson  
R Leggett  
B McCrindle (Student President)  
J Hamilton  
G Chalmers  
S Pickles (Support Staff Member)  
L Jacobs  
A Ponton  
P Laverie (Teaching Staff Member)  
G Reid

#### IN ATTENDANCE:

E Harris	Vice Principal, Curriculum
B Hughes	Vice Principal, Strategy and Performance
J Thomson	Vice Principal, Resources
C Adam	Secretary to the Board
D McDougall	Director of Commercial and International Business
L McGaw	Director of Organisational Development

#### OBSERVERS:

None

#### APOLOGIES:

K McKie  
E Proudfoot

#### ACTION

##### 14.01 Welcome and Apologies

Apologies had been received from K McKie and E Proudfoot.

##### 14.02 Declaration of Interests

No declaration of interest was made.

## **BOARD OF MANAGEMENT**

---

### **14.03 Determination of Other Business**

There was no other business intimated.

### **14.04 Henry McLeish-Chair Glasgow Regional Colleges Board**

Henry McLeish had tendered his apologies to the meeting.

### **14.05 Minute of the 24 April Board Meeting**

The Board of Management **APPROVED** the minute of the 24 April Board meeting.

### **14.06 Matters Arising**

All matters arising are either completed or covered in the agenda of 19 June.

### **14.07 Minutes of Committee Meetings**

#### **Learning & Teaching Committee (29 May 2014)**

This minute did not highlight any specific points.

#### **Organisational Development Committee (24 April 2014)**

The Board of Management requested an update on the progress of the staff engagement survey.

L McGaw indicated that staff were asked to choose via survey monkey whether they had a preference to have the staff engagement exercise undertaken by an external provider or internally by College staff. Responses indicate that over 60% of staff would be content for the staff engagement survey to be carried out internally.

The survey areas covered and questions asked are still to be agreed. M Toma requested an update when the exercise has been completed.

L McGaw

## **BOARD OF MANAGEMENT**

---

The Board of Management are keen to engage to ensure there is a representative response, and that they have an opportunity to input to the questions. L McGaw agreed to circulate the questionnaire to the Board of Management.

L McGaw

The intention is to set a baseline for Glasgow Clyde College in order to gauge progression over time in terms of staff engagement.

### **Finance and Resources Committee (Verbal)**

The Finance and Resources Committee had recently met (10 June) hence; the minutes were not on the agenda however, a number of the Finance and Resources papers discussed at the recent meeting are contained in the Board papers.

### **Audit Committee (Verbal)**

The Audit Committee had recently met (12 June) hence; the minutes were not on the agenda. It was highlighted that there would be some slight revision to the risk register in the future after the recent internal audit report on risk management.

### **14.08 Chair's Report**

The Chair reported on activity he had been involved in since the last meeting. The first meeting of the Glasgow Colleges Regional Board had taken place recently. This was mainly an introductory event to allow the members of the Board to get to know each other.

He intimated that the Glasgow Colleges Regional Board had discussed their draft constitution. However, this still needs approval and agreed.

### **14.09 Principal and Chief Executive's Report**

The Principal spoke to the report within the agenda.

With reference to regionalisation it was noted that once the two reports which the College has commissioned from Brodie's Solicitors and Inter Ed respectively are complete, they will be

## **BOARD OF MANAGEMENT**

---

collated and summarised for a meeting on 25 June, which will consider recommendations from all reports.

The Regional Chair is aware of this work. The reports will come to the Board Of Management in due course.

The Board of Management **NOTED** the Principal and Chief Executives Report.

### **14.10 Student President Update : Constitution of the Student Association**

The Student President highlighted that the Constitution of the Glasgow Clyde College Student Association had been changed with the updated Constitution as submitted to the Board. A summary of the changes in the Student Association Constitution and new wording was contained in Appendix 1 on pages 39 and 40 of the Board papers.

The Board of Management **APPROVED** the revised Student Association Constitution.

### **14.11 Governance Update**

#### **Model Code of Conduct for Members of Devolved Public Bodies**

The Board of Management discussed the Model Code of Conduct for Members of Devolved Public Bodies and agreed to adopt it within three months.

#### **Board Schedule and Calendar of Work**

It was requested that the statutory reporting dates for the Scottish Funding Council be included in the board schedule and calendar of work.

Some amendments are also required to the meeting dates.

C Adam

## **BOARD OF MANAGEMENT**

---

### **Board Self Evaluation**

The Board of Management discussed the self-evaluation questionnaire and agreed that this is to be completed.

The Board of Management agreed that using Survey Monkey would help facilitate analysis of the responses. The Board Secretary is to discuss with L McGaw.

C Adam

### **14.12 Terms and Conditions and Pay Award**

The Board requested views from the staff representatives.

S Pickles intimated that from a Support Staff union perspective there were a few issues however, college management are working with the support unions to resolve them.

In terms of the academic staff, P Laverie told the Board that there are issues facing the staff caused by the effect of change on the organisation. The academic staff feel it is important the engagement survey takes place, as the information which comes back from this will be important.

The view of the academic staff is that the College is focusing on the Region. They feel that the College needs to establish itself first, as a priority, and not concentrate on Glasgow Colleges Regional Board. Academic staff don't feel they are currently being valued, and the reasons can be valid.

The Board of Management emphasised that they are committed to the College not just to the Region. It will be important to ask staff how they are feeling and to communicate the importance of spending time on Regional matters as well as college matters. It was highlighted that end of term social events are planned with staff along with an all staff event on the 15 August.

The marketing team is now in place and is focusing on building the Glasgow Clyde College community. Integrating the campuses is felt to be very important along with acknowledging the feelings of staff in order to create a cohesive College.

## EMBARGOED UNTIL MEETING

Agenda Item 14.05 – BOM 11.09.14



### **BOARD OF MANAGEMENT**

---

It was noted that it is intended to issue the staff engagement survey after the academic summer break.

P Laverie and S Pickles left the meeting.

The College had recently made the academic staff an offer in respect of terms and conditions and pay award for 2014/15 and the Principal thanked the Board of Management for their forbearance in how the communication of this had taken place with them. This had been necessary due to required timescales.

Currently a postal ballot is underway with the ballot closing at 12 noon on the 20 June.

In a discussion on progress on the support staff structure implementation, it was intimated that a process of matching or interviewing, if required, has taken place. Following this process there are around 10 people displaced for whom suitable alternative roles are being sought.

G Chalmers suggested that cultural differences of the merged colleges may be the root cause of some of the staff issues and felt that identifying these earlier on in the process of the merger would have been helpful.

Additionally it was suggested that the issue of the reclassification by the Office of National Statistics had not been helpful as it changed the parameters for the College including the transfer to the Arms'-Length Foundation.

It was emphasised that the £14.4 million transferred to the Glasgow Clyde Education Foundation cannot be used for the College revenue expenditure and is therefore not available for funding staff salary costs.

E Harris mentioned that the timing of the offer, that was now slightly after some other colleges, has probably not helped in reaching agreement.

In the event of a rejection of the offer, TUPE applies and the College will need to consider how to support the Directors as this will generate a huge amount of work for the management staff.

## **BOARD OF MANAGEMENT**

---

Budget constraints will focus things as the year progresses. There is a need to look at communication and other ideas to get a Glasgow Clyde College culture embedded. Upward and downward communication from staff to management needs to be more effective. The College needs academic management posts in place to manage effectively.

The Board of Management **APPROVED** the updated position on the Terms and Conditions and the Pay Award.

### **14.13 Emergency Hardship Fund**

The College is proposing to set aside £10k to deal with emergency hardship situations, which will be in addition to the Discretionary funds already provided to the College. The staff and Student Association are likely to find the emergency hardship fund useful when the funding need cannot be met from other routes usually on a short-term emergency need basis. It will be communicated that the fund is an emergency top up.

After discussion the Board of Management agreed to keep the Emergency Hardship Fund figure at £10k with a broad analysis of the spend to be brought to them at the end of the year.

The Board of Management were also keen that, if needed, the College come back for further approval of funds.

The Board of Management **APPROVED** the Emergency Hardship Fund.

### **14.14 Fellowship Award Nomination**

The Board of Management carefully considered whether the two nominees presented fully met the criteria set for the College Fellowship Award.

There was a discussion on the process for considering nominations and it was noted that if after consideration where it is felt that the nominees have not fully met the criteria, exceptional reasons for awarding would be necessary.

## BOARD OF MANAGEMENT

---

It was further clarified that in Cardonald College, in the past, awards have not been approved by the Board of Management where they did not feel the nominees met the specified criteria.

The Board of Management suggested that Fellowship Award Nominations should only come to the Board in future with a positive recommendation after being vetted.

The Board of Management took a vote on whether to award any nominations for the Fellowship Award for 2014.

The vote was not to award 8 and yes to award 4.

Therefore, following the vote it was agreed not to award any Fellowship Awards for 2014.

The Board of Management requested that a group be set up to vet Fellowship Awards in advance of bringing them to the Board in future.

**C Adam**

### 14.15 Capital Masterplan 2014/15

The updated Capital Masterplan had been submitted to the Board within the papers and J Thomson highlighted that the main change in the Capital Masterplan is described in paragraph 2.1. Improvements to student services facilities at the Anniesland and Cardonald campuses, curriculum related changes at Anniesland and some corporate unit reconfiguration have now been included at an estimated overall cost of £960k. These works will take place over the summer of 2014 to enable the new enhanced facilities to be in operation from early in the 2014/15 session.

J Thomson clarified that this paper had been presented to the Finance and Resources committee for scrutiny on the 10 June and they were content with the changes.

The Board of Management **APPROVED** the updated Capital Masterplan 2014/15.

### 14.16 Glasgow Curriculum Review (Presentation)

E Harris clarified that Appendix 1 within the Board papers 'Glasgow Regional Curriculum: Initial Review' is being submitted





## **BOARD OF MANAGEMENT**

---

at this stage to the Boards of Management of all of the three Glasgow Colleges.

Robin Ashton of Glasgow Kelvin College who is involved in the work of the Glasgow Colleges' Strategic Partnership prepared the cover paper. Robin Ashton is also a member of the Learning and Teaching Group.

The Glasgow curriculum review activity started in January involving senior curriculum leaders from each of the three Glasgow Colleges along with Linda McLeod of the Scottish Funding Council, with assistance from Dame Ruth Silver. There is a project plan in place and the Learning and Teaching Committee minutes of 29 May give more detail on this project plan.

Evaluation criteria for the different curriculum areas have been agreed. After analysis of the Glasgow Colleges' curriculum using the agreed criteria, 80% of the evaluation results were consistent across those who undertook the evaluation.

The key 'asks' were requested to be identified and these are now agreed as economic alignment, employer engagement, improved performance indicators, widening access and learner progression.

It was noted that the Learning and Teaching Group had opened up a discussion on the Curriculum review.

A planned stakeholder event on 20 June will review the paper and take any feedback to all senior curriculum managers for comment. After the stakeholder event a meeting with Scottish Funding Council is planned to discuss how we move forward and plan the details of the next phase.

The Board of Management requested that a list of the key 'asks' are to be sent out to them for information. E Harris clarified that the key asks were sourced from a range of documents and E Harris agreed after some discussion as to the right ones to use.

The engagement event will take place in two phases with the first part on 20 June, in July additional work will be done, with the final



## **BOARD OF MANAGEMENT**

---

detailed work on the curriculum to be completed by 01 October. The Glasgow Colleges' Regional Board will have this work presented to them in due course but it will come to the Assigned College Boards first and become the basis of the regional strategic plan. The intention is to have a joint board meeting to discuss the curriculum review.

This work will go to consultation but needs to be in context first for staff.

The Board of Management **DISCUSSED** the Glasgow Curriculum Review.

### **14.17 Financial Forecast 2014-15**

The Financial Forecast 2014-15 has been revised to reflect the recent terms and conditions and pay award offer made to teaching staff. This update was requested at the recent Finance and Resources Committee.

There are two main changes in the paper. The estimated costs of job evaluation and the contingency have been reduced and the depreciation and related deferred capital grant release have been updated based on the draft outturn as at 31 March 2014.

Overall the projected £2,700 surplus is maintained.

The Board of Management **DISCUSSED** the Financial Forecast 2014-15.

### **14.18 Revised SFC Financial Memorandum**

The main concerns in the Revised Scottish Funding Council Financial Memorandum are the constraints of the proposed delegated authority limits.

The delegated financial limits were shown on page 100 of the Board papers and these were highlighted as being too low. The college sector has made the case to Scottish Funding Council and through Colleges Scotland.



## **BOARD OF MANAGEMENT**

---

It was also highlighted that there is a concern where on p94, it indicates that the Regional Board should put in place a financial memorandum with each of its assigned colleges and therefore the financial memorandum could be different for each assigned college.

Clarification of the points raised will be brought back to the Board of Management. J Thomson

As part of the discussion it was noted that the role of the new Glasgow Colleges' Regional Board will come back to the college boards in due course.

Also as previously highlighted, recommendations will be presented to the Board of Management from the Brodies' report, the report from Inter Ed and combined recommendations.

The Board of Management **DISCUSSED** the Revised SFC Financial Memorandum.

### **14.19 Insurance Arrangements**

In the paper submitted to the Board it highlighted that following reclassification colleges were expected to self-insure. A business case was being submitted to the Scottish Government which has allowed the colleges to keep commercial insurance for one year through to July 2015.

Under self-insurance there is the risk of high claims to be met by the College and it is not clear at what level of claim the Scottish Government will intervene, if at all.

The Board of Management **DISCUSSED** the Insurance Arrangements.

### **14.20 Draft Financial Outturn for 2013/14**

The 8 months to March has been challenging due to the reclassification and the change of the financial period end.

There is also higher forecast non SFC income than budget over a number of areas.

## **BOARD OF MANAGEMENT**

---

Teaching and support staff costs have increased compared to budget mainly due to the 2013/14 pay award agreed at a late stage in the financial period, and partly due to the teaching staff holiday-pay accrual which was required as a result of reclassification.

J Thomson tabled a revised balance sheet reflecting the pension related adjustments following analysis of the recent actuarial reports as at end March. As a result the pension liability and associated reserve is now larger based on the actuarially assessed position at 31 March.

Overall the draft financial outturn for the College for 2013/14 is a deficit of £11.85 million following the transfer to the Glasgow Clyde Education Foundation and adjusting for the gain on sale of assets. The Scottish Funding Council is fully aware that many colleges will be declaring significant deficits for the period to March 2014 due to the agreed transfers.

The Board of Management **DISCUSSED** the Draft Financial Outturn for 2013/14.

### **14.21 International strategy and Assessment matrix**

D McDougall highlighted that there are two aspects to the assessment matrix for international opportunities, containing country-specific criteria and project-specific criteria. There are four matrices to cover all eventualities, with the level of assessment ranging from low to very high for each of the elements.

The intention is to assess a country's score and then to consider any specific project score using any related evidence as available to score criteria. Once the criteria are completed they will be reviewed by a Vice Principal and brought to the Board of Management if needed.

Where there are high value contracts these will be brought to the Board of Management.



## BOARD OF MANAGEMENT

---

The Board felt that it would be useful to give guidance notes on the levels low to high of the criteria to provide clarity on how to score these.

The Board requested that the colleges in Saudi Arabia project be scored retrospectively and the results circulated to the Board of Management. D McDougall

There was a question on the current position on international student recruitment and D McDougall confirmed to the Board that international student recruitment is proceeding using visitor visas at this stage only. UK Border Agency has confirmed that the Highly Trusted Status sponsor licence is not needed for a visitor visa.

R Leggett left the meeting.

### 14.22 Risk Register

The Board of Management **NOTED** the Risk Register

### 14.23 Glasgow Clyde Education Foundation Update

The Board of Management **NOTED** the Glasgow Clyde Education Foundation Update.

### 14.24 Estates Update

J Thomson highlighted that there has been an approach to the College regarding the potential to buy the lease for management of the residences at Langside Campus. The College is pursuing the termination of the rental guarantee at this stage and will follow up on the potential purchase thereafter.

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

### 14.25 Capital Expenditure to 31 March 2014

The Board of Management **NOTED** the Capital Expenditure to 31 March 2014.

### 14.26 Freedom of Information Summary 2013/14



**BOARD OF MANAGEMENT**

---

The Board of Management **NOTED** the Freedom of Information Summary 2013/14.

**14.27 SFC Merger Evaluation Update**

The Board of Management **NOTED** the SFC Merger Evaluation Update.

**14.28 Electronic Access to Papers**

The Board of Management **NOTED** the Electronic Access to Papers.

**14.29 Update on National Pay Bargaining**

The Board of Management **NOTED** the Update on National Pay Bargaining.

**14.30 Equalities Impact Assessment on Decisions Made**

The Glasgow Curriculum Review refers to equality impacts as part of the review and considers the potential impacts.

The International Strategy refers to equalities impacts as part of the strategy and considers the potential impacts.

**14.31 Review of Papers**

Nothing to note

**14.32 Any Other Business**

The Board Of Management offered congratulations to the Principal who has received the Order of the British Empire in the Queens' Birthday Honours List 2014.

The next Board of Management Meeting of Glasgow Clyde College is on 11 September 2014.

Signed Chair.....

Date.....

**EMBARGOED UNTIL MEETING**

Agenda Item 14.05 – BOM 11.09.14



**BOARD OF MANAGEMENT**

---