



## **BOARD OF MANAGEMENT**

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Minute of the eighth meeting of the Board of Management held at 4.30 pm on Thursday 11 December 2014 in Seminar Room 4, Cardonald Campus.

### **PRESENT**

G Chalmers  
S Walsh  
J Hamilton  
L Jacobs  
J Wilson  
R Leggett  
S Pickles  
A Clocherty  
B McCrindle  
E Proudfoot

### **IN ATTENDANCE**

E Harris [ Vice Principal, Curriculum ]  
B Hughes [ Vice Principal, Strategy & Performance ]  
J Thomson [ Vice Principal, Resources ]  
C McSkimming [ Director, Quality & Performance ]  
T Elliott [ Director, Finance ]

### **APOLOGIES:**

P Laverie  
G Reid  
A Ponton  
K McKie

### **ACTION**

#### **14.01 Welcome and Apologies**

The Chair welcomed everyone to the meeting. Apologies were noted from P Laverie, G Reid, A Ponton and K McKie.

#### **14.02 Declaration of Interests**

There were no declarations of interests made.

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

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It was noted that an additional report regarding the Fellowship Award would be discussed under Any Other Business.

#### 14.04 Minute of Previous Meeting

The Board of Management **APPROVED** the Minutes of the meeting held on 11 September 2014 as a true record of events.

#### 14.05 Matters Arising

All matters arising were either completed or covered in the agenda of 11 December 2014 with the exception of the item relating to the Financial Memorandum. Members noted this had been released earlier in the day.

#### 14.06 Minutes of Committee Meetings

##### Learning and Teaching

J Wilson gave a verbal report on the Learning and Teaching Committee that took place on 29 May 2014.

##### Finance and Resources

L Jacobs gave a verbal report on the Finance and Resource Committee meeting held on 21 August 2014, highlighting discussions around the details of the accounts and those present noted that the Finance and Resources Committee are comfortable with those. L Jacobs pointed out the further change to the financial year end and the impact this will have on Finance staff.

##### Audit

R Leggett gave a verbal update on the Audit Committee that had taken place on 28 August 2014 and received the Board's approval of those Minutes

R Leggett then provided a verbal update on the Audit Committee meeting that had taken place on 6 November 2014, highlighting discussions on the Audit Committee remit, Colleges

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Scotland Insurance, the Internal and External Audit Rolling Action Plan, Change of Accounting Year-End, the Student

Support Funds Audit, WSUMs Audit and Appointment of an Internal Auditor.

Members noted that the Audit Committee are seeking additional Members as the Committee is currently functioning at its minimum membership which could cause quorum issues.

Members noted that the Colleges Scotland Insurance issue has been deferred for 3 years; however, value for money will have to be demonstrated: the Audit Committee has taken the view that self-insurance is best dealt with at a National level. Board Members noted that the Asset Register from Anniesland was variable, making it difficult to identify some items. A housekeeping exercise has been carried out and no risk to accounts had been identified. R Leggett advised that the legacy bank accounts will be reduced to 6 as of 25 December 2014. Those present noted that the Audit Committee had agreed to extend the contract of the current Internal Auditors to July 2015.

With regards to the change in accounting year end, the Audit Committee noted that the continual change makes it difficult to see any patterns in finance since the accounts have been changed numerous times in the last few months and that additional resources will be required to comply with the 2 year-end dates now running.

Board Members noted that the impact of the change to the year-end will be discussed in full at Item 14.22.

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

The Principal talked to the report issued with the agenda. Members noted that the College had been visited by the Cabinet Secretary for Justice who had presented Awards to Sports Students who had participated in the Mentoring Through Sport Programme. It was noted that discussions are taking place around a visit by the Secretary of State for Scotland to the healthcare suite in Cardonald and that the Cabinet Secretary for



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Education and Lifelong Learning has also been invited to visit the College in 2015.

The Principal referred to the Public Audit Committee discussion around the Section 22 Report on Voluntary Severance Payments made to Senior Management of the former North Glasgow College, and provided reassurance to the Board that the policy and practices of Glasgow Clyde College are robust and follow best practice.

The Principal informed those present that on 5 December 2014, the Scottish Funding Council (SFC) had informed the 3 Glasgow Colleges of their intent to top slice the Glasgow Region funding allocation by £132k, in the last quarter of this Financial Year, in order to support costs associated with the Regional Strategic Board (RSB).

The Principal reported on the Regional Board's Governance Event, noting the Glasgow Clyde College had the most representatives. The event had confirmed that Glasgow Clyde College has a strong approach to governance.

Members noted that the College's Remuneration Committee does not meet unless required; however, a recent report by Audit Scotland suggests that this Committee should meet regularly even if no decisions are to be made and meetings are minuted, which Glasgow Clyde College does as a matter of course.

C Adam

The Board **AGREED** to the Remuneration Committee meeting on a regular basis.

Members noted that the Support and Teaching staff Terms and Conditions have been agreed and that the College is working with EIS representatives to implement the recently agreed Terms and Conditions for Teaching staff in a phased way that has no detrimental impact on learners.

The Principal referred to the CMT structure review being carried out. Members noted that the review is about looking at synergies, gaps, overlaps, and making the structure more

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efficient and effective rather than competencies. It was noted that CMT members are aware the review is taking place. Board Members were asked to approve the use of external expertise

to take this review forward as it would not be appropriate to directly involve the Director of Organisational Development. In response to a query from the Chair, the Principal reported that an interim report will be brought to the next Organisational Development Committee with a final report being brought to the Board in March 2015. C Adam

The Board **AGREED** to external support being brought in to support this review.

The Principal advised the meeting that the College had signed a Strategic Partnership Agreement with Glasgow Caledonian University earlier in the day.

### 14.08 Chair's Report

The Chair outlined the meeting that he and E Proudfoot had with S Page regarding the Education Scotland Review.

The Chair agreed that the Regional Board's Governance event had been a good event as well as an opportunity to meet other Board Members and have a dialogue with them. A brief discussion followed on other ways of engaging with the Regional Board Members and it was suggested that they be invited to observe at one of the College's Board meetings. The Principal informed those present that the Secretary to the Board had been tasked with identifying potential training events, such as the new funding methodology, that would be open to all Board Members in the Glasgow Region. C Adam

Members noted that Interview for the post of Chair had taken place on 9 December 2014 but no outcome was known at this point.

### 14.09 Students' Association Report

The Students' Association President talked to the report issued with the agenda, highlighting the process undertaken to provide

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a response to the Curriculum and Estates Review consultation. Board Members noted that each of the Glasgow Colleges Students' Association had submitted separate responses as it was felt important to ensure that the voices of all students across Glasgow were heard.

The Board congratulated the Students' Association for carrying out such an inclusive and wide ranging survey and submitting a well thought through response.

The Principal concurred, stating that the Students' Association have done an excellent job to the extent that that the President was invited, by SFC, to sit on an interview panel recruiting a national college adviser.

Board Members note that a full report on the work of the Students' Association to the end of December 2014 will be brought to the next Board meeting.

C Adam

### 14.10 Governance Update

In the absence of the Secretary to the Board, the Principal talked to the report issued with the agenda. Members noted that M Toma had resigned and wishes to have his thanks to Board Members recorded. Members also noted that J Wilson has tendered his resignation effective from January 2015.

Members noted that, with J Wilson's resignation, a new Chair will be required for the Learning and Teaching Group. E Proudfoot agreed to take up that role.

C Adam

Members noted that an additional Member is required for the Finance and Resources, Nominations, Learning and Teaching and Audit Committees. The Principal also highlighted that the Board of Management number, whilst within legal limits, could potentially cause quorum issues. Board Members recalled the earlier decision not to recruit new Members until clarity was received on the process for extending tenures. The RSB is not likely to discuss such a proposal until its meeting in May 2015. Therefore, Board Members were asked if they wished to recruit new Members at this point.

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The Principal informed Members that Glasgow Clyde College had written the processes for the recruitment of the Board Chair which was then shared and amended with the Advisor to the Regional Strategic Body. That process was used by the RSB and could easily be adapted to recruit Board Members. It was noted that the College Nominations Committee would handle the recruitment process.

The Board of Management **AGREED** that a recruitment process should happen as long as it also addresses the gender balance of the Board. The Board also **AGREED** that the Principal should ascertain if the RSB would release the process for extending tenures earlier than May 2015.

S Walsh

Noted the Minute of Extraordinary Board Meeting held on 16 October needs to be refined. The Principal agreed to do this.

S Walsh

### 14.11 Annual Quality Report

C McSkimming was invited to talk to the report issued with the agenda. C McSkimming outlined the content of the report, highlighting that SFC had originally asked for the report to be submitted in October; however, this timeline did not meet the planning and report cycles followed by Colleges or that of Regions. In response to a query as to why SFC asked for the report in October, C McSkimming reported that it was to bring the report in line with Regional Outcome Agreements (ROA) and Regional Self-Evaluation which would provide more information to SFC when discussing developing the next ROA.

S Pickles sought clarification on what areas for improvement in catering services students had highlighted in the student survey. C McSkimming reported that the areas of improvement were the same as reported every year; namely, the offer was too expensive and not value for money.

It was noted that some Colleges only submit a high level report in October; however, Glasgow Clyde College have taken the view that the report should be as comprehensive as possible.





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Discussion took place around the part time FE figures detailed in Section 4 and it was noted that the Education Scotland Review had also highlighted that the College is 10% adrift of national figures; however, the figures are in line with the other Glasgow colleges. E Harris outlined in detail the reasons why Glasgow Clyde figures appear to be so far out of line with national figures, including the more intensive design of courses offered by Glasgow Clyde compared to those offered by other Colleges.

The Vice Chair enquired if the College would be changing the design of these programmes and E Harris stated that was unlikely as they suit the needs of individuals and the College is planning to increase such delivery and outlined the success of the Mentoring Through Sport course as an example.

J Thomson suggested that the wording around the Wi-Fi and catering improvements should be revisited to ensure clarity and agreed to provide a form of words to C McSkimming.

J Thomson

C McSkimming made one final point on the Part Time FE figures, highlighting that the early withdrawal numbers are reducing and the figures for partial success are higher than the sector.

#### 14.12 **Regional Outcome Agreement Self Evaluation 2013/14**

E Harris talked to the report issued with the agenda, highlighting that the evaluation combines the 3 GCSP Colleges and measures the achievements against the 2013/14 ROA. Members noted that the College Learning and Teaching Committee had discussed the evaluation in detail and the report will now go to the Regional Strategic Board on 15 December 2014.

The Board **APPROVED** the report.

#### 14.13 **Proposed Tuition Fees 2015/16**



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T Elliott talked to the report issued with the agenda and sought the Board's approval of the proposed Tuition Fees for 2015/16

Members noted that the fees are in line with the previous year and maintains the 2014/15 level and that the fees have been benchmarked against the other partner colleges.

The Vice Chair enquired if the fees would be agreed across the 3 colleges. J Thomson stated that the fees have been shared but there has been no agreement to set fees across the city.

T Elliott took the opportunity of informing Members that SQA will not be increasing its fees this year.

The Board of Management **APPROVED** the fee levels.

#### 14.14 **Capital Master Plan Update and Capital Expenditure to 30 September 2014**

J Thomson talked to the report issued with the agenda, noting that the Finance and Resources Committee had already received this information.

J Thomson highlighted the Horticulture and Landscaping Project (Line 4) which will be carried forward to future years, and detailed the reasons for doing this. Members also noted the intention to bring forward upgrades in teaching infrastructure and rolling forward the ICT and Finance systems.

Members noted that a new project is the large scale plant upgrade at Cardonald which will cost in the region of £2m. The College is currently looking at the affordability and logistics of carrying out this work and will engage consultancy expertise to scope out what exactly needs to be done. It was noted that a bid will be made to the Foundation to help fund this work.

J Wilson enquired if the issue around Wi-Fi access that was raised in the student survey will be addressed. B Hughes informed the meeting that all Wi-Fi access points had been upgraded since the summer; however, there had been some glitches that had arisen as a result of trying to provide a resilient



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network which had caused bottlenecks which were intermittent and; therefore, difficult to track down.

The Board of Management **APPROVED** the Capital Master plan.

#### 14.15 Draft Regional Outcome Agreement 2015/16

E Harris talked to the report issued with the agenda and outlined the process involved in developing the document. Board Members were advised that the document forms the basis on which the Region's funding will be based and has to go to the RSB for sign off before being submitted to the SFC. E Harris intimated that the deadline for completing the document is end January/beginning of February, so there is time for any comments the College Board may wish to make to be taken on board.

E Harris highlighted that along with approving the ROA, the RSB also have to agree a subset of measures for each college to be measured against and cited examples of possible measures such as increased HE/FE attainment, and volume of articulation places. Members were advised that the finalised measures will be brought back to the Board and will be monitored by the Learning and Teaching Committee.

E Harris stated that given the timescales for finalising the ROA, it may not be possible to bring back any changes made by the RSB to have any revisions signed off by the College Board and requested that the Board approve any minor changes being agreed by the Principal and Chair.

The Chair queried whether once the RSB becomes a fundable body if they will be responsible for producing the ROA. E Harris could not confirm that other than to inform those present that the current SFC guidance on the development of ROA is very full and clear about what must be included and that colleges currently have to create the report.

E Harris took the opportunity of informing Board Members of the recent ESF monies that had been allocated which gives



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Glasgow Clyde College an additional 4,000 WSUMs and that the SFC have confirmed that a similar allocation will be made for 2015/16 and 2016/17 after which it will drop. Members noted the impact of this funding, on provision and the College estate, and received clarification as to what provision this allocation may be used for. J Wilson received clarification that this allocation is separate from the ESF allocation given to SDS.

In order to mitigate the impact of this allocation, E Harris stated that given the Curriculum and Estates Review, the proposal is to base the review on core curriculum and use the ESF allocations appropriately year-to-year linked to demand at that point. The Chair suggested that the College looked to develop work with other organisations, such as SMEs, to utilise this allocation.

The Board stated the document was comprehensive and trusted the RSB would give it due consideration.

The Board **AGREED** that any minor revisions could be signed off by the Principal and Chair.

### 14.16 Education Scotland Review

The Chair invited C McSkimming to talk to the report issued with the agenda. Members noted that Glasgow Clyde College is the first to have undergone review in Glasgow and that Education Scotland no longer work with confidence statements and now use effectiveness statements. Members noted that Education Scotland had reported that the College is effective.

C McSkimming informed those present that the effectiveness statement looked at high quality, outcomes and quality culture. The draft report contains lots of positivity; however, Education Scotland have identified 3 main points for action around attainment in PT/FE, programme design and consistency and integrated self-evaluation standards.

The Board noted that there will be 3 Examples of Excellence: 2 from the Faculty of Access and Continuing Learning and the other is the College's approach to partnership and employability.



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The Chair stated that the draft report was very good and the 3 areas for improvement had already been identified by the College and were being addressed. The Principal wished the work undertaken across the 3 campuses by C McSkimming and E Brownlie be noted.

#### **14.17 Curriculum and Estates Consultation**

The paper being presented to the RSB on 15 December 2014 on the outcome of the Curriculum and Estates Review was tabled for information

B Hughes provided the Board with an update on the responses received. B Hughes also pointed out that a report had been received from the Task and Finish Group set up by SFC to address the concerns of Glasgow Clyde College on the lack of robust evidence on the need to move provision.

B Hughes outlined the analysis of responses which distilled issues raised into key themes: namely, timescale too short, general principles acceptable, proposals designed to fill funding gap, strong concerns that the needs of local communities be addressed, potential travel and childcare issues for students and cuts identified for Creative Industries too great and do not take into account nature of employment in those industries.

The reason for no formal response from GMB was outlined and noted.

The Principal pointed out that the Chair of the RSB will want to know if the report from the Task and Finish Group allows Glasgow Clyde Board to say they are content with the proposals being put forward in the Curriculum and Estates Review. E Harris highlighted that the Task and Finish Group recommendations are slightly different to those being made to RSB.

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In response to a query from the Chair, Members were assured that development work within Glasgow Clyde continues and that planning meetings are currently underway. E Harris reminded those present that programmes are taken out of the portfolio each year to be replaced with new programmes.

#### 14.18 Catering and Cleaning Services

The Chair invited J Thomson to provide the Board with an update on discussions that had taken place in March relating to the College's catering and cleaning contracts. J Thomson reminded those present that the catering contracts expire in July 2015 and the cleaning contracts are on a rolling 3 month basis.

Members were informed that the College has begun a review of these areas, in order to inform requirements and that a catering consultant has been engaged to review current provision across the 3 sites. J Thomson intimated that a Cleaning Consultant will be engaged to carry out a similar review of cleaning services.

Members noted that staff within the Cardonald catering provision have been involved in discussions.

The Chair enquired whether it would be possible for the Board to support the Cardonald staff in developing a bid for the catering service. A brief discussion took place and the Principal intimated that there is an organisation that assists in-house teams prepare bids; however, the Board must ensure that governance and supporting staff is kept separate under procurement legislation.

It was **AGREED** that the College could support the in-house team as long as it was within legal guidance.

It was noted that J Thomson will provide an update report to the next Board meeting.

#### 14.19 College Strategies

B Hughes assured the Board that the 13 College Strategies are being reviewed and, if necessary will be updated before being published on the staff intranet.



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#### 14.20 Corporate Plan

B Hughes reminded the Board of the work being undertaken to update the College Corporate Plan. Members noted that the latest draft had been received earlier in the day and that the final document will be circulated to them once it is published.

#### 14.21 Estates Update

The Chair invited J Thomson to provide the Board with an update on the College Estate. Members noted the work that had been carried out successfully over the summer period.

With regards to the residencies at Langside, Members noted that the College has now terminated the rental agreement and is in discussion with the Administrator on the works required to bring the property up to standard. Members also noted the College proposal to purchase the site in order to locate the horticulture provision on site rather than leasing areas at Daldowie.

The Board noted that the condition survey for the Cardonald site had been completed and is being analysed.

J Wilson highlighted the lack of signage at the main entrance to Cardonald, and J Thomson gave assurance that signage is contained within the Capital Plan.

#### 14.22 Change of Accounting Period

T Elliott talked to the report issued with the agenda, highlighting the movement back to July year end date. Members noted the reporting periods that will now follow.

T Elliott outlined that there will be 2 year-end processes but only one audit. March will be a “soft” year end to ensure a balanced budget position for reporting to SFC and a “hard” year end at July.

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#### 14.23 SFC Funding Methodology

J Thomson talked to the report issued with the agenda. Members noted that the funding methodology will move from WSUMs to credits with 5 price groupings. J Thomson highlighted the proposed capping of ELS funding which is critical as that provides monies for students with additional learning needs.

It was noted that SFC have stated that no college will lose out financially and that details of Indicative Funding are expected in January 2015.

R Leggett left the meeting.

Discussion took place around the College's ability to determine what price groupings programmes fall under and it was noted that there will be a need to ensure a balance is in place between prices and credits as the College will still have to meet a credit target each year.

#### 14.24 Risk Register

J Thomson talked to the paper issued with the agenda. Those present noted the adjustments being made.

#### 14.25 Foundation

J Thomson provided the meeting with an update on funding bids submitted to the Glasgow Educational Foundation. It was noted that 2 applications have been supported to date and the first tranche of funds received.

It was noted that the Foundation currently has 2 Trustee vacancies, although a Trustee had been proposed and approved at the Foundation meeting on 26 November 2014.

The Chair intimated that the Foundation requires another Board Member also.



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#### 14.26 **Commercial Activity**

In the absence of D McDougall, J Thomson provided Board Members with an update on commercial activity.

#### 14.27 **6 Months Financial Reports**

T Elliott talked to the report issued with the agenda, and intimated that the report had already been shared with the Finance and Resources Committee.

Those present noted a number of variances and that the 12 month forecast to March is on target and in line with budget to deliver a small surplus.

J Thomson highlighted that teaching costs now reflect the agreed Terms and Conditions.

#### 14.28 **Equalities Impact**

The Principal highlighted that the Board had discussed the effect on ELS, the gender balance of the Board and the 2 examples of excellence relating to supported learning programmes.

#### 14.29 **Review Of Paper**

The Principal apologised for the typographical errors within the papers as well as an extra page at item 14.07.

#### 14.30 **Any Other Business**

##### **Fellowship Nomination**

The Principal tabled a paper nominating M Toma as recipient of the Fellowship Award to mark his contribution to the College during merger, ONS and regionalisation.



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The Board **AGREED** to the Fellowship Award being presented to M Toma.

The Chair took the opportunity of thanking J Wilson for his work and contribution to the Board of Management and College during his tenure and wished him well in his new role as Chief Executive of the College Development Network.

The next Board of Management meeting will be held at 4.30pm on the 26 March 2015 in Seminar Room 4, Cardonald Business Centre.

Signed (Chair): .....

Date: .....