

**NOTES OF MEETING OF THE BOARD OF MANAGEMENT HELD AT 4.30 PM ON  
29 AUGUST 2018, BOARDROOM. LANGSIDE CAMPUS**

David Newall	Chair
Jon Vincent	Principal / Board Member
Sandra Heidinger	Vice Chair
Gordon McGuinness	Board Member
Fiona Godsmann	Board Member
Mary Docherty	Board Member
Claire Walker	Board Member
David Watt	Board Member
Michael Payne	Board Member
Stephen Henson	Board Member
Robert Fraser	Board Member
Keith Rosser	Board Member
Graeme Whiteford	Board Member
Fiona Robinson	Board Member/ Student Vice-President
Karolina Gasiorowska	Board Member/ Student President

**IN ATTENDANCE:**

Brian Hughes	VP Curriculum and External Relations
Janet Thomson	VP Resources and College Development
Tracy Elliott	AP Finance and Infrastructure, by skype

Glenn Heritage Clerk to the Board (Minute Taker)

**18.47 WELCOME AND APOLOGIES**

The Chair welcomed everyone to the meeting. Apologies were noted from Carolyn Davidson. Sandra Heidinger had advised she would arrive late to the meeting. The Chair introduced Fiona Robinson, Student Vice President and welcomed her to the Board.

J Vincent was invited to speak to the Board on the late papers and lack of hard copies, for which he apologised informing the Board that this highlighted areas he would ensure are addressed. The Board were assured this would not be allowed to occur again. The Board accepted this.

**18.48 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**18.49 DETERMINATION OF OTHER BUSINESS**

There were no other items of business. The Chair advised he would pause at later items under Governance.

### **Minutes of Previous Meetings**

#### **18.50 MINUTES OF THE BOARD MEETING ON 13 JUNE 2018**

The minutes of the meeting 13 June 2018 were approved as an accurate record.

It was agreed that should items be taken out of sequence the minutes would not be adjusted but retain numerical order.

#### **18.51 MATTERS ARISING: ACTION GRID**

19.90iv. Estates Strategy will now come to the December Board meeting.

The Board noted updates and that items 18.13.18.30 were now completed. Remaining items are on this agenda or appropriate for the Board development event in October.

#### **18.52 MINUTES FROM COMMITTEE MEETINGS**

##### **18.52i Finance & Resources Committee 30 May 2018**

R Fraser confirmed there were no issues arising from the meeting of the Finance and Resources Committee meeting. The Board noted the minutes provided.

#### **Standing Items**

#### **18.53 CHAIR'S REPORT**

*(This item was taken after item 18.57 Five Year Plan to allow T Elliott to leave the meeting which she had joined by skype)*

*S Heidinger joined the meeting at this point.*

The Chair gave an update to the Board. All one to one meetings with Board members had been concluded and objectives agreed with each member for the coming year.

A collective comment had been around the strategic focus of the Board and to limit time spent introducing papers already circulated and read by members.

The Vice-Chair had met with the Chair, discussing performance and objectives for development. It

was noted that feedback for the Chair of the Board had been very positive from all Board members.

The Chair circulated and briefly commented on his priority objectives for information; these will be a focus for the development event and future meetings.

The briefings from GCRB are now regularly circulated by the Clerk and this is welcomed reducing the need for reporting from the Chair.

Board members were thanked for the support and attendance at the 4<sup>th</sup> September joint Diversity event to be held at Glasgow City College. Chair also mentioned the revised Board Handbook available by pdf, which can easily be updated. A very limited supply of hard copies are held by the Clerk should they be required but annual updating means that electronic format is preferable.

#### **18.54 PRINCIPAL'S REPORT**

J Vincent provided a verbal update

J Vincent highlighted very positive news of GCC winning award in the 'Contribution to Community' category of the Evening Times Public Service Awards. Other awards may be gained by GCC students and staff and J Vincent detailed some of these to the Board.

Capital work has progressed well over the summer. At Anniesland the fire prevention work is now satisfactorily completed: the lifts are Cardonald are fully functioning and major work on Cardonald car park is well under way. During these works parking is limited so visitors still need to be aware of this.

Cardonald changing rooms are being refurbished with completion expected October 2018 and murals have been commissioned on walls within the skills centre, considerably brightening the area.

The Board were advised that although not totally completed negotiations for the Langside residencies were to be concluded imminently. It was confirmed that the lease includes commitment to a list of works to address dilapidation to be completed within 27 months and with a guarantee for that work of a further 12 months.

Negotiations on pay continue between the Employers Association and EIS with Union members not yet having been balloted. This may occur in September.

The Board were advised of the production of a newsletter for the Board to highlight events, developments and news of the College. It is

anticipated the first issue will be ready for the October meeting and feedback from members is welcomed.

Lorraine McGaw, AP of Human Resources will return from maternity leave on Wednesday, 5<sup>th</sup> September initially working 3 days each week. G Crankshaw will revert to her role heading the Organisational Development area.

J Vincent was delighted to inform the Board that GCC had won the tender to deliver Foundation Apprenticeships for North Lanarkshire local authority area. The College had succeeded in each of the nine lots for which it tendered; this was a major contract and huge success for the College, and for the team led by D McDougall. In response to a query J Vincent explained this was new and had not yet been factored into the Five Year Plan.

The Chair thanked the Principal for his update.

#### **18.55 STUDENT PRESIDENT'S REPORT**

K Gasiorowska and F Robinson gave an overview of a very full and comprehensive report previously circulated with the agenda papers.

Engagement with students had been very active as new students enrolled, and a number of events for Freshers week were highlighted.

The Board noted and encouraged the positive actions to improve the Class Representatives role in feeding back particularly around learning and teaching elements. It was noted the Board were keen to hear the student voice.

The campaigns planned were shared, and again received positive comment. There are also clear actions to improve the student space.

The Board noted the contents of the Report and levels of activity, thanking both student members.

#### **Items for Decision**

#### **18.56 VOLUNTARY SEVERANCE PROGRESS**

J Thomson introduced the report issued after the agenda papers.

The targeted approach was explained and J Thomson informed the Board of the timescales and need for Board approval prior to submission.

This iteration differs in a few details from that presented to the June meeting notably no longer referring to legal agreement which is replaced by a

letter. The Board were also assured benchmarking had been undertaken against the average rate for the sector.

There was discussion around risk if targeting was seen as unfair, and J Thomson responded that not many areas would be targeted. Further conversation confirmed that the paper will be shared with Unions once approved by the Board.

Recommendations from the Board to edit further and improve clarity, to avoid repetition, to look at the order of information and undertake some rephrasing, and to set out a simpler and clearer decision-making process.

After further discussion the Board approved the paper with caveats to edit, consult with Unions, identify payroll savings achieved, and to report to the OD Committee. The OD Committee would also wish to hear information relating to equalities issues in the process.

**18.57 FINAL DRAFT FIVE YEAR PLAN 2017-22**

*(This item was taken after 18.52)*

T Elliott gave a brief introduction the plan and summary circulated after the agenda papers.

The Plan is to be submitted by the end of September. It now shows an underlying operating position as follows (£'000):

2018/19	100
2019/20 -	53
2020/21 -	788
2021/22 -	1,540
2022/23 -	2,110

The Board confirmed its advice that this realistic forecast should not be massaged, and that the sharply deteriorating position should therefore be reflected in the return to the Funding Council. The Board discussed future funding allocations which remain uncertain. They also noted that the Plan shows a slightly improved but still decreasing financial position over the five years. It was confirmed that the Plan reflected an updated position relating to staff costs but pension costs were shown as a flat cost across the five years.

T Elliott confirmed that our situation of deteriorating finances was shared widely across the sector and there was a need to reduce bottom line costs, ad hoc efficiencies would not address the savings required. Commercial activity may increase as

efforts are made in this area but will be insufficient to bridge the funding gap.

After discussion the Board agreed to approve the Plan subject to 1) revisiting year 5 and 2) improving the referencing of our relationship to GCRB. TE/JT

This is not the final iteration and the Board agreed that a final version can be agreed by the Chair of Finance and Resources and Chair of the Board.

*(T Elliott left the meeting at this point)*

**18.58 MODERN SLAVERY STATEMENT, PROCUREMENT POLICY AND INFORMATION SECURITY POLICY.**

J Thomson introduced these items which were circulated with the agenda papers.

The Board discussed the modern Slavery statement briefly, noting the reasons it was late in respect of the period covered (2016-17).

After discussion the Board asked that the Modern Slavery Statement should start with an unequivocal condemnation of any violation of human rights. It was also agreed that the wording of the Procurement Policy should be edited to reflect a clear commitment with regard to mapping of supply chain. A Living Wage commitment should also be included. JT

Subject to the above editing the Board approved the Modern Slavery statement and the Procurement Policy.

**Information Security Policy**

J Thomson explained the intention to produce an overarching policy to bring together current work and legislative requirements.

It was recommended that roles and responsibilities were made clear and consequent training needs addressed. Clarity of accountability was crucial

J Thomson confirmed that Learning and Development team would have the responsibility for this work.

The response from Unions to the plan was queried and it was confirmed that it had not been shared with Unions to date.

The Board felt there was an opportunity to take an inclusive approach with the unions, which would help promote effective implementation of the policy.. JT

Subject to editing as detailed above and sharing with Unions the Board approved the Policy.

## Items for Discussion

### 18.59 **GCC COMMUNITY ENGAGEMENT PRESENTATION**

B Hughes gave an interesting presentation covering statistical local information and insights into the work of GCC Community Learning and Development (CLD) team.

B Hughes explained the role of Glasgow Community Planning Partnership and the relevance of Scottish Index of Multiple Deprivation (SIMD) data in better understanding the demography of our local area.

The question was posed by B Hughes of what measures we should seek to use for community engagement and the type of narrative required.

A discussion ensued with Board agreeing that meeting student needs and supporting them, and the value of their unique journeys through College were important to capture despite not all students being academically gifted. A balance needed to be struck between CLD activity which is currently funded but not guaranteed beyond one year and the commercial activity we seek to increase.

Further discussion continued for some time including around students' positive destinations, the value as expressed in terms of health and well-being, confidence as well as achievement and the challenges of measuring the distances travelled.

The Board welcomed the presentation and discussion, which had been valuable in raising Board members' awareness of the dimensions of community engagement. It was agreed to discuss the nature of the College's community engagement commitment at a future meeting.

DN

### 18.60 **STAFF ENGAGEMENT SURVEY – ACTIONS PLANNED**

J Thomson was invited to introduce the Report issued with the Agenda.

When asked if there was an Action Plan J Thomson responded that this had not yet been produced but was emerging from the current series of discussions with members of staff.

Discussions centred around how sessions focussed on leadership were conducted, clarity of ownership and accountability required within a plan

and whether Unions were involved to which J Thomson responded that they were included in the process.

Referencing lead facilitation for this J Thomson was asked if an external provider could be considered and said that yes, this was possible also mentioning the activity around culture which was scheduled for September and would be externally facilitated.

The Board noted that numbers attending were not high and are keen to see a broad range of staff involved with clear actions being detailed. The OD Committee will be seeking reports on this topic and will report back to the Board. GC/LMcG

### **Items for Information / Noting**

**18.61 COLLEGE STRATEGIC RISK REGISTER UPDATE**

J Thomson was invited to introduce the Report issued with the Agenda.

The Board noted the updated Strategic Risk Register.

**18.62 FREEDOM OF INFORMATION SUMMARY 2017-18**

B Hughes was invited to introduce the Report issued with the Agenda.

A query was raised around data regulation and naming those making requests, however it was clarified that the information including names is within the public domain.

The Board noted the contents of the summary.

**18.63 GOVERNANCE UPDATE COLLEGE STRATEGIC RISK REGISTER UPDATE**

The Clerk introduced the Governance items circulated with the agenda papers.

**2.i** Progress of actions was noted by the Board

**2.ii** The Board noted the Board Development Plan

**2.iii** The Board noted the draft agenda and request for open forum topic discussion item(s) on day 1.

**2.iv** The Board noted the OSCR guidance on Fraud policy.

**2.v** The Board noted the revised Handbook.

**2.vi** Board Effectiveness feedback was noted by the Board and this will now be published online.

Item 2.ii requires a sub-group and M Docherty and G McGuinness volunteered for this. DN/Clerk/MD/GMcG



**18.63a GOVERNANCE REPORT GRIEVANCE ISSUE**

The Chair spoke to the Governance Report issued with the Agenda and papers and asked Chair of the panel to speak to the recommendations.

A comprehensive overview was given. The paramount need was for policy and procedure harmonisation which this process highlighted as currently holding risks for the College and risks for the Board.

A discussion ensued and the Board noted the constraints of National Bargaining but felt we needed to move this agenda forward.

College leaders are to meet with Unions and to work to identify a compromise position which will allow changes which are in the interests of staff and the College to be taken forward if necessary on a temporary basis until a national decision is reached. The Board also noted that not all policies and procedures do fall within the national process and therefore can be addressed now.

JV

Organisational Development Committee will have this topic as an agenda item going forward and anticipate seeing those changes which are not on the national 'list' being implemented.

The Board noted their appreciation of the positive response from the Principal.

**18.64 CREDITS ESTIMATE OF OUTTURN AGAINST TARGET 2017-18**

The Board noted the Report and update. .

**Continual Improvement**

**18.46 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE**

Equalities were considered throughout.

**18.47 REVIEW OF PAPERS (INCLUDING DISCLOSABLE STATUS)**

The status of items 18.56, 18.57 and 18.63A were deemed non-disclosable. All other items are disclosable.

**18.48 ANY OTHER BUSINESS**

No other business

**DATE OF NEXT MEETING**

The next meeting will be held on 5<sup>th</sup> October 2018,  
9.15am at Bowfield Hotel, Howwood,  
Renfrewshire.

APPROVED