

**NOTES OF MEETING OF THE BOARD OF MANAGEMENT HELD AT 4.30PM ON
12 DECEMBER 2018, CARDONALD CAMPUS.**

David Newall	Chair
Jon Vincent	Board Member
Sandra Heidinger	Vice Chair
Fiona Godsman	Board Member
Gordon McGuinness	Board Member
Clare Walker	Board Member
David Watt	Board Member
Graeme Whiteford	Board Member
Michael Payne	Board Member
Stephen Henson	Board Member
Fiona Robinson	Board Member
Karolina Gasiorowska	Board Member

IN ATTENDANCE:

Brian Hughes	VP Curriculum and External Relations
Janet Thomson	VP Resources and College Development
Glenn Heritage	Clerk to the Board (Minute Taker)

18.83 WELCOME AND APOLOGIES

The Chair welcomed everyone to the meeting. Apologies were noted from Robert Fraser, Mary Docherty and Keith Rosser.

18.84 DECLARATIONS OF INTEREST

There were no declarations of interest.

18.85 DETERMINATION OF OTHER BUSINESS

There were no other items of business.

Minutes of Previous Meetings

18.86 MINUTES OF THE BOARD MEETING ON 04 OCTOBER 2018

These were approved.

18.87 MATTERS ARISING: ACTION GRID

Item 17.90 is on the agenda. Item 18.05 is complete. The Board will retain interest in items 18.34 and 18.59 ongoing with reports considered at future meetings. Item 18.60 is being progressed through OD Committee.

The Board noted contents of the action grid.

18.88 MINUTES FROM COMMITTEE MEETINGS

Audit Committee 04 October 2018

D Watt briefly highlighted points from the recent Audit Committee meeting.

The minutes were noted.

Learning and Teaching Committee 7 November 2018

There were no points raised appropriate to the minutes of 7th November. The minutes were noted.

Gordon McGuinness joined the meeting at this point.

Standing Items

18.89 CHAIR'S REPORT

The Board were asked to note that the new Commercial Income Strategy had been circulated.

It was confirmed that, with regret and due to ill health, Carolyn Davidson has now resigned from the Board of Management. Her contribution was acknowledged.

It was noted that both the Board and Finance & Resources Committee have vacancies and that recruitment will be planned early in the New Year; Nominations Committee members will be contacted directly.

The Board newsletter, Engage, is well received by all Board members. Members are also encouraged wherever possible to attend the annual Graduation event.

The Board were also advised that SFC has a new Chief Executive. Karen Watt was previously Director of External Affairs with Scottish Government and takes up post 14th January 2019.

It was noted that Glasgow Kelvin College are recruiting for a new Principal and Vice Principal.

The Chair also welcomed Gillian Murray who returns to her post as Clerk to the Board 19th February 2019. Glenn Heritage was thanked for her work in covering Gillian's absence.

18.90 PRINCIPAL'S REPORT

J Vincent provided a verbal update

The Board were asked to note the following points:

A successful visit was made to Langside Campus by Richard Lochhead MSP in early November.

Confirmation has now been received that, following the re-accreditation visit, GCC has been awarded STEM re-accreditation by the STEM Foundation.

A team from GCC attended World Skills UK . Of 170 providers in this competitive process GCC achieved 10th place and returned with a clutch of gold, silver and bronze awards.

Graduation day was very successful and GCC received excellent press coverage.

The breaking news was given that on 12th December the final guarantee document was signed assigning management of the Langside residences.

The Glasgow Council Memorandum of Understanding with the Glasgow Colleges has still not been signed and is now rescheduled for January.

GCC has been engaged with TEDEx Youth an annual event. However, future years will no longer have a discrete youth TEDEx and without this the value and relevance to GCC is significantly diminished. GCC will therefore be declining to maintain the engagement and financial commitment going forward.

The EIS national ballot will close on 19th December following which we should have clarity around the likely potential for industrial action. GCC has contingency planning in place to mitigate impact as far as is possible.

A new initiative with the Prince and Princess of Wales Hospice has seen the charity shop close in Battlefield Road to be replaced by a new beauty salon, Beauty with a Conscience, operated by GCC students. Profits from the enterprise are donated to the Hospice whilst students gain valuable business experience.

The National Manufacturing Institute for Scotland has visited GCC and dialogue around potential partnership working is in progress. The Board discussed this briefly, keen that GCC are proactive in pursuing opportunities.

GCC gained several awards at the SQA Star Awards event. The Board noted the excellent results. Awards were also gained at the 48Hour Film project event. In addition the tutor of the year at the British Floristry Awards was a GCC tutor.

GCC was also commended at the CDN Awards event, and both the Herald Society Awards and Association of Colleges awards.

In response to a question it was confirmed that the work with Pacific Institute on College culture was progressing with surveys and some workshops already completed. Ideas and feedback will be considered by SLT and reported appropriately. J Vincent advised he had attended the Principals' Ministerial briefing, reporting that the desire of Ministers is for College to be more proactive in growing innovation activity with SME's..

J Thomson responded to a question confirming that following the staff opinion survey an action plan has been prepared and this will be brought to the next OD Committee.

Responding again, J Thomson confirmed that voluntary severance was also in progress albeit with low take-up given the sums available to staff are quite low. The date for commitment of funding had been brought forward to December and GCC is now asking for a return to the March date to allow further time for staff to consider the options available.

J Thomson responded to a question confirming that a timetable is in preparation for the harmonisation of policies and procedures, as directed by the August Board meeting. Recruitment is also in progress to backfill the HR AP current part time role.

In respect of the Institute of Manufacturing the Board clarified the expectation that the work in Scotland should add value to

that already taking place in the south and that no displacement or duplication should occur. Comment was made referencing the Ministerial steer for assigned Colleges that GCC should be proactive and innovative in partnerships. J Vincent responded that GCC was indeed being very proactive in its approach to the Institute and they had been provided with a lot of information to consider.

The Chair thanked the Principal for his update.

18.91 STUDENT PRESIDENT'S REPORT

K Gasiorowska and F Robinson gave an overview of the Report which highlighted some of the priority areas.

In particular progress was highlighted with the Class Reps where efforts this year have encouraged greater participation and interest. The issue of smoking shelters in poor condition was raised and a survey has been circulated to students prior to recommending any actions.

F Robinson highlighted the proposed student space at Anniesland which is on the agenda, and the work of the Healthy Body, Healthy Mind campaign which it is hoped will make progress.

Details of various campaigns were identified within the report.

In response to a query on student first impressions survey feedback it was confirmed that, in as much as is possible, timetables are considered to be available in good time. Unless logistics prevent this timetables are provided to students in advance.

Student elections will be held in March 2019 and preparations are already underway; it is hoped the change in timing will increase student engagement.

The independent 'Big Sleep' held at Langside to raise awareness of homelessness raised over £3500 and could potentially become an annual event.

The Board welcomed the report and **noted** the contents thanking both student members. .

Items for Discussion and Decision

18.92 ESTATES STRATEGY UPDATE AND PRESENTATION

J Thomson introduced this item and representatives Ian Gracie from Gardiner and Theobald and Lindsey Mitchell from BDP who were giving a presentation.

Work has commenced in the last two months with two of three stages now complete. The work will shortly reach the stage of options for the Board to review and prioritise depending on factors including costs. This is likely to be fully considered at the March Board meeting.

A presentation was given and copies of the powerpoint slides will be circulated to Board members. It was clear that of the **JT**

College estate Cardonald, with the oldest buildings, had the greatest need.

A discussion took place around the perceptions of lecturers and students, and how these were incorporated. Feedback to the consultants had stated that the curriculum was excellent but Cardonald could feel like the 'poor relation'.

The legacy of pre-merger identities was discussed alongside consistent branding, and enhancing the 'feel' of a unified College across campuses.

The next Board meeting will have clear options to consider and may also look strategically at the wider question of what GCC requires on each of its campuses to deliver future services to its communities.

The Board thanked the presenters and **noted** the presentation and progress made. There will be an agenda item at the March Board meeting. **JT**

18.93 ANNUAL REPORT BY AUDIT COMMITTEE TO BOARD OF MANAGEMENT

David Watt gave a brief overview of the main points of the report previously circulated.

The external audit report was positive giving an unqualified opinion across all three areas.

The appreciation expressed by the auditor for the work of the Finance team was re-iterated and a message of thanks will be sent to them. **DN**

The report has been considered at the Audit Committee meeting, where time had been given to discussing the challenges of the future forecast deficit position.

J Thomson asked the Board to note the new Assurance Framework which was appended.

The Board **noted** the Report of the Audit Committee and appendices.

The Chair expressed thanks on behalf of the Board to the Audit committee for their work and in particular to the Chair of Audit Committee.

18.94 ANNUAL FINANCIAL STATEMENTS FOR YEAR ENDING 31 JULY 2018

T Elliot gave a brief overview of the latest iteration and highlighted very minor amendments.

This report has been scrutinised fully by both Audit and Finance & Resources Committees.

T Elliott circulated a single update which re-categorised staff costs but did not alter the overall position.

J Thomson circulated the Related Party Transactions section with tracked changes. The changes better set out the nature of relationships to give clarity and transparency. These will be included in the final submission version.

The Board of Management **approved** the Annual Financial Statements subject to the above.

18.95 2017-18 ANNUAL EXTERNAL AUDIT REPORT LETTER OF REPRESENTATION

D Watt confirmed that the Audit Committee had full considered the basis upon which the Letter of Representation is signed and were comfortable that this was appropriate.

The Board of Management **approved** the Letter for signature.

18.96 MODERN SLAVERY STATEMENT 2017-18

T Elliott presented the statement which had minor updates to the statement of 2016-17.

The comment that the statement should begin with a strong rejection of slavery in all its forms, as made at the August Board meeting, is to be included in the final version. **TE**

It was noted that the section on plans to mitigate risk must be reviewed and updated with progress on an annual basis. **TE**

Subject to the above the Board **approved** the statement.

18.97 COLLEGE VISION, MISSION, STRATEGY AND VALUES

J Vincent gave an introduction to this item initially discussed at the October Board event.

The proposals in section 7 were highlighted as the basis of taking forward developmental work effective from the January term.

The March Board meeting provides an opportunity for the Board to discuss outcomes of the initial work undertaken in relation to Vision, Mission and Values. Thereafter, it is proposed that, following stakeholder engagement, a draft strategy is brought for consideration at the June Board meeting. **JV/SLT**

The recommendations were highlighted to the Board. Recommendation 12.iii is proposed to be discussed with individual members to form the proposed working group. **DN**

The Board **agreed** the recommendations.

18.98 REGIONAL OUTCOME AGREEMENT DEVELOPMENT UPDATE

B Hughes gave an overview of the measures which are now part of the wide-ranging ROA required of Colleges.

The Board were informed that in his opinion, B Hughes felt some targets required recalibrating.

The Board discussed the targets identified at length and **agreed** to amend targets 1, 2 4, 6 and 7. Items 3 and 5 were **not agreed**.

The Board were keen to maintain aspirational ambitions and not to reduce targets.

There was a short discussion on the development of the new strategy, and College direction, which would feed into future targets agreed.

The drafts will be submitted to GCRB Performance & Review Committee. The Board **approved** submission subject to the above.

18.99 GOVERNANCE UPDATE AND BOARD DEVELOPMENT PLAN

Three governance recommendations are made as detailed in the report circulated.

The Board **approved** the revised process for Register of Interests.

The Board **approved** the inclusion of Fit and Proper person declaration within recruitment applications and adoption of the declaration.

It was noted that the final sentence on the Declaration appeared extraneous; the model declaration is acceptable to HMRC and the Clerk will advise if this can be deleted. If so the version will be updated.

The Board **approved** the updated Board Development Plan 2018-19 as discussed at the October event.

18.99A POLICY UPDATES FOR APPROVAL

J Thomson introduced two revised policies for approval.

The Board **approved** the Health & Safety policy.

The Board **approved** the Local Negotiation policy subject to substituting the word 'agreement' for the word 'settlement' in the first bullet point.

18.100 BOARD DEVELOPMENT EVENT NEXT STEPS

The Chair introduced the paper.

It was noted that the positive feedback informed that there should be a similar event in 2019.

Two recommendations requiring actions of the Principal and Senior Leadership Team were made..

The Board **agreed** recommendations 2.1 and 2.2

SLT

The report asks the Board to consider future updates to be made to this Board and to relevant Committees.

The Board **noted** the provision of future updates required and these will be incorporated into the relevant agenda for consideration.

SLT

18.101 COLLEGE RISK APPETITE

The Board considered the report and definitions of risk appetite levels.

The Board **approved** maintaining the risk appetite at an 'open' level.

18.102 CAPITAL MASTERPLAN UPDATE

J Thomson gave a brief overview of the Masterplan.

It was noted that the car park works at Cardonald were now completed.

Of the very high priority items the Board were advised that the initial estimate for the cladding work on Mary Stewart building exceeded expectations and was over £900,000.

The Board proposed that the senior team should thoroughly review the cost estimate and then discuss it with the Chair of the Board and the Chair of Finance & Resources Committee. In view of the Board's desire to see early progress on this project, the two Chairs should have delegated authority to approve a capital budget for these works. . JT

The Board were advised that the initial estimate for student space expansion at Anniesland also exceeded expectations at £528,000. This also will be discussed with the Chair and Chair of Finance & Resources Committee, who again should have delegated authority to approve a capital budget. JT

The Board **noted** the contents of the updated Capital Masterplan.

18.103 GLASGOW CLYDE EDUCATION FOUNDATION UPDATE

J Thomson gave an overview of the proposed bid to GCEF relating to the student space at Anniesland.

This proposal was discussed by the Board. It was queried if the proposed solid walls would reduce natural light to the dining cafeteria area.

As identified in item 18.102 the estimated cost has increased. A bid requires to be submitted to GCEF mid-December. Costs will be discussed by the Chair and Finance & Resources Chair as stated in item 18.102. JT

A proposal on Learning and Teaching Transformation will be brought to the March Board meeting. JT

Subject to the above, the Board **approved** the proposal.

18.104 CYBER RESILIENCE UPDATE

B Hughes gave an overview of the work ongoing to achieve Cyber Essentials Plus.

The Board were advised of the increased workload for the IT team especially in relation to weekly 'patches' required to address vulnerabilities identified by the accreditation provider.

Accreditation is taking longer than anticipated and generating more work than envisaged. GCC is required to report progress to Scottish Government by 21st December who are very strongly encouraging accreditation..

The Board were assured that our systems are extremely secure.

The Board **noted** progress made toward achieving accreditation.

Items for Noting

18.105 FINANCIAL REPORT YEAR TO OCTOBER 2018 AND FORECAST OUT-TURN

T Elliott introduced the report and forecast. This has previously been fully discussed at Finance & Resources Committee.

The Board were assured that the forecast is in line with budget and on target.

T Elliott highlighted the challenges presented by the reduced SFC grant for national bargaining, the offsetting inclusion of the Flexible Workforce Development Fund and the impact of the STSS increased employers' contribution costs from April 2019. In particular the Board were advised of the potential risk level of c. £800k from the increased employers contribution costs for which mitigating action would be required. Finance & Resources Committee had highlighted that the Board should be made aware of this risk.

The Board **noted** the contents of the report.

18.106 COLLEGE STRATEGIC RISK REGISTER UPDATE

J Thomson introduced this report.

The Board **noted** the contents of the report.

18.107 CREDITS PROJECTION 2018/19

B Hughes introduced this report.

The Board were advised that whilst not currently concerning the lower numbers of enrolments and the level of early leavers required very close monitoring.

Work was in progress to identify actions to address the lower figures. It was hoped that the January courses would assist and applications for January courses were encouraging. The curriculum may also be modified to support maintaining levels.

The Board **noted** the contents of the report and actions being implemented with close monitoring by the senior team.

Continual Improvement

18.108 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE

Equalities were considered throughout. In particular, item 18.98 considered the equalities groups reflected in target figures and the impacts of any changes.

18.109 REVIEW OF PAPERS (INCLUDING DISCLOSABLE STATUS)

All items were deemed disclosable with the exception of the Financial Forecasts for 2018/19, and the Financial Statements which are not yet submitted. .

18.110 ANY OTHER BUSINESS

Following a comment on the level of typing errors within reports, the Clerk will contact all report authors prior to publication and ask that typing errors and grammar are checked and resubmitted. **All report authors**

No other business

DATE OF NEXT MEETING

The next meeting will be held on 20 March 2019, 4.30pm at the Boardroom, Anniesland Campus.

APPROVED