

**NOTES OF MEETING OF THE BOARD OF MANAGEMENT HELD AT 4.30PM ON  
20 MARCH 2019, THE BOARDROOM, LANGSIDE CAMPUS**

**PRESENT:**

David Newall (DN)	Chair
Jon Vincent (JV)	Principal ( <i>until the end of Item 19.20</i> )
Keith Rosser (KR)	Board Member ( <i>until the end of Item 19.15</i> )
Robert Fraser (RF)	Board Member
Graeme Whiteford (GW)	Board Member
Gordon McGuinness (GMcG)	Board Member ( <i>until the end of Item 19.11</i> )
David Watt (DW)	Board Member
Fiona Godsman (FG)	Board Member
Fiona Robinson (FR)	Board Member
Stephen Henson (SH)	Board Member

**IN ATTENDANCE:**

Brian Hughes	VP Curriculum and External Relations
Janet Thomson	VP Resources and College Development
Tracy Elliott	AP Finance and Infrastructure
Eric Brownlie	AP Quality & Performance ( <i>for items 19.11 and 19.12 only</i> )
David Marshall	AP Student Experience ( <i>for items 19.11 and 19.12 only</i> )
Lorraine McGaw	AP Human Resources ( <i>until the end of Item 19.11</i> )
Gillian Crankshaw	OD Manager ( <i>for Item 19.10 only</i> )
Bill Parker	Health & Safety Officer ( <i>for Item 19.10 only</i> )
Gillian Murray	Clerk to the Board (Minute Taker)
Janie McCusker	Chair, Glasgow Colleges' Regional Board

**19.01 WELCOME AND APOLOGIES**

The Chair welcomed Janie McCusker, Chair of the Glasgow Colleges' Regional Board. Apologies were noted from M Payne, K Gasiorowska, C Walker, M Docherty and S Heidinger.

**19.02 DECLARATIONS OF INTEREST**

K Rosser declared an interest in matters relating to the Glasgow Clyde Education Foundation on behalf of him and F Godsman. The Chair invited K Rosser and F Godsman to participate in discussions but to refrain from voting on matters relating to the GCEF.

**19.03 DETERMINATION OF OTHER BUSINESS**

There was no other business.

**19.04 MINUTE OF THE BOARD MEETING ON 12 DECEMBER 2018**

The minute was accepted as a true and accurate record of the meeting, subject to a few minor typographical amendments.

#### **19.05 MATTERS ARISING – ACTION GRID**

The Chair took the Board through the matters arising action grid, noting the updates and inviting comment on those actions which had not been updated on the grid. It was agreed that item 18.12 would be removed from the action grid and rolled into the update on the strategic plan. In relation to item 18.97, the Chair informed the Board that a working group had been formed to advise and oversee the development of the new Strategic Plan. The members of the working group are F Godsman, S Heidinger, G McGuinness and D Watt.

#### **19.06 MINUTES FROM COMMITTEE MEETINGS**

##### **i. Organisational Development – 06.02.19**

The Minute was noted.

##### **ii. Learning & Teaching – 13.02.19**

The Minute was noted.

##### **iii. Audit– 28.11.18**

The Minute was noted.

##### **iv. Finance & Resources – 05.12.18**

The Minute was noted.

#### **19.07 CHAIR'S REPORT**

D Newall introduced J McCusker, Chair of GCRB. J McCusker thanked the Board for inviting her to attend the meeting. J McCusker showed the GCRB Annual Report Video. J McCusker informed the Board that she, along with the Chair and the Principal, had recently attended a Ministerial dinner. J McCusker informed the Board that the Minister had recognised the good work of the region but also acknowledged the challenges facing the sector. J McCusker offered her praise to Glasgow Clyde College for its part in the delivery within the region.

J McCusker invited questions from the Board.

#### **19.08 PRINCIPAL'S REPORT**

J Vincent informed the Board that the College had signed an Academic Memorandum of Understanding with Glasgow City Council in January.

An update was given on the ongoing Industrial Action and pay dispute with EIS-FELA. J Vincent circulated a letter which had been issued by the Chair of the Employers' Association to teaching staff.

J Vincent informed the Board that the College had gained Cyber Essentials Plus accreditation and praised the IT staff for the huge

effort that had been put into achieving this. J Vincent informed the Board of the high costs in maintaining this accreditation in both staff costs and non-staff costs. The Board acknowledged the benefits in maintaining accreditation and recognised that certain customers will see the benefits in the College being accredited.

J Vincent reflected on the success of the recent Ministerial dinner and highlighted several other political engagements and visits to the College by politicians.

The Board was briefed on the recent Crisis Media Training undertaken by the Senior Leadership Team.

J Vincent highlighted a recent media appearance by College students on BBC Newswatch.

J Vincent invited T Elliott to present an update on the draft Five Year Financial Plan.

T Elliott took the Board through a visual presentation outlining the financial forecast for the next five years.

The Board discussed the need to reduce the deficit and the possible ways of doing this, including cost reduction, and increasing income. The Board noted the potential scale of the impact the current pay negotiations may have on the Financial Plan. The Board discussed the possibility of staff reallocation to coincide with the increased commercial activity. The Board sought assurance that a plan was in place to maximise Commercial Income. The Board discussed Voluntary Severance and were given an update on the recent efforts to invoke the scheme with SLT members outlining the lessons learned and what would be done differently in future to increase uptake.

Following extensive discussion on the Five Year Financial Plan, the Board agreed that continuing with Voluntary Severance in a more focussed manner would help reduce the deficit.

#### **19.09 STUDENT PRESIDENT'S REPORT**

In the absence of K Gasiorowska, F Robinson took the Board through the Student President Report included in the papers.

The Board praised the work of the Students' Association in being nominated for a SPARQS award. The Board also commended the work involved in the Healthy Body Healthy Minds Campaign and the significant work undertaken by the Campus Cycling Officer.

The Board offered praise to the Students' Association for their recent work and for going above and beyond to keep the Students' Association moving forward and achieving great outcomes.

#### **19.10 PRESENTATION – HEALTH AND SAFETY**

G Crankshaw and B Parker joined the meeting to provide a presentation on the draft Health & Safety Policy. B Parker took the Board through the background to the new policy, outlining the new layout and explaining each part. B Parker highlighted the

key responsibilities for the Board under Health & Safety legislation and the policy, emphasising the duty of care owed to employees, students and others by the Board. The Board was reminded of its liability under legislation including The Corporate Manslaughter and Corporate Homicide Act 2007 as well as the individual liability of board members under health and safety legislation. B Parker took the Board through the key responsibilities of the Principal, reminding them that the Principal is accountable to the Board of Management for ensuring the effective implementation of this Policy. B Parker explained that the executive responsibility for health and safety on a day-to-day basis is delegated by the Principal to both Vice Principals. Accountability and responsibilities throughout the College were outlined. A reminder was given that responsibility can be delegated but accountability cannot.

The Board discussed the draft Policy. The Board discussed the implications of a failure to adhere to the Policy and sought assurances on how staff would be aware of their duties under Health & Safety legislation. G Crankshaw outlined the steps being taken to ensure a culture of Health & Safety awareness is embedded within the College. The Board noted that a Health & Safety Report is presented to the Organisational Development Committee. The Board requested that a high level Health & Safety Report be brought to the Board on an annual basis. The Board approved the Health & Safety Policy.

LMcG/GC

#### **19.11 PRESENTATION – LEARNING, TEACHING & ASSESSMENT**

E Brownlie joined the meeting to provide a presentation on Learning, Teaching & Assessment.

E Brownlie outlined the Research and Development Programme which is being implemented. The presentation outlined some of the positive strategies and potential barriers to improving retention and attainment and provided some useful staff feedback and learner feedback.

E Brownlie showed the Board Members an example of the Performance Dashboard which is available to staff to get live updates on attainment levels per course

The Board Members discussed the presentation, expressing a strong view in favour of Peer Learning. E Brownlie informed the Board that Peer Learning was being implemented after the Easter break, also informing the Board that this was already carried out in certain subject areas on an informal basis.

The Board thanked E Brownlie for his insightful presentation.

#### **19.12 GCEF PROJECT BID: LEARNING TRANSFORMATION**

The Chair reminded K Rosser and F Godsman of their interest in this agenda item and invited them to participate in discussion but to abstain from decision making.

D Marshall outlined the proposed project bid to the Glasgow Clyde Education Foundation. D Marshall informed the Board that, since the circulation of Board papers, he met with P Radcliffe, Director of GCEF, and it had been confirmed that the GCEF Board of Trustees would receive a First Phase bid for the project on 2 April (subject to the College Board's approval). He explained that this would allow the project to set up and recruit before the beginning of academic year. A second phase (implementation) bid would then be made to GCEF in September.

The Board discussed the merits of proposed bid. The Board discussed the need to consider the long term sustainability of the project. Discussion took place around the measures and the need to expand on these within the proposed bid. The Board approved the bid subject to the inclusion of a long term sustainability proposal along with expansion of the measures in Appendix 3.

DM

### **19.13 VISION, MISSION AND VALUES**

J Vincent presented his paper on Vision, Mission and Values. The Board complimented the process that had been carried out to get to this stage in developing a new vision, mission and values for the College, acknowledging the engagement with staff, students and Board Members.

The Board expressed their support for the proposed wording of the Vision and Mission. In relation to the Values, the Board felt that their suggestions from the Development Event had been encapsulated but they were not entirely satisfied with the inclusion of the word 'Collegial'. The Board invited further consideration to be given to this wording and suggested three possible outcomes:-

1. Agree the five values as set out in the paper.
2. Replace the word 'collegial' with another
3. Reduce the values to four (combining the definitions of collegial and considerate.)

D Newall invited Board Members to email J Vincent direct with their suggestions by 27<sup>th</sup> March 2019. Subject to finalisation of 'Values', the Board approved the Vision, Mission and Values.

### **19.14 SFC INDICATIVE FUNDING ALLOCATION FOR FUTURE YEAR**

J Thomson was invited to speak to the Report issued with the Agenda. A link to the SFC Announcement including the indicative funding allocation for the College Sector, had been provided to the Board.

J Thomson circulated a paper detailing the indicative teaching funding allocation for the Glasgow Region.

The Board discussed the indicative funding for Glasgow noting the increased figure which GCRB proposed to hold centrally for Collaborative Projects. J Thomson explained that these proposed collaborative projects were outlined in the ROA. The Board noted a concern that this central budget had been

proposed without any discussion with the three Colleges on whether the outcomes could be delivered at less cost. The Board reviewed and discussed the Indicative Funding Allocation.

**19.15 FINANCIAL REPORT YEAR TO JANUARY 2019 AND FORECAST TO JULY 2019**

T Elliott was invited to speak to the paper issued with the Agenda. T Elliott explained that the report outlined the financial position versus the phased budget for the six month period August 2018 to January 2019 and the forecast outturn position for the academic year August 2018 to July 2019 versus the academic year 2018/19 budget. The Board was informed that the forecast was in line with the overall budgeted position. T Elliott explained the income and expenditure variances over £50k.

The Board discussed the Report and noted that 50% of the contingency had been released to cover the estimated Employers Pension costs.

The Board noted the Financial Report and Forecast.

**19.16 PROPOSED 2019/20 TUITION FEES**

T Elliott took the Board through the paper on proposed Tuition Fees for 2019/20. The Board approved the proposed Tuition Fees. The Board also agreed that the authority for approving the Tuition Fees should be delegated to the Finance & Resources Committee in future years.

GM

**19.17 FINAL REGIONAL OUTCOME AGREEMENT FOR FUTURE YEAR**

B Hughes took the Board through the Regional Outcome Agreement. The Board discussed the terminology within the Agreement. The Board discussed the proposed Collaborative Projects (as referred to during discussion under Item 19.14).

The Board discussed and noted the Regional Outcome Agreement.

**19.18 CAPITAL MASTERPLAN UPDATE**

The Board discussed the Capital Masterplan update. The Board discussed the funding model in relation to life cycle maintenance and recognised that further work was needed by the GCRB to ensure a fairer approach to this funding allocation.

The Board approved the Capital Masterplan.

**19.19 GLASGOW CLYDE EDUCATION FOUNDATION UPDATE**

The Board noted the update.

**19.20 BREXIT UPDATE**

J Thomson was invited to speak to the Report.

The Board discussed the potential risks of Brexit. In particular the Board discussed the potential impact on ESF Funding and

associated student places. They also acknowledged a potential risk to Commercial Growth via SDS funding.  
The Board noted the Brexit update.

**19.21 GOVERNANCE UPDATE**

G Murray introduced her paper on governance. G Murray informed the Board that she now had sight of the GCRB calendar of meetings and that no changes were needed to the draft calendar circulated with the papers.

G Murray outlined the Board Development Plan. It was agreed that D Newall and G Murray should consider the Development Plan and provide more refined updates where possible. GM/DN

G Murray outlined the correspondence from the Minister outlining the actions to be taken as a result of the Consultation on Good Governance. G Murray informed the Board that she would update them on any further developments and actions being taken to implement the key changes outlined in the letter.

The Board noted the update.

**19.22 STRATEGIC RISK REGISTER UPDATE**

The Board noted this paper.

**19.23 CREDITS PROJECTION 2018/19**

The Board noted this paper.

**19.24 GCCSA ELECTION PROCESS**

The Board noted this paper.

**19.25 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE**

There were no decisions made which would require an equality impact assessment.

**19.26 REVIEW OF PAPERS**

Improvement noted in quality of papers. Non-disclosable status as per paper other than Items 19.16 and 19.24 which were deemed disclosable.

**19.27 ANY OTHER BUSINESS**

No other business.

**The next Board of Management Meeting will be held at 4.30pm on Wednesday 12 June 2019, Seminar Room 4, Cardonald Campus.**