

NOTES OF THE MEETING OF THE BOARD OF MANAGEMENT HELD ON 25 OCTOBER 2019 AT 1.30 IN THE HOUSE OF AN ART LOVER, BELLAHOUSTON PARK, GLASGOW

PRESENT:

David Newall	Chair
Sandra Heidinger	Vice Chair
Jon Vincent	Board Member
Fiona Godsman	Board Member
Clare Walker	Board Member
Mary Docherty	Board Member
Keith Rosser	Board Member
Robert Fraser	Board Member
Sissa Rasmussen	Board Member
David Watt	Board Member

IN ATTENDANCE:

Brian Hughes	Vice Principal, Curriculum and External Relations
Janet Thomson	Vice Principal, Resources and College Development
Tracy Elliott	Assistant Principal, Finance and Infrastructure
Eric Brownlie	Assistant Principal, Quality and Performance
Runa McNamara	Incoming Board Member
Alan O'Donnell	Incoming Board Member

19.67 WELCOME AND APOLOGIES

The Chair welcomed everyone to the meeting. Apologies were noted from G McGuinness, M Payne, S Henson and A Szilassy: Members noted that D Watt would join the meeting at a later point. The Chair formally welcomed R McNamara and A O'Donnell who will join the Board as full members from 1 November 2019. The Chair thanked A Green for undertaking the arrangements for the day and minuting the Board meeting.

19.68 DETERMINATION OF OTHER BUSINESS

There were no other items of business for discussion.

19.69 DECLARATIONS OF INTEREST

Declarations of Interest were received from K Rosser and F Godsman in relation to discussions with the Glasgow Clyde Education Foundation (GCEF). No other declarations of interest were received.

19.70 **MINUTES OF PREVIOUS MEETING: 28 AUGUST 2019**

The Minute was **APPROVED** as an accurate record of the previous meeting.

19.71 **MATTER ARISING: ACTION GRID**

The Board were provided with an update on actions from the last Board meeting, noting that all actions had been addressed with the action relating to the 2019/20 Budget, on the meeting agenda.

The Board **NOTED** the update.

19.72 **ADMINISTRATIVE AND ACADEMIC STAFF RESTRUCTURE**

The Chair of the Board invited J Thomson and B Hughes to provide an update on the Administrative and Academic Restructure.

J Thomson reminded Board Members that the initial consultation relating to the Administrative Restructure had been issued in May 2019 and that, after a request from Support Unions for a time extension, the consultation period ended in August 2019. Board Members noted that, in light of consultation responses, a revised restructure had been issued in September 2019. J Thomson briefly outlined the structure revisions and line management for College Administrators contained in the revised structure.

J Thomson reported that, as a result of the restructure, the College would achieve savings of £200k broadly. Members noted that 3 roles have been redeployed and VS has been offered and accepted by 1.4 FTE to date. J Thomson reported that implementation of the new structure will take place in early November. Those present noted a Curriculum Support Working Group would be set up in order to ensure future efficiency and flexibility of the College Administrative team to meet business needs.

In response to a query from a Board Member, J Thomson confirmed that the Working Group would carry out the Equality Impact Assessment (EIA) of the final restructure as well as carrying out a risk assessment of workload for the remaining roles. In response to a further query from a Board Member, E Brownlie confirmed that Faculty staff might be required to carry out more administration than before, especially as the College moves to online processes, such as timetabling. E Brownlie took the opportunity to explain that one of the main tasks for the new administration team will be to support Faculty staff in identifying students at risk of withdrawing.

In response to a Board Member's query, E Brownlie responded that the College is planning to meet with Unions shortly and that they will be involved in the EIA of the restructure. In response to a further query, J Thomson reported that the Working Group would be investigating training needs for affected staff.

In response to a query from a Board Member as to whether the academic restructure will have a further impact on the administrative roles, J Thomson indicated that there is no expectation that further changes will be made because of the academic restructure.

The Chair of the Board complimented the Executive on the work carried out, and asked that a report on the operation of the new structure be brought to the Board in the future. JT

The Chair invited B Hughes to provide the meeting with an update on the work relating to the academic restructure.

B Hughes outlined the work carried out to date to identify different options for structures going forward. Board Members noted that the College currently has circa 80 FTE Senior Lecturers and 15 Heads of Curriculum. B Hughes provided details of the current line management arrangements and salary scale points for these roles. B Hughes reported that modeling work had been undertaken to develop a possible restructure shape and the meeting noted that the Teaching Unions had been informed formally at the last JCNC meeting that a full consultation will be issued in due course.

Board Members noted that a Consultation document is being drafted; however, more work is required before it is ready to be issued. B Hughes outlined the models that are being considered and the implications were outlined. Members noted that the Consultation document should be ready for issue in the next week to 10 days. B Hughes outlined the proposed timetable for the consultation, indicating the expectation that the new model will be in place by the start of Academic Year 2020/21.

B Hughes stressed that this will be a long and complex process as there is a need to ensure safeguards in place. Members noted that, given the 4-year conservation of salary, there would be a requirement to launch the VS scheme for teaching staff that has been submitted to GCRB.

In response to a comment from a Board Member, B Hughes noted the requirement to submit a Form HR21: Advance Notification of Redundancies to Scottish Government and the need to include such in any consultation timetable. In response to a query from a Board Member, B Hughes provided an explanation as to why the College is bound by the salary grading points.

J Vincent took the opportunity of informing those present of the Scottish Government expectation that all senior posts will be brought under the NRPA arrangements at some point and that initial meetings have already taken place to discuss this.

The Chair of the Board took the opportunity to remind the meeting of the recommendation that the Remuneration Committee oversees VS arrangements.

The Chair of the Board raised concerns that the timing of this work is slipping and requested that he had oversight of the work and the timescale, stressing that the timeframe must be achieved. The Vice Chair concurred, stating that staff have been given an early indication of change and will be waiting on the documents. BH

The Board **NOTED** the report.

19.73 **VOLUNTARY SEVERANCE SCHEMES: SUBMISSION TO GCRB**

The Chair of the Board invited J Thomson to talk to the paper issued with the agenda.

J Thomson reported that 2 Voluntary Severance (VS) schemes have been submitted to the Regional Board for approval: namely one for administrative restructure and one for teaching staff restructuring. J Thomson reminded the Board of the process to be followed to obtain VS Scheme approval by GCRB. Members noted that the administrative scheme had been approved previously and the teaching scheme approved in Mid-October. J Thomson reminded Board Members of the proposed amendments to the teaching staff scheme to take cognisance of the temp to perm impact on staff utilisation.

The Chair of the Board sought and received confirmation that no pension scheme strain is paid for teaching staff. The Board noted that such is payable for the support staff scheme; and that where a strain cost applies it is charged against the voluntary severance sum approved by the College.

The Vice Chair stressed that the College must consider and review how it is resourcing short-term lecturing contracts to avoid issues in the future. J Vincent confirmed that the College is looking at other models of resourcing these types of contracts.

The Board **NOTED** the report.

19.74 **2019/20 BUDGET**

Discussions with GCRB/SFC

The Chair of the Board invited J Vincent to provide the meeting with an update on discussions with GCRB and SFC regarding the College's financial challenges.

J Vincent reported that, as requested, conversations had been initiated with GCRB to highlight the financial situation and forecasts and a series of meetings with the Interim Executive Director had taken place. J Vincent indicated that an opportunity to speak to SFC had been sought; however, SFC had declined this as they wish to use the mechanism of GCRB. Members noted that a further request to meet had been made at the end of the Strategy Dialogue meeting between SFC and GCRB; however, that too had been declined. J Vincent indicated that another request had been made which again had been declined by SFC who do not wish be directly involved, but do wish to be kept apprised by GCRB. Members noted that the College would continue to work with GCRB and be open and transparent about the current challenges. J Vincent stressed that GCRB do not have additional funds to assist the College as these can only come from SFC. J Vincent reported that discussions with GCRB have been constructive; however, there are frustrations that the College cannot not speak directly to SFC.

Funding Applications to GCEF

The Chair of the Board invited J Vincent to provide a verbal update on the applications submitted to GCEF.

J Vincent rehearsed previous discussions that had taken place with GCEF re providing support for the proposed restructure, which had been declined, and the subsequent positive discussions that had taken place around submitting development bids for funding approval. Members noted that bids had been developed for 3 projects: ICT project, OD project, and Commercial project. J Vincent reported that a workshop had taken place with GCEF to ensure bids could be worked up to concept level and presented to GCEF Board for concept approval. All 3 concepts had been approved and full bids will now be submitted for approval. J Vincent indicated that GCEF have requested that these bids take a strategic approach to allow funding over a 3-year period.

Members noted that GCEF would seek to approve the bids by correspondence rather than delaying to a full Board meeting.

In response to a query from a Board Member, J Vincent confirmed that if the bids were approved, this would take the strain off the College revenue budget. J Vincent confirmed the financial value of the bids is at least what the College currently expects to require over the next few years.

Budget for 2019/20

The Chair of the Board invited T Elliott to provide the meeting with an update on the budget.

T Elliott informed the meeting that no changes had been made to the budget at this point, as the outcome of the bids to GCEF needs to be known to understand what the funding level will be and allow any additional spend to be identified. T Elliott informed Board Members that the ICT project bid is for £400k to be spent on developmental and innovative work aiming to achieve long-term savings.

In response to a query from a Board Member around timing to achieve budgeted savings, T Elliott indicated that, in terms of cash flow, the VS gap would not be a concern until after the teaching restructure in April 2020.

The Chair of the Board requested that an update be brought to the Board early in December. TE

The Board of Management **NOTED** the verbal update.

19.75 **LEARNING, TEACHING AND ASSESSMENT: HALF YEARLY REPORT**

The Chair of the Board of Management invited E Brownlie to talk to the report issued with the agenda.

E Brownlie provided Board Members with a high level update on progress against key actions for learning and teaching priorities contained in the Enhancement Plan, reminding Members that all Colleges must submit an Enhancement Plan to Education Scotland. Members noted that the College Plan had identified 23 actions and within those, there are 3 key principles: outcome and impact, delivery and leadership and equality culture.

E Brownlie focused on outcome and impact, highlighting that attainment is increasing, currently sitting at 74%, which is a 6% increase over the past 3 years. Members noted that a key area for focus are FE programmes, which have increased but are still underperforming against the FE sector. E Brownlie indicated the FEPT has improved significantly; however, not as much as the College would like. Members noted HEFT and PT have declined marginally. E Brownlie indicated that more detail on the College performance would be presented to the next Learning and Teaching Committee. EB

E Brownlie then outlined progress on the protected characteristics targets contained in the Regional Outcome Agreement, which is progressing well, although it is recognised that staff still require more support to understand nuances. E Brownlie briefly outlined the monitoring tools available to support staff with performance monitoring improvement such as dashboards and data analytics. E Brownlie outlined work being undertaken in relation to delivery, describing the work of the research project, which is making significant impact on capacity building, sharing good practice and providing information to teaching staff.

E Brownlie highlighted two areas with Limited Progress. Firstly, Action Point 2.2c relating to Industry Partnerships, and Members noted that whilst the College has very good industry contacts and partnerships, work is required to ensure programmes are meeting industry needs. Secondly, members noted that Action 2.3c relating to formal observation, can now be taken forward as observation is built into national terms and conditions. Members noted the work that has taken place to promote quality, improvement, and consistency of practice across the College.

Board members noted that learner satisfaction is very strong and stands up well against sector outcomes as does College leaver destinations. E Brownlie outlined External Verification activities, noting strong, positive feedback from SQA and other awarding bodies.

In response to a query from a Board Member, E Brownlie indicated that there is a real enthusiasm from staff in terms of quality, especially around mentoring, coaching approaches and identifying and sharing good practice.

A discussion then took place around the number of staff completing TQFE and how that is being funded. Board members noted that 18 staff were funded to undertake TQFE in the previous year, which was only possible as additional funding, via National Bargaining, had been made available to the College. B Hughes explained that National Bargaining arrangements also gave 150 hours' remission to any staff undertaking TQFE. B Hughes informed the meeting that whilst the College would like to offer more staff the opportunity, the cost of covering such remission for each member of staff is circa £10k. To that end, national bargaining can fund only 10-12 staff. Board Members noted that alternative funding models had been put forward, but on the advice of the Employers' Association, these had not been taken forward. E Brownlie provided assurance to Members that all new, and existing non-qualified, members of staff are expected to undertake an in-house Classroom Essentials programme before being put in front of a class and that; in addition, there is an in-house PDA that staff are asked to complete. In response to a query from the Vice Chair, E Brownlie confirmed that the number of staff undertaking TQFE is falling across the sector but not to the same extent as the College, and possible reasons for this were outlined.

Discussion turned to the withdrawal rates for SIMD10 compared with others and E Brownlie indicated that overall the College is 2% better with an increase in partial success. In response to a query from the Vice Chair, E Brownlie indicated that reasons for withdrawal are monitored and recorded. Members noted that the main reason for withdrawal is mental health issues.

In response to a comment from a Board Member, it was acknowledged that improvements in recording interactions with students centrally are required in order that staff can access information on the type and kind of interactions that have taken place with students. Members noted that this had been recognised and possible platforms to allow that are being investigated.

Further clarification was provided that all new unqualified members of staff were expected to undertake the Classroom Essentials programme before taking classes.

The Chair of the Board thanked E Brownlie for his comprehensive Report. *E Brownlie left the meeting at 14.40 hours.*

The Board **NOTED** the report.

19.76 **GOVERNANCE UPDATE**

The Chair of the Board talked to the paper issued with the agenda.

The Board noted that G Whiteford had resigned on 31 August 2019. The Board recorded its appreciation for his contribution to the College and the Board over the last 4 years.

The Chair referred to section 6 and reminded those present of the Board of Management Self-Evaluation process. The Chair indicated his intention to draw up the Board Development Plan after this event and Board Members were asked to provide areas of development they wished included.

Board Members agreed that the 3 areas were helpful. The Chair of the Board outlined that the plan will include review of Board agendas and a change to paper formats to highlight each paper recommendation. In response to a query from the Vice Chair, the Chair indicated that once a new Clerk was in post, the skills matrix would be updated. The Chair of the Board indicated that the Plan will identify KPIs and the Committee remits will be reviewed when the new Clerk is in post. In addition, the Website requires to be updated.

In response to a query from the Vice Chair, Board Members noted that a meeting without the College Executive had not taken place because of the development event only taking place over one day.

The Chair of the Board undertook to prepare a draft Development Plan and share this with Board Members for comment over the next 2 weeks. Chair

The Board **NOTED** the report.

19.77 **THE CHAIR'S REPORT**

The Chair of the Board provided a verbal report on activities since the last Board meeting.

The Chair offered congratulations to C Walker on being elected to a second term of office.

Members noted that interviews for the Clerk to the Board role would take place on 1 November: the Chair undertook to advise Board Members of the outcome as soon as possible. Chair

The Chair of the Board encouraged Board Members to consider attending the College Graduation Ceremonies taking place in the Bute Hall, University of Glasgow, on 2 November 2019. BOM

Members noted that the SFC had recently carried out an evaluation of GCRB. GCRB had issued a report of that meeting, and the Chair undertook to share the link with Board Members. The Chair offered his appreciation to College staff for their contribution to the success of GCRB. The Chair asked that Board members consider attending any GCRB events taking place in the future.

Chair

BOM

The Board **NOTED** the report.

19.78 **THE PRINCIPAL'S REPORT**

The Chair of the Board invited J Vincent to provide an update on activities since the last meeting.

J Vincent indicated that GCRB are currently advertising the role of Executive Director and offered to provide the advert to Board Members if they knew of anyone who may be interested in the role.

Board Members noted recent award news including a former student who had won the Herald Digital Award for Emerging Talent in Cyber Security; the Scottish Hair and Beauty Award for best training establishment, and GiftTech being shortlisted for a Community Charity Award and Herald Pioneers Award.

Members noted that the HND Creative TV course achieved National Accreditation Skillset Quality Mark: the only programme in Scotland to achieve that.

In response to a query from a Board Member as to how such awards are celebrated, J Vincent outlined the internal newsletter that is issued every 2 weeks, the recognition and appreciation, initiative, where staff receive a personal letter from the Principal and the staff nominated Star Awards Initiative. Members noted that these would be aligned to the new College values.

The Board **NOTED** the report.

19.79 **THE STUDENT ASSOCIATION PRESIDENT'S REPORT**

The Chair of the Board invited S Rasmussen to talk to the report issued with the agenda.

S Rasmussen informed Board Members that training had taken place for class staff representatives, with 85 attendees. Board Members noted that a Student Voice group was in the process of being set up and the purpose of that group was outlined. The range of Campaigns being undertaken by the GCCSA were detailed and the Freshers' Weeks events outlined. Members noted that GCCSA would be focusing on developing social media uptake as a way of contacting students.

The Chair of the Board of Management commended the excellent report and the work being carried out. In response to a query from a Board Member, S Rasmussen provided more details on the Student Voice group, which will take place on each campus and indicated that output from those meetings will be fed back to relevant departments. J Vincent took the opportunity of informing Board Members that the Executive hold regular meetings with the Student Association Executive whereby the students raise items for discussion and the expectation is that output from the Student Voice will be discussed at that meeting.

In response to a query from a Board Member, S Rasmussen outlined the possible reasons as to why only 85 class representatives out of 422 had attended the meeting. S Rasmussen provided assurance that the remaining representatives will be encouraged to attend future meetings. In response to a further query, S Rasmussen confirmed that an Instagram account does exist; however, content is still in development.

The Board **NOTED** the report.

19.80 **AUDIT COMMITTEE MINUTES**

The Chair of the Board referred to the draft Audit Committee minutes enquiring if there were, any points that required to be highlighted. J Thomson referred to the issue around Going Concern detailed in the Minute, which has an impact on the College Accounting policies.

The Board **NOTED** the draft Audit Committee minutes.

19.81 **FINANCE AND RESOURCES COMMITTEE MINUTES**

R Fraser provided the meeting with an outline of discussions that had taken place, including the draft Primary Financial Statements, 2019/20 Cash Flow Forecast, the Financial Forecast Return, Capital Expenditure and Masterplan and the Estates update.

The Board **NOTED** the draft Finance and Resources Committee Minutes.

19.82 **ORGANISATIONAL DEVELOPMENT COMMITTEE**

The Vice Chair provided a verbal update on discussions that had taken place at the recent Organisational Development Committee.

Members noted that as well as discussions on the administrative restructure, the Committee had encouraged the College to continue to work towards harmonisation of procedures. Board Members noted that some progress had been made with a number of procedures; however, work was still required on the Dignity and Respect Policy, particularly the need to plan staff sign up to a Respect Statement and clarify processes. Board Members noted that the Committee also encouraged the College to pursue actions arising from the Staff Engagement Survey and had received assurance at the meeting that the Senior Leadership Team monitor action plans. Board Members noted the discussions around bullying and harassment and the Committee recommendation to consider an online support portal. The Committee had received a report on absence management and had noted the increase in absence above the agreed target of 4%. The Board noted that the Committee had recorded its disappointment at this and had set the target for the current year at 4%. Members noted that the Committee had received an update on other KPIs including new staff undertaking the online health and safety training. The Board noted this was below target but is improving.

The Board **NOTED** the verbal update.

19.83 **REMUNERATION COMMITTEE**

The Vice Chair talked to the draft Minutes issued with the agenda. Board members noted discussions around administrative and academic restructure and the recommendation to the Board that the Remuneration Committee has delegated authority to make decisions on the academic restructure, except any decisions involving compulsory redundancy, which should be reserved for the full Board. The Chair sought Board Members agreement on that recommendation. The Board **AGREED** to the recommendation.

D Watt joined the meeting 15.10 hours

The Board of Management **NOTED** the Remuneration Committee minutes.

19.84 **FIVE-YEAR FINANCIAL FORECAST**

The Chair of the Board invited T Elliott to talk to the report issued with the agenda for formal noting.

T Elliott talked to the report, indicating that formal approval of the Forecast is required from the Board of Management and talked in detail to each section of the narrative.

Discussion took place around the wording contained in the SFC Voluntary Scheme funding section and it was agreed to remove the third sentence of this section.

The Board of Management formally **APPROVED** the Five-year Financial Forecast.

19.85 **STRATEGIC RISK REGISTER**

The Board of Management noted this report.

19.86 **EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE**

The Chair of the Board intimated that an Equalities Impact Assessment requires to be carried out for the Academic Restructure and the VS Scheme.

19.87 **REVIEW OF PAPERS** (including disclosable status)

It was **AGREED** that all paper were disclosable with the exception of 19.84: Five-Year Forecast Return 2019-24.

19.88 **ANY OTHER BUSINESS**

The Board agreed to record in its formal minute two other matters that were discussed as part of the Board Development Day on 25 October, as follows.

College Strategic Planning Framework

The Board approved the final draft Strategic Plan Framework (2019-2025) and asked the College Executive Team to develop a suite of targets to underpin the Plan's objectives.

Estates Strategy

The Board noted the updated Estates Strategy (2019-2029), and the output of the associated consultancy work undertaken by Gardiner & Theobald and BDP.

Several members of the Board expressed their disappointment that the consultants' work had resulted in some relatively short-term estates proposals which should be addressed in the first two years of the Strategy. It was felt that the College could benefit from further thinking regarding learning methods and their longer-term implications for the College estate.

With these reservations, the Board approved the update to the Estates Strategy, noting in particular the addition of four capital projects. These would enhance learning facilities and improve the campus environment at Cardonald, provide more effective student space at Anniesland, and address essential upgrading to the Lighthouse and Mary Stuart Buildings at Langside.

The Chair asked that the scope of the Lighthouse/Mary Stuart project be revisited to consider the costs and benefits of enhancing the learning environment while also addressing essential upgrading.

DATE OF NEXT MEETING

11 December 2019, Seminar Room 4, Cardonald Campus

The meeting concluded at 15.15 hours.