

## **BOARD OF MANAGEMENT**

**Minutes:** 30 January 2017

**Present:** Keith McKellar (Chair)  
Audrey Cumberford, Moses Apiliga, Nick Allan, Jacqueline Henry, Andrew Hetherington, Andrew Hunter, Linda Johnston, Lyndsay Lauder, John Leburn, John McMillan, Alison Mitchell, Mark Newlands, Joyce White.

**Attending:** Liz Connolly (Vice Principal Corporate Development), Alan Ritchie (Director of Finance and Estates), Gwen McArthur (Secretary to the Board).

**Apologies:** Mike Haggerty, Jim Hannigan, Jenifer Johnston, Paul McFarlane, Stephanie Graham (Vice Principal Educational Leadership), David Alexander (Vice Principal Operations).

### **BM333 WELCOME**

The Chair welcomed the new members, Linda Johnston and John Leburn, to their first meeting. He also welcomed Alan Ritchie, Director of Finance and Estates to the meeting.

### **BM334 DECLARATION OF INTERESTS**

John McMillan and Audrey Cumberford declared an interest as Trustees of the West College Scotland Foundation. Audrey Cumberford also declared an interest as a member of the Council of the Scottish Funding Council (SFC).

### **BM335 MINUTES**

The minutes of the meeting held on 5 December 2016 were approved.

### **BM336 ACTIONS FROM THE MINUTES**

The Board noted the actions taken since the last meeting.

### **BM337 CHIEF EXECUTIVE'S REPORT (BM309)**

The Board noted the report from the Principal and Chief Executive, and in particular the following matters:

- i. National Bargaining** – it was noted that the Vice Principal Educational Leadership was currently attending a meeting of the Employers Association which was discussing the outcomes of reports on pay and terms and conditions for staff. It was noted that the EIS (Educational Institute for Scotland) had submitted a pay claim for 2017/18, and were still in dispute regarding an element of the pay award for 2016/17. A meeting of the National Joint Negotiating Committee was scheduled for 9 February 2017.

- ii. SFC Engagement (BM312)** – at its last meeting the Board was informed that SFC had asked for a meeting with the Principal and College Executive to continue discussions on various matters. The College faced a number of challenges, many of which were not under its control, so it would work closely with the SFC in order to mitigate the impact these might have. One was the impact of the new funding methodology developed by SFC which would mean an overall reduction in funding for the College in the future, due to the nature of the College’s portfolio and the changes in funding bands. The meeting with staff from SFC was positive and some possible mitigating actions had been identified. The Executive would continue to work closely with SFC on these matters.
- iii. Budget 2017/18** – the sector was still waiting information from the SFC regarding their budget for 2017/18. However, indications were that this information might be available by the end of February. In considering the headline information on the budget for the college sector that had been issued it was noted that the bulk of funding mentioned was not new money, but was being re-allocated from elsewhere in the sector. It was noted that the Finance and General Purposes Committee would consider the indicative SFC settlement along with the implications for the 2017/18 budget at its meeting in early March and report to the next Board meeting.
- iv. Enterprise and Skills Review** – the report on Phase 1 of the Scottish Government’s Enterprise and Skills review had been discussed at the last meeting. The outcomes of this report had raised a number of concerns which were currently being discussed nationally before the next report would be issued. The Board would be kept informed of developments.

It was acknowledged that there was a great deal of uncertainty and change happening in the Public Sector, not just the College Sector. It was queried if Colleges Scotland would be producing general information on what these changes, including funding changes, might mean for the sector and what the likely consequences could be.
- v. STEM** – it was noted that the Scottish Government was currently consulting on their approach to delivering a high quality Science Technology Engineering and Mathematics (STEM) education and training offering across the education system. The College would be submitting a response to this, and Colleges Scotland would submit a sector response. These responses would be made available to the Board for information.

**[Action: AC]**
- vi. International Activity** – it was noted that the Principal had recently visited Vietnam to sign a partnership agreement with Lilama 2 Technical College. The Board welcomed this information.

### **BM338 REGIONAL OUTCOME AGREEMENT (BM310)**

The Board considered the Draft Regional Outcome Agreement 2017/18 – 2019/20. This had been submitted to SFC in December but no feedback had been obtained yet. The Principal highlighted the main changes that had been made to the format of this document since the last edition and the information that the College would be providing. In particular the following points were raised:

- An access and inclusion strategy would be developed, including steps to increase student numbers and the support to be provided to students from areas of deprivation. The Learning, Teaching and Quality Committee would be involved in bringing this forward to the Board.
- New quality arrangements for the sector had just been issued by SFC/Education Scotland. However, given that these had been issued part way through the session the college sector was of the view that this should be a transition year, with the new arrangements applying from session 2017/18. This was not clear at sector level and would be pursued.
- The Board noted that the information on the College estate provided a clear picture of the need for investment. The Board supported this as it needed financial assistance to help address the estates issues.
- It was noted that the College would continue to fund the Students Association at current levels.

The Board welcomed the draft Regional Outcome Agreement and **agreed** that each of the Committees should consider this document and provide an input as appropriate to the areas that fell within their remit and report back to the Board. **[Action: Committees]**

The Regional Outcome Agreement would be updated and brought to the meeting at the end of March for finalisation. **[Action: SG]**

### **BM339 VOLUNTARY SEVERANCE SCHEME**

The Board was aware that the College faced a number of challenges and uncertainties in the future, particularly in relation to its future financial sustainability. A meeting between the College Executive and representatives from the SFC had taken place in December to continue the dialogue and shared understanding of a range of challenges facing the College (see also BM337 (ii) above). One matter that had been raised during this meeting was the opportunity for the College to receive strategic funding from the SFC to allow it to operate a Voluntary Severance (VS) Scheme. SFC had indicated that support might be possible and asked that the College submit a formal proposal that followed both the SFC guidance/procedures and the College's own procedures.

The Board had approved its Voluntary Severance (VS) Scheme process at the last meeting (BM316.1). This required both the Organisational Development and HR (ODHR) Committee and the Remuneration Committee to consider any proposed scheme and, if satisfied, to recommend the scheme to the

Board for approval prior to submitting to the SFC for consideration. In light of the information provided by SFC at the meeting in December a proposed VS Scheme had been prepared. The ODHR and Remuneration Committees had held a joint meeting on 25 January 2017 to consider this Scheme.

In discussion the following points emerged:

- If approved it was likely that there would be limited funding available and so the VS Scheme developed was seeking support for around 10FTE.
- In light of the limited funding available to support the VS Scheme it was essential to manage expectations and so it was proposed that a targeted approach be taken. Legal advice had been sought on this matter.
- Information on staffing levels from the CMAP Curriculum planning tool had been produced which had identified areas within the College that were currently over-staffed, these were primarily Music, Business & Computing and Hairdressing & Beauty.
- If the VS Scheme was approved and if the numbers of staff taking advantage of it were achieved then this would allow the areas concerned to improve and streamline the delivery of the curriculum and achieve efficiencies.
- The VS Scheme would be targeted primarily at Teaching staff but Support staff were also likely to be included. The VS Scheme would not include any member of the Executive or SMT.
- A general communication would be issued to all staff to inform them that a VS scheme would be in operation but, due to the limited funding available, this would not be open to everyone. Staff in the areas identified as being over-staffed would be written to and invited to apply.
- The VS Scheme set out the selection criteria that would apply.
- The College Executive would be responsible for managing the VS scheme, considering the applications and taking decisions. Reports on the implementation of the VS Scheme would be made to the ODHR Committee which would, in turn, report to the Board.
- If the College did not achieve its numbers by 31 March it was proposed that the VS Scheme be extended to 30 June 2017.
- In light of the on-going discussions with the SFC it was possible that the SFC might be able to provide a quick response.

The Joint meeting of the Organisational Development & HR and Remuneration Committees had confirmed that they were satisfied with the VS Scheme proposed and had recommended to the Board that the scheme be approved.

In light of the above information the Board

**RESOLVED** that

- i. The Group appointed to consider and authorise voluntary severance payments comprise the College Executive (i.e. the Principal and 3 Vice Principals);
- ii. The end date for the Scheme be set at 30 June 2017;

- iii. The 2016/17 Voluntary Severance Scheme be approved for submission to the Scottish Funding Council for final approval;
- iv. Reports on the implementation of the Scheme be made to the Organisational Development and HR Committee.

**[Action: Executive]**

#### **BM340 CHAIR'S REPORT (BM312)**

The Board noted the Chair's report and particularly the following:

- J White had submitted her resignation from the Board with effect from 31 March 2017.
- K Milroy, Chair of North East Scotland College, had been appointed as the new Chair of the Board of Colleges Scotland.
- The Scottish Government was encouraging all colleges to sign up to the Partnership for Change - 50:50 Gender balance on Boards by 2020. The Scottish Government had also published the Draft Gender Representation on Public Boards (Scotland) Bill which had been issued for consultation with a closing date of 17 March 2017. The Chair indicated that he would be establishing a small working group, comprising Board members and members of the College SMT, to consider this Draft Bill and to produce a response from the College. The Board would be consulted on the response to be provided.
- The Chair had recently given evidence to Professor Sir Peter Scott, who had been appointed by the Scottish Government as Commissioner for Fair Access. It was proposed that Sir Peter Scott be invited to visit the College to meet with staff and students and to discuss the range of initiatives already in place within the College. The Board **agreed** to this proposal.

**[Action: KM]**

**[Action: KM]**

#### **BM341 STUDENTS ASSOCIATION REPORT (BM313)**

The Board noted the report from the Student President on the activities of the Students Association. In particular, the Student President reported to the Board on the following activities:

- The Board was pleased to note that the Students Association had recruited a further 3 Executive Officers to fill particular vacancies. These were all part-time unpaid posts and the officers would hold drop-in sessions to raise awareness and to report back to the Students Association on any issues or concerns that students might have.
- 8 students from the College had attended a recent event to lobby MSP's at Holyrood. This had been a particularly useful session and amongst the issues discussed were student funding and mental health provision.
- The report from the recent Student Representative Council meetings held on each Campus was noted. In light of this report the Student President and Head of Student Services had produced an action plan, 'You said, we did', which identified each of the issues raised by the students and the

actions that were being taken to address these matters. This action plan had been circulated to all Heads of Departments so that they were aware of the issues raised and could provide input as necessary. The SMT would also be considering this report, the actions that needed to be taken and the communications surrounding this to ensure that feedback was provided to the students. Now that there was a baseline of information in place this would be used to produce evidence of the progress made following the next round of consultation with students in March. The Board welcomed this information, particularly that action was being taken to address the matters raised, and would be kept informed of progress.

- The Student President and Vice Presidents would shortly be holding awareness raising sessions on each campus to provide information about the Students Association and to encourage more students to get involved.
- Representatives of the Students Association and staff from Student Services had met with representatives of SPARQS the previous week to discuss the development of a partnership agreement with the College as part of the framework for the development of strong and effective College Students' Associations (see also BM342.1 (ii) below). Good progress was being made with this and it was hoped that this partnership agreement would be ready to bring to the Board at its June meeting.

The Board welcomed this report and the effort that the Students' Association Officers were putting into raising awareness and providing a channel for communication and feedback.

## **BM342 COMMITTEE REPORTS**

The Board noted the following reports:

### **.1 Learning, Teaching and Quality Committee**

The Board noted the minutes of the meeting of the Learning, Teaching and Quality Committee held on 7 December 2016, and particularly the following:

- i. Educational Leadership Update (LM184)** – the Board was delighted to note the following:
  - the 'Keep it Warm' campaign had been successful and had led to a reduction in the number of students failing to start at the beginning of the session;
  - the collaboration with schools was proving to be very successful with 13,100 hours allocated to providing educational activity for school pupils, with 1412 school pupils enrolled in 115 classes covering a wide range of subjects, and with school pupils coming from 3 Local Authorities in the Region plus Glasgow City Council;
  - the College had received funding for Foundation Apprenticeships for the period 2017-19;
  - the provision of support to students with mental health problems had been discussed at the meeting. The Committee was aware that this was

an issue for all colleges who were expected to provide support but without any additional funding to meet the costs involved. It was noted that this matter would be raised at Colleges Scotland.

- ii. Framework for the Development of Strong and Effective College Students' Associations in Scotland (LM186)** – the Committee was impressed by the work undertaken by the Students' Association and was pleased to note that the Association were currently working with Student Support Services staff to address the matters raised in this Framework and to conduct a self-evaluation to identify areas for improvement. The Committee would continue to receive progress reports and report to the Board.
- iii. Complaints Handling (LM191)** – the Board was pleased to note that the report on complaints received during the first quarter of session 2016/17 showed that there had been no complaints from students relating to their funding. This confirmed that the revised systems and processes for enrolling students were working.
- iv. Student Applications** – the Principal reported that applications for full-time entry next session (starting in August) had opened the previous week and, to date, over 4,500 applications had been received.

## **.2 Audit Committee**

The Board noted the minutes of the meeting of the Audit Committee held on 12 December 2016, and particularly the following matters:

- i. Audit Committee Remit (AM225)** – the Board **RESOLVED** that the remit of the Audit Committee be amended as proposed.
- ii. Internal Audit Reports (AM227,228 &229)** – the Committee had considered Internal Audit reports on the Lean Review of Student Recruitment, Whistleblowing and on Alternative Income. These reports had been positive, with no significant issues raised, and would be passed to the appropriate Committee for information.

## **.3 Nominations Committee**

The Board noted the minutes of the meeting held on 13 December 2016. The Committee had made a number of recommendations which had been circulated to Board members for approval by correspondence. Approval had been received and the Board homologated the decisions taken, namely:

The following appointments have been made with effect from 1 January 2017:

- i. Jacqueline Henry appointed Vice Chair of the Board of Management;

- ii. Lyndsay Lauder appointed Chair of the Organisational Development and HR Committee;
- iii. Linda Johnston joined the membership of the Organisational Development and HR Committee;
- iv. John Leburn joined the membership of the Finance and General Purposes Committee;
- v. Mark Newlands appointed interim Chair of the Remuneration Committee. This would be reviewed by the Nominations Committee later in the year.

On behalf of the Board the Chair congratulated each of the members on their appointment.

#### **.4 Corporate Development Committee**

The Board noted the minutes of the meeting of the Corporate Development Committee held on 13 December 2016, and particularly the following:

- i. Virtual Reality Demonstration (CDM87)** – the Committee members and Attending Officers had taken part in a demonstration of a Virtual Reality (VR) facility that was being developed in the College, which would be rolled out to students in different subject areas to enhance their learning experience. The Board welcomed this development.
- ii. Internal Communications (CDM92)** – the Committee was pleased with the developments undertaken and the progress achieved in improving internal communications.
- iii. Commercial Income Update (CDM97)** – the Board noted that the Committee was monitoring the income achieved from alternative sources with regular updates being provided. The Board welcomed the achievements to date.

#### **BM343 STRATEGIC RISK REGISTER (BM317)**

The Board considered the updated Strategic Risk Register, which had also been considered by the Audit Committee at its meeting in December. The Board was pleased to note that the risk management process was becoming embedded within the College and was also part of the Committee process with risk being considered at each meeting. All of the feedback received had been taken into account in updating the Strategic Risk Register. In discussion the Board considered the following:

- The top 3 risks remained a high priority and would continue to be closely monitored;
- In light of the earlier discussion it was considered that risk 4, impact and outcomes of National Bargaining, might become a higher priority, as might some of the lower rated risks that related to staff relations and workforce planning;

- In relation to estates matters there might be an opportunity to work more closely with Community Planning Partners to address some of the issues raised and possibly to be more innovative.

The Board **agreed** that the Strategic Risk Register be approved.

**BM344 BOARD: MEMBERSHIP, DATES OF MEETINGS AND SCHEDULE OF BUSINESS 2016/17 (BM318)**

The Board noted the current Board and committee membership, the schedule of business and the dates of Board and committee meetings for 2016/17.

**BM345 REPORT ON DELEGATED ACTION TAKEN SINCE LAST MEETING**

There was no delegated action to report.

**BM346 EMPLOYERS ASSOCIATION**

The Chair informed the Board that the College had been invited to nominate two representatives to sit on the Employers' Association. The Board had previously been invited to nominate one member and an alternate. It had nominated the Vice Principal Operations as the member, with the Principal as the alternate. The Board

**RESOLVED** that the Vice Principal Operations and the Principal be nominated as the College representatives on the Employers' Association.

**BM322 NEXT MEETING**

There will be an additional Board meeting on Wednesday 15 March 2017 at 10.00 a.m. to consider the draft report on the Governance Effectiveness Review and the Board Development Action Plan.

The following meeting will be held on Monday 27 March 2017 at 4.00 p.m. at the Clydebank Campus.