

## BOARD OF MANAGEMENT

**Minutes:** 8 October 2018

**Present:** Keith McKellar (Chair)  
Nick Allan, Liz Connolly (except for item BM476) Mike Haggerty, Jim Hannigan, Jacqueline Henry, Andrew Hetherington, Linda Johnston, Lyndsay Lauder, John Leburn, John McMillan, Mac Murray, Mark Newlands, Nicole Percival, Danny Walls, David Watson, Angela Wilson.

**Attending:** Stephanie Graham (Vice Principal Educational Leadership), Alan Ritchie (Director of Finance and Estates), David Gunn (Director, Organisational Development and HR) – present for all items except BM476; Joe Rafferty (Head of Organisational Development and HR) for items BM477 & 478 only; Gwen McArthur (Secretary to the Board).

**Apologies:** Jenifer Johnston, David Alexander (Vice Principal Operations).

## RESERVED BUSINESS

**The Board members met in closed session to discuss a confidential report.**

[REDACTED]

[REDACTED]

[REDACTED]

## OPEN BUSINESS

### BM477 WELCOME

On behalf of the Board the Chair welcomed the new members Liz Connolly (Principal), Danny Walls (Support staff member) and Mac Murray (Student President) to the meeting. He also welcomed Stephanie Graham (Vice Principal Educational Leadership), Alan Ritchie (Director of Finance and Estates), David Gunn (Director, Organisational Development and HR) and Joe Rafferty (Head of Organisational Development and HR) to the meeting.

### BM478 BOARD DIVERSITY (BM468)

The Board had received the report and proposed action plan from the Short Life Working Group (SLWG) on Board Diversity at its last meeting. It had decided to return to discuss this matter at this meeting when it would have more time to consider the report in full. The Chair informed the Board that the action being taken had been highlighted to the Commissioner for Ethical Standards in Public Life in Scotland who was leading on increasing Board diversity on behalf of the Scottish Government. The Commissioner had asked the College to take part in its project and would forward information on the second phase of their research and invite Board members to take part in a survey. It was **agreed** that the link to this survey would be provided to Board members after the meeting. **[Action: GMcA]**

**Secretary's Note:** the link to the survey was sent to the Non-Executive Board members after the meeting.

Linda Johnson presented the report and action plan from the Short Life Working Group on Board Diversity. She highlighted the research that the Group had undertaken so far and how this had fed into the proposed actions. The Scottish Government had set the target of 50:50 gender balance on boards to be achieved by 2022 and the College was well on the way to achieve this. However, the Group was also aiming to diversify its membership in terms of other characteristics as well, not just gender, and to broaden out the skills range available to it. It was considered that more could be done in terms of visibility and raising awareness about the Board, both within the College and the wider community. The College already had a range of contacts in the community and consideration would be given to how best to access and build on these links.

It was acknowledged that some of the language surrounding the public sector recruitment process could be formal and off-putting and so a review of the Board recruitment literature had been undertaken. Improvements to the website had also been considered, to make it more informative and more attractive to individuals who might not otherwise consider joining a board. The Group was of the view that it might be more helpful to some individuals to join a committee first, and gain an insight into how that operated, before

considering joining the board. A strong induction process would be helpful to individuals, particularly those who had no previous board experience, and consideration could be given to providing mentors to those who would benefit from this. Additionally, on-going development for board members was key to ensuring that individuals got the most out of their board experience.

The Board welcomed the progress made so far and

**RESOLVED** that the action plan developed by the Short Life Working Group on Board Diversity be approved.

#### **BM479 DECLARATION OF INTERESTS**

John McMillan declared an interest as a Trustee of the West College Scotland Foundation.

#### **BM480 MINUTES**

The minutes of the meeting held on 18 June 2018 were approved.

#### **BM481 ACTIONS FROM THE MINUTES**

The Board noted the actions taken since the last meeting. In particular it was noted that

**.1 Membership of the Board (BM471.8)** - Ministerial approval had been received to extend the appointment of three Board members, namely Nick Allan, Jenifer Johnston and Mark Newlands for a further four years to 31 January 2023.

#### **BM482 BUDGET 2018-19 AND FINANCIAL PLAN (BM463; FPM207)**

The Board received a paper summarising the budget for 2018-19 and the five year financial strategy 2018-19 to 2022-2023; 'Future Proofing our College', a plan for the future that had been prepared by the College Executive and a draft of which had been submitted to the Scottish Funding Council; together with two letters from the Scottish Funding Council (SFC) confirming additional funding to support the College voluntary severance (VS) scheme. These documents had been discussed in some detail at the recent meeting of the Finance and General Purposes Committee.

The Principal and Director of Finance and Estates presented the main points emerging from these documents. Discussions with the SFC had taken place over the summer months and were continuing in order to address the challenges facing the College. The Board was pleased to note that the SFC had provided additional funding, of a further £1M, to allow the College to run a VS scheme which would help meet the savings target. It was noted that the savings target for sessions 2018-19 and 2019-2020 remained the same as previously reported to the Board.

The Board noted the plan, 'Future Proofing our College', which had been prepared by the Executive and had been welcomed by the Finance and General Purposes (FGP) Committee. It was noted that the FGP Committee would be

monitoring the financial aspects relating to the implementation of this plan to ensure that the milestones were achieved. In presenting this plan to the Board the Principal was keen to point out that, although there were a number of challenges facing the College, it had to move forward. In addition to making savings the College had to seek ways of increasing alternative income to allow the College to do different things and to do things differently. It was recognised that the College could not continue to cut budgets indefinitely as this approach was already impacting the delivery of services.

The Board commended the plan, 'Future Proofing our College', which was well written and clearly set out the future direction of the College. It was acknowledged that increasing alternative income would be a challenge but there was a strong and capable team within the College. The Principal would use the forthcoming staff meetings to inform all staff of the challenges ahead and the steps being taken to meet them. Once approved by the Board, the plan would be presented to the SFC to underpin the discussions taking place over the future direction of the College.

The Board

**RESOLVED** that the plan, 'Future Proofing our College', be approved and be forwarded to the SFC to aid discussions with them. It was also **agreed** that the Board would focus on different areas covered within the plan at each meeting and that for the next meeting it would concentrate on staffing, this would tie in with the development of the Workforce Plan (see also BM488.4).

#### **BM483 GREENOCK OUTLINE BUSINESS CASE (BM465(v); EM301)**

The Board noted that further discussions with Inverclyde Council had taken place and, in the light of these, the Options Appraisal and Outline Business Case (OBC) for the Greenock Campus had been revised. The Estates Committee had discussed the revised OBC at its recent meeting and was clear that the preferred option for development was the site at East India Docks. If this was approved it would represent a significant investment, of some £100M, in the development of the College's Greenock Campus. However, it was dependant on Inverclyde Council revising their Local Development Plan to allow the College to develop on this site and on the funding being secured.

On the recommendation of the Estates Committee, the Board

**RESOLVED** that the revised Options Appraisal and Outline Business Case for the development of the Greenock Campus at the East India Docks site be approved and, once confirmation was received from Inverclyde Council that they would support this development, the revised OBC be submitted to the SFC.

**[Action: LC; AR]**

#### **BM484 STRATEGIC RISK REGISTER (BM464)**

The Board considered the Strategic Risk Register. It was noted that there had been no change to the risk profile of the College but a number of the mitigating

factors had been updated to reflect the actions taken over the summer months. In discussion it was noted that the College had raised with the SFC the matter of its needs in relation to capital funding and for investment in the College IT Infrastructure, amongst other priority areas. The SFC was aware of the College's needs and discussions would continue. The Board **agreed** that the Strategic Risk Register be approved.

#### **BM485 CHIEF EXECUTIVE'S REPORT (BM465)**

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

- i. Corporate Strategy** – at its last meeting the Board had considered the draft Corporate Planning framework which had emerged following the corporate planning session in April. The Board now had before it the draft Corporate Strategy 2018-2025 which had been developed in light of this earlier discussion. The Board welcomed this Corporate Strategy document which it considered to be excellent and complemented the other strategic documents that were coming forward, e.g. Building Our Collective Future, Workforce Planning, Future Proofing Our College. It was the intention that the draft Corporate Strategy would now be issued to all staff and would form part of the staff consultation events that the Principal had planned over the next few weeks. The Board **RESOLVED** that, subject to some minor editorial amendments, the draft Corporate Strategy 2018-2025 be approved for wider staff and stakeholder consultation.
- ii. Key Performance Indicators (KPI's)** – the Board noted the draft key performance indicators (KPI's) that had been updated. However, due to reporting deadlines, final figures for some of the KPI's had yet to be confirmed. An updated report would be brought to the next meeting. **[Action: LC]**
- iii. National Bargaining** – it was noted that no agreement had yet been reached on a pay award for either Teaching or Support staff for 2018-19. The Teaching staff who had taken part in the EIS ballot had voted to reject the offer. The offer made to Support staff was currently the subject of a ballot, the outcome of which was not yet known. The Board would be kept informed of developments.
- iv. College Evaluation Report** – it was noted that the Evaluative Report and Enhancement Plan had to be submitted to the SFC by 31 October. The draft report had already been discussed with Education Scotland and some revisions were currently being made to it. It was the intention that the Evaluative Report and Enhancement Plan would be considered at the next meeting of the Learning, Teaching and Quality Committee on 24 October 2018 after which it would be finalised and sent to the SFC by the end of October. **[Action: SG]**

### **BM486 STUDENTS ASSOCIATION REPORT (BM466)**

Mac Murray, President of the Students Association, updated the Board on the activities of the Students Association, and particularly the following:

- The new team of Executive Officers was now in place and working well. The team had already taken part in a number of training and development events and attended various NUS sessions.
- There were also a number of Volunteer Officers working with the Students Association who were located at each of the Campuses.
- The Students Association had taken part in the NUS campaign, 'Healthy body, healthy mind' and had received a rating of 1 star, having narrowly missed out on a 2 star rating. However, this year the Students Association and the Student Services and Communities Team were working together to progress this within the College. A Health and Wellbeing Adviser had been appointed to work in this area and the support available to students would be communicated widely.
- A Mental Health Agreement had been produced by the Students Association and agreed with the Principal and other appropriate staff. This would be launched shortly and would appear on various forms of social media to ensure students were aware of it.
- Support café's had been opened on each of the campuses and were open to everybody, not just students. Staff and Board members would be welcome at these.
- Training for Class Representatives was now well underway with a high attendance at these courses. The feedback from the students attending had been very positive.

The Board welcomed this report and was pleased to note that the Students Association had achieved significant momentum with a number of activities which were being well received by the student body.

### **BM487 CHAIR'S REPORT (BM467)**

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

- i. New Minister** - Richard Lochhead had been appointed as the new Minister for Further Education, Higher Education and Science, and the Chair had contacted him to invite him to visit the College. The Board was pleased to note that the Minister had accepted this invitation and a date was being sought.
- ii. Staff Meetings** - The Principal reported that she would be holding staff sessions over the next few weeks to discuss progressing the draft Corporate Strategy 2018-2025. The Chair confirmed that he would be attending some of these sessions and invited other Board members to join them if available. The dates of these sessions would be provided to the Board members.  
**[Action: GMcA]**
- iii. Brexit** – it was noted that consideration was being given to the potential impact Brexit could have on the College. It was known that the SFC had set

up a group to consider the implications of Brexit and the College was represented on this group by Sara Rae, Director of Business, Enterprise and Innovation. It was also known that the universities were well ahead in terms of assessing the potential impact of Brexit and it would be useful if the colleges were to take a sectoral approach. However, as this had not happened yet, it was **agreed** that a small working group be established to consider the potential impact of Brexit on the College and what mitigating actions the College could take. **[Action: KM; LC]**

## **BM488 COMMITTEE REPORTS**

The Board noted the following reports:

### **.1 Audit Committee**

The Board noted the minutes of the meeting of the Audit Committee held on 6 September 2018, and particularly the following:

- i. Internal Audit Reports (AM363)** – the Internal Auditors had presented two Audit Reports: one on Procurement and Tendering and the other on Workforce Planning. These were very positive reports which provided assurance to the Committee.
- ii. External Audit Progress Report (AM367)** – the Committee had been pleased to note that the external audit work was on track and would be finalised in due course.

### **.2 Estates Committee**

The Board noted the minutes of the meeting of the Estates Committee held on 11 September 2018 and particularly the following:

- i. Disposal of Property (EM293.4)** – the Board was pleased to note that the Scottish Government had given approval for the College to dispose of the property at Drumry Road, Clydebank and could retain the receipt received for this to fund other estates requirements.
- ii. Developments at Queens' Quay, Clydebank (EM295.1)** – it was noted that the Committee had invited the Head of Regeneration Services of West Dunbartonshire Council to the next meeting to inform them of the developments currently underway at Queens' Quay, adjacent to the College campus. Once this was confirmed Board members would be invited to attend this session to hear for themselves about these developments. **[Action: GMcA]**
- iii. Paisley Campus Developments (EM303)** – it was noted that discussions with the University of the West of Scotland regarding curriculum developments were taking place that might impact on the future development of the Paisley campus.

### **.3 Finance and General Purposes Committee**

The Board noted the minutes of the meeting of the Finance and General Purposes Committee held on 25 September 2018, and particularly the following:

- i. College Cyber Action Plan (FPM208)** – the Board was pleased to note that good progress was being made in relation to implementing the College Cyber Resilience Plan. It was the aim that the College should achieve Cyber Essential Plus accreditation in October 2018.
- ii. College Finance System (FPM222)** – it was noted that there were further delays in implementing the new Finance system. The current system was still in place and being used while discussions were taking place with the suppliers of the new system in order to resolve the issues and challenges that had arisen.

### **.4 Organisational Development and HR Committee**

The Board noted the minutes of the meeting of the Organisational Development and HR Committee held on 26 September 2018 and particularly the following:

- i. Health and Safety Matters (OM206)** – it was noted that remedial action had been taken and the asbestos discovered in the boiler room of the Oakshaw building had been removed.
- ii. Workforce Planning (OM210)** – the Board was pleased to note that the Internal Auditors had reviewed progress with the development of the Workforce Plan and had commented favourably on this. This Plan would be integrated with the People Strategy in due course. The Committee was of the view that this was an excellent piece of work and would tie in with the 'Future Proofing our College' plans. It was **agreed** that the Workforce Plan 2019-2024 be presented to the Board at its next meeting and that the next meeting would start earlier to allow full discussion of this matter.

**[Action: GMcA]**

- iii. Building Our Collective Future (OM213)** – the Board noted the document, 'Building Our Collective Future', which it considered to be an excellent piece of work. Members of staff had been involved in the development of this document and it had been well received when rolled out across the College. A similar document was under development for students.

### **BM489 BOARD: COMMITTEE MEMBERSHIP, SCHEDULE OF BUSINESS AND DATES OF MEETINGS 2018/19 (BM472)**

The Board noted its membership, proposed schedule of business for 2018/19 and the dates of Board and committee meetings for session 2018/19.



**BM490 REPORT ON DELEGATED ACTION TAKEN SINCE LAST MEETING**

Since the last meeting the Chair had taken the following actions:

- .1 appointed John McMillan as Independent Verifier for the Support Staff Election to the Board; and
- .2 authorised a leave of absence for Jenifer Johnston for the period 10 September – 22 October 2018.

The Board homologated these actions.

**BM491 SECURITY AND FIRE PREVENTION**

In light of the recent, and second, fire at the Glasgow School of Art it was queried if the Board would consider conducting a review into security and fire prevention at all its campuses and other buildings. It was noted that fire risk assessments were conducted periodically across all the College buildings, and other required measures were in place to ensure compliance with legislation. It was **agreed** that the Organisational Development and HR Committee consider this matter further (as this fell within the remit of that Committee).

**[Action: ODHR Committee]**

**BM492 BOARD DINNER**

The Board members wished to commend the staff and students who had been involved in the recent Board dinner held at the Paisley Campus to mark the departure of the previous Principal. The quality of the food and standard of service had been quite exceptional.

**BM493 NEXT MEETING**

Monday 10 December 2018 at 3.00 p.m. at the Greenock Campus. This would be followed by the Board Christmas dinner at 6.30 p.m.

GMcA/16.10.18/Final