

## BOARD OF MANAGEMENT

Minute of the Meeting of the Board of Management held on 7 October 2008 at 4 pm in the Boardroom.

**PRESENT:** B Keegan ( Chair), A G Hyslop, J Scott, W Patterson, A Shelton, K Finn, A Struthers, R Ashton, N Etherington, D McCrindle, G Fraser,

**IN ATTENDANCE:** C Scott, J Hamilton, R W Paterson, S Bruce, E Proudfoot, I Duncan, C M Thomson (Secretary to the Board)

### ITEM

### ACTION

Mr Keegan welcome Mr Fraser to his first Board of Management meeting.

1. **APOLOGIES**

B Miller, A Graham, H McMorran, C Daly

2. **DECLARATION OF INTEREST**

There were no Declarations of Interest.

3. **MINUTE OF PREVIOUS MEETING**

The minute of the meeting of 17 June 2008 was approved.

4. **MATTERS ARISING**

**Staffing Committee**

It was confirmed there was no need for annual updates of Disclosure Scotland assessments.

**ITEM****ACTION****Glasgow Issues**

Mr Hyslop stated that Glasgow Community Colleges' Principals were taking more time to reflect on the possible re-establishment of the group, but reiterated the College's wish to be part of this.

**5. MINUTES OF COMMITTEES****Audit Committee - 25/09/08 (draft)**

Noted. Mr Hyslop stated in the absence of KPMG the External Auditors, discussion of some issues concerning the year end accounts did not take place. Mr Hyslop added that it was likely that KPMG would qualify the College's accounts on the basis of the outstanding issue of KPMG's policy position with respect to the treatment of pensions.

**Property and Estates Committee - 28/06/08; and 18/09/08 (draft)**

Noted. Mr Hamilton's apologies were added to the meeting of 18/09/08.

Mr C Scott highlighted a number of issues which had been discussed including the cost report which had been examined in detail, a number of additions which had reduced the contingency by 10%, the good relationship with the builders and the professional team and the matter of VAT. Mr Hyslop indicated that he had written to the Funding Council regarding the issue of loan support arrangements. He would report back in due course.

AGH

**Development Committee - 22/09/08 (draft)**

Noted. Mr W Patterson highlighted a number of issues which had been discussed including school/college links, international activity, the CPD conference, applications and enrolments, the HMIE review and the Funding Council's Guidance on Quality arrangements.

**ITEM****ACTION**

Mr Etherington raised the matter of ESF and Mrs Proudfoot provided a summary of the present arrangements. It was agreed that the College would invest cautiously in ESF. Mr Hyslop outlined the impact of this on student beneficiaries.

Mr Etherington raised the matter of low staff morale arising from the HMIE review and Mr Hyslop stated that whilst this was a matter of fact the action plan to address issues had, he felt, served to raise morale as staff saw their actions making an impact on College activities.

**Staffing Committee - 17/09/08 (draft)**

Noted. Ms Shelton highlighted a number of issues which had been discussed including the additional meeting on disciplinary policy, improved absence reporting, agreed policies on staff discipline and grievance and the CPD conference. Ms Shelton commended the contribution of Mr McGurk to the Committee.

Mr Etherington raised a specific matter with regard to advice from the College's solicitors regarding wording in the disciplinary policy and Ms Shelton provided a detailed and satisfactory response.

**Committee of Chairs - 19/09/08 (draft)**

Mr Keegan highlighted a number of issues which had been discussed including more discussion at Committees evidenced by suspension of standing orders in three Committees, the Governance Steering Group and a report on the usefulness of the first governance development session held at Cardonald College which four of our members attended.

**Finance Committee - 15/09/08 (draft)**

Mr Hamilton's apologies were added.

Mr Keegan highlighted a number of issues which had been discussed including staffing problems which had now been addressed, accelerated depreciation which was an issue for this

**ITEM****ACTION**

and other colleges, and the self evaluation of the Committee.

**HMIE REVIEW ACTION PLANS**

6.

Mr Hyslop referred to the summary report and to supporting documentation relating to the above. He stated that the action plan was comprehensive and thorough and had the advantage of fitting comfortably within the new model quality arrangements. Mr Hyslop added that inevitably the action plan was based upon weaknesses but that there were many very positive aspects of the Review. This was reflected in the Funding Council's judgement that there was no need for a follow up Review.

Mr J Scott raised the issue of robustness of self evaluation and Mr Hyslop explained the process in the College including the number of external audits which took place.

Mr McCrindle welcomed the action plan and advised that timescales be made more precise. This was agreed and the action plan would be adjusted.

**ID**

Mr Etherington raised the matter of managing the volume of work which had emerged from HMIE and opined that the Board should respond to what he perceived as the hypocrisy of HMIE. Mr W Patterson briefly outlined the new review model and it was hoped that this would alleviate matters.

Mr Hamilton stated that the College had scored quite well and Mr Hyslop briefly described scoring and confidence statements. Mr Keegan concluded that the Board supported the activities of the staff in addressing the action plan.

Following a full discussion the Board of Management agreed to:

- (i) note and welcome the HMIE Review action plans; and
- (ii) instruct the Principal to ensure that all plans are properly and timeously implemented; and
- (iii) request the Principal to present quarterly updates on progress to the Development Committee.

**THE COLLEGE STRATEGIC IMPLEMENTATION PLAN**

**ITEM****ACTION**

7.

Mr Hyslop referred to the summary report and to supporting documentation relating to the above. Mrs Proudfoot was commended for the clarity of the paper and following discussion the Board of Management agreed to:

- (i) note and endorse the revised planning documents; and
- (ii) instruct the Principal to provide regular updates on progress of the Plan, to Committees and the full Board as appropriate.

**THE ROLE OF THE BOARD OF MANAGEMENT IN REPORTING QUALITY**

8.

Mr Keegan referred to the summary report and to supporting documentation relating to the above. He stated that the Board was well ahead of other colleges in terms of reporting on quality matters. Mr Hyslop added that the College had most of the requirements in place and that the report would inform the baseline report required in December for the Funding Council. Mr Hyslop stated that the Development Committee had looked at the appendices to the report and that the College was on course to meet deadlines. Mr Keegan stated that the Board collectively was responsible for the baseline report and added that the Board was 'doing most of this already'.

Mr C Scott urged the College to improve on quality by thinking ahead and Mr Hyslop stated that the College's plans were in tune with the new quality arrangements. Mr C Scott suggested that the new arrangements were a recipe for overload.

Mr J Scott raised the matter of key performance indicators and received a satisfactory response.

Mr Etherington stated that the new model was a recipe for institutional conflict and that the Board may be regarded as the perpetrators. Following a full discussion, the Board of Management agreed to:

- (i) note and welcome the guidance and refreshed role for the Board in quality matters; and

**ITEM****ACTION**

- (ii) instruct the Principal to present a draft baseline report to the Board in December.

**SECTOR BENCHMARKING**

9.

Mr Hyslop referred to the summary report and to supporting documentation relating to the above. He stated that the College was performing well across all measures. Discussion took place on the anomaly of the College's cost controls which were very efficient and the WSUMs for FTE which appeared to show an inefficiency. Mr Hyslop reported that this could be, in part, due to the method of accounting for additional learning support in the College. Comparative figures had been presented which were of concern and the College's internal auditors had been asked to carry out a value for money exercise on this.

Following a discussion the Board of Management agreed to:

- (i) note the report; and
- (ii) instruct the Principal and his team to maintain a close watching brief with respect to sector benchmarks and take actions as and when necessary.

**2008/09 - INITIAL ENROLMENT REPORT**

10.

Mr Hyslop referred to the summary report and to supporting documentation relating to the above. He stated that this was a useful report for the Board as it showed the extent of enrolment at this stage compared to the previous session.

Following a discussion the Board of Management agreed to:

- (i) note and welcome the report;
- (ii) instruct the Principal to circulate the report on an annual basis to the full Board of Management ; and
- (iii) instruct the Principal to maintain a close watching brief on the recruitment levels and take appropriate action where necessary.

**ITEM****ACTION**11. **GLASGOW ISSUES**(i) **Glasgow's City Centre Colleges' Project**

Mr Hyslop referred to the summary report and to supporting documentation relating to the above. He expressed on-going concerns about the Colleges in the city centre. He added that the papers were useful in showing how other Boards operated.

(ii) **Glasgow's More Choices, More Chances Partnership - Strategic Service Level Agreement**

Mr Hyslop referred members to this very important agreement.

(iii) **Working Towards a 5 year Secondary Education Strategy 2008-2013**

Mr Hyslop referred members to this very important draft consultation document.

Following a discussion the Board agreed to:

- (i) note the developments with respect to Glasgow's city centre colleges;
- (ii) instruct the Principal to discuss these developments with fellow community college Principals
- (iii) note and welcome the launch of *More Choices, More Chances* Partnership in Glasgow and its reference to the *Glasgow 2 Work* project;
- (iv) note the draft Secondary Education Strategy for Glasgow 2008-13; and
- (v) request the Principal to draft a response to the draft strategy consultation exercise for consideration by the Development Committee.

12. **STUDENTS' ISSUES**

There was no student member present.

**ITEM****ACTION**

Mrs Bruce stated that the report had been prepared by the temporary student co-ordinator. The paper was welcomed and the activities of the Students' Association were recognised as promising. Mrs Bruce tabled a Students' Association election notice which was noted.

13. **SCOTTISH FUNDING COUNCIL**

(i) **Minute of the thirtieth meeting of the SFC held on 09/05/08**

Noted.

(ii) **Minute of the thirty-first meeting of the SFC held on 20/06/08**

Noted.

(iii) **Response to HMIE Review of Langside College**

Noted. The letter was regarded as very positive.

(iv) **Consent to Grant Procurement-related Indemnities**

Noted. Discussion took place on the development of APUC and the Board asked that clarification be sought from the Funding Council. See reference item 08/91 in SFC meeting of 9 May 2008.

14. **SCOTTISH GOVERNMENT**

(i) **Consultation on the Next Generation of National Qualifications in Scotland**

Mr Hyslop referred to the full response and stated that the Development Committee had approved the College's response and he alerted the Board to the main issues. He added that he had sent this response to other Principals who supported Langside's concerns. The fact that the consultation documentation had largely ignored the college sector in the presentation of the data was

**ITEM****ACTION**

discussed Ms Shelton raised a matter of accuracy and the matter of inclusion of adult returners to the learning and teaching strategy document. Mr Thomson agreed to have this amended.

CMT/ID

15. **ASSOCIATION OF SCOTLAND'S COLLEGES**

- (i) **Note of Principals' Forum held on 12/05/08; 27/06/08; and 22/08/08**

Noted.

16. **ESTATES DEVELOPMENT**

Mr Hyslop referred to the standing item and Mr R Paterson stated that he had nothing to add to the reports on the minutes of the Property and Estates Committee.

17. **GOVERNANCE**

- (i) **Self Evaluation of Board of Management and Effectiveness Questionnaire; and**  
 (ii) **Self Evaluation of Committees**

Mr Keegan reported that at the strategic dialogue meeting, in discussion with the Funding Council, members had been impressed by the self evaluation documents used by the College. Mr Hyslop added that the College was one of very few colleges to use the Good Governance Standard for Public Services as the basis of the self evaluation.

Mr Keegan referred to the self evaluation by the Board and Committees and stated that he was impressed by the positive comments, though there was always room for improvement. He stated that action plans would be prepared to address any weaknesses identified, including a position statement on any of the weaknesses.

**ITEM****ACTION**

During the course of discussions, communication between members was raised and Mr C Scott stated that Nolan had raised this as an issue. He added that open communication was important to find out peoples' opinions, but that integrity, honesty and trust were essential ingredients in Board relationships. Reference was made to the meeting held to agree the Principal's salary and the relationship between the Chair and the Principal and Mr Etherington stated that he would be happy to have a discussion about his perceptions on these matters.

**CMT****(iii) Remit of Committees**

Mr Thomson referred to the remits and during the course of discussion it was recognised that there might be on-going changes to the remits. Notwithstanding Mr Thomson sought approval of the remits and this was agreed.

**(iv) Declaration by Charity Trustees**

Mr Thomson raised the matter of the request from OSCR that all potential Charity Trustees sign a declaration that they were not excluded from holding this position. Mr Thomson advised that the Board accept the safeguard of asking all members to sign the declaration. This was agreed. Mr Thomson stated he would send documentation for members to sign.

**CMT**

Mr J Scott informed the Board that drama students had performed a play for the Association of Visiting Committees of Scottish Prisons. He highly commended the performance and asked that students and the faculty be congratulated.

He stated that further performances were planned at other venues.

**ITEM****ACTION**18. **DATE OF NEXT MEETING**

Tuesday 16 December 2008 at 4.00 pm

**CMT**

Checked	
Dispatched	
Draft Approved (Chair)	
Dispatched (Members)	

Copied to Library	
Copied to Assistant Principals	

CMT/CAS/BOM0710M  
 09 October 2008  
 Amended/JD/HB/14/10/08  
 Amended 23/10/08 (HB)  
 Amended 31/10/08/MW