

CARDONALD COLLEGE GLASGOW

Board of Management

Minutes of the 112th formal meeting of the Board of Management held on Thursday, 18th March 2010 at 5.00pm in Seminar Room 4 of the Business Centre.

Present: Bruce Durning (Chair), Michael Adair, George Bramhill, Ian Brennan, George Chalmers, Margaret Gilroy, Alison Harkin (previously Sinclair), Anne McGillivray, Lynn-Sayers McHattie, Sandy Martin, Erlinda Matheson, William O'Neill, Mark Toma, Susan Walsh (Principal).

Attending: Eleanor Harris (Vice Principal – Learning and Teaching)
 Janet Thomson (Vice Principal – Finance and Resources)
 John Canning (Manager, Cardonald Training Solutions) (to item 10.07.03 inclusive)
 David Christie (Director of Finance)
 Lesley Dunbar Community Learning and Development Manager (to item 10.07.03 inclusive)
 Paul Gray (Marketing and International Development Manager) (to item 10.08.03 inclusive)
 Christine Jardine (Director, Organisational Development)
 Duncan McDougall (Director, Enterprise and International Development)
 Cathy McSkimming (Director, Quality & MIS)
 Martin Reeves (Secretary to the Board)

Observer: Andrew McGowan (Student Representative Council Officer)

BUSINESS

ACTION

10.00 WELCOME AND SEDERUNT

The Chairman welcomed attendees and explained a change to the order of business with the Report under item 10.11.06 on the agenda being taken as item 10.05. The subsequent agenda items would be renumbered accordingly.

Apologies for absence were received from Graham Smith and from Colin Hansen (Student President).

There being a quorum present the meeting proceeded to business.

The sederunt was signed by all attendees.

10.01 DECLARATIONS OF INTEREST

The Chairman, as Chair of the Remuneration Committee, expressed an interest in agenda item 10.07.04.

10.02 MINUTES OF THE MEETING HELD ON 17 DECEMBER 2009

The minutes of the meeting held on 17 December 2009, previously circulated, were **approved**, subject to substituting the word 'further' with the word 'higher' in item 09.88.02 (last line of second paragraph). The Chairman was authorised to sign the minutes.

Secretary

10.03 MATTERS ARISING

The following matters were discussed:-

Minute 09.83 Risk Management Report (original minute 09.73.01)

The Vice Principal – Finance and Resources reported that the Short Life Working Group would be monitoring the implications for sustainability from reduced public funding, and that a report on Institutional Sustainability had been submitted to the Scottish Funding Council.

Minute 09.86.01 Sector Issues Update

The Vice Principal – Learning and Teaching reported that a sector-wide working group, led by the Scottish Government and involving Scotland's Colleges, had been established to progress the E-Prospectus initiative and that the College was represented on the working group.

All other matters arising were covered elsewhere under the business of the meeting.

The Principal was pleased to report that agreement had been reached with College Support Staff regarding a salary increase for academic session 2009-10.

10.04 ENTERPRISE AND INTERNATIONAL DEVELOPMENT

The Board received a presentation from the Director, Enterprise and International Development, which briefly outlined, firstly, the work undertaken so far by the International unit, including the creation of a website and College brochure for international courses and the appointment of overseas recruitment representatives, highlighted the student recruitment target numbers and the key areas for development including expanding the network of recruitment representatives and developing more formal articulation links with universities and other higher education institutions, and described the nature of the external pressures; and, secondly, the work undertaken by Cardonald Training Solutions and the key development areas for this unit, including expanding the calendar of commercial courses.

Members noted that response times in processing international applications were critical to increasing the College's competitiveness in securing student enrolments, and suggested that advice regarding the provision of pastoral care for international students should be sought from the University of the West of Scotland and Glasgow University who both had experience of this issue.

The Chairman thanked the Director, Enterprise and International Development for his presentation.

10.05 COMMUNITY LEARNING AND DEVELOPMENT REVIEW

The Chair of the Learning and Teaching Committee introduced this paper and reported that it had been fully considered by the Learning and Teaching Committee on 25th February. The Board considered the Review noting that there appeared to be no evidence to support the continued use of the Priesthill campus as part of the College's overall Community Learning and Development Strategy, and noting that the recommendation from the Learning and Teaching Committee would be to proceed with closure of the Priesthill facility.

The Board fully discussed the role and rationale of the Priesthill facility, noting the reduced student numbers using the facility and the shift in the pattern of learning delivery, and the significant costs of bringing the facility up to an

acceptable standard, estimated at £400,000 over the next two years to maintain the asset. The Principal informed Members that College management had undertaken initial scoping work to obtain indicative costs associated with either disposal or closure of the Priesthill centre but that this information was not presently available. In response to a question regarding whether some of the expenditure on the main campus refurbishment might have been allocated to improving Priesthill, the Principal advised that the decision regarding the Priesthill facility would not be based solely on financial considerations but primarily on learning and teaching considerations and that the College would continue to provide community-based learning at alternative locations in South West Glasgow to service a wider learning community.

The Marketing and International Development Manager outlined the timetable for communicating a decision on Priesthill explaining that the driver for the timing was that the last week of term commenced on 22nd March. It was also reported that feedback from an earlier consultation with the local councillors was positive concerning the community-based learning work the College was delivering in the community and they were keen to see the College maintain its volume of community provision.

After further discussion the Board unanimously **agreed** with the recommendation of the Learning and Teaching Committee to close the Priesthill facility and instructed the College executive to develop and implement a strategy to manage the closure, informing the Board as appropriate.

**College
Executive**

10.06 STUDENT REPRESENTATIVE COUNCIL UPDATE

The Board **noted** this report which included an update of SRC activities since October 2009 and the early feedback from a survey of second year students.

Members would be notified of future SRC events where their attendance might be considered to be appropriate.

10.07 GOVERNANCE

10.07.01 PRINCIPAL AND CHIEF EXECUTIVE'S REPORT

Members noted the report from the Principal and Chief Executive providing information on College activity since 17 December 2009 noting, in particular:-

- the scoping exercise undertaken by Student Participation in Quality Scotland (sparqs) with staff and students;
- that a successful day of health-related activities had been organised for College staff;
- the success of the College in winning three awards at the national Scotland's Colleges Marketing Awards; and
- the external issues and engagements. The Principal reported that the meeting with Diane Rowlinson did not take place.

The Board **noted** the report.

10.07.02 REVIEW OF SCOTLAND'S COLLEGES (RoSCo) – 'PROMOTING EXCELLENCE' – COLLEGE ACTION PLAN UPDATE

The Secretary explained that the College Action Plan had been updated to reflect new job titles and responsibilities within the College.

Members discussed the practice of co-opting members of staff to assist Board

committees as provided under recommendation 48 and concluded that it was a decision for each committee to make. Members also suggested that the Board Member mentoring process should be revisited.

Secretary

The Board **noted** the changes to the Action Plan as indicated and also noted that, under recommendation 37, the responsibility should be amended to Director of Quality and MIS, and **approved** the revised Action Plan. The Board **agreed** that the Secretary should produce a framework for co-opting committee members for consideration by the Learning and Teaching Committee in the first instance.

Secretary

10.07.03 PROPOSED REMIT AND DELEGATED AUTHORITY FOR THE ESTATES PROJECT GROUP

The Secretary introduced this paper and explained that a proposed remit and delegated authority for the Estates Project Group had been presented to the Board of Management meeting on 17 December 2009, that clarification of the proposed authority had been requested at that meeting, and that this paper included updated parameters for that authority. The Secretary further advised that the delegated financial limits had been approved by the Finance and Resources Committee at its meeting on 11 March 2010.

Members considered the proposed remit and agreed that an annual update on the Climate Action Plan should be added to bullet point three, and that the words 'in line with the delegated financial limits' be added to bullet point five.

The Principal confirmed that the Estates Project Group reported to the Finance and Resources Committee and reported that minutes of meetings of the Group would be circulated to the Board for information.

Subject to incorporating the agreed amendments the remit and the levels of delegated authority of the Estates Project Group were **approved**.

The Chairman and the staff and student attendees withdrew from the meeting for the next item.

J Canning and L Dunbar left the meeting.

The Vice-Chairman assumed the Chair.

10.07.04 CHAIRMANSHIP OF THE REMUNERATION COMMITTEE

The Board considered the most recent accounts direction from the Scottish Funding Council which recommended that the Chair of a Board of Management should not also serve as Chair of the Remuneration Committee of that Board.

After some discussion, Members **agreed** that the Chairman of the Board of Management of the College should not Chair the Remuneration Committee, and that a new Chair of the Remuneration Committee be elected by the members of that Committee at its next meeting, to be arranged.

Secretary

The Chairman and staff and student attendees rejoined the meeting.

The Chairman assumed the Chair.

10.07.05 BOARD MEMBERSHIP

The Board noted a schedule of the present Board including periods of tenure, an organogram with details of the sub-committee membership and a schedule of Board member attendance at Board and Committee meetings. The Secretary reported that membership of the Organisational Development Committee should also include George Bramhill and that Colin Hansen should be included in the Board attendance records.

The Chairman reported that he had discussed with Lynn-Sayers McHattie her attendance record at Board meetings, that she had explained the reasons for her low attendance and had expressed her commitment to remaining as a Board member and her willingness to serve out the remaining period of her tenure. The Secretary was asked to include on the Board attendance record the number of committees each Board Member served on.

Secretary

There was discussion concerning committee membership and it was suggested that, to encourage Board members who wanted to serve on committees, the minimum number of members should be reviewed. The

Secretary undertook to create a procedural framework for appointing members to committees.

Secretary

The Secretary informed Members of the background to the reappointment of the Teaching Staff Member, explaining that the present term of office of Margaret Gilroy, as elected Teaching Staff Member, would expire on 31 March 2010, that nominations for election as Teaching Staff Member had been requested from the College's permanent teaching staff, that one nomination had been received within the requisite timescale, being from Margaret Gilroy and that accordingly an election had not been necessary. The Secretary reported that the timing for requesting nominations had complied with the procedure as laid down in the College's Constitution but that this timing had been subsequently challenged by Mr J Cassidy. Following discussions with the Chairman, Mr Cassidy had agreed to accept the result of the election as it stood and to work with the Secretary to develop a process for administration of the nominations procedure in future.

The Board **approved** the reappointment of Margaret Gilroy as a Board Member for four years with effect from 31 March 2010.

The Board **approved** the appointment of Graham Smith to the Learning and Teaching Committee with immediate effect.

10.08 STRATEGIC ISSUES

10.08.01 SECTOR ISSUES UPDATE

The Board considered the report from the Principal which provided information on issues of strategic significance to the College and to the sector, noting in particular, the appointment of Michael Russell as the Cabinet Secretary for Education and Lifelong Learning; the early advice received from the Scottish Government indicating likely public funding reductions over the next three years; and the headline announcement from the Cabinet Secretary for Education and Lifelong Learning outlining the quantum of grants available to the sector for the 2010/2011 session; the advice from the Scottish Funding Council that the expected Review of Funding Methodology would not take place; and that the Corporate Plan from Skills Development Scotland had been released.

The Principal informed Members that there were indications that the Scottish Funding Council was expressing an interest in outliers e.g. where courses

provided a source of enhanced fee income from external organisations for apprenticeships. Changes to the rules governing fundable provision could have severe effects on course provision within the College. It was therefore essential to ensure close relationships with Scottish Funding Council officers to maintain early intelligence.

The Vice Principal – Learning and Teaching informed Members that the timetable for introduction of the E-Prospectus and Common Applications Process had been delayed.

The Board **noted** the report.

10.08.02 RESPONSES TO THE NEW GLASGOW COLLEGE CONSULTATIONS

The Board **noted** the College's responses to two consultation documents and the College's response to a request from the Cabinet Secretary for Education and Lifelong Learning seeking views on whether the proposed merger of the three Glasgow city centre colleges should be approved.

The Principal reported that a formal response from the Scottish Funding Council was awaited but that the initial indications were that a city centre college would be built with a capacity for 210, 000 WSUMs activity.

10.08.03 COLLEGE STRATEGIES

The Board considered four strategies to support implementation of the College Corporate Plan.

Marketing Strategy

Members considered the Marketing Strategy noting the purpose, the underlying principles and the key areas for development including website and microsite development, the branding of the College in high-profile locations, international marketing and market research. Members noted that an indicative budget of £190,000 would be required for the next session to cover public relations and publicity work and agreed that this needed close monitoring. Members commended the marketing staff on the success of the College rebranding exercise.

The Board **approved** the Marketing Strategy.

P Gray left the meeting after this item.

Organisational Development Strategy

Members agreed that this strategy should have been presented to the Organisational Development Committee for discussion in the first instance, and suggested additional key areas to include in the strategy and asked for guiding principles on which were the priority areas.

After some discussion, it was **agreed** that further work should be undertaken on drafting this Strategy with input being sought from Ian Brennan and George Bramhill. It was noted that the next meeting of the Organisational Development Committee was not until 17th June 2010 and that it was intended that this strategy be included in the suite of strategies to be issued to staff. Accordingly, it was **further agreed** that a revised version of the strategy be circulated to the Chair of the Organisational Development Committee and the other members of that Committee for comment prior to circulating to the Board

C Jardine

and presentation to the Board Meeting on 6th May 2010.

ICT Strategy

After some discussion, the Board **approved** the ICT Strategy.

Quality Enhancement Strategy

After some discussion, the Board **approved** the Quality Enhancement Strategy.

The Board **noted** the Portfolio and Skills Strategy, the Learning and Teaching Strategy, the Community Learning and Development Strategy and the International Strategy, all of which had been approved by the Learning and Teaching Committee on 25th February 2010 and copies of which had been previously circulated, and the Finance Strategy, the Commercial Strategy and the Procurement Strategy, all of which were approved by the Finance and resources Committee on 11th March 2010 and copies of which had been circulated to members earlier in the day.

Lynn-Sayers McHattie left the meeting after this item.

10.09 FINANCE AND RESOURCES

10.09.01 QUARTERLY FINANCIAL REPORT TO 31ST JANUARY 2010 AND 2009/2010 FLEXED BUDGET

The Director of Finance referred to the management accounts for the six months ending 31st January 2010 reporting that the projected surplus for the year of £682,000 represented a favourable variance of £82,000 compared to the original budget for 2009/2010 as presented in June 2009, and highlighting significant changes in income and expenditure compared to budget including, in particular, increased income from shop and catering, an underspend of staff costs of £72,000 due partly to timing differences, and a revision downwards of the depreciation figure.

The Director of Finance highlighted the recommended adjustments to the base budget which reflected the latest projected outturn estimates and which would be embedded into the budget.

The Board **noted** the management accounts to 31st January 2010 and **approved** the recommended adjustments to the flexed budget.

After some discussion of the EBITDA trend comparison, the Director of **D Christie** Finance undertook to carry out further analysis.

10.09.02 2010/2011 BUDGET SETTING

The Vice Principal – Finance and Resources introduced this paper, explaining the contexts under which the 2010/2011 budget had been set, and reported that the Finance and Resources Committee had considered early sensitivity analysis modelling to demonstrate various scenarios resulting from a reduction in funding of up to 8% in advance of receiving the annual funding letter from the Scottish Funding Council. The Committee had concluded that it would be prudent to aim to retain a 2% cash surplus. The Board noted that budget planning meetings were being held with all areas of the College to

assess potential resource implications and noted that further work was required on the sensitivity analysis. The Principal stated that an 8% reduction represented an extremely prudent assumption.

The Board **noted** the report.

Ian Brennan left the meeting after this item.

10.10 ANNUAL COMBINED EQUALITIES REPORT 2009

The Vice Principal – Learning and Teaching introduced this report which provided an overview of the College's current activity in relation to equality and diversity and the monitoring of race, disability and gender, and reported that a recent HMLe inspection on equality at the College had been positive with no developmental issues.

It was noted that work had commenced on producing a Single Equality Scheme in readiness for the Equality Duty to be enacted in 2011.

The Board **noted** the Annual Combined Equalities Report.

10.11 BOARD ANNUAL SELF-ASSESSMENT

The Secretary introduced this report which summarised the responses from the self-assessment and Board evaluation exercise and which included a draft Development Action Plan. The main issues which Members had identified in the evaluation included:-

- a lack of clarity around the roles, responsibilities and delegated authorities of the Board and the committees;
- inadequate induction process for new Members, and ongoing training;
- lack of an understanding of the College's work and its key stakeholders, and the further education sector in general;
- lack of an understanding of the College constitution and Board Code of Conduct.

The Secretary advised that these issues would be addressed within a Development Action Plan.

The Board considered the results from the self-assessment and Board evaluation exercise and suggested that a review of the self-assessment format and process should also be included within the Development Action Plan.

The Chairman advised that he proposed to hold individual meetings with Members at which the self-assessment responses would be discussed.

The Board **noted** the report.

10.12 COMMITTEE AND SUB-GROUP MEETING MINUTES

The minutes of the following meetings were noted:

- i. Remuneration Committee - 3rd December 2009 (unconfirmed);
- ii. Finance and Resources Committee - 17th December 2009;
- iii. Audit Committee - 17th December 2009;
- iv. Estates Project Group - 11th February 2010 (unconfirmed);
- v. Organisational Development Committee - 23rd February 2010 (unconfirmed);
- vi. Learning and Teaching Committee - 25th February 2010 (unconfirmed).

There were no matters raised by Members.

10.13 CONTINUAL IMPROVEMENT

Board members were satisfied with the format of the meeting and supporting papers presented.

The Chairman commented that the timing of meetings during the year would be reviewed.

Secretary

10.14 FOR INFORMATION

10.14.01 SCOTTISH FUNDING COUNCIL CIRCULARS

The Board **noted** the list of Scottish Funding Council circulars published since 31 December 2009.

10.14.02 CALENDAR OF EVENTS

The Board **noted** the calendar of College events.

10.14.03 SCHEDULE OF MEETINGS 2009/2010

The Board **noted** the schedule of Board and Committee meetings for 2009/2010.

10.15 DATE OF NEXT MEETING

The date of the next meeting of the Board of Management was confirmed as:

- Thursday, 6th May 2010

10.16 ANY OTHER COMPETENT BUSINESS

The Chairman commended the College Management on the successful Board Planning Event held on 15th March 2010.

The Chairman reminded Members of the confidential nature of the discussions at the Board meeting.

(The meeting closed at 20.00pm)

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Bruce Durning – Chair
6th May , 2010