

## Board of Management

Minutes of the Board of Management meeting held on Thursday 12 June 2008, 1.30pm  
Venue: The Lodge on Loch Lomond, Luss.

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**MEMBERS PRESENT:** P Finch (Chair), C MacDonald, S Geddes, M McCaig, J MacLeod, N Twissa, C Alliston, G Holliman, D McNamara, T Wilson (Principal), J King, S Watt.

**ALSO PRESENT:** P Clark, J Carson, S Watson, C Bryce, A Pearson, L Rohmer, S Gunn, A Middlemiss, G Sim (Minute Taker).

**APOLOGIES:** B Curle, D Kerins.

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### ITEM:

### ACTION

#### 1. DECLARATION OF INTERESTS/APOLOGIES

There were no declarations of interest. Apologies were received from B Curle and D Kerins.

#### 2. INTIMATIONS

##### 2.1 Interior Design Degree

The Principal informed members of the recent results from the Interior Design degree course as follows: 7 students gained first class honours; 10 students gained passes at 2.1 and one student at 2.2. The Principal expressed his congratulations to students, staff and colleagues in GCU for an outstanding set of results.

##### 2.2 Annual TV Awards/Show

L Rohmer, on behalf of the School of Communication and Media, invited Board members to attend the annual TV Awards Show at North Hanover Street Camps (Floor 14) from 1830/1900 hours tonight. She commented that students from TV Production deliver the ceremony in a "Bafta" style with compèring provided by Setanta.

##### 2.3 Election of GMC Board Members

2.3.1 The Chair informed members that elections would need to be held for Board members where their Terms of Office ended on 31 July 2008. The Chair asked members whose terms of office were nearing completion, to inform the Board of their wish to serve for a further four years. It was noted that the following members' Terms of Office were due to expire in July 2008: B Curle, P Finch, D Kerins, S Watt and J MacLeod.

2.3.2 The Chair and J MacLeod confirmed that they wished to stand again. The Chair recommended that Board membership should be refreshed even in the light of the forthcoming merger. The Chair asked to be considered for re-election as Chair of GMC Board of Management.

2.3.3 The Chair and J Macleod left the room as this point to allow members to vote. G Holliman proposed P Finch to continue to act as Chair. This proposal was seconded by J King. S Geddes proposed M McCaig as Chair who declined on the grounds that continuity for the College, particularly at this time of change, would be beneficial. S Geddes also proposed that D Kerins should be re-elected to the Board, subject to her willingness to do so. This was agreed.

The following proposals were approved:

- P Finch as Chair;
- J MacLeod as Deputy Chair.
- D Kerins to be re-elected to the Board subject to her acceptance

### 3. MINUTES OF PREVIOUS MEETING

#### 3.1 Minute of 4 March 2008

Minutes approved.

#### Matters Arising

3.1.1 Page 3, item 2.3.2. One member referred to the sentence "R McGrory would assume the Principalship of Glasgow Met ..." and queried the word "assume". The Chair commented that the Board had approved B McGrory as Principal, effective at the point of merger. The Chair further indicated that the Proposal to Merge, to be approved by the Board, would include arrangements for the appointment of the Principal. It was agreed that the minute should remain unchanged..

3.1.2 Page 4, item 5. One member commented to members that he hoped that the Ambassadorial Programme would be progressed. The Principal commented that costings were not yet available.

3.1.3 Page 5, item 6.1. the College Secretary informed members that he had spoken to J Wallace (Asst Head of Division, Communications and Media) and it had been agreed that new Journalism students would undertake the process of informal interviews with Board Members and article writing on a project basis in session 2008/9.

3.1.4 The Principal commented that Due Diligence is to be completed by 30 June 2008. Stow College are working on the Proposal to Merge and it would be beneficial if a meeting could be arranged to discuss the 2 documents at the same time. Dates needed to be set in conjunction with Stow. Action: Chair to speak to B McGrory re meeting and signing off of the Merger Proposal.

Chair

### 3.2 Minute of 15 April 2008

Minutes approved.

#### Matters Arising

None.

### 3.3 Minute of 20 May 2008

#### Matters Arising

3.3.1 Page 1, item 2.1, second sentence. Should read "New **Campus** Glasgow" and not "New College Glasgow".

3.3.2 J MacLeod reported that some senior members of staff did speak to him recently expressing concerns re merger and asking for reassurance relating to their recent communication to the Board (see 3.4.2, item 'k'). J MacLeod reported that he had offered his reassurances that all issues raised by the staff concerned had been addressed by the Board.

3.3.3 Page 5, item 'e'. The Principal commented that he had been working with Stow in relation to the remit of the Executive Management Team. He added that there had been some difficulties with this particular exercise.

3.3.4 Page 6, item 3.4.3 (2). The Chair commented that he has seen B McGrory on 2 occasions and on one occasion had expressed concern about the timings of meetings of the two Boards.. The Chair had also indicated to B McGrory that communication was fundamental.

There followed a discussion by Board members relating to the disclosability of the minutes. C MacDonald proposed that the minute of 15 April 2008 should not be disclosed as it is a record of a selection process. J MacLeod proposed that all of section 3 of the minute of 20<sup>th</sup> May should be non-disclosable, as this recorded ongoing merger considerations. Both proposals were approved.

## 4. **MATTERS ARISING**

As noted above.

## 5. **CITY CENTRE DEVELOPMENTS/MERGER UPDATE**

### 5.1 New Campus Glasgow

5.1.1 The Principal informed members that at the first meeting of New Campus Glasgow (NCG) Ltd there had been some difficulties in relation to the Members' Agreement. The lawyers had indicated that any change to the voting patterns as it stands would need a Category A decision (ie. a decision requiring all 4 Boards of each college to agree unanimously). Central College are not in agreement.

5.1.2 The Chair commented that the process of rotating chairmanship had begun. The Principal added that SFC will be looking at the composition of the Board, and due to the large-scale construction involved may indicate that other skills may be needed. The decision would be that of NCG Ltd, based on the legal advice/best practice..

## 5.2 Merger with Stow College

### 5.2.1 "Deal-breakers" Paper

The Principal reported that the "deal-breakers" paper had been finalised and agreed, but emphasised to members that there had been some difficulties with regard to the remit of the Executive Management Team. B McGrory had accepted the paper verbally but not yet in writing. The make-up of the Senior Management Group has still to be finalised.

### 5.2.2 Timescale/Communication

The Principal reported that he would be meeting with Scottish Government officials next week to discuss the timescale of merger. He commented that they believe the timescale is still deliverable as scheduled. However this is only deliverable if the Proposal to Merge is acceptable. It was agreed that the "purpose of merger" message needs to be made clearer to staff.

It was noted that the Merger Planning Group would be the forum to progress any issues arising; however, this had been delayed by consideration of the "deal-breakers" paper.

The Chair summarised thus:

- Acknowledged that there was a communication problem. The Principal to have 2 meetings with staff before academic staff go on their summer break;
- Chair and J MacLeod to meet to discuss a form of words which would encapsulate "purpose", and thereafter involve the Board.

Principal

Chair,  
J MacLeod

## 5.3 Seamanship Centre Full Business Case

5.3.1 The Principal introduced the Full Business Case (FBC) for the Seamanship Centre, highlighting the following:

- It had been decided at an early stage that the location of the four city centre colleges would be 85% at Cathedral Street, and 15% on Thistle Street; this was to ensure access to the river which was seen as essential for maritime education
- The favoured option for the Seamanship centre is a new build development – a building supported by a land-based structure, but raised on piles and projecting over the river's edge.

- The total project costs would be over budget by £2,403,215, with the cost per sq. metre over by £4,082.
- NCG is asked to fund £5,242m (94.08%) of total costs of £5.572m

### 5.3.2 The Chair invited comment and discussion from the Board.

#### 5.3.2.1

A number of concerns were raised by Board Members including:

- The Seamanship Centre is over budget by 40% which would, unfortunately set a standard for future developments in the city centre, causing the whole project to be considerably over-budget. The project, being the first major component of NCG, sets the aspirations for the project. It was noted that a landmark building does not need to be over budget.
- The appropriateness of the accommodation, e.g. the necessity of a presentation suite, and the location of classrooms in the Centre. The design of the building needs more explanation, such as images/drawings.
- Lack of an implementation strategy, programme, and detailed cost plan. Information on the design team, and how they will be managed, is required.
- The issues of planning risk and land risk. The project is adjacent to two listed bridges and is within a conservation area. The relationship with GCC is unclear. Heads of Terms with GCC and the Crown Estates will be required and will have a cost implication.
- The proportion of the cost borne by GCNS (6% approx.) appears proportionally low; the proportion is to be borne by the colleges individually, is not known.
- The role of the NCG Board in considering the FBC.

#### 5.3.2.2

The Board also expressed considerable concern over the issue of ownership of the building and the implications this would have for tax liabilities, charitable status, and the ability of Colleges to borrow funds in the future. While the SFC had indicated that it was its intention to calculate the proportion of funds to be borne by each college in a manner similar to that which had been applied when individual colleges had embarked upon estates developments, no percentage figure, nor anticipated quantum had been received. To approve expenditure in such a basis was unsafe, and could set a precedent (in terms of the percentage to be 'awarded' to GMC) for the remainder of the estates development. The Chair reminded the Board of the context within which this decision was being made, and the effect this would have on future decisions.

#### 5.3.2.3

The Board agreed with the view that the role of the NCG Project Director was essential, and that he should indicate his views to engender confidence from all

four colleges. The view was expressed that the Project Director should present the FBC to the four college Boards.

#### 5.3.2.4

It was also noted that there is no imperative for the Seamanship Centre to be the first completed development.

5.3.3 The Chair summarised the view of the Board as being supportive of the development of the Seamanship Centre within budget, and therefore not in its present form. The Board would also wish for clarity regarding the position of the Funding Council, in particular with respect to tax and charitable status, especially with so much new build development still to come. The Board were of the view that the FBC should be presented to the Board by the Project Director.

## 6. STRATEGIC PLAN 2008-2011

6.1 P Clark informed members that the Plan had been revised and redesigned. There were now 35 strategic objectives linked to the eight Strategic Aims. P Clark outlined other areas of the Plan.

6.2 G Holliman noted an error on page 47, section 7.3.2, line 2 - "\$" sign to be changed to "£". Action: College Secretary to amend. D McNamara suggested that the Plan should include reference to the Board's commitment a long-term plan for mergers with other colleges. The College Secretary agreed to incorporate this in the Introduction section.

P Clark

P Clark

6.3 The Strategic Plan was approved, subject to the inclusion of the Financial and Student Recruitment Plan, the Risk Register, and other minor changes.

## 7. FINANCIAL PLAN 2008-2009/STUDENT RECRUITMENT PLAN 2008-2009

7.1 S Watson informed members that at the last meeting of the Finance Committee members had discussed the Student Recruitment Plan at length. Issues regarding the Plan are to be discussed at the Board meeting in September.

7.2 S Watson reported that the Risk Assessment had changed significantly ie. items 49, 3 and 41 as per the matrix within the Board paper. Members were also informed that item 56 had appeared for the first time, ie. increased energy costs and inflation, under the 'High Impact' section of the matrix.

7.3 The Capital Expenditure Budget programme (tabled) was also discussed. £200,000 had been allocated to upgrade the North Hanover Street Library. It was noted that all students would benefit from the investment in the Library. One member reminded the Board that monitoring of the Risk Assessment matrix would be undertaken by the Audit Committee and that an interim Chair would, therefore, need to be appointed. Board members agreed to appoint M McCaig as interim Chair of the Audit Committee.

7.4 The Financial Plan 2008-2009 was approved.

## 8. ADMISSIONS POLICY/ACCESS AND INCLUSION

- 8.1 S Watson explained that the document has been made more accessible for students. The above issues would be looked at again during the merger process. The key points are listed under section 3 of the paper.
- 8.2 The Principal explained that the policy of 'Learning for All' is a condition of grant for which he has to sign. He also added that there was no national shortage of places in Scotland's colleges. J Carson observed that the College's commitment to widening access is apparent from the Admissions Policy.

## 9. STUDENT UNION (GMSU) REPORT

- 9.1 N Twissa reported as follows:
- 9.1.1 The new Student Union Executive committee will be elected in time for the first year intakes and meetings will take place every second week. The new executive members will undertake training provided by the National Union of Students (NUS) and will take a lead role the new Student Parliament.
- 9.1.2 GMSU recently organised its first International Student Society Trip. Students participated in a guided tour on the Glasgow Tour Bus, and then a visit to the Gallery of Modern Art. Sixty International students attended and it is hoped to continue the International Society's activities.
- 9.1.3 Noah Twissa has attended the NUS Black Students' Conference and Andrew MacPherson attended LGBT Conference. Both have been involved in campaigns with NUS. Recently the SU has been involved in 'Wealthy Students Only' Campaign to raise awareness that more than one-third of Scottish University students have considered dropping out because of financial hardship.
- 9.1.4 GMSU is working with a company called "Oncampus" which provides a free website service paid for by (appropriate) advertising revenue. Oncampus currently provides websites for Strathclyde University Union and Glasgow Caledonian Union as well as for Forth Valley College Union. Through this website students will have their own social network.
- 9.1.5 The Student Union is also planning for improving the social facilities in Florence Street Campus, including a football table, a flat screen television, and other equipment. Students located in Florence Street were consulted to discuss the plans for improvement
- 9.1.6 GMSU is also planning for a Student Parliament to be set up which will allow better communication between the class reps and the elected officers. The Student Parliament will enable class representatives to take part in debates and decision-making with regard to formulating the policies of the Student Union.
- 9.1.7 The Met Union's football team has also been a great success, and was runner-up in the colleges and universities football competition held by Glasgow Caledonian University. The aim of the event was to bring different colleges and university football teams to compete against each other for a trophy at the Peter Shield Sports Centre on 12<sup>th</sup> March.

9.1.8 Last month on May 28<sup>th</sup> Glasgow Metropolitan Events students organised a charity speed dating to raise money for the children's charity NCH Scotland. The Student Union attended the event which was held at the Metropolitan Cocktail Bar in Merchant City.

9.1.9 The Student Union held a careers event in the Student Union which proved very successful with many students and companies attending.

9.2 The Board welcomed the GMSU report

## 10. GOVERNANCE MATTERS

### 10.1 Committee Remits and Membership

10.1.1 The College Secretary introduced a revised outline of Board of Management Committee remits. The changes included consideration of the following:

- Updating to include references to the Scottish Government (rather than Executive) and SFC rather than SFEFC
- References to "merger of the two predecessor colleges"
- Merger of the Finance Committee and the Estates and Facilities Committee to form the Finance and Estates Committee
- Revision of Staffing and Equalities Committees respective remits
- Revision of Learning and Teaching Committee remits

10.1.2 The Board also agreed that the Staffing Committee should approve the Pandemic Flu Policy

10.1.3 The changes to the Committee remits were approved.

### 10.2 Hugh Henry, MSP; Response to Sue Pinder, ASC.

The Principal introduced the letter from H Henry to ASC which is now in the public domain. The Board noted the content of the letter.

### 10.3 Calendar of Meetings 2008-2009

10.3.1 The College Secretary introduced the draft Calendar of Meetings for 2008-09. J MacLeod reported that the Finance and Estates Committee had agreed to meet at 5.30pm in future.

Chair

10.3.2 It was agreed that the Chair would meet with the Principal and the College Secretary to discuss chairing of Committees. M McCaig agreed to Chair the Staffing Committee

P Clark

10.3.3 It was also agreed that Board of Management meetings should occasionally be held in campus locations other than North Hanover Street

## 11. GENDER EQUALITIES ANNUAL REPORT

11.1 The Principal introduced the gender Equalities Annual Report. It was noted that references to equalities on the College website were not current. It was also noted that the version of the College Strategic Plan on the website is not the most recent.

P Clark

## 12. HEALTH & SAFETY – CHASTE REPORT

12.1 The Principal introduced the CHASTE report, noting that the College has learned a great deal from its involvement in this initiative.

12.2 The Principal highlighted the need to consider issues relating to external contractors (para. 3.8) as well as Occupational health (para 3.9), Training and Information (para 3.10) and Student Placements (para 3.10).

## 13. COMMITTEE MINUTES – MATTERS ARISING

13.1 The Board noted the consideration of industrial relations by the Performance Review and Remuneration (PR&R) Committee on 16 April 2008. The Board highlighted the issue of a timeframe for the settlement of pay negotiations, and recommended that this be discussed at a future PR&R Committee meeting.

13.2 No further matters arising from the Committee Minutes were raised.

## 14. AOCB

14.1 The Chair pointed out that Shirley Watt will no longer be continuing as a full member of the Board of Management from July 2008. The Chair acknowledged the very considerable contribution of S Watt to the work of the Board, especially in the area of Human Resources issues. The Chair also emphasised S Watt's role in helping to shape the new College. The Chair presented S Watt with a gift of jewellery created by a Glasgow Met student.