

**South Lanarkshire College
Board of Management
Held on 13th March 2018**

Present J McCartney (Chair), J Gallacher, S McKillop, J MacKenzie, M Mitchell, J Carratt, C McDowall, G Stillie, S Duffy, R Ralston, P Hutchison, R Harkness, L McTavish, I Johnstone.

Apologies S Dillett, C Gibb

In Attendance A Allan, K McAllister, A Martin.

Tabled Paperwork –

- Minutes and papers for Audit Committee held on 8th March 2018.
- Attainment Data 2016-17 (Tables published by SFC – February 2018)
- Top Ten Facts about SLC

1. Remuneration Committee

(The Principal, Depute, Mr McAllister, staff members and student members were not present for this agenda item)

Mr Gallacher detailed the Remuneration Committee meetings which had taken place in regard to pay awards across the College and the effects national negotiations have had on this. The last posts to be addressed were the Principal and Depute Principal. The Committee had met on 13th February 2018 to take this forward. As part of this dialogue consideration had been given to 360 Degree Evaluation and Feedback for both the Principal and Depute and key areas of positive practice.

He added that the Committee had discussed the excellent leadership given by the Principal and the support of the Depute which had taken the College from strength to strength. It had however been accepted that due diligence was required in any pay award due to the present financial restraints on the Sector.

Mr Gallacher then distributed a sheet summarising the meeting and the recommendation that both the Principal and Depute be awarded a 2% increase, backdated to April 2017.

Members unanimously approved the recommendation and noted that a personal letter of thanks would be given to both.

2. Declaration of Members' Interests

No additional declarations were received.

3. Minutes of the Previous Meetings

The Minutes of the meetings held on 5th December 2017 and 6th February 2018 were agreed by the Board of Management.

4. Update from Regional Chair

Mrs McTavish informed the Board that New College Lanarkshire had received a Section 22 from Audit Scotland. She added that her view was that this was not related to the Accounts but on the timing of the recovery plan. New College Lanarkshire awaited further details and she assured members that she would keep them fully abreast of developments.

Members noted this information and agreed that in line with any reputational damage that this would require to be added to the SLC Risk Register.

Mrs McTavish stressed that when she had previously commented on the application of a Section 22 at the Board meeting in February 2018, her response had been in line with her understanding at that time.

5. Principal's Update – March 2018

Key Performance Indicators 2016-17

College performance indicators for 2016/17 show that only 65.3% of full-time further education students across Scotland successfully completed their course which is down 0.2% on the previous year. The figures also show that of the 26 colleges delivering full-time FE courses in 2016-17, only nine had improved rates in comparison to the previous year. The Principal confirmed that South Lanarkshire was one of these nine colleges.

Estates' Funding

The Scottish Funding Council has now allocated funds for estates dilapidations with South Lanarkshire College being awarded £1.37 million. This will allow a backlog of estates work to be addressed. The Principal added that whilst it was important that the monies improved the student experience and key areas such as IT and student areas should be given significant consideration, he noted that SFC had based the allocation on a list of outstanding works supplied by the College. It was expected that SFC would provide a list of what they were funding.

Members welcomed this funding and the work to be done.

Banking

Work was almost complete on the transition to the Royal Bank of Scotland. An overdraft facility of £300K has been agreed should it be required. This was noted by the Board.

Employers' Association

A new Chair is now in place and the overall atmosphere of negotiation and strategy has been significantly improved. Work was under way in agreeing a 3-year deal with EIS which would be an excellent way forward. Unison have presented an annual claim of a flat rate £1,450.

The Principal informed members that nine colleges had still failed to reach agreement on the Curriculum Manager Pay Award and six colleges continued to pay below the living wage. These issues are now being addressed through local negotiations.

South Lanarkshire College pays all staff the Glasgow Living Wage and a process is now being considered to ensure that all tender processes encourage bidders to pay the Glasgow Living Wage. Members praised this initiative and the ongoing impact.

Annual Report

Work is continuing on the report and it is almost ready to go to print. Members welcomed the copy of the Top Ten Facts about SLC and the opportunity to discuss what would form part of the new Annual Report.

6. Presentation by Angus Allan – Attainment Data 2016-17 (copy of presentation was tabled for members' information)

Mr Allan stressed that this was a very good news story for the College. He explained that for the first time the figures had been published for both individual colleges and regions.

Gender Balance – the attainment rates for the College calculated on gender are 50/50. This is far more balanced than many other colleges. However, individual courses still faced challenges with gender balance.

Members noted that work had been done to improve this figure with classes in areas such as barbering and painting and decorating. Questions were raised as to the way forward in regard to gender based statistical analysis in a growing environment where many did not present as male or female. Explanation was given that these figures were published by the Scottish Funding Council and that not all 9 protected characteristics were published. The Principal stated that the College in-house system detailed all 9 protected characteristics.

Credit Targets – the College reached its credit target last year and is 471 credits above target at this point in the current academic year.

TQFE – the Scottish average for full time permanent staff with TQFE is 88.9%. The College is reporting 98.7% at present with another ten members of staff working towards the qualification this year.

Attainment Levels – Mr Allan took members through the detail of the statistics for both full and part-time courses. It was noted that the College remained 10% ahead of the Scottish average and within the top four colleges in the sector across all programmes.

Discussion took place in regard to the attainment levels for students from disadvantaged backgrounds and the excellent support mechanisms in place throughout the College to assist and encourage these students.

Mr Allan highlighted that a new category of 'care experienced learners' had been added for the first time with the College exceeding the Scottish average for the attainment rates for this group by 10%.

Ms Stillie praised the support already in place and asked if it was embedded in the overall strategy. Ms Harkness took members through the processes in place at present, stressing that the College ensured early intervention for those students presenting as 'care experienced learners', recognising the level of vulnerability and the importance of assistance most especially at the early stages. She added that a wrap-around service was in place.

Discussion continued about the sharing of this good practice and the College influencing other forums. The Principal stated that work was done with a number of like-minded colleges and that Ms Harkness was involved with many local organisations and initiatives. Ms Harkness stated that the Career Service had been in College over the last week specifically to speak with the Care Experienced Learners.

Positive Destinations – the College has a 92.6% positive destination, with 28.4% going straight into employment. This is an excellent result and in keeping with the Scottish Government’s vision for College Education.

Discussion ensued regarding course demand and how this was influenced by the needs of employers. Mr Allan stressed that the College’s whole ethos was about getting students either to the next level of education or into jobs.

Value for Money – Mr Allan explained the cost per credit analysis. Members asked if this influenced the continuation and introduction of new courses. The Principal replied that cost had to be a consideration and that to some extent the portfolio was driven by demand. He added that this was discussed at the Academic Board, where each Faculty presented the statistics for their courses and recommendations were made by the Academic Board of the best way forward in cases where intervention was required.

7. Updates from the Committees

Finance and Resources Committee

Mr Gallacher took members through the minute of the Finance and Resources Committee which had taken place on 12th February 2018, highlighting the following:

Management Forecast – 12 months to July 2018 – this has been prepared and is showing a modest surplus which is much in line with the budget. All faculties and departments have been given challenging non-salary expenditure budgets for the year, reflecting the level of income forecast.

Income – cashflow continues to be challenging at certain points in the year. This is due mainly to the restrictions imposed upon the sector in regard to the distribution of central funding.

Mr McAllister drew members’ attention to the additional income received through ESF and the Flexible Workforce Development Fund. The Principal reminded the Board of the concerns in regard to ESF. **It was agreed that the Board would be presented with year on year figures for ESF.**

Lennartz – the College retains tax advisors to review its Lennartz provision each year. The latest took place in December 2017 directly before the end of the ten-year repayment period. It was calculated that due to the changes in the VAT rate and the mix of education within the College over the 10-year period, the total liability to HMRC would be approximately £300K less than that received back via the Lennartz adjustment.

Mr McAllister added that a final review would take place in December 2018 and it was not expected that this figure would change appreciably.

Banking – members noted that the deadline for moving to the Government’s banking arrangements with Royal Bank of Scotland had been extended to 1st March 2018.

Mr McAllister stated that the College had almost completed the transition and that the overdraft facility of £300K had been agreed in line with that given by the previous provider. Discussion took place in regard to the times this overdraft may be needed due to the timing of funding release.

Consolidated Regional Accounts 2016/17

Mr Gallacher stated that this document had been distributed in full to the Committee. This document incorporated New College Lanarkshire, its commercial subsidiary (Amcol) and South Lanarkshire College. The Committee had noted that New College Lanarkshire did not intend to produce individual financial statements for itself and Amcol in the coming year and concerns were raised regarding South Lanarkshire College being subsumed into the Regional Accounts. Assurances had been given that this would not be the case and that South Lanarkshire College would continue to produce its own Accounts, not least because it had to do so for OSCR as the College is on a registered charity.

Members agreed that this must continue to be the case and supported the Committee’s assertion that it would support nothing less than this.

Members noted pages 16 and 17 of the document which had been distributed and that the full document was available on the Board of Management Portal. The Consolidated Accounts made it clear that South Lanarkshire College had produced an operating surplus

Estates Report – February 2018

Members noted the content of the report. The Principal and Ms Gibb had met to take this report forward to meeting the needs of the Committee. Members noted the improvements.

Development Committee

Mr Gallacher took members through the minute of the Finance and Resources Committee which had taken place on 12th February 2018, highlighting the following:

Award Body Update – the Quality Unit has already received 37 contacts from external verifiers of the 53 expected by awarding bodies for 2017/18. Ms Johnstone stated that she had been surprised by the number of planned visits but had been assured that this was indeed ‘the norm’ and that preparation was done outwith class time so having no impact on teaching time.

Complaints Handling and Reporting – the College followed the system laid down by SPSO. No areas of concern had been noted by the Committee.

Information Evening – an increased footfall had been noted at the evening in November 2017 and January 2018. This had been in spite of the reduction in the advertising campaign.

The Principal stated that word of mouth/recommendation now featured very highly in the evaluations gathered. Members agreed that it was important that a level of external advertising continued to maintain the College’s profile for both staff and students.

International Students – it remains challenging for the College due to visa restrictions. The College continues to maintain its UKVI Tier 4 status. The Chair stated that this problem was also being faced by Universities.

Human Resources

Mr McDowall took members through the minute of the Human Resources Committee which had taken place on 21st February 2018, highlighting the following:

Staff Training and Development – another successful day in December 2017 with positive evaluations. Many staff have now completed the mandatory e-learning modules which had been well received.

GDPR Training – this is well underway across the College. An additional session was given to the College Management Team and GDPR Working Group by the College solicitors allowing for a question and answer session.

TQFE – the College continues to support staff in this qualification. During 2017/18 ten members of staff will be fully funded to achieve this award.

Staff Absence – the Committee continues to monitor absence levels. A slight rise had been seen in both short and long term absence but explanation had been presented for this.

Health and Wellbeing Initiatives – the College is currently working towards Scotland's Charter for a Tobacco-free Generation by 2034. This will include a number of initiatives to encourage staff, students and visitors to only smoke in the designated areas. Members had suggested that separate Vaping Areas be considered and the Principal had agreed to take this forward.

The Students' Association is working in partnership with the College towards the NUS Healthy Body Healthy Mind Award. This award will recognise many of the events and activities which already take place across the College to support students and staff.

ASIST Training – the College now has 22 staff trained and an improved gender balance.

National Centre for Diversity – the College is delighted that Elaine Ballantyne, Equality Officer was awarded the UK Employee of the Year at the Diversity Awards in January 2018. The College was also pleased to be listed as number 3 in the Top 100 Index which highlights the very best from approximately 600 organisations across the United Kingdom.

The Board asked that their congratulations be passed on to Ms Ballantyne on her success and recognition.

HR System – the HR Team has now gone live with the new MyHR System. Development is now underway on the next phase which will be focussing on developing recruitment on-line.

The Principal outlined the benefits of the new system to both the staff and the College. Members welcomed the introduction of the system and noted that the members of the HR Committee hoped to meet to see it in practice in due course.

Communications – members praised the communications given via the College website during the recent ‘snow days’. The Principal added that all staff and students also received texts to their phones giving the latest update. Ms MacKenzie stated that this was welcomed by the student population.

Audit

Mr Ralston took members through the minute of the Audit Committee which had taken place on 8th March 2018, highlighting the following:

Internal Audit Report 2017/18 – Quality Framework Self-Evaluation – January 2018 – Ms Wylie of Scott-Moncrieff was in attendance to present the report. No recommendations had been received with a number of areas of good practice being highlighted. The Principal had been keen for this review to be carried out as it triangulated the procedures put in place by the College for addressing the requirements of the new quality framework and this had been welcomed by the Audit Committee.

Internal Audit Plan 2017-18 – Progress Report – Ms Wylie had agreed to forward the scope of the forthcoming audits to Mr McAllister as soon as possible.

Members noted that one of these audits would be on GDPR and Cyber Resilience. Mr Ralston added that the College was well on track with regard to the requirements in this area with planning and training taking place across the organisation.

Risk Management – Mr McAllister had updated the Committee on the work being carried out by the Risk Management Group in reviewing the College’s Risk Register as part of the ongoing programme. A new risk had been added to incorporate the changes in legislation re GDPR which would come into effect in May 2018.

Members had also noted the content of the Regional Risk Register.

Detailed discussion then took place between members in regard to the distribution and compilation of the College Risk Register. Mr Ralston expressed his views as Chair of Audit. It was noted that it had previously been agreed that a working group of the Board would meet to discuss the Risk Register and any changes to the system that may be suggested. It was agreed that this would take place and bring back proposals/recommendations to the full Board for further discussion.

8. Student Association Update – February 2018

Ms MacKenzie took members through the content of the report, highlighting the following:

UWS Partnership Agreement – The Students’ Association at UWS has produced the first draft of a relationship agreement allowing SLC students to access their facilities and has been circulated to Executive Officers for feedback and approval.

Members agreed that this was a positive partnership for students and thanked SLCSA for their work on this.

Strategic Plan Update – work was being done to make the document more user-friendly. Consideration is being given to a mission, vision etc for the Student Association. Members

stated that whilst it was excellent for the Association to be taking this forward and that ownership was essential, it was also key that the values of the vision, mission etc should be aligned with that of the College. Ms Harkness stated that she worked closely with the Association in these areas.

Student Engagement – work has been ongoing to increase the SLCSA on-line visibility and to encourage the student voice through polls and tips on the internal messaging system, Yammer. Although the returns on the polls had been lower than hoped, work would continue to improve this and the President had made a written response to the feedback received.

Student Inductions – office bearers have been carrying out class inductions since the beginning of the academic year. The Student President also visited evening classes. This was extremely well received by this student group and encouragement has been given for evening class representatives to come along and receive training.

Student Success – members noted the many successes. Ms Stillie gave praise to the Mark Greenaway event she had attended in the College, hosted by the Hospitality Department. She added that whilst the food, presentation and service had all been of an exemplary standard what had really impressed her had been the easy interaction between the students and lecturing staff and the atmosphere of constant support. Members welcomed this feedback and asked that it be passed onto the Faculty of Business.

9. Vote of Thanks

The Principal expressed his sincere thanks for all the work undertaken by the retiring Chair. He outlined the significant success that had taken place under the Chair of the Board of Management including a 40% expansion of activity. He also highlighted the excellent independent report produced by On Board Training and Consultancy Ltd on the workings of the Board.

There being no other business the Chair closed the meeting and thanked those attending.