

## BOARD OF MANAGEMENT

### Minutes of Meeting of Monday 11 May 2009 at 5.30 pm in the Board Room

<b>Present</b>	Mrs Elizabeth McAtear ( Chairman)	Mrs Deanne Gilbert
	Mr Kenneth Kennedy (Vice-Chairman)	Mr John Huson
	Mr David R Green (Principal)	Mr Graham Morrison
	Mr Donald Nicholson	Mr Andrew Mackenzie
	Mrs Catherine McDiarmid	Mr Donald Macdonald
	Mr Donald Martin	Mr George Whyte
	Mr Brian Chaplin	
<b>By Invitation</b>	Mr Iain Macmillan	Mr David Matheson
	Professor Frank Rennie	Mr Ian Minty

### Action

#### 1 Apologies

Mr David Somerville.

#### 2 Minutes of Meeting of Monday 16 March 2009

These were approved.

#### 3 Matters Arising

**3.3 OFTTI Project** - In view of the risk to LCC attached to the disengagement of the project, the Director of Finance & Corporate Services had met with Paul Dundas, CnES Adult Services Manager, and Iain Macaulay, CnES Director of Social Work, earlier that afternoon. Invitations to tender for the HILLS project would be sent to 3 lead agents in Lewis and Harris, the Uists, and Barra, and agreement had been reached that, once the applications had been received and decisions made, the College would get 12 weeks notice, to give time to issue the necessary notice to the OFTTI staff. Meantime the current OFTTI staff would be treated as CnES staff and when vacancies occurred for internal staff these would be advertised to LCC OFTTI staff also. CnES would provide for redundancy arrangements if they did not secure alternative employment.

It was likely that the solutions provided by the successful tenders would be different, as would the timescales for their fulfilment. The College was likely to bid for the HILLS tender in Lewis and Harris, offering a service that would fit with our offer to students in this area. A letter from Iain Macaulay confirming the terms agreed earlier that day was circulated to members at the meeting. Asked for clarification about the reference in the letter to 'redundancy arrangements' Mr Macmillan replied that it meant that CnES would underwrite whatever the cost of redundancy payments might be. He also informed members that the actual tenders had not yet been sent out and he did not know the details of the specification. The duration of the tender was likely to be 2½ years, but the expectation was that thereafter it would be core provision. The College's relationship with CnES Social Work Department was likely to continue. The Chairman welcomed the demonstration that issues of concern to the College were being addressed and that there was reasonable certainty that the interests of the OFTTI staff were being taken into account and attention was being paid to clients' needs.

Assurance was given that the College's normal tendering process would be followed and the outcome would be reported to the Board.

**Action**

**DRG**

**3 - 9 The Bridge Centre** - The Principal informed members that it was still possible that a recommendation might come to the Board on the future management of the Centre, but progress was slow. The Bridge Company Board would meet on Monday 18 May and as a result of the appointment of Callum Ian Macmillan as an independent member, the College now had the right to nominate another person to act as an alternative member in the absence of the Principal. Mr Green proposed that the Director of Finance & Corporate Services should be nominated for this purpose and this was agreed. A report would be brought to the June meeting of the Board of Management.

**DRG**

**5 Principal's Report (v) UHI Academic Partners** - Principals of the network colleges were working together on several issues, but these related to both FE and HE business. However, one useful meeting had been held, and the collective opinion from that meeting would be conveyed to the next meeting of the UHI Executive Board. Work was continuing to strengthen this network.

**6 Annual Report Format** - A proposed new format for the Report would be brought to the June Board meeting and a decision was needed by the autumn to enable publication by December.

**DRG**

**4 Reports from Committee Meetings (v) Quality, Learning and Teaching Committee** - An Action Plan based on the QA Baseline Report would be included in the papers for the next Quality, Learning & Teaching Committee Meeting on Wednesday 27 May.

**DRG**

**Training for Development** - Arrangements had been made for Board members to visit the TfD offices on Thursday 14 May at 2.30 pm. Donald J Macdonald would meet with them there and show them round the premises. Members intending to visit on that day should inform the Principal. Further dates could be arranged for members unable to come on that date. The Chairman suggested that the Uist members could visit TfD before or after the June Board meeting.

**CMcD/  
JH**

#### **4 Reports from Committee Meetings**

**(i) Finance & General Purposes Committee - Monday 9 March 2009** - The Minutes of this meeting were noted.

**(ii) Finance & General Purposes Committee - Monday 13 April 2009** - In an oral report the Chairman of the Committee informed members that the items discussed included the Management Accounts to 28 February, future arrangements for Evening Classes, and grants received for Gaelic activity. The understated valuation of the property had been corrected by SFC's consultants in response to the feedback from the Director of Finance & Corporate Service. The positive variation in staff costs had been attributed partly to unfilled vacancies and lack of response to advertisements for lecturers. Contracts had been awarded by Skills Development Scotland for 20 places for Skillseekers/Modern Apprentices and for 8 Training for Work places - the latter a disappointingly low response to the College's application. The mid-year review had resulted in some amendments to the current budget, but the estimates provided for the Committee were prudent and cautious. Late notification of income from UHI was likely to delay preparation of the budget for 2009-10. The Committee noted the allocation of HE funding from SFC for 2009-10, which included a slight increase in core funding for teaching, but a significant reduction in the level of research funding. The Committee had been informed that LCC was the lead partner in two EU funded projects, MA Health and Wellbeing and the Greenspace Project, as well as being involved as a participant in a number of other projects. This participation would be monitored to ensure the best use of staff and financial resources and to ensure the activity was of benefit to LCC.

**DRG/  
[IMcM]**

Copies of the revised budget were circulated to members and the Finance & General Purposes Committee's recommendation that it be approved was accepted by the Board.

**5 Principal's Report**

This was circulated to members. (Copy attached.) It was suggested that the College should write to Bord na Gaidhlig offering to write a Gaelic Plan for LCC. The College could thus become the first public body to submit its own Gaelic Plan. There was a possibility that funding might be available for this. The Board agreed to take this forward. At a recent SFC meeting attended by the Principal, the high regard in which the Head of Section, Gaelic, Mrs Annie Macsween, was held had been noted.

DRG

**6 SFC FE Funding Allocation 2009-10**

The Grant in Aid letter had given clear indication that the sector would be subject to significant financial restraints in the years from 2010-11 onwards. The letter included guidance that colleges should focus on the employability outcomes of the courses offered, with leisure and recreational courses being discouraged, and regarded rather as the responsibility of the local authorities. Grant in Aid allocations were based on student numbers, so although overall there was an average 2% increase in funding, LCC's low student numbers in the relevant year meant that the College received less than the average and the bursary allocation had also been reduced. Some additional grants remained to be allocated, but they were likely to be small. The Board approved acceptance of the amount allocated and asked that this be conveyed in writing to SFC as required.

EMcA/  
DRG

**7 SFC Strategy for Promoting Institutional Sustainability: Letter of 6 April 2009**

The letter indicated that SFC's strategy had now moved from the achievement of financial security of colleges to their financial sustainability. College Boards would be required to consider their key resources, money, people, equipment and buildings, and how to plan these in a changing environment. More guidance on the development of this framework would be issued by SFC. The new direction to be taken would fit well with the proposed new format of the College's Strategic Plan.

**8 SFC Strategic Dialogue with Individual Institutions: Circular 12/2009**

The circular made it clear that, contrary to previous indications, SFC intended to continue with these dialogues. They would be based on a 3 yearly cycle, but no dates had yet been given.

**9 Scottish Government Review of Scotland's Colleges (ROSCO):  
Promoting Excellence Update**

This exercise had been part of an extensive review by the former Labour government in Scotland, which had now been taken up by Fiona Hyslop with colleges directly, rather than through SFC. Members considered a draft of the LCC response to her questions, which had been circulated before the meeting, and were given the opportunity to comment on it before the final version is sent to Edinburgh by 29 May. Members asked for clarification about the existence of a Staff Code of Conduct, a staff welfare policy and a training programme for Board members. The first of these had been issued to staff in 2001 and was due to be updated, a number of policies relating to the welfare of staff were part of the appendix to the recently updated Staff Handbook, and several Board members had already taken part in training sessions on a range of topics provided both by the College and by SFEU/ASC in their current governance training programme. A great deal of information had been submitted to SFC in recent times in response to their re-

quests, but it now required organisation in a structured, planned format which would correspond with the College's overall strategy. It was pointed out that amendments might be needed to the draft, to take account of the proposed changes to the OFTTI project. Members' suggestions for amendment would be incorporated in a final version which would be e-mailed to all for approval before being sent to the Minister.

**Action**

**DRG**

*[Mr Andrew Mackenzie left the meeting at 6.35 pm.]*

## **10 Strategic Plan 2009/10-2011/12**

The Director of Finance & Corporate Services outlined the remit which he had been given as a result of the Strategic Planning Day on 25 March 2009, to design a new format for the Strategic Plan and a new procedure for strategic planning. He had met with all College sections to get their views on how the College should take this forward, and his presentation was based on those discussions, which had revealed a clear desire for change from staff in all sections. This could be expressed more easily in a 3 dimensional way than in the traditional linear style of the existing Strategic Plan, and it must take into account not only the changes currently affecting LCC as part of the UHI Network, but the national and global environment of change. From FE entry level to PhD achievement the College had a role to play in addressing those changes and equipping students to respond to them. LCC no longer needed simply a vision - this must be translated into a mission aimed at LCC transforming itself by 2020 into a university college of up to 600 full-time and many more part time students. Clear values - excellence, quality, equality of opportunity, etc. must be articulated and embedded, and these must be used to drive forward the business of Lews Castle College.

*[Mr Donald Nicholson left the meeting at 7.05 pm.]*

The College had a unique location and therefore a unique opportunity to offer, and while accepting that the majority of local school leavers would seek higher education on the mainland, there was a far greater number of potential students from the mainland, who could be encouraged to come to LCC.

*[Mr Donald Martin left the meeting at 7.15 pm.]*

Decisions were needed on how to structure the College's business to achieve set targets. The curriculum must be designed as a response to client demands, identified through marketing, personal contacts in the local community and beyond, and through relationships with other organisations such as Careers Scotland, managed in a way which would achieve the College's aims. Lews Castle College must itself recognise its pivotal role in the local economy and take full responsibility for that role. The Chairman thanked Mr Macmillan for his very useful presentation and for the thought and hard work which had gone into its preparation.

A copy of the presentation would be circulated to members for their comments and staff would also be encouraged to engage more closely with the development of the Strategic Plan. A draft, including members' input, would be prepared in advance of the June meeting of the Board, for consideration by members, and copies of the Principal's notes on the Strategic Planning Event would also be circulated.

**[IMcM]**

**DRG**

## **11 UHI Matters**

**(i) UHI Board of Governors' Meeting 28 April 2009** - The appointment of Professor Matthew Maciver as Chair-Designate of UHI was welcomed. He would take up his appointment officially after the resignation of Colin Mackay at the end of December, but meanwhile would be involved in the selection of the new Principal of UHI.

Action

The closing date for these applications was 28 April and it was hoped that a decision on the new appointee would be made by the end of June.

Concern had been expressed in UHI Board papers from Professor Bob Cormack about tight budgets and a projected deficit of £1m at the end of the current year. Shortly after the meeting, without informing either UHI Board members or the UHI Finance & General Purposes Committee, meetings were held with UHI Executive Office staff announcing that a redundancy process was to commence. UHI Board members were informed after this meeting and the UHI Finance & General Purposes Committee began the process at its meeting on 12 May, seeking to make £400,000 in savings by reducing core staffing levels at Executive Office. LCC Board members would be kept informed of developments.

DRG

**12 HMIe: Annual Engagement Visit, 8 May, and Computing Aspect Review**

**The Annual Engagement Visit** would take place on Friday 8 May 2009 and a formal report from Sheila Page would be available for feedback to Board members at their meeting on 22 June.

DRG

**The Aspect Review of Computing** had been held across 10 colleges and a report would be published shortly. It had been a gruelling experience for all the staff concerned, but helpful advice had been given during their visit. The note on initial feedback provided by the Head of Quality Improvement was noted. Mr Minty informed members that he was reasonably satisfied with the way the review had been carried out.

**13 A O C B**

**(i) Register of Interests - Update**

The need for this was drawn to the attention of members

**(ii) Appointment of Vice-Chairs for Board Committees**

It was agreed that this would be added to the Standing Orders and taken forward at the next meeting of each committee.

*[All BoM Cttees]*

**14 Date of Next Meeting**

This would take place on Monday 22 June 2009.

ALL

There being no further business, the meeting ended at 7.55 pm.

Chairman ....*Elizabeth McAtear*.....

Date .....*22/6/09*.....

**MATTERS ARISING FROM THE MEETING OF MONDAY 11 MAY 2009**

<b>Item</b>	<b>Details</b>	<b>Action</b>
3-3	<i>OFTTI Project</i> - Board to be informed of the outcome of the tendering process.	<b>DRG</b>
3-9	<i>The Bridge Centre</i> - Progress report to be provided for the June meeting of the Board.	<b>DRG</b>
6	<i>Annual Report Format</i> - Proposed new format for the Report to be brought to the June meeting of the Board.	<b>DRG</b>
4	<i>Reports from Committee Meetings (v) Quality, Learning and Teaching Committee</i> - Action Plan arising from the Baseline Report to be produced for the next meeting of the Q, L & T Committee.	<b>DRG</b>
	Training for Development - Uist members to indicate if they wished to visit TfD premises before or after the Board Meeting on 22 June.	<b>CMcD/JH</b>
4	<b>Reports from Committee Meetings (ii) Finance &amp; General Purposes Committee - Monday 13 April 2009</b> - Participation in EU funded projects to be monitored to ensure that it was beneficial for the College.	<b>DRG/[IMcM]</b>
5	<b>Principal's Report</b> - Bord na Gaidhlig to be contacted with an offer from the College to produce its own Gaelic Plan. Possibility of funding for this to be explored.	<b>DRG</b>
6	<b>SFC FE Funding Allocation 2009-10</b> - SFC Grant in aid offer and WSUMs target to be accepted in writing on behalf of the Board.	<b>EMcA/DRG</b>
9	<b>ROSCO Report: Promoting Excellence Update</b> - Members' amendments to be included in final draft of College's report and e-mailed to members for approval before being sent to Fiona Hyslop.	<b>DRG</b>
10	<b>Strategic Plan 2009/10-2011/12</b> - Electronic copy of presentation to be sent to all Board members. Copies of the Principal's notes on the Strategic Planning Event held on 25 March to be sent to all Board members.	<b>[IMcM]</b> <b>DRG</b>
11	<b>UHI Matters</b> <b>(i) UHI Board of Governors' Meeting 28 April 2009</b> - Members to be kept informed of developments relating to proposed redundancies at UHI Executive Office.	<b>DRG</b>
12	<b>HMIe Annual Engagement Visit Friday 8 May 2009</b> - Formal report from HMI Sheila Page to be available for the June Board meeting.	<b>DRG</b>
13	<b>AOCB (ii)</b> - Appointment of Vice-Chairs for Board Committees - To be actioned at the next meeting of each committee.	<b>Audit/Finance &amp; GP/Q,L&amp;T Cttees</b>
14	<b>Date of Next Meeting - MONDAY 22 JUNE 2009</b>	<b>ALL</b>