

Board of Management

Meeting of the Board of Management

MINUTE OF 1st MEETING HELD ON 31 AUGUST 2016 AT 1700 HRS (BoM1)

Present	
Alisdair Barron (AB) (Chair)	Karen Kelly (KK)
George Black (GB)	Tracey Howe (TH)
David Eaton (DE)	Paul Little (PL)
Jim Gallacher (JM)	Colin McMurray (CM)
George Galloway (GG)	Graham Mitchell (GM)
Ian Gilmour (IG)	Robert Morrison (RM)
Jamie-lee Gooding (JLG)	Anne Peters (AP)
Joseph Hughes (JH)	Lesley Woolfries (LW)
In attendance	
Paul Clark (PC)	Stuart Thompson (ST)
Joanna McGillivray (JM)	Ann Butcher (Minute)
Apologies for absence	
Frances McKinlay (FM)	Eric Tottman-Trayner (ETT)
Stuart Patrick (SP)	

Admincontrol provided Board members with a presentation on the new Board information management system which will be used to share documents and data. It is proposed that this new system will soon supersede the current hard copy paper process. Members will be provided with individual training in due course.

The Chair welcomed new members TH, AP and JH (co-opted member) to their first meeting of the full Board. JLG (VP Social Activities) Students' Association was also welcomed as the new student member. The newly appointed VP Student Experience was also welcomed.

Item BoM1-1	Apologies for Absence	
Paper No:	Lead: A Barron	Action requested: Note
Decision/Noted	Apologies for absence were received from FM, SP and ETT.	

Item BoM1-2	Declarations of Interest	
Paper No:	Lead: A Barron	Action requested: Note
Decision/Noted	JG declared a potential interest under item 6.1 (Paper BoM1-D2), International Education and Maritime Symposium bid to College Foundation given his involvement in the proposal and input in organising the event.	

Item BoM1-3	Minute of the previous Board meeting held on 15 June 2016	
Paper No: BoM1-A	Lead: A Barron	Action requested: Approve
Decision/Noted	The minute was approved.	

Item BoM1-4	Articles of Governance	
Paper No: BoM1-B	Lead: P Clark	Action requested: Approve
Discussion/ Matters Arising	A draft Scheme of Delegation and Standing Orders, based on model documents developed by the Secretary to the Board Community of Practice, were submitted for consideration and approval. These combined with the constitutional arrangements set out in the F&HE (Scotland) Act 1992 provide the Board with the required Articles of Governance.	
Decision/Noted	Subject to an additional point of clarification on the number of Board and Committee meetings which will be approved annually within the Schedule of Meetings and Approvals, the Scheme of Delegation and Standing Orders were approved.	

JMcG and ST left the meeting at this time.

Item BoM1-5	Refinement to Management Structure (for New Campus)	
Paper No: BoM1-C	Lead: Principal	Action requested: Approval
Discussion/ Matters Arising	<p>The Principal provided the Board with a detailed proposal to refine the existing Executive and Senior Management Teams. With the imminent departure of 2 executive leadership and 1 senior management team members, the Principal indicated that he had taken this opportunity to fully reflect on the current structure, taking account of the strategic and operational requirements of the new super campus and the ambitious delivery of the 2025 Blue Ocean Strategy.</p> <p>Reasons for the proposals were fully explained in detail and the current overall total additional costs of £90 000 per annum were explained. The following proposals were highlighted:</p> <p>Acting Depute, effective 1 October 2016 until 30 April 2017 This temporary position will backfill for the Principal at internal and external events and deputise in his absence. The role will also include liaison with GCRB and coordination of the Outcome Agreement. It was also considered that this post would cover the substantial role of managing completion of the campus development - in particular property disposals, and Post-Occupancy reviews. It was noted that the end date for this acting position may vary (ie up to 30 September 2017).</p> <p>Executive Directors (x 2) re-designated to Vice Principals (to include 1 title change from Executive Director Finance to VP Finance & HR) and Executive Director Infrastructure to VP Infrastructure. This proposal was to address the issue of parity with colleagues undertaking equivalent roles elsewhere within the Glasgow Region.</p> <p>Executive Director (Corporate Development & Innovation) to be based at Riverside To champion and coordinate development and innovation responsibilities currently held by the Depute and provide provost executive responsibility for the Riverside Campus.</p>	

HR Director

This permanent role will partially backfill for the Executive Director People and Culture – a post which is now vacant and will not be continued. Executive leadership of the remaining functions within the former role will be reassigned to VP Finance and HR (originally entitled Personnel).

Performance and Improvement Director

This new post is created to safeguard the continued successful performance of the College, and will provide a powerful signal of the College’s commitment to “world class” standards. Responsibility for Organisational Development will also be reassigned to this to this role, recognising the key link between OD and performance improvement.

Project Director New Campus (replacement with a temporary role/consultant)

To oversee Disposals and complete the Post-Occupancy surveys. This role will be funded from both the Foundation and the SFC until the summer of 2017.

This proposed new structure would eliminate the current roles of Executive Director People and Culture, VP New Campus & Estates Development, Corporate Development Director and Project Director.

Members discussed and evaluated the increased cost associated with the proposals. Whilst recognising the need for continued effective delivery of the operational structure, members considered that further clarification on the role and cost implications of Acting Depute Principal would be required. Board members requested further information relating to the cost impact of an “acting up” position, especially in relation to any enhancement of pension entitlement, and severance payments.

Members requested assurances on the long term reduction of the management structure with a reduction in the overall management costs.

Decision/Noted

With the exception of the role of Acting Depute Principal for which further information was requested, the proposed refinements to the management structure were agreed.

JMcG and ST re-entered the meeting.

Item BoM1-6	Applications to College Foundation - Protocol	
Paper No: BoM1-D1	Lead: P Little	Action requested: Approve
Discussion/ Matters Arising	The protocol for applications to the City of Glasgow College Foundation which was agreed by SMT in November 2014 was considered. The eligibility criteria and process for applications to the College Foundation were noted.	
Decision/Noted	To approve the protocol.	

Item BoM1-6.1	International Education and Maritime Symposium Bid to College Foundation	
Paper No: Bom1-D2	Lead: P Little	Action requested: Approve
Discussion/ Matters Arising	<p>An application to the College Foundation for funding to support the planned College Symposium to be held on 26 and 27 October 2016 was submitted in July 2016. The application was submitted to the College Foundation on 29 July 2016 and had not been approved. Whilst the Trustees acknowledged that the College financial scheme of delegation permits up to £100 000 of funds to be expended with the authority of the Principal the Foundation Trustees had indicated that they required some form of Board approval for a such high profile project. At the request of the Foundation, the Board was asked to approve the application for funding of £25 000.</p> <p>Details of the Symposium were reviewed.</p> <p>AB thanked JG for the guidance and expertise he had provided in support of this event.</p>	
Decision/Noted	To approve the application for funding to the sum of £25 000.	

Item BoM1-7	Chair's Remarks	
Paper No:	Lead: A Barron	Action requested: Discussion
Discussion/ Matters Arising	<p>The Chair congratulated JC and the staff teams responsible for the migration to the new campus, emphasizing the need to deliver an educational experience to match the quality of the building. AB reported that he had met the interim CE of the Scottish Funding Council. AB also noted that the outgoing CE (Laurence Howells) had made mention of the high regard of the achievements of CoGC, which had been considered unlikely at the start of the merger process. AB had attended the Regional Board (GCRB), noting the efforts of Executive Director Stuart Thompson to achieve the best financial settlement possible for CoGC, which would be "defensible, equitable, and responsive to the needs of the region".</p> <p>AB described the Art Foundation, chaired by artist Frank Docherty. It is proposed that the Foundation operate as a sub-committee of the Board, with the aim of expanding its activities into all of the arts. The intention is to promote education for all of our students through exposure to the arts, and to invite donations, loans of artworks etc.</p> <p>AB invited interests from Board members in Committee memberships, and Convenerships/Vice Convenerships. AB also requested that Board members' outstanding appraisals and updated Registers of Interest to be returned completed to the College Secretary.</p> <p>Applications for the position of Vice Chair of the Board were invited from members. Interested parties were invited to submit a note of interest, with a summary of their intended ambitions for the role, to the College Secretary.</p> <p>AB proposed that Board members champion areas of the College (Faculties or Support functions), and occasionally attend Faculty/ Department</p>	

	meetings to enhance their insight.
	IG welcomed the idea of Board member champions.
	AB proposed representing the Board at the EFQM event in Milan, as he will be in Europe at the time. This was agreed by the Board.
Decision/Noted	<ul style="list-style-type: none"> To provide interest in Committee Memberships and Convenerships/Vice Convenerships. To provide outstanding appraisals and updated Registers of Interest. To consider applications for Vice Chair.

Item BoM1-8	Principal's Report	
Paper No:	Lead: P Little	Action requested: Discussion
Discussion/ Matters Arising	<p>The Principal introduced the new staff member, VP Student Experience Joanna McGillivray and new Board members.</p> <p>PL updated the Board on the recent history of the College, leading to the creation of the New Campus, the scale of investment this represents, and the intention to achieve further EFQM recognition.</p> <p>PL also outlined the reasons and context for the Unison industrial action which will impact the whole sector.</p> <p>PL described the College's current position as excellent position, indicating that the College has a distinct competitive advantage in the sector, and will soon set out a new strategy to maintain that advantage.</p>	
Decision/Noted	To not the update.	

Item BoM1-9	Health and Safety Annual Report	
Paper No: BoM1-E	Lead: P Little	Action requested: Note
Discussion/ Matters Arising	<p>The Health and Safety Annual Report covering period 1 July 2015 – 30 June 2016 was submitted. The first summary report using the newly introduced H&S reporting approach was noted.</p>	
Decision/Noted	To note the report.	

Item BoM1-10	Update on Regional Funding Allocation and Budget 2016-17	
Paper No: BoM1-F	Lead: S Thompson	Action requested: Note
Decision/Noted	<p>The board noted the current funding impasse status within the Regional board allocation. Progress on delivering other income opportunities and cost savings to achieve a break even budget was also noted.</p>	

Item BoM1-11	Consultation on the Scottish Government Response to the introduction of the UK Apprenticeship Levy	
Paper No: BoM1-G	Lead: P Little	Action requested: Note
Discussion/ Matters Arising	Members were advised on the Scottish Government's consultation on options for the use of their share of UK Apprenticeship Levy funding. All employers in any sector with a pay bill of more than £3 m per year will be required to pay an Apprenticeship Levy. CoGC's estimated annual cost of £170 000, and the anticipated ability to train around 15-20 apprenticeships using funds claimed against the College's levy, were noted.	
Decision/Noted	To note the report.	

Item BoM1-12	BREXIT Implications	
Paper No: BoM1-H	Lead: P Little	Action requested: Note
Discussion/ Matters Arising	Members noted that the College continues to actively monitor the impact of Brexit and its high level implications for the College. The effect on employment opportunities will also be considered.	
Decision/Noted	To note the report.	

Item BoM1-13	Board and Committee Schedule	
Paper No: BoM1-I	Lead: P Clark	Action requested: Note
Decision/Noted	To note the Schedule of Approvals.	

Item BoM1-14	Internal Audit service Tender	
Paper No: BoM1-J	Lead: S Thompson	Action requested: Note
Decision/Noted	<ul style="list-style-type: none"> The status and recommendation from the internal audit service tender were noted. It was agreed that the appointment will be approved at the next Audit Committee meeting. 	

Item BoM1-15	Board of Management Draft Calendar 2016-17 (Revised)	
Paper No: BoM1-K	Lead: P Clark	Action requested: Note
Decision/Noted	To note the revised Calendar of Meetings for 2016-17.	

Item BoM1-16	Disclosability of Paper	
Paper No:	Lead: P Clark	Action requested: Note
Decision/Noted	It was agreed that papers BoM1-C, BoM1-D2, BoM1-F and BoM1-J were non-disclosable.	

Item BoM1-17	Date of Next Meeting	
Paper No:	Lead:	Action requested: Note
Decision/Noted	Planning Day – Thursday 13 October 2016 Board of Management Meeting - Wednesday 7 December 2016	

The meeting closed at 1945 hours.

Chair's Signature _____

Date _____

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
BoM1-4	Articles of Governance: Circulate proposed revision to Standing Order Item 1.1.	PC	ASAP
BoM1-7	Chair's Remarks: Provide interest in Committee Memberships and Convenerships/Vice Convenerships, outstanding appraisals and updated Registers of Interest to PC. Also consider applications for Vice Chair.	ALL to PC	ASAP

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
BoM6-10	Education Scotland – Student Excellence Report: Upload on College website.	IG/RS/ST	ASAP Complete
BoM6-4	Strategic Risk Review: Implement 5x5 risk score matrix.	PC	Ongoing
BoM6-5	Calendar of Meetings: Update as agreed.	PC	Complete
BoM6-7	FM between Regional Strategic Body and Assigned College: Submit revised wording for Point 20 and feedback to Regional Board/SFC.	ST	Feedback at next BoM mtg on 13 10 16
BoM6-7	FM between Regional Strategic Body and Assigned College: Request further guidance on politically sensitive decision making.	ST	Ongoing
BoM6-8	Financial Plan 2016-17: Explore other income opportunities and cost saving plans to aim for a break even budget.	ELT	Ongoing Complete
BoM6-8	Financial Plan 2016-17: Work with GCRB and Glasgow Colleges to achieve a positive agreement on the allocation of the SFC funding across Glasgow.	ELT	Ongoing Complete
BoM6-9	Board Self Evaluation: Consider additional training on VFM issues.	PC	13 10 16
BoM6-9	Board Self Evaluation: Publish all Board and Committee agendas, minutes and disclosable papers on the College website.	PC	Complete
BoM1-8	Auditor General Section 22 Report: Coatbridge College: Review recent Audit Scotland Reports particularly in relation to VS.	PC	Ongoing
CoGCB5-05	H&S Annual Report: Consider proactive measures to reduce accidents/incidents.	FS	FPRC 09 09 15 Ongoing
CoGCB5-05	H&S Annual Report: Address lack of first aid arrangements within Dornoch Street.	FS	FPRC 09 09 15 Ongoing
CoGCB5-17.1.1	Property Disposals Programme: Seek clarification on the claim for reversionary interest of the title of Florence Street.	JS/IM	FPRC 09 09 15 Superseded

