

Board of Management

Meeting of the Board of Management

MINUTE OF 5th MEETING HELD ON WEDNESDAY 19 APRIL 2017 AT 1700 HRS (BoM5)

| Present | |
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| Alisdair Barron (AB) (Chair) | Karen Kelly (KK) |
| George Black (GB) | Paul Little (PL) |
| Jim Gallacher (JM) | Graham Mitchell (GM) |
| George Galloway (GG) | Robert Morrison (RM) |
| Ian Gilmour (IG) | Anne Peters (AP) |
| Jamie-lee Gooding (JLG) | Eric Tottman-Trayner (ETT) |
| Tracey Howe (TH) | Lesley Woolfries (LW) |
| Joseph Hughes (JH) | |
| In attendance | |
| Robin Ashton (RA), Executive Director, GCRB | Margaret Cook (MC), Chair, GCRB |
| Paul Clark (PC) | Ann Butcher (Minute) |
| Apologies for absence | |
| David Eaton (DE) | Stuart Patrick (SP) |
| Colin McMurray (CM) | |

| Item BoM5-1 | Apologies for Absence | |
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| Paper No: | Lead: A Barron | Action requested: Note |
| Decision/Noted | Apologies for absence were received from DE, CM and SP. | |

| Item BoM5-2 | Declarations of Interest | |
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| Paper No: | Lead: A Barron | Action requested: Note |
| Decision/Noted | TH declared an interest under Item 8. | |

| Item BoM5-3 | GCRB Update – A Regional Strategy for College Education in Glasgow | |
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| Paper No: BoM5-A | Lead: M Cook | Action requested: Note |
| Discussion/ Matters Arising | <p>MC provided members with an overview of the legislative purpose of Regional Strategic Bodies and the added value that they provide, specifically within the Glasgow Region. The Glasgow College Region Governance and Accountability Structure was provided along with the draft Regional Framework and Learning System which were noted for information.</p> <p>MC informed that stakeholder views on the strategy for education in Glasgow are being sought. It is expected that the strategy will be submitted to the GCRB meeting on 22 05 17 for approval.</p> | |

Members pointed out that the greater Scotland profile and international activities were not recognised within the Plan. MC considered that whilst the GCRB did not wish to discourage activity within these areas, their main focus was the strategy for College education in Glasgow. She did however acknowledge that the wider role of Colleges should be recognised within the introduction.

MC further advised that a Memorandum of Understanding between the GCRB and Glasgow College is currently being progressed.

Decision/Noted To note the update report.

Item BoM5-13 National Bargaining Update

Paper No: BoM5-J Lead: P Little/M Cook Action requested: Note

Discussion/ Matters Arising PL and MC highlighted the main areas of the terms and conditions causing the greatest disagreement namely, working hours, annual leave and salary conservation. Notwithstanding the progress made, EIS had held a full statutory ballot for industrial action which resulted in an overall vote in favour with twelve days of strike action being proposed. Negotiations are ongoing.

Decision/Noted To note the update.

MC and RB left the meeting.

Item BoM5-4 Minute of the previous Board meeting held on 23 February 2017

Paper No: BoM5-A Lead: A Barron Action requested: Approve

Decision/Noted The minute was approved subject to minor amendment.

Item BoM5-5 Board Committee Self-Evaluation

Paper No: BoM5-C Lead: P Clark Action requested: Approve

Discussion/ Matters Arising PC reminded of the agreement to undertake an annual self-assessment exercise for Board Committees. A self-evaluation proforma was submitted for consideration and will be circulated to members within the next few weeks. A full report will be submitted at the Board meeting in June.

Decision/Noted To approve the draft proforma.

Item BoM5-6 CoGC Art Foundation: Status and Terms of Reference

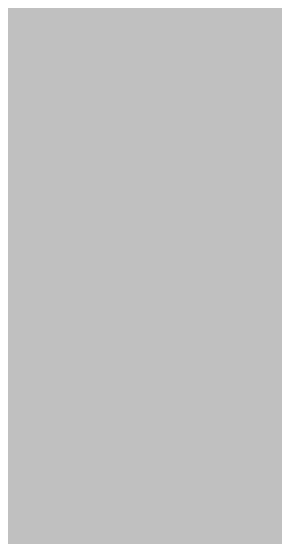
Paper No: BoM5-D Lead: P Clark Action requested: Approve

Discussion/ Matters Arising Members were informed that in order to protect the range of artwork possessed by the College, an Art Foundation was created. It was subsequently agreed that the Foundation would be a Committee of the Board of Management within the existing governance structure. Current

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| | Board members include the Principal and Chair. The Terms of Reference were reviewed by members. |
| Decision/Noted | It was agreed that KK and PC would draft an additional bullet point to include designated responsibility in terms of authority and responsibility in relation to funding, for circulation at a future meeting. |

| Item BoM5-7 | College Equality Statutory Reports | |
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| Paper No: BoM5-E | Lead: P Clark | Action requested: Approve |
| Discussion/ Matters Arising | <p>PC reported that the Equality Mainstreaming Report 2017, Equality Outcomes Framework 2017-2021 and Progress Report on Achieving Equality Outcomes 2017 were previously circulated to members. The background and context and key findings of the reports were reviewed and noted. The Equal Pay Statement and Information Report 2017 has yet to be finalised and will be circulated by email once finalised by HR.</p> <p>Members were encouraged to undertake the ED&I online tutorial which can be accessed through Connected.</p> | |
| Decision/Noted | <ul style="list-style-type: none"> • That members further review the documents in detail for email approval by 26 04 17. • That PC circulate the email link to the online ED&I tutorial. | |

| Item BoM5-8 | Taught Degree Awarding Powers | |
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| Paper No: BoM5-F | Lead: P Little | Action requested: Approve |
| Discussion/ Matters Arising | <p>Members were provided with a detailed insight into the rationale for pursuing the long term strategy to achieve accreditation as an institution with 'Taught Degree Awarding Powers" (TDAP). The developmental activities, educational and business rationale, brief options appraisal and approximate timeframe for realisation with costs and implications were reviewed in detail.</p> <p>JG commented on the value and detail of paper provided and agreed that this may be possible in some niche areas ie maritime and teacher training, but stressed the need to be careful not duplicate provision already provided within Universities. He further suggested that the timelines were optimistic particularly in terms of gaining awarding powers through the QAA. He also emphasised the need to review appropriate qualifications of staff. JG emphasised the difficult task ahead and encouraged management to be realistic in terms of resources and the time required to make this happen.</p> <p>JG further mentioned the SFC funding cap on HE provision and considered the difficulty in persuading the SFC to provide CoGC with relevant funding in preference to other HEIs. JG suggested that other options should also be considered ie graduate apprenticeships and improved ways of developing franchising. JG noted that this was a well-argued paper however it was important to be open to other opportunities and not become fixed on this proposal.</p> <p>PL reminded that the College already provided a foundation degree</p> | |



equivalent through the Merchant Navy. He recognised that achieving award bearing powers would be a long process and agreed that the College should continue to consider graduate apprenticeships.

TH highlighted the need to be mindful of issues happening in terms of degree awarding powers in different countries. TH positively supported graduate apprenticeship schemes, and also stressed potential issues around staff qualifications and abilities. TH recommended that a clear strategy should be provided for this approach.

Overall members were supportive of the proposal recognising that this would be a long term objective with significant resource implications.

AB confirmed that he had discussed this proposal informally with the Chair of GCRB who had given her support in principle.

Decision/Noted

- To approve the direction of travel with respect to the College working toward Taught Degree Awarding Powers.
- To note the steps identified to take forward the initiative and the associated costs and resource implications.
- To approve the proposed Key Stage Review points.
- That the proposal will be monitored via the Learning & Teaching Committee with an additional monitoring role (in terms of the Risk Register) by the Audit Committee.

| Item BoM5-9 | | Strategic Risk Review | |
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| Paper No: BoM5-G | Lead: P Clark | Action requested: Approve | |
| Discussion/ Matters Arising | PC advised that the full review of strategic risks was conducted in January-March 2017 and all Risk MAPs were updated accordingly and have been reported to the respective Board Committees. The highest scoring Risks 14 and 18 were submitted for review. The rewording of Risk 9 and new Risk 22 were noted for information. | | |
| Decision/Noted | To note and approve the revised Risk Register dated March 2017. | | |

| Item BoM5-10 | | External Review of Board Effectiveness | |
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| Paper No: BoM5-H | Lead: P Clark | Action requested: Approve | |
| Discussion/ Matters Arising | PC advised that the external assessment of the Board's performance (conducted by Jan Polley Solutions Ltd) has now been completed. The review comprised 1:1 interviews with members, observation of a Board meeting and extensive desk review of key corporate documents. Overall the report was very positive with a number of areas of good practice identified. Some areas of governance development were also identified and appropriate follow-up actions will be progressed by the year end. | | |
| Decision/Noted | To agree the draft Report on Board Effectiveness. | | |

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| Item BoM5-11 | Chair's Remarks | |
| Paper No: | Lead: A Barron | Action requested: Discuss |
| Decision/Noted | There was nothing additional to report at this time. | |

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| Item BoM5-12 | Principal's Report | |
| Paper No: BoM5-I | Lead: Principal | Action requested: Discuss |
| Discussion/ Matters Arising | <p>The Principal provided a brief report on the following issues:</p> <ul style="list-style-type: none"> • The recent overseas visit to the USA during April was very successful including meetings with senior corporate contacts and potential sponsors. Attendance at ministerial events around Tartan Day celebrations was also undertaken. • A visit to the Department of Defence of the Australian Government has also been scheduled for the end of April. The Principal has been invited to discuss the challenges and opportunities around education and training in the Maritime areas. Meetings with Senior Defence Policy makers, shipbuilding companies and appropriate Universities will also be undertaken. • Discussions with the Dubai Maritime City Authority are also ongoing with regard to the design, creation and operation of a Maritime Campus, similar to Riverside. • A contract for a book following the 2016 Education Symposium has been agreed and will be published in due course. JG further added that the book would be the first of its kind to be produced and should make a significant impact in taking forward the role of Scotland's College Sector within an international context. The Symposium planned for 2017 will be based on digital learning. <p>SFC Indicative funding Allocation 2017-18 Further information and analysis regarding the final GCRB 2017-18 funding allocation was provided to members. The overall sector funding summary was noted. A long term 5 year budget planning document is currently being developed. It was suggested that the document should include potential College provision and ambitions if additional funding were to be provided.</p> | |
| Decision/Noted | To note the update reports. | |

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| Item BoM5-14 | Reports from Board Committees | |
| Item BoM5-14.1 | Committee Items for Approval | |
| Item BoM5-14.1.1 | Board Member Long Service Recognition | |
| Paper No: BoM5-T | Lead: P Clark | Action requested: Approve |
| Discussion/ Matters Arising | The proposals for recognition of long service of Board members were submitted for review. | |
| Decision/Noted | To approve the proposals as set out in the paper. | |

| Item BoM5-14.1.2 Students' Association Constitution | |
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| Paper No: Verbal | Lead: P Clark Action requested: Approve |
| Discussion/ Matters Arising | PC advised that the Constitution had been fully reviewed by the SSE Committee with a recommendation for approval by the Board. This was subject to obtaining legal advice on the overall document. This has yet to be undertaken and will be submitted at the next meeting of the Board. |
| Decision/Noted | To submit the SA Constitution at the next meeting in June. |

| Item BoM5-14.2 Committee Minutes | |
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| Item BoM5-14.2.1 Art Foundation | |
| Paper No: BoM5-K | Lead: A Barron Action requested: Note |
| Decision/Noted | To note the minute of the Art Foundation held on Tuesday 25 October 2016. |

| Item BoM5-14.2.2 Performance, Remuneration and Nominations Committee | |
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| Paper No: BoM5-L | Lead: L Woolfries Action requested: Note |
| Discussion/ Matters Arising | LW advised that recommendations on the Principal's Remuneration Review 2017 would be provided at the next meeting of the Board. |
| Decision/Noted | To note the draft minutes of the PRNC meetings held on 23 January and 15 February 2017. |

| Item BoM5-14.2.3 Finance & Physical Resources Committee | |
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| Paper No: BoM5-N BoM5-O | Lead: K Kelly Action requested: Note |
| Discussion/ Matters Arising | <p>KK informed that the meeting held on 22 03 17 had not been quorate and was therefore restricted to a single substantive item on Property Disposals. The options to progress the revised proposal by Study Inn or revert back to the market had been considered in detail. The continuance of progress with Study Inn was still considered a sound proposal with a return to the market being a higher risk with an additional time delay. Appropriate approval was obtained by email following the meeting.</p> <p>The remainder of the agenda was taken at an additional meeting on 12 04 17 at which the Long Term Financial Planning paper was submitted. Further detail on the paper will be submitted for consideration at the next meeting of the PRNC.</p> |
| Decision/Noted | To note the draft minutes of the FPR Committee held on 1 February and 22 March 2017. |

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| Item BoM5-14.2.4 | Development Committee | |
| Paper No: BoM5-P | Lead: G Black | Action requested: Note |
| Decision/Noted | To note the draft minute of the Development Committee meeting held on 6 February 2017. | |

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| Item BoM5-14.2.5 | Learning & Teaching Committee | |
| Paper No: BoM5-Q | Lead: J Gallacher | Action requested: Note |
| Discussion/ Matters Arising | JG advised that following on from discussions at the recent Board Planning Event regarding significant Committee issues being submitted at full Board meetings and suggested that a presentation on the Learner Journey review be provided at the next meeting. | |
| Decision/Noted | To note the draft minute of the Learning & Teaching Committee meeting held on 28 February 2017. | |

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| Item BoM5-14.2.6 | Audit Committee | |
| Paper No: BoM5-R | Lead: C McMurray | Action requested: Note |
| Decision/Noted | To note the draft minute of the Audit Committee meeting held on 8 March 2017. | |

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| Item BoM5-14.2.7 | Students, Staff & Equalities Committee | |
| Paper No: BoM5-S | Lead: A Barron | Action requested: Note |
| Decision/Noted | To note the draft minute of the Students, Staff & Equalities Committee meeting held on 15 March 2017. | |

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| Item BoM5-15 | Any Other Notified Business | |
| Item BoM5-15.1 | Gender Balance in Scottish Public Boards (50/50 by 2020) | |
| Paper No: Verbal | Lead: A Barron | Action requested: Note |
| Discussion/ Matters Arising | PC advised members on the draft Gender Representation on Public Boards Bill which was recently published by the Scottish Government. The Bill aims to achieve 50% female representation on public Boards. The requirements on compliance were outlined. While noting that the 50-50 by 2020 pledge was indicative of intent, rather than legally binding, the Board supported the intention to work towards a gender balance on the Board. | |
| Decision/Noted | To approve signing up to the Government's '50/50 by 2020' pledge. | |

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| Item BoM5-16 | Disclosability of Papers | |
| Paper No: | Lead: P Clark | Action requested: Note |

Decision/Noted

That papers BoM5-A, BoM5-B, BoM5-I, BoM5-J and BoM5-L-S were non-disclosable. The disclosability status of these papers would be reviewed should they be requested under FOI in future.

Item BoM5-17**Date of Next Meeting****Paper No:**

Lead:

Action requested: Note

Decision/Noted

Wednesday 21 June 2017.

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

| Item | Description | Owner | Target Date |
|-------------|--|-------|-------------|
| BoM5-6 | Art Foundation – ToRs: Revise as agreed. | PC/KK | ASAP |
| BoM5-7 | College Equality Statutory Reports: Review document for email approval. | ALL | By 26 04 17 |
| BoM5-7 | College Equality Statutory Reports: Circulate link to the online ED&I tutorial. | PC | ASAP |
| BoM5-14.1.2 | Students' Association Constitution: Submit at next meeting. | IG | 21 06 17 |

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

| Item | Description | Owner | Target Date |
|-------------|---|--------|---|
| BoM4-8 | PRNC Update: Schedule Special meeting in advance of next full Board meeting. | LW/PC | Prior to 19 04 17 Complete |
| BoM3-8 | Chair's Remarks: Progress a response to the letter received from GCRB. | PL | ASAP Complete |
| BoM3-13.2.6 | Audit Committee Minute: Clarify disclosability of External Audit Report. | ST | ASAP Complete |
| AOCB | AOCB: Consider role of SIM at February Planning Event. | PC/ALL | 22/23 02 17 Complete |
| BoM1-4 | Articles of Governance: Circulate proposed revision to Standing Order Item 1.1. | PC | Revision Agreed BoM mtg 07 12 16 Complete |
| BoM6-7 | FM between Regional Strategic Body and Assigned College: Submit revised wording for Point 20 and feedback to Regional Board/SFC. | ST | Provide statement of Board position at next mtg on 22 02 16 |
| BoM6-7 | FM between Regional Strategic Body and Assigned College: Request further guidance on politically sensitive decision making. | ST | Provide statement of Board position at next mtg on 22 02 16 |
| BoM6-9 | Board Self Evaluation: Consider additional training on VFM issues. | PC | Ongoing |