

Board of Management

Meeting of the Board of Management

MINUTE OF 6th MEETING HELD ON WEDNESDAY 21 JUNE 2017 AT 1700 HRS (BoM6)

Present	
Alisdair Barron (AB) (By Teleconference)	Karen Kelly (KK)
George Black (GB)	Paul Little (PL)
David Eaton (DE)	Colin McMurray (CM)
Jim Gallacher (JM)	Robert Morrison (RM)
George Galloway (GG)	Stuart Patrick (SP)
Ian Gilmour (IG)	Anne Peters (AP)
Jamie-lee Gooding (JLG)	Lesley Woolfries (LW) (Chair)
Joseph Hughes (JH)	
In attendance	
Paul Clark (PC)	Stuart Thompson (ST)
Joanna McGillivray (JMcG) (Items 1-7)	Ann Butcher (Minute)
Apologies for absence	
Tracey Howe (TH)	Eric Tottman-Trayner (ETT)
Graham Mitchell (GM)	

Board of Management Vice Chair LW chaired the meeting in the absence of A Barron. Board Chair A Barron joined the meeting by teleconference.

On behalf of the Board, LW commended the input and great efforts made by both IG and JLG in their capacity as Student Board Members, and wished both well for their future careers. IG thanked members for their help over the last 2 years which had made him feel extremely welcome. It was noted that the new Student President Megan Cartwright, will officially join the Board at their next meeting in August.

Item BoM6-1	Apologies for Absence	
Paper No:	Lead: L Woolfries	Action requested: Note
Decision/Noted	Apologies for absence were received from TH, GM and ETT.	

Item BoM6-2	Declarations of Interest	
Paper No:	Lead: L Woolfries	Action requested: Note
Decision/Noted	None.	

Item 11 was taken at this time.

Item BoM6-11	Chair's Remarks	
Paper No: Verbal	Lead: A Barron	Action requested: Note
Discussion/	AB also thanked IG and JLG.	

Matters Arising	<p>AB congratulated M Cook, Chair, GCRB on her recent appointment as Principal, Perth College.</p> <p>AB advised members on an issue raised at the last meeting of the Audit Committee. G Devlin (External Auditor for GCRB + CoGC) had advised on the Regional Board's powers to remove assigned College Board members. This has now been further clarified and AB has been advised that the applicable legislation refers only to the powers of Scottish Ministers to remove Board members, and that there is no reference to the Regional Strategic Body in this context (Ref. section 24 of the 1992 Act (as amended)). PC will request that GD resubmit his interpretation on this matter at the next meeting of the Audit Committee.</p> <p>AB further encouraged members to attend the Art Foundation Launch on Wednesday 28 June at 1800 hours. Additional guests were welcomed.</p>
Decision/Noted	To note the update.

Item BoM6-3	Minute of the previous Board meeting held on 19 April 2017	
Paper No: BoM6-A	Lead: L Woolfries	Action requested: Approve
Decision/Noted	The minute was approved subject to one minor amendment.	

Matters Arising		
Paper No: Verbal	Lead: L Woolfries	Action requested:
Decision/Noted	FM between Regional Strategic Body and Assigned College ST will submit a draft at the next meeting of the Board.	

Item BoM6-4	Board of Management Draft Calendar 2017-18	
Paper No: BoM6-B	Lead: P Clark	Action requested: Approve
Discussion/ Matters Arising	The draft Calendar of Board of Management and Committee meetings for 2017-18 was submitted. The Calendar now reflects the need to hold full Board meetings two weeks prior to Regional Board meetings and also takes account of key responsibilities and approvals.	
Decision/Noted	<ul style="list-style-type: none"> To approve the 2017-18 Calendar. To include a section detailing key events. 	

Items 5 and 14.2.1 were taken together.

Item BoM6-5	Committee Terms of Reference Review	
Item BoM6-14.2.1	Board Committee Responsibility for Research Matters	
Paper No: BoM6-C/Verbal	Lead: P Clark	Action requested: Approve
Discussion/ Matters Arising	<p>Previously revised Committees' Terms of Reference, including minor amendments and additions, were submitted for approval.</p> <p>PC advised that as a matter of good governance, consideration of issues</p>	

	relating to research had been raised at the recent meeting of the Learning & Teaching Committee (LTC) and it was suggested that this should be added to the relevant Committee ToR. Given the focus upon innovation and finance it was agreed that this responsibility be included under the Development Committee ToR. Any aspects relating to scholarships etc will be taken under the LTC ToR.
Decision/Noted	<ul style="list-style-type: none"> To amend the Development Committee ToR as agreed. That revised Committee ToRs be approved, subject to one minor amendment under the Art Foundation ToR.

Item BoM6-6 Strategic Risk Review	
Paper No: BoM6-D	Lead: P Clark Action requested: Approve
Discussion/ Matters Arising	<p>PC advised that a recent review of strategic organisational risks (from May to June 2017) had been undertaken, and attention was drawn to the highest scoring risks (Risks 12, 15 and 18). The increase to Red for Risks 12 and 15 were due to the recent cyber attacks and cost implications of the national bargaining settlement respectively.</p> <p>The Risk Register further highlights increased risks scores relating to four other risks. The increases to risks 1, 3 and 8 were again due to recent strike action and the increase to Risk 10 was due to the significant increase in FOI requests.</p> <p>Members considered the detailed approach most helpful and were encouraged to be cognizant of the high risk areas and significant risk score changes. GB added that the overall sense of the report, ie that the College is moving into a riskier strategic environment, should be included within the narrative. PL suggested that the acronym VUCA (Volatile, Uncertain, Complex, Ambiguous) could be considered within this context.</p> <p>This will be reflected in future reports.</p>
Decision/Noted	<ul style="list-style-type: none"> To include the suggested revisions within future reports. To approve the revised Risk register dated 9 June 2017.

Item 14.4.1 was taken for approval.

Item BoM6-14.4.1 Students' Association Constitution	
Paper No: BoM6-U	Lead: I Gilmour Action requested: Approve
Discussion/ Matters Arising	<p>IG confirmed that the Constitution had been submitted at the March meeting of the SSEC and advised that the updated version was fully supported at the recent AGM. In order to provide additional reassurance, independent legal advice had been sought via the Director of Corporate Support, J Henderson (JH). JH had express content with the various amendments.</p> <p>AB reaffirmed that the Constitution had been considered at length by the SSEC and various issues raised had now been resolved.</p>
Decision/Noted	To approve the CitySA Constitution.

Item BoM6-7		Scottish Government (SG) – Learner Journey Review	
Paper No: BoM6-E	Lead: J McGillivray	Action requested: Discuss	
Discussion/ Matters Arising	<p>JMcG provided members with a summary overview of the current activity being undertaken as part of the 15-24 year old Learner Journey review, and the review of the efficiency and effectiveness of the regional skills landscape - the key drivers being personalisation and system efficiency.</p> <p>Stage 1, which involves consultation with key stakeholders will be complete by September 2017. All information gathered will inform Stage 2, the implementation phase. The review covers 5 strands, Learning Choices, Careers and Applications, Access, Provision, Transition/Progression and Funding.</p> <p>The opportunity to develop a regional skills hub for the Glasgow Region, in alignment with the ROA, will also be progressed. Discussion with the SFC and SG are in the early stages with initial pilot hubs in Early Years and Digital Skills being proposed.</p> <p>As a consequence of the review, three workstreams (Articulation, Admissions and Bridging Programmes) have been set up to support the development of policy, taking forward the 34 recommendations from the Commission on Widening Access.</p> <p>JG added that this was an opportunity for the College to proactively facilitate and enhance the 15-24 Learner Journey and further develop the efficiency and effectiveness of articulation.</p>		
Decision/Noted	To note the update report.		

JMcG left the meeting at this time.

Item BoM6-8		Board Member Appraisals	
Paper No: Verbal	Lead: P Clark	Action requested: Discuss	
Discussion/ Matters Arising	<p>PC reminded that annual individual Board member appraisals were required to be completed under the Code of Good Governance. PC reported that this undertaking had not been completed in 2016. PC requested renewed commitment from members to complete these within 2017, which was agreed. AB further encouraged members to undertake the appraisals, advising that these should take no longer than 10-15 minutes to complete. PC advised that the outcome of the appraisals would help progress the Board of Management development plan.</p> <p>PC further advised that Committee evaluations were also only partially complete and that any outstanding forms will be resent to members for return. This would enable a full report to be submitted to the next meeting of the Board.</p>		
Decision/Noted	<ul style="list-style-type: none"> • Board members to undertake appraisals as required in 2017. • To complete outstanding Committee evaluation forms prior to the next meeting of the Board. 		

Item BoM6-9	Financial Planning (5 Year + 2017-18)	
Paper No: BoM6-F	Lead: S Thompson	Action requested: Discuss
Discussion/ Matters Arising	<p>ST advised that the financial budget for the period 1 August 2017 to 31 July 2018 had been submitted at the recent meeting of the FPRC. The budget currently projects a deficit of 815k which is mainly due to the financial impact of the proposed national bargaining agreement which would cost the College approximately £2.4 m for 2017-18. It was noted that the operating expenditure had also increased due to the unitary charge. Members of the Committee unanimously agreed that this position was unacceptable, and requested that ELT work towards reducing this proposed deficit. The paper also provided a proposed 5 year financial plan which includes 3 sets of assumptions falling into Optimistic, Realistic and Pessimistic scenarios.</p> <p>Additional papers were tabled, providing further update information on National Bargaining Financial Impact and Additional Teaching Grant for Pay 2017-18 (Lecturers' Pay). ST advised that following the Employers' Association meeting on Monday (19 06 17), the SFC have announced the provision of £2.5 m additional funding across the sector to be allocated when the national bargaining position is finalised. In the short term £1.5 m would be allocated in July, equating to £148 244 for CoGC towards lecturing pay for 2017-18.</p> <p>Whilst reassurance that financial pressures as a result of National Bargaining will be reflected as part of future budget settlements has been received from the Scottish Government, ST reported that the SFC will continue to lobby for any additional funding.</p> <p>KK advised that the FPRC recognised that this was a work in progress however FPRC members had indicated that they were uncomfortable approving a deficit budget. KK understood the need to be realistic and suggested that any actions required to reach a balanced budget should be outlined. GB reminded members that this was a 5 year plan and any decisions made for 17-18 should not be taken in isolation. GB further stressed that potential actions required should highlight any detrimental impact on the student experience.</p> <p>PL added that whilst there might potentially be additional funding provided within the SG's spending review for 2017-18, it was unclear whether this would continue for subsequent years. He considered that it would be difficult to approve the budget until clear confirmation of funding is received, i.e. during October/November. He suggested that an early indication of potential savings, e.g. through restructuring, should be provided at the August meeting. This may be a course of action to be implemented over an extended period of time.</p> <p>KK and GB indicated their availability to meet in early August to offer further input with regard to potential initiatives with cost saving scenarios including timings and impact analysis in advance of the August Board meeting.</p>	

Decision/Noted

- To note the draft Financial Budget and Long Term Financial Planning scenarios.
- KK and GM to provide further input in advance of next Board meeting at which an update paper will be submitted.

CM left the meeting.

Item BoM6-10	National Bargaining update	
Paper No: BoM6-G	Lead: P Little	Action requested: Discuss
Discussion/ Matters Arising	<p>PL reported that following 6 days of strike action by the EIS, a headline agreement had been reached, and the EIS had suspended the remaining notified strike days. While the main areas of the Terms & Conditions (T&Cs) and pay had been agreed, it was noted that several items of T&Cs remained unresolved. The Management side have again confirmed the severe financial challenges facing Colleges and the difficulty involved in funding the overall headline agreement.</p> <p>As previously intimated, PL reaffirmed that, following the Employers' Association meeting held on 19 06 17, it was agreed to pay the first 25% of migration to the new Pay Scale for unpromoted lecturing staff, in July 2017, backdated to April 2017. Job matching and pay migration process for existing promoted lecturing staff will be carried out by December 2017. It was also agreed in principle to ratify the May 2017 Agreement. PL highlighted that the final ratification of terms & conditions would be subject to consideration of funding available to the sector, following the Scottish Government Spending Review, as well as a positive conclusion of negotiations with EIS-FELA and completion of the Equality Impact Assessment.</p> <p>IG advised that the SA wished to remain neutral throughout the negotiations and did not wish to take a firm stance on either side. They did however wish to fully support students and ensure that appropriate action was in place to allow them to complete their courses. It was recognized that this had been a very stressful time for students. IG stressed that prompt communication on any further industrial action would be essential. PL confirmed that the College was proactive in communicating with students and all complaints and concerns were fully addressed.</p> <p>PL advised that whilst the College was committed to National Bargaining, it was difficult to understand how the full deal could be implemented across the sector, given the funding shortfall in AY 2017-18 and 2019-20.</p> <p>DE highlighted the cultural differences in the views of lecturers and management, and emphasised that if this matter is not addressed then disharmony would continue. He questioned that if the funding was not available, why was the agreement settled last year? DE suggested that significant lessons need to be learned to bring staff and management back together, as opposed to threatening redundancies or undertaking further strike action.</p>	
Decision/Noted	To note the update report.	

ST and SP left the meeting at this time.

Item BoM6-12	Principal's Report	
Paper No: BoM6-H	Lead: P Little	Action requested: Approve/Discuss
Discussion/ Matters Arising	<p>Structure Update Depute Principal – Revised Job Description and Recruitment Timeline</p> <p>PL advised that the current Depute Principal (Acting) still intends to depart in early September. Due to the increased external demands placed on his own role as Principal & CEO, he proposed that a new Depute Principal & Chief Operating Officer would assist him in mentoring senior colleagues whilst providing operational oversight and effective business continuity. The updated post description for the permanent role of Depute Principal was reviewed in detail.</p> <p>IG appreciated the need for a Depute, however suggested that given the current climate of industrial relations, this appointment should be placed on hold. LW advised that it would be a greater strategic risk to continue without a Depute Principal, and that any potential gap in succession planning or business continuity would be more challenging. JG reminded members that Executive Management positions had already been rationalised following J Carson's move to Depute Principal, as JC's previous role had not been replaced.</p> <p>Overall, members were in favour of making permanent the role of Depute Principal.</p> <p>The Principal provided further updates as follows:</p> <ul style="list-style-type: none"> • It is proposed that the Principal and two members of Faculty staff would undertake a trip to the USA in mid-July, to further strengthen the partnership activity between CoGC and Anne Arundel Community College (AACC). A group of staff and students from AACC will visit Glasgow during 2017-18. • A further invitation has been received for the Principal to revisit Australia as a follow up to his previous visit during April 2017. The visit will further consider the challenges and opportunities for the College in relation to education and training in the Maritime areas. • The Principal advised on his attendance at the Newlands Junior College graduation, which had been held in College today. Board members will be invited to attend next year. • The Summer Graduation Ceremony will be held in Glasgow Cathedral tomorrow evening (22 06 17). Members have been invited to attend. • City Campus was recently presented with three awards; the Royal Incorporation of Architects in Scotland (RIAS) Best Current Scottish Architecture; Architects Journal AJ100 Building of the Year and AJ100's Client of the Year. <p>The Board acknowledged and supported the proposed further development of international collaborations in the USA and Australia, in pursuance of the College's strategic priorities. Other matters were noted.</p>	

Decision/Noted	<ul style="list-style-type: none"> To approve the role of Depute Principal as a permanent role. To endorse the updated Job Description for Depute Principal. To note the recruitment timeline to commence advertisement in June. To submit a paper on Succession Management at the August Board meeting.
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Item BoM6-13	Publication of Papers	
Paper No: BoM6-I	Lead: P Clark	Action requested: Note
Decision/Noted	To note the guidance, which had been created by the CDN Secretary to the Board Network, on College sector compliance with the Code of Good Governance with respect to the publication of Board papers.	

Item BoM6-14	Reports from Board Committees	
Item BoM6-14.1	For Approval	
Item BoM6-14.1.1	Governance of Strategy	
Paper No: BoM6-J	Lead: P Clark	Action requested: Approve
Decision/Noted	To approve the arrangements for Committee oversight of progress with regard to the five delivery strategies supporting the College Strategic Plan.	

Item BoM6-14.1.2	Equal Pay Statement & Information Report	
Paper No: BoM6-K	Lead: P Clark	Action requested: Approve
Decision/Noted	To approve the College's Equal Pay Statement and Information Report 2017.	

Item BoM6-14.1.3	Whistleblowing Policy	
Paper No: BoM6-L	Lead: P Clark	Action requested: Approve
Decision/Noted	To approve the revised Public Interest (Whistleblowing) Policy.	

Item BoM6-14.3	Committee Minutes	
Item BoM6-14.3.1	Performance, Remuneration & Nominations Committee	
Paper No: BoM6-M	Lead: L Woolfries	Action requested: Note
Discussion/ Matters Arising	The decision with regard to the Principal's salary scale was noted. LW advised that this would be implemented on 1 August 2017.	
Decision/Noted	<ul style="list-style-type: none"> To note the minute of the PRNC meeting held on 6 April 2017. To note that, following Committee approval, the minute of the PRNC meeting held on 8 May would be submitted at the next Board meeting as appropriate. 	

Item BoM6-14.3.2		Finance & Physical Resources Committee
Paper No: BoM6-O/BoM6-P	Lead: K Kelly	Action requested: Note
Discussion/ Matters Arising	KK provided members with an update on the Property Disposals position, following the FPRC meeting held in May. At this meeting J Carson had shared her concern regarding the speed of progress in relation to the Study Inn (SI) proposals. JC has subsequently met with SI, Ryden and the SFT whereby a number of deadlines have been agreed - notably full planning application to be submitted to Glasgow City Council by w/c 28 August. SI have assured that they remain operationally and financially fully committed to the agreement.	
Decision/Noted	To note the minutes of the FPRC meetings held on 12 April and 31 May 2017.	

Item BoM6-14.3.3		Learning & Teaching Committee
Paper No: BoM6-Q	Lead: J Gallacher	Action requested: Note
Decision/Noted	To note the draft minute of the LTC meeting held on 2 May 2017.	

Item BoM6-14.3.4		Students, Staff & Equalities Committee
Paper No: BoM6-R	Lead: A Barron	Action requested: Note
Decision/Noted	To note the draft minute of the SSEC meeting held on 17 May 2017.	

Item BoM6-14.3.5		Audit Committee
Paper No: BoM6-S	Lead: G Black	Action requested: Note
Decision/Noted	To note the draft minute of the Audit Committee meeting held on 24 May 2017.	

Item BoM6-14.3.6		Development Committee
Paper No: BoM6-T	Lead: G Black	Action requested: Note
Discussion/ Matters Arising	GB congratulated staff on exceeding the overall income target for 2016-17.	
Decision/Noted	To note the draft minute of the DC meeting held on 5 June 2017.	

Item BoM6-14.4		For Noting
Item BoM6-14.4.2		Students' Association Annual Report 2016-17
Paper No: BoM6-V	Lead: I Gilmour	Action requested: Note
Discussion/ Matters Arising	Members agreed that the Report was an extremely well written and considered document. The Board thanked and commended the Students' Association on their business conduct.	

Decision/Noted	To note the Students' Association Annual Report 2016-17.

Item BoM6-14.4.3	Principal's Performance Review Process	
Paper No: BoM6-W	Lead: A Barron	Action requested: Note
Decision/Noted	To note the proposed steps and process required for the Principal's Performance Review.	

Item BoM6-14.4.4	FOISA Report	
Paper No: BoM6-X	Lead: P Clark	Action requested: Note
Decision/Noted	To note the FOISA Report submitted at the Audit Committee meeting held on 24 May 2017.	

Item BoM6-14.4.5	Global Cyber Attack	
Paper No: BoM6-Y	Lead: F Samara	Action requested: Note
Decision/Noted	To note the report following the Global WannaCry Ransomware Cyber Attack.	

Item BoM6-15	Any Other Notified Business	
Paper No: Verbal	Lead:	Action requested: Note
Decision/Noted	Evening Times Supplement Members commended the recent 24-Page publication of a CoGC Celebration Supplement within the Evening Times.	

Item BoM6-16	Disclosability of Papers	
Paper No: Verbal	Lead: P Clark	Action requested: Note
Decision/Noted	That Papers BoM6-A, BoM6-F, BoM6-G, BoM6-H and Papers BoM6-M-BoM6-T were non-disclosable.	

Item BoM6-17	Date of Next Meeting	
Paper No:	Lead:	Action requested: Note
Decision/Noted	Wednesday 23 August 2017 at 1700 hours.	

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
BoM6-3	Matters Arising: Provide update paper on FM between Regional Strategic Body and Assigned College.	ST	23 08 17
BoM6-4	Draft Calendar 2017-18: Add key events and re-circulate.	PC	ASAP
BoM6-5	Committee ToRs: Amend DC and AF ToRs as agreed.	PC	ASAP
BoM6-8	Board Member Appraisals: Undertake as required.	ALL	ASAP
BoM6-8	Board Member Appraisals: Complete Committee Evaluation forms.	ALL	Prior to 23 08 17
BoM6-9	Financial Planning (5 Year + 2017-18): Provide further input and update paper in advance of next Board meeting.	KK + GB + ST	Prior to 23 08 17
BoM6-12	Principal's Report – Structure Update: Submit paper on succession planning at next Board meeting.	PL	23 08 17
BoM6-14.3.1	PRNC Minute: Submit minute of 8 May at next meeting, following approval.	PC/LW	23 08 17

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
BoM5-6	Art Foundation – ToRs: Revise as agreed.	PC/KK	ASAP Complete
BoM5-7	College Equality Statutory Reports: Review document for email approval.	ALL	By 26 04 17 Complete
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 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