

Board of Management

Meeting of the Board of Management

MINUTE OF 4th MEETING HELD ON WEDNESDAY 14 FEBRUARY 2018 AT 1700 HRS
(BoM4)

Present	
Alisdair Barron (AB) (Chair)	Jack McAllister (JMCA)
George Black (GB)	Colin McMurray (CM)
Megan Cartwright (MC)	Graham Mitchell (GM)
Jim Gallacher (JM)	Stuart Patrick (SP)
George Galloway (GG)	Anne Peters (AP)
Tracey Howe (TH)	Eric Tottman-Trayner (ETT)
Karen Kelly (KK)	Lesley Woolfries (LW)
Paul Little (PL)	
In attendance	
Paul Clark (PC)	Ann Butcher (Minute)
Apologies for absence	
David Eaton (DE)	Robert Morrison (RM)

Item BoM4-1	Apologies for Absence	
Paper No:	Lead: Chair	Action requested: Note
Decision/Noted	Apologies for absence were received from DE and RM.	

Item BoM4-2	Declarations of Interest	
Paper No:	Lead: Chair	Action requested: Note
Decision/Noted	There were no declarations of interest.	

Item BoM4-3	Minute of the previous Board meeting held on 6 December 2017	
Paper No: BoM4-A	Lead: Chair	Action requested: Approve
Decision/Noted	The minute was approved.	

Item BoM4-3	Matters Arising	
Paper No:	Lead: Chair	Action requested: Note
Decision/Noted	<p>The following Matters Arising were noted:</p> <ul style="list-style-type: none"> An update on repayment of ESF funding was provided during the Planning event. The Voluntary Severance Scheme is being finalised in discussion with the Regional board and SFC, however it was noted that the 	

- conditions asked by both GCRB and SFC have been met
- PL updated members on the outcome of the recent Industrial Tribunal.

Item 6 was considered at this time.

Item BoM4-6	Strategic Risk Review	
Paper No: BoM4-D	Lead: P Clark	Action requested: Approval
Decision/Noted	That consideration of the Strategic Risk Review be deferred until the next meeting of the Board.	

Item BoM4-4	Leadership Reorganisation	
Paper No: BoM4-B	Lead: P Little	Action requested: Approval
Discussion/ Matters Arising	<p>PL explained that delivery of the Blue Ocean Strategy was the Key Driver for the proposed leadership re-organisation. PL and the Board also referred to the Board planning sessions held throughout the day, which included an analysis of various future scenarios, a full financial context analysis, and an interactive session of strategic priorities.</p> <p>PI highlighted that this proposed re-organisation is intended to improve the student experience and performance, support the 3 key outcomes of the SFC, increase opportunities for diversification of income, increase accountability and performance across all aspects of the organisation and safeguard financial sustainability of the College given the challenges presented by the outcome (so far) of national bargaining (ie £44k pa salary, 62 days holiday for Senior Lecturers).</p> <p>PL pointed out that much has changed since the last College restructure five years ago, It had always been intended to implement a further restructure following the move to the new campus sites.</p> <p>The existing SMT and new leadership structures were presented. PL advised that the new proposal would ensure a leaner but effective structure which can better deliver the College Strategic Plan 2017-25 and enhance day to day operations. Some of the main changes within the Student Experience Structure and Service (formerly Support) Structure were highlighted. The proposed re-Structuring Timescale was also noted. PI indicated that the new terms and conditions for Lecturers, Promoted Lecturers, and support staff will add a further £5m annually to the College's salary bill. The proposed leadership structure would entail an increase in academic management resource (teaching remission hours) while reducing the number of academic management posts.</p> <p>There was a full discussion including careful reflection of a written email on the re-organisation submitted by DE in advance. The following issues were highlighted:</p> <ul style="list-style-type: none"> • <i>The curriculum head will have too many courses to be able to effectively work with all of the students. Knowledge of each student from teaching is vital to achieving success.</i> • <i>Line and operational management will detract from engaging with the students.</i> 	

- *In many cases, they may not have the specific subject knowledge for the courses they are responsible for.*

A number of other considerations and alternative proposals, highlighted by DE, were fully discussed.

Various Board members asked detailed questions of the Principal on both the paper and his presentation.

The Principal advised that by reviewing current Curriculum Head (CH) and Senior Lecturer (SL) roles, the leadership structure has been adjusted to reflect the need of more direct operational management with curriculum teams. Given the supersized and agile nature of our Super College, PL felt that the SL role was now somewhat outdated. Besides he advised this role had been under review in the 2013 restructure but had been retained. Analysis of performance necessitated a step change now and the recent agreement on promoted posts as a result of National Bargaining This refreshed structure enhances performance planning, timetabling and curriculum planning. In the current structure CHs have line management responsibility for up to 14 courses. Under the new structure that responsibility will reduce to 8 courses. It was further considered that responsibility of front line delivery of all learning and teaching aspects of Learning 4.0 would rest within the remit of Lecturers.

GB welcomed the proposed reduction in the number of promoted senior academic posts (ie to move from 28% to 19% promoted posts) particularly in relation to the appraisal of the new efficient leadership structure, which would provide 'much greater scope to improve student and staff performance'. GB also questioned the impact upon the student experience and how the level of commitment on performance would be quantified. PI responded that improving the student experience was a key aim of the proposals, and that his aspiration is to have an overall student success rates performance target of 90% plus. He added the caveat that this aspirational target was, however, a longer term ambition.

PL advised that in benchmarking comparison with the rest of the College sector, CoGC has a higher proportion of promoted academic posts (28% in comparison to 20% sector wide). The proposed structure would move to reduce this to 19%,

CM referred to the new Faculty of Nautical and STEM and raised his concern regarding the relationship to maritime education, particularly the maritime brand by including the term STEM. PL stated that Riverside would always be a centre of Nautical expertise and a separate STEM facility may be considered in the future.

PL further re-emphasised that under the proposed reorganisation, voluntary severance would be available, with funding options to be finalised. However if this leadership reorganisation was implemented this year PL did not foresee the need for compulsory redundancies. Promotion opportunities were also highlighted.

The proposed new structure was considered and discussed in detail, following which the proposals were agreed.

Decision/Noted

To approve the reorganisation of the Leadership structure as proposed.

Item BoM4-5	College Chancellor	
Paper No: BoM4-C	Lead: P Little	Action requested: Approve
Discussion/ Matters Arising	<p>PL reminded members that CoGC was a pathfinder College both in Scotland and the UK and proposed the creation of the position of Chancellor of the College to enhance its corporate, civic and tertiary profile. Creation of the role of College Chancellor would be undertaken by a high-profile public figure as agreed by the Board of Management. The role would in general, act as a high profile VIP ambassador for the College both nationally and internationally.</p> <p>The proposal was strongly supported by members.</p>	
Decision/Noted	To approve the creation of the position of Chancellor of the College.	

Item BoM4-7	Planning Day – Reflections	
Paper No: Verbal	Lead: P Little	Action requested: Discussion
Decision/Noted	This item was not taken.	

Item BoM4-8	College Strategies – Governance & Performance Review	
Paper No: Verbal	Lead: P Clark	Action requested: Discussion/Decision
Decision/Noted	This item was not taken.	

Item BoM4-9	Reports from Board Committees	
Item BoM4-9.1	Committee Minutes	
Item BoM4-9.1.1	Learning & Teaching Committee	
Paper Nos: BoM4-E, BoM4-F	Lead: Convener	Action requested: Note
Decision/Noted	To note the draft minute of the Learning & Teaching Committee meeting held on 7 November 2017. The minute of the meeting held on 6 February 2017 was not available at this time.	

Item BoM4-9.1.2	Performance, Remuneration & Nominations Committee	
Paper Nos: BoM4-G	Lead: Convener	Action requested: Note
Decision/Noted	To note the draft minute of the Performance, Remuneration & Nominations Committee meeting held on 15 January 2018.	

Item BoM4-9.1.3	Development Committee	
Paper Nos: BoM4-H	Lead: Convener	Action requested: Note
Decision/Noted	To note the draft minute of the Development Committee meeting held on 24 January 2018.	

Item BoM4-9.1.4	Students, Staff & Equalities Committee	
Paper Nos: BoM4-l	Lead: Convener	Action requested: Note
Decision/Noted	The draft minute of the Students, Staff & Equalities Committee meeting held on 31 January 2018 was not available at this time.	

Item BoM4-10	Any Other Notified Business	
Paper No: Verbal	Lead: Convener	Action requested: Note
Decision/Noted	There was no other notified business.	

Item BoM4-11	Disclosability of Papers	
Paper No: Verbal	Lead: P Clark	Action requested: Note
Decision/Noted	That all papers were non-disclosable.	

Item BoM4-12	Date of Next Meeting	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Wednesday 14 March 2018	

The meeting closed at 1750 hours

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
Item BoM4-6	Strategic Risk Review: Consider at next meeting of the Board.	PC	14 03 18

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
BoM3-6	Strategic Risk Register: Review overall target scores + highlight at February Planning Event.	PC	06 06 18 Complete
BoM3-15	AONB: Voluntary Severance Scheme: Consider at next meeting of PRNC.	PC/ST	PRNC 15 01 18 Complete
BoM3-15	AONB: Board Member Links with Faculties: Consider reportage process to Board Committees.	PC	Ongoing
BoM2-7	Board Member Appraisals: Members to complete and return appraisal forms.	ALL	Ongoing
BoM6-3	Matters Arising: Provide update paper on FM between Regional Strategic Body and Assigned College.	ST	Ongoing
BoM5-7	College Equality Statutory Reports: Circulate link to the online ED&I tutorial.	PC	Ongoing