

## Board of Management

### Meeting of the Board of Management

MINUTE OF 5<sup>th</sup> MEETING HELD ON WEDNESDAY 13 MARCH 2019 AT 1700 HRS (BoM5)

Present	
Alisdair Barron (AB) (Teleconference Call)	Milea Leone (ML)
George Black (GB)	Paul Little (PL)
Jim Gallacher (JG)	Graham Mitchell (GM)
George Galloway (GG)	Alex Robertson (AR)
Karen Kelly (KK)	Lesley Woolfries (LW) (Chair)
In attendance	
Paul Clark (PC)	Janie McCusker, Chair, GCRB (JMcC)
Chloe Anderson (Item 5 only)	Stacey McEwan (Item 5 only)
Sophie McConville (Item 5 only)	Dr Helen Young (ESCR Research Project)
Aime McCrudden (Item 5 only)	Ann Butcher (Minute)
Apologies for absence	
David Eaton (DE)	George McVerry (GMcV)
Colin McMurray (CM)	

LW welcomed JMcC, Chair, Glasgow Colleges' Regional Board (GCRB) to the meeting.

Item BoM5-1	Apologies for Absence	
Paper No:	Lead: Chair	Action requested: Note
Decision/Noted	Apologies for absence were received from DE, CMcM and GMcV. ST was not in attendance.	

*Item 5 was taken at this time.*

Item BoM5-5	Introduction to Modern Apprentices (MA)	
Paper Nos: VERBAL	Lead: Convener	Action requested: Discuss
Discussion/ Matters Arising	Stacey McEwan, Workforce Development Officer attended the meeting to introduce 3 Modern Apprentices; Chloe Anderson (Amethyst Salon), Aime McCrudden (Procurement) and Sophie McConville (Business Administration). Each MA provided an overview of their individual roles within the College and shared with members their different experiences and aspirations for the future. The Board commended the MAs for their confident presentations and thanked them for their insights on the role of the MA. They wished them well with their future careers.	
Decision/Noted	To note the presentations.	

*The MAs left the meeting at this time.*

<b>Item BoM5-2</b>	<b>Declarations of Interest</b>	
Paper No:	Lead: Chair	Action requested: Note
Decision/Noted	PL declared an interest under item 13.2.2 Remuneration Committee.	
<b>Item BoM5-4</b>	<b>Minute of the Previous Board of Management Meeting held on Wednesday 13 February 2019</b>	
Paper No: BoM5-A	Lead: Chair	Action requested: Approve
Decision/Noted	That subject to one minor amendment, the minute be approved.	
	<b>Matters Arising</b>	
Paper No: VERBAL	Lead: P Little	Action requested: Note
Discussion/ Matters Arising	<p>PL updated members on the disposal and development of NHS and CoB sites.</p> <p><b>North Hanover Street (NHS)</b> Due to funding source issues, Vanguard have requested an extension to the date of entry. The proposal has been agreed (at the last meeting of the Finance and Physical Resources Committee) with an increase of the non-refundable deposit by an additional £1.5m (now totalling £3m).</p> <p><b>Charles Oakley Building (COB)</b> The redistribution of funds from the sale of NHS to form a Regional Innovation Centre at the COB will be sought.</p>	
Decision/Noted	To note the update report.	
<b>Item BoM5-6</b>	<b>Course Performance Improvement</b>	
Paper No: BoM5-B	Lead: D Dickson	Action requested: Discuss
Discussion/ Matters Arising	<p>DD advised that whilst the College has been working with curriculum teams over a number of years to address low performance, in order to realise further performance gains, the current approach now requires some improvement. Various factors have been considered including impacts and mitigations and a new strategy for course performance improvement has been developed to realign the curriculum portfolio. This new approach will be adopted by each Faculty and will be implemented in 2 stages. Stage 1 will consider the removal of courses which are 25% to 30% below the national sector PI performance or have extremely low course uptake.</p> <p>Members noted that around 40 courses are currently being considered under Stage 1 however they highlighted the advantages of the regional curriculum context. DD agreed that the College did not wish to limit potential student choice and considered that this could potentially lead to more effective delivery across the region.</p> <p>KK commented that both the College and the Region have a duty to develop the skills necessary for future generations and that careful</p>	

	<p>thought would need to be given on future curriculum needs. DD indicated that this is considered as part of the ongoing curriculum planning process, however some courses are at the end of their lifecycle and are no longer suitable for the next generation of students. JMcC added that GCRB are also considering this issue within the next 5-year curriculum planning cycle which is currently being developed.</p> <p>Members also discussed management and strengthening of staff performance. PL confirmed action would be taken as necessary to improve the skills deployed within the classroom. He further added that personal development will be improved by the new management structure which is now in place.</p>
<b>Decision/Noted</b>	To approve the new approach for course performance improvement and the associated timescale.

<b>Item BoM5-3</b>	<b>Janie McCusker, Chair, GCRB</b>	
<b>Paper Nos: VERBAL</b>	Lead: J McCusker	Action requested: Discuss
<b>Discussion/ Matters Arising</b>	<p>JMcC presented the Board with a video highlighting the Glasgow College Region Annual Review 2017-18. She advised that this was a snapshot of the great work being undertaken within the Region, and thanked CoGC for their support and collaboration. The excellent work being undertaken collectively was highlighted at the recent GCRB Ministerial Dinner with Minister Richard Lochhead. Whilst JMcC fully recognised the challenges ahead, particularly in terms of resources, it was hoped that the Glasgow Colleges continue to work effectively together to the benefit of the Region as a whole.</p>	
<b>Decision/Noted</b>	To note.	

<b>Item BoM5-7</b>	<b>Regional Curriculum Update</b>	
<b>Paper Nos: BoM5-C</b>	Lead:	Action requested: Discuss
<b>Discussion/ Matters Arising</b>	<p>The draft 2019-20 Regional Outcome Agreement (ROA), which was previously submitted at the last meeting of the Learning and Teaching Committee, was provided for information. Members noted that following the SFC announcement of indicative Credit targets, the activity levels for Glasgow in 2019-20 would remain at similar levels to 2018-19 with only a slight decrease in ESF activity.</p> <p>JG commented that there had been an expectation that the final draft ROA would be submitted to the Board at this time. He further added that there was currently no mention of the Scottish Government's (SG) Post 24 agenda within the document.</p> <p>JMcC replied that GCRB would shortly be reviewing the next 5-year curriculum planning cycle. The SG's agenda will form part of this discussion, however given the current financial challenges faced by the sector, the Post 24 agenda could not be considered in isolation and to the exclusion of all other curriculum delivery, but would form part of the broader vision of Glasgow longer term. JMcC further advised that the final version of the ROA would be submitted at the next meeting of the</p>	

GCRB for approval.

JG then referred to the proposed GCRB Programme of Action which sets out the regional commitments and planned outcomes, specifically the proposal to 'top-slice' an additional £350k from the revenue budget to support this Programme. JMcC indicated that this was not 'top-sliced' funding, rather it was utilising resources for the benefit of all Colleges within the Region. There was also a commitment from the SFC and SDS to match fund this resource. JMcC emphasised that this funding was not being removed from Colleges, but was being centrally focussed to the benefit of the Region and delivered for the benefit of all three Glasgow Colleges. This would be a consolidated overarching approach.

AB added that given the current state of the economy, with no additional funding being received for increased cost of living etc, and also given the major reduction in capital funding, this additional cost of circa £350k was a substantial resource.

JMcC advised that this proposal had been presented at the last meeting of the GCRB and was fully supported at that time.

PL stated that whilst the ambitions of the Region and the individual initiatives highlighted within the Programme were supported, the decision on this matter had not been made through consultation with the GCG Principals.

JMcC considered that these initiatives were being made with the best of intention for the Region as a whole however recognised the concerns raised regarding the overall process.

**Decision/Noted**

To note the update report.

<b>Item BoM5-8</b>		<b>Chair's Remarks</b>	
<b>Paper Nos:</b> <b>VERBAL</b>	Lead: L Woolfries	Action requested: Discuss	
<b>Discussion/ Matters Arising</b>	LW informed members of the recent Strategic Dialogue meeting held with the SFC and GCRB, which recognised the significant contributions made by the College. She further advised on her attendance at the recent Ministerial Dinner with Richard Lochhead, which was also very successful and projected a unanimity of vision.  She congratulated all staff involved in the operation and organisation of the Princess Royal visit, which made a significant contribution to the overall impression of the work being undertaken within the College.  LW further advised on her involvement in the recruitment and interview process for new Board members. She was pleased with the final nominations which the Panel had considered to be of an exceptionally high calibre. The nominations have progressed to GCRB for approval.  LW then praised the recent WorldSkills Kazan team selection programme hosted by the College. AB added his congratulations to the two CoGC students selected to represent Scotland in Team UK at the event.		

LW also congratulated S Gunn and the Creative Industries team on the organisation of the recent Creative Industries “Convergence” Symposium which involved a diverse group of design practitioners and master craftsmen.

**Decision/Noted**

To note the update report.

<b>Item BoM5-9</b>		<b>Principal's Report</b>	
<b>Paper Nos: VERBAL</b>	Lead: P Little	Action requested: Discuss	
<b>Discussion/ Matters Arising</b>	<p>PL updated the Board on the progress of the leadership reorganisation.</p> <p>After due consideration, the VS scheme has now been reopened with applications being considered on a case to case basis. 24 SLs remain displaced with 12 grievances received. A collective grievance has been proposed. The matter is ongoing.</p> <p>Elodie Nowinski has been appointed Dean of Creative Industries, and Tracey Howe appointed as TDAP Director. The newly appointed HR Director, John Gribben, will join the College in May.</p> <p>Vice Principal J Campbell has recently been appointed Principal and Chief Executive of Dumfries and Galloway College. J McAfee has now left the College to join Stirling Council as Director of Governance. PL wished colleagues well in their new roles and thanked them for their service.</p> <p>The following matters were also reported:</p> <ul style="list-style-type: none"> <li>- The College Evaluative Report and Enhancement Plan has now been published on the Education Scotland website with the College receiving two 'Very Good' and one 'Excellent' grades.</li> <li>- The College is scheduled to deliver its SFC 2018-10 credit and ESF targets.</li> <li>- Feedback received following the Strategic Dialogue meeting with SFC was very positive. Issues on Borrowing Powers, Supporting Inclusive Economic Growth &amp; Business Innovation and, Polytechnical Education were raised.</li> <li>- Following the official launch of Maritime 50 Celebrations, a strategic lead will be in attendance at the next meeting of the Board to highlight the importance of such events.</li> <li>- A senior member of the Monetary Policy Committee with the Bank of England came to CoGC to speak to our Financial Services students and other guests from the Financial Services District in Glasgow.</li> <li>- Heather Ramsey, HND Legal Services student has won the F&amp;C Investment Trust's prize which includes £10 000 for her Faculty. Heather has also secured a place at Oxford University.</li> <li>- The Principal was recently made a Fellow of the RSE, Scotland's National Academy.</li> </ul>		
<b>Decision/Noted</b>	To note the report.		

<b>Item BoM5-10</b>		<b>Board Recruitment</b>	
Paper Nos: BoM5-D	Lead: P Clark	Action requested: Note	
Discussion/ Matters Arising	<p>PC provided members with an update on the progress made on the recent recruitment and selection of Board members. An extensive vacancy communication and publication plan was developed which included a short film created for the College Board web page. A total of 18 applications were received with 11 shortlisted for interview. Interviews were held on 26 February and 4 March with five candidates selected for full Board membership and a further two recommended as Co-optees. The proposed appointments will be considered by the GCRB at their next Board meeting on 25 March.</p>		
Decision/Noted	To note the proposed appointments.		

<b>Item BoM5-11</b>		<b>Strategic Risk Register</b>	
Paper No: BoM5-E	Lead: P Clark	Action requested: Note	
Discussion/ Matters Arising	<p>The current status of the highest scoring risks (RAG rated RED) and Risks with significant change to score were considered. The progress being made in relation to Risk 12 – Failure of Business Continuity and Risk 25 – Failure of IT System Security were noted.</p>		
Decision/Noted	<ul style="list-style-type: none"> <li>To note the high scoring risks.</li> <li>To note and approve the revised Risk Register dated February 2019.</li> </ul>		

<b>Item BoM5-12</b>		<b>National Bargaining Update</b>	
Paper No:	Lead: P Little	Action requested: Note	
Discussion/ Matters Arising	<p>The next meeting of the Lecturer Side Table, National Joint Negotiation Committee will be held on 18 March ahead of the planned strike action by the EIS-FELA on Thursday 21 March 2019.</p> <p>ML reported on a recent information bulletin issued by EIS-FELA requesting student to sign up their support. Members were concerned that students were not being provided with information from both sides, reminding of a decision made by the management side that they did not wish to manipulate or influence students. PL suggested that the SA Presidents raise this with matter with National Representatives.</p>		
Decision/Noted	To note the report.		

<b>Item BoM5-13</b>		<b>Reports from Board Committees</b>	
<b>Item BoM5-13.1</b>		<b>Committee Items for Approval</b>	
<b>Item BoM5-13.1.1</b>		<b>Accounting Policies</b>	
Paper No: BoM5-F	Lead: P Clark	Action requested: Approve	
Discussion/ Matters Arising	<p>PC informed the Committee that a clarification query within the revised Accounting Policies, specifically paragraph 4.2 'Going Concern' had</p>		

	<p>been raised at the last meeting of the Audit Committee. The exact definition (in accounting terms) of 'foreseeable future' had been queried and it was suggested that the term should be more defined. Final approval had been deferred to the full Board. After consideration, members suggested that guidance on this point should be sought from the External Auditor.</p> <p>KK further referred to point 4.11 Pension Schemes, specifically '<i>the Fund is a defined benefit pension scheme, providing benefits based on final pensionable pay</i>' and considered that the term 'pensionable pay' should be more accurately described as 'career average scheme'. This amendment was agreed.</p>
Decision/Noted	That subject to the above, the Policy be referred back to the next meeting of the Audit Committee for final approval.

<b>Item BoM5-13.2</b>	<b>Committee Minutes</b>	
<b>Item BoM5-13.2.1</b>	<b>Performance &amp; Nominations Committee</b>	
Paper Nos: BoM5-G	Lead: Convener	Action requested: Note
Decision/Noted	To note the draft minute of the Performance & Nominations Committee meeting held on held on 14 January 2019.	

<b>Item BoM5-13.2.2</b>	<b>Remuneration Committee</b>	
Paper Nos: BoM5-H	Lead: Convener	Action requested: Note
Decision/Noted	To note the draft minute of the Remuneration Committee meeting held on held on 14 January 2019.	

<b>Item BoM5-13.2.3</b>	<b>Learning &amp; Teaching Committee</b>	
Paper Nos: BoM5-I	Lead: Convener	Action requested: Note
Decision/Noted	The draft minute of the Learning and Teaching Committee held on 4 February 2019 was not available.	

<b>Item BoM5-13.2.4</b>	<b>Audit Committee</b>	
Paper Nos: BoM5-J	Lead: Convener	Action requested: Note
Decision/Noted	To note the draft minute of the Audit Committee meeting held on 20 February 2019. GM raised some concern with regard to the low level of Committee membership. This will be addressed through the appointment of new Board members.	

<b>Item BoM5-13.2.5</b>	<b>Art Foundation</b>	
Paper Nos: BoM5-K	Lead: Convener	Action requested: Note
Decision/Noted	The draft minute of the Art Foundation meeting held on 27 February 2019 was not available.	

<b>Item BoM5-13.2.6</b>		<b>Finance &amp; Physical Resources Committee</b>	
<b>Paper Nos:</b> BoM5-L	Lead: Convener	Action requested: Note	
<b>Decision/Noted</b>	The draft minute of the Finance and Physical Resources Committee meeting held on 27 February 2019 was also not available. KK highlighted that the main topic of discussion had been Property Disposals. PL previously updated members on this matter under Item BoM5-4.		

<b>Item BoM5-14</b>		<b>Any Other Notified Business</b>	
<b>Paper No:</b>	Lead: Convener	Action requested: Note	
<b>Decision/Noted</b>	AB congratulated the Students' Association on the newly elected Executive members and added that they would be replacing a very able team.		

<b>Item BoM5-15</b>		<b>Disclosability of Papers</b>	
<b>Paper No:</b> VERBAL	Lead: P Clark	Action requested: Note	
<b>Decision/Noted</b>	That the disclosability status of the papers from this meeting remain as stated at this point.		

<b>Item BoM5-16</b>		<b>Date of Next Meeting</b>	
<b>Paper No:</b>	Lead: Convener	Action requested: Note	
<b>Decision/Noted</b>	Wednesday 5 June 2019		



## ANNEX TO THE MINUTE

### ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
BoM5-13.1.1	<b>Accounting Policies:</b> Refer back to next meeting of Audit Committee for final approval.	PC for ST/AS	15 05 19

### ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
BoM2-5	<b>Property Disposals/Development Update:</b> Continue to develop a strategy for a regional innovation centre in collaboration with GCRB.	FS	Ongoing
BoM3-15	<b>AONB: Board Member Links with Faculties:</b> Consider reportage process to Board Committees.	PC	Ongoing