

## Board of Management

### Meeting of the Board of Management

MINUTE OF 3<sup>rd</sup> MEETING HELD ON 16 DECEMBER 2015 AT 1700 HRS (BoM3)

Present	
Alisdair Barron (AB) (Chair)	Graham Mitchell (GM)
David Eaton (DE)	Debbie McNamara (DM)
Peter Finch (PF)	Robert Morrison (RM)
Jim Gallacher (JM)	Stuart Patrick (SP)
George Galloway (GG)	Ruta Simonyte (RS)
Paul Little (PL)	Eric Tottman-Trayner (ETT)
Colin McMurray (CM)	Lesley Woolfries (LW)
In attendance	
Paul Clark (PC)	Shona Struthers (SS)
Alex Craig (AC)	
Judy Keir (JK)	Ann Butcher (Minute)
Apologies for absence	
George Black (GB)	Karen Kelly (KK)
Ian Gilmour (IG)	Frances McKinlay (FM)
Charlie Kaur (CK)	

Item BoM3-1	Apologies for Absence	
Paper No:	Lead: A Barron	Action requested: Note
Decision/Noted	Apologies for absence were received from GB, IG, CK, KK and FM.	

Item BoM3-2	Declarations of Interest	
Paper No:	Lead: A Barron	Action requested: Note
Decision/Noted	There were no Declarations of Interest.	

Item BoM3-3	Minute of the previous Board of Management meeting held on 29 October 2015	
Paper No: BoM3-A	Lead: A Barron	Action requested: Note
Decision/Noted	That the minute be approved subject to minor amendment.	

	Matters Arising Centro de Formação Marítima de Angola (CFMA)	
	Lead: P Little	Action requested: Note
Discussion/ Matters Arising	PL advised that termination of the contract had not been considered whilst the Head of Centre was in post. However he has now returned to the UK.	

	Correspondence with the Sonangol CFMA Chief Executive is ongoing and the decision to terminate will be investigated mid-January.
Decision/Noted	To further discuss this matter at the next meeting of the Development Committee.

	<b>Matters Arising</b>
	<b>Board Member Recruitment</b>
	Lead: P Clark      Action requested: Note
Decision/Noted	Liaison with the GCRB regarding the Board member recruitment advertisement is ongoing. The positions of Board Member and Board Chair will be advertised during January 2016.

	<b>Matters Arising</b>
	<b>SFC Funding Update</b>
	Lead: P Little      Action requested: Note
Decision/Noted	PL informed the Board that Colleges Scotland had laid out a clear case for sustainable investment for the College sector which seemed to have been recognised by the Scottish Government. The Ministerial Statement on the Draft Budget 2016-17 was provided today (16 12 15) with current levels of funding for the College sector confirmed at £530.3m. This represents a 'flat-cash' settlement, with a continuation of the level of funding from 2015/16. Whilst this announcement allows the sector to maintain services for students, the tight public financial constraints continue.

<b>Item BoM3-4</b>	<b>Structure Update</b>
Paper No: BoM3-B	Lead: P Little      Action requested: Approve
Discussion/ Matters Arising	<p>Members were reminded that the role of Vice Principal Learning &amp; Teaching was previously endorsed by the Board but that no appointment had been made as proposed during April 2014. As the budget for this role has remained, a new proposed executive leadership post of Chief Learning Officer (from August 2016) and an additional recruitment of a Student Director (from January 2015) were proposed. The appointments would enable the VP New Campus and Estates Development to focus on the City Campus and prepare proposals for New Campus 2. The DP would also be freed to concentrate on general management responsibilities and maintain his strategic brief for improving performance and take on the new role of innovation.</p> <p>DE questioned the rationale for these appointments during the current climate and suggested that the most effective way to improve student effectiveness would be to increase the number of senior lecturers. JK advised that the College had experienced a growth in the curriculum which in turn showed an increase in the number of senior lecturers. JG emphasised the need to have the correct structure in place and considered that the issue of senior leadership was also important for staff at class level. DM suggested that the proposal should include further detail of the whole College system to ensure value for money.</p> <p>AB re-emphasised that the overall structure had previously been debated at</p>

great length and the post of VP Learning & Teaching had been agreed. The needs of the College and students had now moved on and this position was now being rebranded. Mindful of members' concerns, commencement of the recruitment process in January 2016 for the role of Chief Learning Officer and Student Director were approved.

**Decision/Noted** To provide confirmation on number of Senior Lecturers for update at the next meeting.

*LW left the meeting during the following discussion.*

<b>Item BoM3-5 National Bargaining Update and Improved Pay Offer</b>	
<b>Paper BoM3-C</b>	Lead: P Little      Action requested: Approve
<b>Discussion/ Matters Arising</b>	<p>JK further updated members on the status of national Pay Bargaining. Current concerns at this time are that the Board of Colleges Scotland will be the final decision makers with regard to national bargaining agreements, and that any decisions they make would take account of the best interests of the sector and not of individual colleges. Board members acknowledged their obligations as Charity Trustees to take decisions in the best interests of the College. The issue of an umbrella body committing resources of independent charities without their agreement would rely on a significant amount of development work with Colleges Scotland to establish proper engagement, consultation and decision-making processes and, communication channels with all employers and Boards prior to any final decisions being made. Members agreed that further assurances and an agreed process with Colleges Scotland would be essential prior to signing the NRPA.</p> <p>In addition, JK advised that the Board of Colleges Scotland had agreed an improved and final pay offer for support and teaching staff trade unions. The offer for 2015-16 was noted as:</p> <ul style="list-style-type: none"> <li>• A consolidated 1% uplift for all employees (or)</li> <li>• £300 pro rata for employees earning below £30k (whichever is greater)</li> <li>• The sector will pay the living wage for its directly employed staff</li> </ul> <p>Whilst it was recognised that the College had not signed the NRPA, members considered the improved pay offer (on this occasion) for both Support and Teaching staff.</p>
<b>Decision/Noted</b>	To endorse the improved pay offer to both Support and Teaching Staff. That without proper decision-making processes with Colleges Scotland, the Board would not sign the NRPA.

*JK left the meeting at this time.*

<b>Matters Arising Colleges Scotland (CS)</b>	
<b>Paper BoM3-C</b>	Lead: S Struthers      Action requested: Note
<b>Discussion/ Matters Arising</b>	<p>Colleges Scotland Membership Information (Tabled Paper) Delivering Value for Members (Tabled Paper)</p> <p>SS provided members with an overview on the role of Colleges Scotland including their Vision, Mission and Priorities for 2015-18. SS reported that a</p>

	<p>number of changes to the organisation had been made during 2014-15 which confirmed they were a key influencer and conduit on issues affecting the sector, and ensured that the College voice was heard and promoted. There followed some discussion on CS priority in creating a workforce for the future, and its dual role as an employer association particularly in relation to national pay bargaining. Members considered that the current structure of the CS Board which is currently governed by Regions was flawed as individual Colleges were not all being appropriately represented in Regions with multi-Colleges.</p> <p>Confirmation from the Board on continuation of membership of CS was deferred until agreement on appropriate Board representation was agreed.</p>
<b>Decision/Noted</b>	That AB advise the Chair of CS Board of CoGC concerns re Board representation and further raise the issue with other Glasgow College Regional Chairs.

<b>Item BoM3-6</b>	<b>Strategic Risk Review</b>
<b>Paper BoM3-D</b>	Lead: P Clark                      Action requested: Approve
<b>Discussion/ Matters Arising</b>	<p>PC informed the Board that the Audit Committee had considered the proposed risk score increase for Risk 20 from green to amber. It was agreed that this increase be withdrawn.</p> <p>The Development Committee has also agreed to change the risk score for Risk 6 from green to amber. This is due to the information which was released under an FOI regarding the former Nautical College Principal's VS settlement and the associated potential negative publicity.</p>
<b>Decision/Noted</b>	The proposed Risk Scores for Risk 6 and 20 were approved.

<b>Item BoM3-7</b>	<b>Annual Report and Financial Statements 2014-15</b>
<b>Paper BoM3-E</b>	Lead: P Clark                      Action requested: Approve
<b>Discussion/ Matters Arising</b>	PC provided a brief overview of the Annual Report and Financial Statements for 2014-15. Members provided feedback on the near-final version which will be updated prior to signature.
<b>Decision/Noted</b>	It was agreed that the Chair approve the final version subject to inclusion of agreed amendments.

<b>Item BoM3-7</b>	<b>Regional Outcome Agreement (ROA)</b>
<b>Paper BoM3-F, BoM3-G, BoM3-H</b>	Lead: A Craig                      Action requested: Discussion/Decision
<b>Discussion/ Matters Arising</b>	<p>The ROA 2014-15 Self Evaluation Report, ROA 2015-16 Progression Report and ROA 2016-17 Development Update were taken at this time.</p> <p>AC provided the Board with an overview of the progress and development to date.</p> <p>The 2014-15 ROA self-evaluation report showed Glasgow Colleges have made significant progress towards achievement of the four regional</p>

outcomes; however, overall Glasgow College PIs in terms of successful learners indicate underperformance in FT FE, PT FE and PT HE. The regional performance has been enhanced by CoGC performance, which continues to improve, and is above average in terms of the College sector. All three Glasgow College are now STEM assured with significant work being undertaken with the National Engineering Foundation. June 2015 activity data suggests that the Glasgow Colleges exceeded their regional WSUM target by approximately 8 000 WSUMs.

The 2015-16 ROA shows that both individual College and whole-region levels are making reasonable progress and it is likely that key targets will be exceeded. The progress in delivery was noted.

The proposed direction of travel for 2016-17 and rebasing of WSUMs to Credits were presented. Core targets are in line with the Regional Curriculum and Estates Plan and currently reflect the planned changes in volume decreases at Clyde and Kelvin College and growth in the development of the new estate at City of Glasgow College. AC updated members on the increase in core curriculum activity at CoGC which will be achieved through activity redistribution of around 4 600 and 2 000 credits from Kelvin and Clyde Colleges respectively.

**Decision/Noted** To note the update reports.

<b>Item BoM3-9</b>	<b>Travel Costs v Benefits</b>
<b>Paper BoM3-I</b>	Lead: A Craig      Action requested: Discussion/Decision
<b>Discussion/ Matters Arising</b>	PC advised that in order to ensure that a clear audit trail be established, the Development Committee had requested a report on travel costs vs benefits. The implications of costs and benefits associated with international travel were considered. Members agreed that additional context in terms of priorities and outcomes, which relate to each international trip, should be provided.
<b>Decision/Noted</b>	That a revised report be submitted to the Development Committee for endorsement prior to submission to the full Board.

<b>Item BoM3-10</b>	<b>Chair's Remarks</b>
<b>Paper BoM3-I</b>	Lead: A Barron      Action requested: Discussion/Decision
<b>Discussion/ Matters Arising</b>	AB advised on his attendance at Regional Board meetings which is ongoing. He further informed on his participation at the recent Senior Management Team development event which proved to be of great interest and encouraged all members to participate in the further event planned for 29 February/1March 2016.
<b>Decision/Noted</b>	To note the update.

<b>Item BoM3-11</b>	<b>Principal's Report</b>
<b>Paper BoM3-I</b>	Lead: P Little      Action requested: Discussion/Decision
<b>Discussion/ Matters Arising</b>	PL reported on positive outcome reportage following the opening of Riverside Campus. The following matters were also advised:

- The College is currently preparing for the Education Scotland Review which takes place w/c 11 01 16.
- Positive feedback has been received regarding the change of Mission and Vision to Our Purpose and Our Way.
- The College crest will officially be presented by the Court of the Lord Lyon at the Burns Supper on 28 January 2016.
- CoGC is now ranked Number One College in the UK (Worldskills). Letters from Sandra White MSP and Rosanna Cunningham MSP have been received congratulating the College on student achievement made at the WorldSkills event.
- PL recognised that the vast scale of the City Campus migration and opening will be challenging however lessons learned from Riverside Campus will assist in forward planning.

**Decision/Noted** To note the update report.

**BoM3-12 Talent Management (for SMT) – Inspiration, Excellence, Innovation**

**Paper BoM3-J** Lead: P Little Action Requested: Note

**Decision/Noted** To note the update on recent leadership development interventions to develop senior talent and nurture future CoGC leaders.

**BoM3-13 Elitist Scotland**

**Paper BoM3-K** Lead: P Little Action Requested: Note

**Decision/Noted** To note the contextual overview of the report from Social Mobility and Child Poverty Commission which reveals elitism in Scotland's key professions.

**BoM3-14 Commission on Widening Access – Interim Report**

**Paper BoM3-L** Lead: P Little Action Requested: Note

**Decision/Noted** To note the Interim Report as a mechanism for the stimulation of further dialogue and debate with stakeholders and note that the College is making an active contribution to the consultation.

**BoM3-15 Education Scotland Review: Preparation Update**

**Paper BoM3-M** Lead: A Craig Action Requested: Note

**Decision/Noted** To note the general update on the Education Scotland Review process. The College Review will take place w/c 11 January 2016.

**BoM3-16 Reports from Board Committees**

**BoM3-16.1 Committee Items for Approval**

**BoM3-16.1.1 Audit Committee Annual Report 2014-15**

**Paper BoM3-N** Lead: Action Requested: Approval

**Decision/Noted** These items were taken as approved without dissent nor further comment.

**BoM3-16.1.2 Property Disposal Programme**

**Paper BoM3-O** Lead: Action Requested: Approval

**Decision/Noted** Approved without further comment

<b>BoM3-16.1.3</b>	<b>Annual Institution Led Review of Quality and Governing Body Statement of Assurance</b>
Paper BoM3-P	Lead: Action Requested: Approval
Decision/Noted	Approved without further comment
<b>BoM3-16.2</b>	<b>Committee Items for Noting/Information</b>
<b>BoM3-16.2.1</b>	<b>Health and Safety Quarterly Report</b>
Paper BoM3-Q	Lead: Action Requested: Note
Decision/Noted	To note the report which was submitted at the Finance and Physical Resources Committee meeting on 02 12 15.
<b>BoM3-16.2.2</b>	<b>Board Recruitment Update Report</b>
	Lead: Action Requested: Note
Decision/Noted	This item was taken under 'Matters Arising'.
<b>BoM3-16.2.3</b>	<b>Financial Plan 2015-16</b>
Paper BoM3-R	Lead: Action Requested: Note
Decision/Noted	To note the Financial Plan 2015-16 which was submitted at the Finance and Physical Resources Committee meeting on 02 12 15.
<b>BoM3-16.3</b>	<b>Committee Minutes</b>
<b>BoM3-16.3.1</b>	<b>Development Committee</b>
Paper BoM3-S	Lead: Action Requested: Note
Decision/Noted	To note the minute of the Development Committee meeting held on 2 November 2015.
<b>BoM3-16.3.2</b>	<b>Students, Staff &amp; Equalities Committee</b>
Paper BoM3-T	Lead: Action Requested: Note
Decision/Noted	To note the minute of the Students, Staff & Equalities Committee meeting held on 11 November 2015.
<b>BoM3-16.3.3</b>	<b>Learning &amp; Teaching Committee</b>
Paper BoM3-U	Lead: Action Requested: Note
Decision/Noted	To note the minute of the Learning & Teaching Committee meeting held on 17 November 2015.
<b>BoM3-16.3.4</b>	<b>Performance, Remuneration and Nominations Committee</b>
Paper BoM3-V	Lead: Action Requested: Note
Decision/Noted	To note the minute of the Performance, Remuneration and Nominations Committee held on 30 November 2015.
<b>BoM3-16.3.5</b>	<b>Finance and Physical Resources Committee</b>
Paper BoM3-W	Lead: Action Requested: Note

**Decision/Noted** To note the minute of the Finance and Physical Resources Committee meeting held on 2 December 2015.

<b>BoM3-16.3.6</b>	<b>Audit Committee</b>	
<b>Paper BoM3-X</b>	Lead:	Action Requested: Note
<b>Decision/Noted</b>	To note the minute of the Audit Committee meeting held on 8 December 2015.	

<b>BoM3-17</b>	<b>Date of New Meeting</b>	
<b>Paper No:</b>	Lead: A Barron	Action requested: Note
<b>Decision/Noted</b>	Wednesday 17 February 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
BoM3-3	<b>Matters Arising: CFMA:</b> Further discuss termination of contract.	PC/PL	Dev Comm 08 02 16
BoM3-4	<b>Structure Update:</b> Provide confirmation on number of SLs for update at the next meeting.	JK	06 04 16
BoM3-3	<b>Matters Arising:</b> Colleges Scotland: Advise Chair of CS of concerns and further raise issue with other Glasgow College Chairs.	PC/AB	ASAP
BoM3-7	<b>Annual Report and Financial Statements 2014-15:</b> Approve final version for sign-off.	PC/AB	Dec 2015
BoM3-9	<b>Travel Costs v Benefits:</b> Submit revised report to Development Committee.	PC/AC	Dev Comm 08 02 16

### ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
BoM2-3	<b>Matters Arising: VS Update</b> - Agree independent Convener for the PRNC.	PRNC	30 11 15 <b>Complete</b>
BoM2-3	<b>Matters Arising: National Pay Bargaining</b> – Provide full update at the next meeting.	JK	16 12 15 <b>Complete</b>
BoM2-3	<b>Matters Arising: National Pay Bargaining</b> – Consider continuation of membership of Colleges Scotland.	ALL	16 12 15 <b>Complete</b>
BoM2-3	<b>Matters Arising: AMTC</b> – Advise British Embassy.	PL	ASAP <b>Ongoing</b>
BoM2-4	<b>Approval of Interim Arrangements of Board Chair:</b> Liaise with GCRB over recruitment and selection arrangements for Board Chair.	PC	ASAP <b>Complete</b>
BoM2-5 BoM2-6	<b>Assurances on Governance Arrangements + Board Member Recruitment:</b> Hold special meeting of the PRNC.	PRNC	30 11 15 <b>Complete</b>
BoM2-5 BoM2-6	<b>Assurances on Governance Arrangements + Board Member Recruitment:</b> Recirculate Board Members' Tenures and Draft Appointments Timeline.	PC	ASAP <b>Complete</b>
BoM2-5 BoM2-6	<b>Assurances on Governance Arrangements + Board Member Recruitment:</b> Liaise with GCRB re recruitment advertisement.	PC	ASAP <b>Ongoing</b>
BoM1-8	<b>Auditor General Section 22 Report: Coatbridge College:</b>  - Review recent Audit Scotland Reports particularly in relation to VS. - Provide the Board with training on VS at the next Planning Event in October.	PC	<b>Ongoing</b>  29 10 15

BoM1-12	<b>Principal's Report:</b> Consider international student exchange on an individual basis.	AC	ASAP
BoM1-16.2.3	<b>SFC Funding Update:</b> Provide overview on the principles of SFC funding mechanisms.	ST/PC	29 10 15
CoGCB5-05	<b>H&amp;S Annual Report:</b> Consider proactive measures to reduce accidents/incidents.	FS	FPRC 09 09 15 <b>Ongoing</b>
CoGCB5-05	<b>H&amp;S Annual Report:</b> B Ahern to provide presentation on Risk Assessments.	FS	FPRC 09 09 15 <b>Ongoing</b>
	<b>H&amp;S Annual Report:</b> Address lack of first aid arrangements within Dornoch Street.	FS	FPRC 09 09 15 <b>Ongoing</b>
CoGCB5-09	<b>Bring Your Own Device Policy:</b> Discuss and update Policy for further consideration.	FS/CM	30 09 15 <b>Ongoing</b>
CoGCB5-17.1.1	<b>Property Disposals Programme:</b> Seek clarification on the claim for reversionary interest of the title of Florence Street.	JS/IM	FPRC 09 09 15 <b>Ongoing</b>