

Board of Management

Meeting of the Board of Management

MINUTE OF 3rd MEETING HELD ON 7 DECEMBER 2016 AT 1700 HRS (BoM3)

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

AB welcomed J Polley (governance consultant to the College Development Network) to the meeting. JP is currently undertaking a review of the Board's effectiveness which involves a series of one to one discussions with Board members and a full review of key corporate documents. The review will be completed by March 2017 and a report will then be produced.

AB advised that only one Expression of Interest had been received from L Woolfries for the position of Vice Chair, supported by RM and CM. AB proposed that LW be appointed to the position of Vice Chair which was accepted and approved by all members present. Members welcomed the appointment and congratulated LW on her new position.

Item BoM3-1	Apologies for Absence	
Paper No:	Lead: A Barron	Action requested: Note
Decision/Noted	Apologies for absence were received from GB, CM, SP and ETT.	

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 meeting held on 13 October 2016	
Paper No: BoM3-A	Lead: A Barron	Action requested: Approve
Decision/Noted	The minute was approved subject to minor amendments.	

LW entered the meeting at this time.

Matters Arising	
Paper No: BoM3-A	Lead: A Barron Action requested: Approve
Decision/Noted	<p>Articles of Governance The revised amendment was confirmed and the updated Standing Order will be circulated to all members (Action - PC).</p> <p>FM between Regional Strategic Body and Assigned College A statement of the Board's position will be provided at the next meeting (Action – ST).</p> <p>Board Appraisals AB confirmed that individual Board member appraisals have commenced and he encouraged members to consider appropriate training or development to fulfil their role as Board members. Members will return outstanding appraisal forms as soon as possible. (Action – All)</p>

AP arrived during the following discussion.

Annual Report & Financial Statements 2015-16	
Item BoM3-4	
Paper No: BoM3-B	Lead: S Thompson Action requested: Approve
Discussion/ Matters Arising	<p>PC advised that that the Report had been submitted to both the Finance & Physical Resources and Audit Committees and has also been reviewed by the External Auditors. The narrative section of the report, which provides reference to Board Committee Annual Reports and celebrates staff and student successes, will be published as the College Annual Review 2015-16 with the full Annual Report and Accounts for 2015-16 being published once approved by Scottish Parliament.</p> <p>ST further advised that additional points of clarification had been included regarding the main impact of incorporation of the new accounting standard on the overall accounts, including the NPD contract funding of the new campus, revaluing of the Riverside campus, and the pension valuation. The impact of the new accounting practices now shows an increased surplus which has skewed the underlying position, however the College continues to deliver a small surplus.</p>
Decision/Noted	To approved the Annual Report and Financial Statements 2015-16.

IG arrived at this time.

Draft Strategic Plan 2017-25	
Item BoM3-5	
Paper No: BoM3-C	Lead: P Clark Action requested: Approve
Discussion/ Matters Arising	PC advised that the new Strategic Plan is still structured under four themes upon which sit 8 strategic priorities. These 8 strategic priorities are supported by 26 strategic aims which in turn will be delivered by supporting strategies and operational plans. Strategic analysis will also be undertaken under 9 strategic 'DEEEPLIST' perspectives.

	Members agreed that the new Plan was clear and concise and provided a further enhanced level of clarity.
Decision/Noted	To approve the Strategic Plan 2017-25.

Item BoM3-6		Strategic Risk Review	
Paper No: BoM3-D	Lead: P Clark	Action requested: Approve	
Discussion/ Matters Arising	<p>PC advised that the Risk MAP for the highest scoring risk 18 has now been re-phrased to '<i>Failure to agree a sustainable level of grant-funded activity within the Region</i>'. Whilst the agreed level of credits will be achieved, the relevant Committees had considered that uncertainties associated with this risk still remain and that consequently the RAG rating for this risk should remain as RED.</p> <p>The Board also noted the rewording of Risk 9 '<i>Failure to recruit, retain, and develop suitable staff</i>' and the additional new Risk 22 '<i>Negative Impact of Brexit</i>'.</p>		
Decision/Noted	<ul style="list-style-type: none"> To note and approve the revised Risk Register dated 29 11 16. 		

Item BoM3-7		National Bargaining Update	
Paper No: BoM3-E	Lead: S Thompson	Action requested: Discuss	
Discussion/ Matters Arising	<p>ST reported that negotiations and discussions with individual unions (EIS and Unison) are currently ongoing. The Employers Association continue to work with EIS to develop the workforce for the Future with smaller working groups meeting to consider the pay structure and contract terms and conditions. Any implementation and transition of a new pay scale would be subject to agreement on the lecturer role and, terms and conditions.</p> <p>Support staff pay settlement negotiations are also ongoing. UNISON have rejected the current pay offer with further industrial action likely, should the demand for a flat cash increase of £550 for 2016-17 not be agreed. It was acknowledged that the financial impact of this offer could undermine the College's future financial sustainability.</p>		
Decision/Noted	To note the update report.		

Item BoM3-8		Chair's Remarks	
Paper No:	Lead: A Barron	Action requested: Discuss	
Discussion/ Matters Arising	<p>AB advised on his and LW's recent attendance at Glasgow Kelvin's Annual Board Dinner, which proved to be an excellent networking opportunity and which showcased their students' quality of work.</p> <p>AB informed that the College has now agreed to deliver the College's share of the 2016-17 Regional Outcome Agreement with associated funding. However, AB also reported that the College has further reiterated the Board's continued concern with the draft GCRB Financial</p>		

Memorandum, and the view that a fair, transparent and robust process was not properly completed by GCRB to agree this funding. In particular, specific concerns were raised regarding the College's Capital maintenance grant, the rate of ESF funding, and the calculation of the previous academic year's regional efficiencies.

PL further advised that he had received a letter from Robin Ashton (RA) today (directly in advance of the Board meeting) thanking the College for their agreement to deliver its share of the ROA and associated funding. However, RA had further stated that the Financial Memorandum (FM) had been reviewed by the SFC who had subsequently confirmed that they consider it appropriate. It was further noted that GCRB have agreed that members of the GCRB Board would be given the opportunity to further consider this matter more fully at their Board meeting on 12 12 16.

With regard to the process taken to agree the 2016-17 funding allocation, RA, in his letter, indicated that he considered this a serious and unsubstantiated allegation of the quality of the GCRB governance. He referred to discussions at the GCRB Board meeting of 29 08 16 where the decision on funding was made, and at which no issues regarding probity of decision-making were raised. He requested that the CoGC Board reconsider its allegations which, in RA's view, extended to allege poor governance from GCRB.

Board members agreed that they had not been given adequate time to consider the points raised within the letter, as it had been tabled at the meeting without advance notice. The Board agreed that due consideration should be given to the issues raised in the letter before an appropriate response could be provided. It was further noted that Janis Carson would be attending the next meeting of the GCRB Board on behalf of the Principal.

Decision/Noted	To note the content of the letter received from GCRB and progress a response.
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Item BoM3-9	Principal's Report	
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Paper No:	Lead: P Little	Action requested: Discussion
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Discussion/ Matters Arising	<p>PL reported on the recent success of the Gala Launch of the City Campus and thanked members for their attendance.</p> <p>He further informed on CoGC students' outstanding performances across a range of disciplines at the recent Worldskills Competition in Birmingham and commended all students and staff involved. The College is promoting Glasgow to run the European Worldskills Competition in 2022.</p> <p>Members also noted that the College has agreed to the secondment of a senior member of staff by Scottish Government on a part time basis to help shape government policy.</p>	
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Decision/Noted	To note the update.
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Item BoM3-10	Possibility Thinking – Reimagining the Future of Further Education and Skills	
Paper No: BoM3-F	Lead: P Little	Action requested: Discussion
Decision/Noted	The publication of an essay by the Principal as part of a collection of innovative and transformational thinking, published by the Royal Society for the Encouragement of Arts, Manufactures and Commerce was noted for information.	

Item BoM3-11	International Education and Maritime Symposium	
Paper No: BoM3-G	Lead: P Little	Action requested: Discussion
Discussion/ Matters Arising	AB recognised and thanked JG for his excellent contribution in making the events so successful. All staff involved were also commended.	
Decision/Noted	Information on the success of the International Maritime and Education Symposia was submitted and noted for information.	

Item BoM3-12	Scotland's Labour Market Strategy	
Paper No: BoM3-H	Lead: P Little	Action requested: Discussion
Decision/Noted	The summary overview of Scotland's Labour Market Strategy, published on 26 August 2016 was noted. The report provides a framework for the Scottish Government's approach to the labour market.	

Item BoM3-13	Reports from Board Committees	
BoM3-13.1	Committee Items for Noting/Information	
BoM3-13.1.1	College Leaver Destinations 2014-15	
Paper No: BoM3-I	Lead: P Little	Action requested: Discussion
Discussion/ Matters Arising	Members noted the SFC's Full Time College Leaver Destinations Report for CoGC compared to the National Sector for AY 2014-15. JG advised that the report was considered at the recent meeting of the Learning & Teaching Committee and highlighted that the report reflects a significant change in the role of the College over the past few years. Traditionally the vocational sector showed a high percentage of students moving to employment. However recent changes show a pattern of College graduates moving on to further study. The valuable role of the College sector in widening access and providing opportunities, particularly for people from less advantaged backgrounds into education, was also recognised.	
Decision/Noted	To note the report.	

BoM3.13.1.2	Risk Management Policy Review	
Paper No: BoM3-J	Lead: P Little	Action requested: Discussion
Decision/Noted	The revised Risk Management Policy as approved by the Audit Committee on 28 November 2016 was submitted and noted for information.	

BoM3-13.1.3	External Audit Annual Report 2015-16	
Paper No: BoM3-R	Lead: P Little	Action requested: Discussion
Discussion/ Matters Arising	ST introduced the EA Annual Report 2015-16 which was submitted and reviewed at the recent meeting of the Audit Committee. The Report reported an unqualified opinion on the Annual Report and Accounts. The summary report findings, action plan points and management responses were noted for information.	
	Members considered the Report as excellent and congratulated all staff involved.	
Decision/Noted	To note the report.	

Item BoM3-13.2	Committee Minutes	
BoM3-13.2.1	Learning & Teaching Committee	
Paper No: BoM3-K	Lead: J Gallacher	Action requested: Note
Decision/Noted	To note the confirmed minute of the Learning & Teaching Committee meeting held on 27 September 2016. The minute of 8 November 2016 was not available at the meeting.	

BoM3-13.2.2	Development Committee	
Paper No: BoM3-M	Lead: L Woolfries	Action requested: Note
Discussion/ Matters Arising	LW drew member's attention to the Corporate Development Strategy which sits alongside the College Strategic Plan.	
Decision/Noted	To note the unconfirmed minute of the Development Committee meeting held on 3 October 2016.	

BoM3-13.2.3	Performance, Remuneration & Nominations Committee	
Paper No: BoM3-N	Lead: L Woolfries	Action requested: Note
Discussion/ Matters Arising	LW advised that the Principal's performance review would be held during January 2017. Any recommendations arising will progress to the next meeting of the PRNC on 23 01 17.	
Decision/Noted	To note the unconfirmed minute of the Performance, Remuneration & Nominations Committee meeting held on 24 October 2016.	

BoM3-13.2.4	Students, Staff & Equalities Committee	
Paper No: BoM3-O	Lead: A Barron	Action requested: Note
Discussion/ Matters Arising	Members noted that agreement of the Students' Association Constitution is still ongoing.	

Decision/Noted	To note the unconfirmed minute of the Students, Staff & Equalities Committee meeting held on 2 November 2016.
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BoM3-13.2.5 Finance & Physical Resources Committee	
Paper No: BoM3-P	Lead: L Woolfries Action requested: Note
Discussion/ Matters Arising	LW advised that the Risk Management reportage for the New Campus has now reached practical completion. A revised approach to reportage is being developed with all residual risks to be consumed within the College Risk Management Plan. The update on Property Disposals was also highlighted and noted for information.
Decision/Noted	To note the unconfirmed minute of the Finance & Physical Resources Committee meeting held on 23 November 2016.

BoM3-13.2.6 Audit Committee	
Paper No: BoM3-Q	Lead: C McMurray Action requested: Note
Discussion/ Matters Arising	GM advised that the meeting reflected on internal and external audit reports. All reportage was very positive.
Decision/Noted	<ul style="list-style-type: none"> To clarify the disclosability and subsequent publication of the External Audit report with Scott Moncrieff. To note the unconfirmed minute of the Audit Committee meeting held on 28 November 2016.

Item BoM3-14 Disclosability of Paper	
Paper No:	Lead: P Clark Action requested: Note
Decision/Noted	It was agreed that Papers BoM3-A, BoM3-B, BoM3-C, BoM3-E and BoM3-G were non-disclosable. All unconfirmed Committee Minutes (BoM3-K – BoM3-Q) were also agreed as non-disclosable at present. Disclosability of the External Audit Report (BoM3-R) has yet to be confirmed.

Item BoM3-15 Date of Next Meeting	
Paper No:	Lead: Action requested: Note
Decision/Noted	Board of Management Meeting/Planning Event – Wednesday & Thursday 22/23 February 2017.

AOCB	
Paper No:	Lead: P Little Action requested: Note
Discussion/ Matters Arising	<p>Senior Independent Member</p> <p>LW advised members on her recent attendance at the CDN workshop which focused on the role of the Senior Independent Member (SIM) of the Board. The Chair and Principal are aware of the role and remit of the SIM,</p>

however agreement on whether this role should be attached to the Vice Chair had yet to be confirmed. The relationship of the SIM with the Regional Chair and also any potential conflict with other Board members was also raised. LW requested input and feedback on the appropriateness of this role and how this should be formed. AB considered that the role should be undertaken by the Vice Chair and it was agreed that further awareness should be raised at the next Board Planning Event in February.

Senior Staff Appointments

Members congratulated Roy Gardner on his appointment as Executive Director Business Development and Innovation and Douglas Dickson to the position of Performance & Improvement Director.

Decision/Noted

To consider role of SIM at February Planning Event.

The meeting closed at 1930 hours.

Chair's Signature _____

Date _____

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
BoM3-8	Chair's Remarks: Progress a response to the letter received from GCRB.	PL	ASAP
BoM3-13.2.6	Audit Committee Minute: Clarify disclosability of External Audit Report.	ST	ASAP
AOCB	AOCB: Consider role of SIM at February Planning Event.	PC/ALL	22/23 02 17

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
BoM1-4	Articles of Governance: Circulate proposed revision to Standing Order Item 1.1.	PC	Revision Agreed BoM mtg 07 12 16 Circulate ASAP
BoM1-7	Chair's Remarks: Provide interest in Committee Memberships and Convenerships/Vice Convenerships, outstanding appraisals and updated Registers of Interest to PC. Also consider applications for Vice Chair.	ALL to PC	ASAP 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