

Board of Management

Meeting of the Board of Management

MINUTE OF 1st MEETING HELD ON WEDNESDAY 23 AUGUST 2017 AT 1700 HRS (BoM1)

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

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

On behalf of the Board, LW welcomed MC to her first official meeting of the Board.

Item BoM1-1	Apologies for Absence	
Paper No:	Lead: L Woolfries	Action requested: Note
Decision/Noted	Apologies for absence were received from AB, GB, GG, GM, JMCA and ETT.	

Item BoM1-2	Declarations of Interest	
Paper No:	Lead: L Woolfries	Action requested: Note
Decision/Noted	CM declared an interest under item 14 – Update on Estates Development.	

Item BoM1-3	Minute of the previous Board meeting held on 21 June 2017	
Paper No: BoM1-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 All matters arising were already covered within the agenda.

Item BoM1-4	Board of Management Draft Calendar 2017-18	
Paper No: BoM1-B	Lead: P Clark	Action requested: Approve
Discussion/ Matters Arising	The revised Calendar of Board of Management and Committee meetings for 2017-18 was submitted.	
Decision/Noted	<ul style="list-style-type: none"> To note the adjustment to the dates of the first Learning and Teaching and Finance and Physical Resources Committee meetings which were agreed in consultation with members. To approve the revised Calendar. 	

Item BoM1-5	Development Committee Terms of Reference	
Paper No: BoM1-C	Lead: P Clark	Action requested: Approve
Discussion/ Matters Arising	The amended Development Committee Terms of Reference as agreed at the previous meeting of the Board were submitted for consideration.	
Decision/Noted	<ul style="list-style-type: none"> To approve the revised Development Committee Terms of Reference. 	

Items 6 and 7 was taken at this time.

Item BoM1-6	SFC FFR	
Item BoM1-7	Long Term Financial Planning	
Paper No: BoM1-D BoM1-E	Lead: S Thompson	Action requested: Approve
Discussion/ Matters Arising	<p>ST advised that the College was currently in an improved financial position due to the SFC announcement of the uplift of £10.2 m for the 2017-18 teaching grant from last year's allocation. This assumes that £8.2 m be allocated to support pay and other general pressures and £2 m to support specific College pressures (excluding pay). The SFC have further announced and additional £1.5 m of funding to ensure sufficient resources to meet the additional costs between April 2017 and July 2018 which will arise from increased lecturers' pay as a result of the recent national bargaining agreement. CoGC has been allocated approximately £150 k from this additional funding.</p> <p>ST informed that following these announcements, the budget for 2017-18 has been reviewed and now forecasts a surplus of £27k. This has also been achieved through additional tuition fee income which will be higher than the original budget.</p> <p>KK advised that she had been informed of the change of circumstances over the summer period and in her view, the current budget for 2017-18 was now acceptable. A change of focus for future years, including accuracy of assumptions and how to increase financial sustainability would now need to be considered.</p> <p>Members discussed the updated 5 year forecast Financial Plan which is</p>	

based on optimistic, realistic and pessimistic assumptions.

ST further advised that the SFC have clearly stated that they will fully fund the additional teaching staff national bargaining pay costs until 2019-20. This will be phased out during 2020-2022 and will be replaced by a 2% increase in core funding.

ST stressed that whilst the additional funding to meet increased lecturers' pay was welcomed, this would only reduce the costs in the short term. It was noted that any future agreement to long term changes in lecturers' terms and conditions would not be affordable throughout the sector, with all Colleges projecting deficit budgets over time. Members raised concern with regard to reaching an agreement that was not financially sustainable and questioned how this commitment would be delivered. JG suggested that the College sector lobby this issue with the Scottish Government and SFC at a national level.

Members considered that whilst the assumptions were robust at this time, this was a fluid document and would need to be regularly reviewed. KK requested that this paper be submitted bi-annually to the Finance & Physical Resources Committee, i.e. in November and March.

LW considered that the current Long Term Planning scenarios were the right approach and that the summarised key financial assumptions were robust.

Decision/Noted

- That the budget for 2017-18 be approved.
- That the SFC FFR based on the Budget for 2017-18 and the "realistic" scenario in the Long Term Financial Planning paper be approved.

The following additional item was taken.

College Foundation - Applications	
Paper No: TABLED	Lead: S Thompson Action requested: Approve
Discussion/ Matters Arising	<p>The Capital Funding Bid Summary was tabled at the meeting.</p> <p>ST reminded members that the capital grant funding is now provided through GCRB through a new capital grant application and bidding system. CoGC has submitted bids for various capital funding expenditures, however only one bid was successful for STEM. The outstanding balance of capital bids had been further considered by management and essential items were validated over the summer period. Applications are now been submitted for consideration by the College Foundation at a meeting on 01 09 17. It was recognised that any additional capital funding investment would not be made if the applications were unsuccessful.</p>
Decision/Noted	<ul style="list-style-type: none"> • To approve the grant request application to the College Foundation for additional teaching resources.

Item BoM1-8		Voluntary Severance Policy	
Paper No: BoM1-F	Lead: S Thompson	Action requested: Approve	
Discussion/ Matters Arising	ST advised that the Severance Policy and scheme rules had previously been agreed and utilised by the College, however the scheme had lapsed in July 2017 and, though unchanged, required further approval. It was noted that the VS Policy and Scheme forms part of a number of measures to support any potential future restructuring processes.		
Decision/Noted	<ul style="list-style-type: none"> • That the Voluntary Severance Policy be approved. • To endorse the opening of the Voluntary Severance Policy as required. Further approval will be sought from GCRB and subsequently the SFC. 		

CM left the meeting at this time.

Item BoM1-9		Succession Management	
Paper No: BoM1-G	Lead: P Little	Action requested: Approve	
Discussion/ Matters Arising	<p>PL provided a briefing on Succession Management which is a key strategic component of the College's People and Culture Strategy. The detailed staff data analysis was reviewed and the summary of implications were noted. The various risks were emphasised.</p> <p>Various opportunities, such as the creation of a talent pipeline with career development opportunities, are now being considered and the recommendation to develop a Succession Talent Management Initiative and Leadership Development Programme was highlighted.</p> <p>Members commended the paper and agreed the need to prioritise and encourage talent growth through various succession management initiatives, e.g. staff development, sharing of expertise, mentoring, fellowships, and internships.</p>		
Decision/Noted	To approve the development of a succession planning initiative and talent pipeline.		

Item BoM1-10		Health and Safety Annual Report	
Paper No: BoM1-H	Lead: J Carson	Action requested: Approve	
Discussion/ Matters Arising	<p>JC provided members with a detailed overview of the Health and Safety Annual Report 2016-17.</p> <p>Accidents/Incidents The overall upward trend in accidents and incidents was noted. This is due to variety of reasons i.e. the new rigorous reporting mechanism, and the reduction of physical sites which is now making reporting easier. It was noted that the new operating environment and machinery may also have led to an increase in accidents/incidents. However JC emphasised that management are not complacent, and appropriate responses to this trend data are being considered.</p>		

	<p>Fire A number of unwanted fire alarm signals have taken place at City Campus, mainly due to “bedding-in” processes. A number of actions have been taken to prevent unwanted alarms. RM confirmed that the fire evacuation assembly points are currently being evaluated.</p> <p>A fire safety risk assessment has been carried out by a fire safety consultant. An action plan has been developed with all actions being closely monitored.</p> <p>Training Mandatory Health and Safety training is currently being reviewed across the College. Completion details will be included within the HR system.</p> <p>JC confirmed that cladding materials on both sites are fully compliant.</p>
Decision/Noted	To approve the Health and Safety Annual Report 2016-17.

Item BoM1-11	National Bargaining update	
Paper No: BoM1-1	Lead: P Little	Action requested: Discuss
Discussion/ Matters Arising	<p>ST provided members with a brief update on current progress:</p> <p>Support/UNISON Unison members have voted in favour of accepting a £425 flat rate increase per FTE for 2017-18 plus a unitary and inclusive minimum entitlement to 44 days (including public holidays) both effective from 1 April 2017. The process to achieve standardisation of terms and conditions and the introduction and implementation of national job evaluation has now commenced.</p> <p>Teaching/EIS Several items of the terms and conditions still remain unresolved without agreement. National bargaining will recommence on 21 September. The first phase of unpromoted lecturer pay migrations was paid in July 2017. The Employers’ Association have also issued guidance covering the matching process for the 3 promoted teaching posts with a deadline to complete by 31 October 2017.</p>	
Decision/Noted	To note the update report.	

Item BoM1-12	Chair’s Remarks	
Paper No: Verbal	Lead: L Woolfries	Action requested: Note
Discussion/ Matters Arising	<p>LW advised on her recent attendance (on behalf of the Chair) at the GCRB meeting with assigned College Chairs and Accountable Officers. The Terms of Reference were accepted and the Regional Memorandum of Understanding was reviewed. Subscription to Colleges Scotland was discussed along with a wider debate on their overall effectiveness. Legislative interpretation on matters relating to approval of terms and conditions of Principals was also discussed at length. AB will submit a CoGC view by formal letter to the GCRB. The first GCRB meeting will be held on 4 September 2017.</p>	

Decision/Noted

To note the update report.

Item BoM1-13		Principal's Report	
Paper No: Verbal	Lead: P Little	Action requested: Note	
Discussion/ Matters Arising	The Principal updated members on the following issues: <ul style="list-style-type: none">• Enrolments – CoGC currently has 7 200 Year 1 places to fill for August 2017. To date the College has received over 22 000 applications which represents a 3:1 ratio across the College. Courses will commence on 28 August however currently 87% have pre-enrolled. Applications from Care Experienced students have doubled from last year.• Induction – induction events are well underway with feedback reports advising that the process is smooth and efficient.• Student funding applications for Bursary/Educational Maintenance Allowance/Childcare are currently on target with a turnaround of currently 1 week.• The Summer Graduation Ceremony was very successful, with Professor Alice Brown being presented with a Herald HE Lifetime Achievement Award, sponsored by CoGC.• The recent trip to the USA proved very successful. A visit from Anne Arundel Community College is being planned.• PL reported on recent discussion regarding the College Innovation Centre with Stuart Fancey, Director of Research & Innovation, SFC.• PL further reported on recent visits from Councillor Fergal Dalton and Susan Aitken, Leader of Glasgow City Council.• Recruitment for the Depute Principal is well underway with a competition for the Recruitment Company being progressed today. An update will be provided at the next meeting.• CoGC has been successful in obtaining a contract with British Airways for a pilot Health & Safety in Enclosed Spaces Leadership Training Course.• Productive conversations with Fujitsu regarding an Operation Innovation Partnership which involves a student competition are ongoing.• Sector wide contracts with the British Council in Beijing, China are being considered with the first contract/tender exercise scheduled for late October.• PL advised on CoGC's involvement in the Refugee Doctors Project, funded by the Scottish Government.• Important Diary Dates were noted as:<ul style="list-style-type: none">• Thursday 28 September – Official VIP Opening• Tuesday 3 October – Digital Symposium• Wednesday 11 October – Board Planning Event• Monday 20 November – Graduation Ceremonies• PL highlighted that this meeting would be JC's final input to Board proceedings.		
Decision/Noted	<ul style="list-style-type: none">• To provide a report on the recruitment of the Depute Principal post at the next meeting.• To note the report.		

Item BoM1-14	Update on Estates Development	
Paper No: BoM1-J	Lead: J Carson	Action requested: Note
Discussion/ Matters Arising	<p>JC provided a summary level overview of the College's current and future estates strategy. The New Campus Project is nearing completion with the final landscaping and handover expected by 11 December 2017. As previously advised, the STEM Innovation Centre on Riverside has been discussed with Stuart Fancey, who was impressed by College briefings. It is hoped that this will facilitate reopening of dialogue for this proposal. The College will continue to lobby to retain the funds from surplus property disposal for the purpose of funding the proposed new development at Riverside.</p>	
Decision/Noted	To note the update report.	

Item BoM1-15	Board Committee Evaluation Update	
Paper No: Verbal	Lead: P Clark	Action requested: Note
Discussion/ Matters Arising	<p>PC reminded that Committee evaluations are only partially complete and encouraged members to complete any outstanding forms as appropriate. A full report will be submitted to the next meeting of the Board.</p>	
Decision/Noted	<ul style="list-style-type: none"> To complete outstanding Committee evaluation forms prior to the next meeting of the Board. 	

Item BoM1-16	Reports from Board Committees	
Item BoM1.16.1	Committee Minutes	
Item BoM1-16.1.1	Performance, Remuneration & Nominations Committee	
Paper No: Verbal	Lead: L Woolfries	Action requested: Note
Discussion/ Matters Arising	<p>LW confirmed that the PRNC minute of 8 May 2017 had yet to be approved by members.</p>	
Decision/Noted	To note that, following Committee approval, the minute of the PRNC meeting held on 8 May would be submitted to the Board.	

Item BoM1-17	Any Other Notified Business	
Paper No: Verbal	Lead: J Carson/L Woolfries	Action requested: Note
Decision/Noted	<p>Property Disposals Update</p> <p>JC reminded of the agreement to continue the relationship with Study Inn to develop and take forward the sale of both the North Hanover Street and Charles Oakley buildings. Full planning consent has still not been achieved with the next Planning meeting scheduled for tomorrow (24 08 17). CoGC and SFC will continue to insist that the agreed deadline dates are met at an advanced pre meeting with Study Inn. The matter will be further considered at the next meeting of the Finance & Physical Resources Committee.</p>	

Janis Carson –Retirement

On behalf of the Board, LW wished to mark the contribution made by Janis Carson over her significant career span within the College sector. LW praised the significant achievements she had made over the years, in particular her contribution as project sponsor of the new campus project. She was personally honoured to work alongside her for 6 years and considered her to be an inspirational leader and mentor.

JC thanked the Board for their support, particularly with the many challenges they had faced through the development of the new campus. She wished the College and Board members, both past and present, a wonderful future.

Item BoM1-18		Disclosability of Papers	
Paper No: Verbal	Lead: P Clark	Action requested: Note	
Decision/Noted	That Papers BoM1-A, BoM1-D, BoM1-E, BoM1-G, BoM1-I and BoM1-J were non-disclosable. The College Foundation – Applications paper tabled at the meeting was also considered non-disclosable.		

Item BoM1-19		Date of Next Meeting	
Paper No:	Lead:	Action requested: Note	
Decision/Noted	Wednesday 11 October 2017.		

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
BoM1-13	Principal's Report: Provide update report on the recruitment of the Depute Principal post.	PL	11 10 17
BoM1-15	Board Committee Evaluation Update: Complete outstanding Committee evaluation forms.	ALL	11 10 17

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
BoM6-3	Matters Arising: Provide update paper on FM between Regional Strategic Body and Assigned College.	ST	Ongoing
BoM6-4	Draft Calendar 2017-18: Add key events and re-circulate.	PC	ASAP Complete
BoM6-5	Committee ToRs: Amend DC and AF ToRs as agreed.	PC	ASAP Complete
BoM6-8	Board Member Appraisals: Undertake as required.	ALL	Ongoing
BoM6-8	Board Member Appraisals: Complete Committee Evaluation forms.	ALL	Ongoing
BoM6-9	Financial Planning (5 Year + 2017-18): Provide further input and update paper in advance of next Board meeting.	KK + GB + ST	23 08 17 Complete
BoM6-12	Principal's Report – Structure Update: Submit paper on succession planning at next Board meeting.	PL	23 08 17 Complete
BoM6-14.3.1	PRNC Minute: Submit minute of 8 May at next meeting, following approval.	PC/LW	11 10 17
BoM5-7	College Equality Statutory Reports: Circulate link to the online ED&I tutorial.	PC	ASAP
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 Closed
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 Closed