

## Draft Minute of Board Meeting held on Monday 27 February 2017

<b>Present</b>	
Margaret Cook (Chair)	
Paul Buchanan	Carol Kirk
Frank Coton (item 9 onwards)	Caroline MacDonald
Amparo Fortuny	Maureen McKenna (items 1-10)
Lesley Garrick	David Newall
Ian Gilmour	Jim O'Donovan
Irving Hodgson	Jackie Russell
Clare Ireland	Grahame Smith
<b>In Attendance</b>	
Robin Ashton (Executive Director)	Alan Sherry
Penny Davis (Board Secretary)	David Walker
Wendy Odedina (Executive Assistant)	Frank Quinn (item 6 only)
Eleanor Harris	Lewis O'Donnell (item 6 only)
Paul Little	Jack Wilkieson (item 6 only)
<b>Apologies</b>	
Alisdair Barron	

### 1. Introduction and Apologies

Paper No: Verbal

#### 1.1 Discussion

The Chair welcomed:

- Frank Quinn, Foundation Apprenticeship Manager, and students Lewis O'Donnell and Jack Wilkieson, delivering a presentation on the Foundation Apprenticeships programme;
- Mike Ward, new GCRB board member, to his first Board meeting;
- Penny Davis, newly appointed GCRB Board Secretary;
- Assigned College Principals, Alan Sherry, Paul Little and Eleanor Harris (deputising for Susan Walsh); and
- David Walker, Student President from Glasgow Kelvin College.

Apologies were noted for Alisdair Barron.

## 2. Declarations of Interest

---

Paper No: Verbal

### 2.1 Discussion

The Chair reminded members that it is their personal responsibility to indicate to the Chair at any point during the meeting if they have, or may be perceived as having, a conflict of interest under any item on the agenda.

## 3. Chair's Business

---

Paper No: Verbal

### 3.1 Discussion

The Chair noted that she was disappointed that confidential papers from the last GCRB board meeting had been provided to the Glasgow Herald and she reminded all members and attendees of their obligation to adhere to the disclosable or non-disclosable status of board and committee papers.

The Chair informed members of the following meetings that she had attended since the last board meeting:

GCRB internal:

- Individual performance appraisal meetings with all board members;
- 6 month performance review of Executive Director;
- Assigned college Chairs and Principals joint meeting, with GCRB Vice-Chair;
- Funding meeting with college Vice Principals;
- HR leads from three colleges;
- Regional strategy development workshop;
- Induction meeting with new board member;

GCRB external:

- Scottish Government officials;
- SFC Interim Director;
- Joint quality meeting with SFC and Education Scotland;
- Interview with Glasgow Chamber of Commerce Business Magazine;
- Andy Denholm, Glasgow Herald;
- Julia Belguaty, TESS;
- Launch of Glasgow City Council Commission for Colleges and Lifelong Learning Commission Report;

Colleges Scotland:

- National bargaining ;
- Board Meeting;
- All College Chairs;
- Meeting with Minister;
- Note new Chair of Colleges Scotland Board - Ken Milroy.

#### 4. Minutes of Board Meetings held on 12 December 2016

---

Paper No: BM4-A

##### 4.1 Decision

The minute of the meeting held on 12 December 2016 was **agreed** as an accurate record.

#### 5. Matters Arising

---

Paper No: BM4-B

##### 5.1 Decision

The Board **noted** the Matters Arising report.

It was **agreed** that outcomes of actions should be noted within the Matters Arising report moving forward.

#### 6. Foundation Apprenticeships (FA)

---

Paper No: Presentation

##### 6.1 Discussion

Frank Quinn, Foundation Apprenticeship Manager, provided an overview of the FA programme being offered across the three colleges in Glasgow in partnership with SDS and local authorities. He outlined the framework of the programme which offers senior phase pupils the opportunity to combine college learning and work placements with their school commitments. He also highlighted the opportunities that the regional approach has offered.

The Board then had an open discussion with Jack Wilkieson from Turnbull High School studying on the Engineering Systems FA at Glasgow Kelvin College, and Lewis O'Donnell from Mearns Castle High School studying the ICT Software FA at Glasgow Clyde College.

##### 6.2 Decision

The Board noted their strong endorsement of the regional Foundation Apprenticeship programme and thanked Frank, Lewis and Jack for their most interesting and informative input.

***Frank Quinn, Lewis O'Donnell and Jack Wilkieson left the meeting at this point.***

## 7. 2016/17 Regional Outcome Agreement Progress Report

---

Paper No: BM4-C

### 7.1 Discussion

The Executive Director presented the 2016-17 Regional Outcome Agreement Progress Report which he noted is considered at all meetings of the Performance and Resources Committee. He explained that the report is now based on in-year data and that that the region and assigned colleges are on track to deliver against the agreed targets.

### 7.2 Decision

The Board **noted** the 2016/17 Regional Outcome Agreement Progress Report and wished to commend the colleges for their performance towards meeting their targets.

## 8. Update on Development of Draft 2017/18 Regional Outcome Agreement

---

Paper No: BM4-D

### 8.1 Discussion

The Executive Director provided an overview of the draft 2017/18 Regional Outcome Agreement which he noted, due to the uncertainty around ESF funding, specifies targets for one year rather than three.

The Executive Director noted that he had consulted on this draft with senior college staff, trade unions, students associations and local authorities and that feedback was generally positive with no significant issues raised.

The Board discussed the need for the regional strategic plan to align with the regional outcome agreement moving forward.

### 8.2 Decision

It was **agreed** to highlight more fully the aspiration to increase articulation between the colleges.

The Board **noted** the update on the development of the draft 2017/18 Regional Outcome Agreement and that a final version would be submitted to the Board on 22 March for approval.

## 9. Scottish Government Draft Budget and Indicative Outcome Agreement Funding

---

Paper No: BM4-E

### 9.1 Discussion

The Executive Director presented the paper which provided the indicative funding allocation to the Glasgow region. He explained that the move from the WSUMs funding model to the new credit funding model has meant that the value of the curriculum being delivered across

Glasgow has not been fully recognised within the regional funding allocation. Members noted their concerns that the shortfall equated to approximately £1M for 2017-18.

## 9.2 Decision

The Board **noted** the report.

The Board **agreed** that the Executive Director should write to the SFC to request that they implement a more proportionate method of transitional funding for 2017-18 and request that the SFC specify when they intend to fully implement the new funding method.

It was **agreed** that the Performance and Resources Committee of the Board should consider assigned college funding allocations and make a recommendation to the Board at its next meeting.

## 10. Accounts Consolidation

---

Paper No: BM4-F

### 10.1 Discussion

The Executive Director introduced the paper regarding consolidation of accounts for the Glasgow region. He noted that the matter had been extensively discussed at the Audit Committee of the Board who have considered feedback from the assigned colleges, SFC, Audit Scotland and the Board's external auditors.

The Chair of the Audit Committee provided an overview of the Committee's deliberations noting that the final decision on this matters rests with the Board.

### 10.2 Decision

The Board **agreed** that the region should consolidate its accounts for 2016-17 and that the Chair of the Board should write to the Chairs of the assigned college Boards in this regard.

The Board **agreed** that the Executive Director should work with the assigned colleges to develop a consolidation implementation plan for consideration by the Audit Committee.

## 11. Update on Development of Regional Strategic Plan

---

Paper No: BM4-G

### 11.1 Discussion

The Chair of the Board provided an overview of activities undertaken to develop the regional strategic plan including a meeting of the strategic working group which now comprises of GCRB non-executive members, a student member, a staff member and a member from each of the assigned college boards.

The Board considered the proposed mission, vision and strategic goals and noted some suggested amendments and additions.

The Executive Director outlined the next stages of the process which includes internal and external consultation and a further meeting of the strategy working group.

### 11.2 Decision

The Board **noted** the report.

## 12. Financial Management Arrangements for Fully-Operational Fundable Body Status

---

Paper No: BM4-H

### 12.1 Discussion

The Executive Director noted that in order to receive fully operational fundable body status, GCRB requires to have in place appropriate procedures for the allocation of funding to the assigned colleges. He noted that GCRB's internal auditors were contracted to develop a revised financial procedures manual which has been considered by both the Audit and Performance and Resources Committees of the Board.

As part of this process, he explained that GCRB requires to set up its own bank account and it is proposed currently that SFC administer this bank account under GCRB instruction.

The Chairs of the Audit and Performance Resources Committees noted that both Committees have agreed to recommend to the Board the approval of the financial procedures manual on the basis that SFC provide an assurance that the bank account arrangement is subject to joint future review and confirmation that GCRB instruction cannot be overruled by SFC.

### 12.2 Decision

The Board **approved** the financial procedures manual on the basis of receipt of SFC assurances as outlined.

The Board **agreed** to a resolution to maintain a banking relationship with the Royal Bank of Scotland (the Bank) in accordance with the stipulations set out in the paper.

The Chair thanked the Executive Director and the Audit and Performance and Resources Committees for their efforts in progressing this substantial piece of work.

## 13. GCRB Staffing for Fully-Operational Fundable Body Status

---

Paper No: BM4-I

### 13.1 Discussion

The Executive Director presented the modified staffing model following feedback from members at the last meeting of the Board. He explained how the proposal intends to support GCRB to achieve fully-operational fundable body status and go on to fulfil its statutory obligations in an efficient, effective and collaborative manner.

The Chair of the Nominations and Remuneration Committee outlined the Committee's consideration of this matter and how it had arrived at the recommendations set out in the paper.

### 13.2 Decision

The Board **agreed** to the recommendations of the GCRB Nominations and Remuneration Committee that the GCRB Board should:

- recruit a full-time Finance and Resources Director for the remit as set out within the paper;
- engage an interim Finance and Resources Director on a short term contract as soon as possible; and
- request the Nominations and Remuneration Committee undertake further work to develop a salary banding for the Finance and Resources Director role, taking cognisance of existing internal relativities within the Glasgow College Region, together with any appropriate terms and conditions, for further consideration by the GCRB Board.

The Board **noted** that SFC have agreed to provide transitional funding for the Finance and Resources Director role.

The Board also **noted** the proposals to enhance GCRB capacity through implementation of a collaborative management approach and that this will be developed and formalised in due course.

## 14. Governance Matters

---

Paper No: BM4-J

### 14.1 Discussion

The Board considered the various governance matters outlined in the paper including appointment recommendations and an amendment to the GCRB Board Regulations.

The Board also discussed the Scottish Government's 50:50 gender balance pledge for public bodies and it was noted that the GCRB has committed to this.

## 14.2 Decision

The Board:

- **agreed** the recommendation from the Nominations and Remuneration Committee that Robert Fraser be appointed as a member of the Board of Management of Glasgow Clyde College for a period of 4 years;
- **agreed** the recommendation from the Nominations and Remuneration Committee that a recruitment exercise is initiated to seek to appoint a new GCRB board member;
- **agreed** the recommendation from the Nominations and Remuneration Committee that Mike Ward be appointed as a member of the GCRB Audit Committee;
- **agreed** the recommendation from the Audit Committee to amend the GCRB Board Regulations;
- **noted** the formal response received from the Scottish Funding Council regarding external review of the Board.

In relation to the Scottish Government 50:50 gender balance pledge for public bodies, the Board **noted** formally that the assigned college boards should also seek to meet this commitment.

Following discussion on disclosure of papers, the Board also **agreed** that moving forward an explanation should be provided on all board papers as to why a paper is considered non-disclosable.

## 15. Review of Board Effectiveness and Board Development Plan

---

Paper No: BM4-K

### 15.1 Discussion

The Board Secretary presented the paper which provided the results of the board evaluation survey noting that the results of this, and feedback from members' appraisal discussions with the Chair, will be used to develop a Board development plan for consideration by the Board at its next meeting.

With regards to some of the comments made within the survey results, the staff board members wished it to be noted that whilst they may have challenged views, they have always adhered to collective responsibility for decisions taken at the Board.

The Vice-Chair of the Board noted that a short survey has been developed with regards to the appraisal of the performance of the GCRB Chair which he asked members to complete at their earliest convenience. The Vice-Chair will then discuss the results of the survey with the Chair, prior to her formal appraisal with the Scottish Government and will report back to the Board in due course.



## 15.2 Decision

The Board **noted** the report.

## 16. Risk Register

---

Paper No: BM4-L

### 16.1 Discussion

The Executive Director presented the risk register which he noted will be recast in conjunction with planned internal audit work and a revised register will be developed in time for the new academic session.

### 16.2 Decision

The Board **noted** the report.

## 17. Board Long Term Agenda

---

Paper No: BM4-M

### 17.1 Decision

The Board **agreed** the long term agenda.

With regard to the item on shared services, it was **agreed** that this should be removed from the long term agenda until such times as GCRB is in a position to consider this properly. It was **agreed** that input from staff and students would be sought from the outset in any discussions on this matter.

## 18. 2015-16 Glasgow Region Performance Indicators

---

Paper No: BM4-N

### 18.1 Discussion

The Board received the 2015-16 Glasgow Region Performance Indicators report for information.

### 18.2 Decision

The Board **noted** the report and wished to congratulate the assigned colleges on the significantly improved rates of student attainment across the region. It was **agreed** that performance indicators would be a matter for discussion at a future meeting.

## 19. Use of Delegated Authority

---

Paper No: BM4-O

### 19.1 Decision

The Board **noted** that no items relating to delegated authority had been reported.

## 20. Reports from Committees

---

Paper No: BM4-P, BM4-Q, BM4-R, BM4-S, BM4-T, BM4-U

### 20.1 Decision

The Board **noted** the minute of the Audit Committee on 12 December 2016 and the Committee Annual Report.

The Board received a tabled copy of the minute of the Nominations and Remuneration Committee on 6 February 2017 and **noted** the contents. The Chair of the Board of Glasgow Clyde College informed the Board that the Principal of Glasgow Clyde College is retiring and he, and the Chair of the GCRB, wished to put on record their thanks to the retiring Principal on her contribution to the Glasgow college region.

The Board **noted** the minute of the Performance and Resources Committee meetings on 9 December 2016 and 6 February 2017 and the Committee Annual Report.

## 21. Date of Next Meeting

---

Paper No: Verbal

The date of the next meeting was **agreed** as Wednesday 22 March at 1000-1200hrs.