

Board of Management

Meeting of the Board of Management

MINUTE OF 5th MEETING HELD ON WEDNESDAY 11 MARCH 2020 AT 1700 HRS (BoM5)

| Present | |
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| Alisdair Barron (AB) (Chair) | Paul Hillard (PH) |
| David Cullen (DC) | Karen Kelly (KK) |
| Dylan Duff (DD) | Paul Little (PL) |
| David Eaton (DE) | May Miller (MM) (Co-optee) |
| Sarah Erskine (SE) | Graham Mitchell (GM) |
| Jim Gallacher (JG) | Audrey Sullivan (AS) |
| George Galloway (GG) | Lesley Woolfries (LW) |
| Lorna Hamilton (LH) | Rebekah Widdowfield (RW) |
| In attendance | |
| Paul Clark (PC) | Ann Butcher (Minute) |
| Sheila Lodge (SL) (Additional Item only) | |
| Apologies for absence | |
| Robyn Lambert (RL) | Ronnie Quinn (RQ) |
| Stuart Patrick (SP) | |

| Additional Item | Coronavirus Update |
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| Paper No: Verbal | Lead: S Lodge Action requested: Note |
| Discussion/ Matters Arising | <p>SL provided the Board with an update on the College's response to the ongoing Coronavirus (COVID-19) outbreak. A COVID-19 Advisory Group, drawn from SMT, now meets on a daily basis and has been coordinating the College's response to the changing situation. From today has been formally classified by the World Health Organisation as a pandemic. The health and wellbeing of staff and students is a key priority and a wide range of cautionary measures and alternative approaches in the event of a closure are being considered. Preparations to ensure learning and teaching can continue are being undertaken, including access to systems from home.</p> <p>All international travel is cancelled with immediate effect with only essential trips within the UK being undertaken. Restrictions on student trips are being considered on a case by case basis.</p> <p>In the event of possible closure and recognising the College's duty of care, both Halls of Residence will be kept open for students that are unable to return home.</p> <p>DE requested that information for students seeking general advice on the Coronavirus and the process for self-isolation etc should be made readily available. SL informed that Line Managers have appropriate guidance and should be consulted in such instances.</p> |

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| | Copies of the Coronavirus Advisory Note (1) were tabled at the meeting for information. |
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| Decision/Noted | To note the update report. |
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SL left the meeting.

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| Item BoM5-1 | Apologies for Absence | |
| Paper No: | Lead: Chair | Action requested: Note |
| Decision/Noted | Apologies for absence were received from RL, SP and RQ. | |

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| Item BoM5-2 | Declarations of Interest | |
| Paper No: | Lead: Chair | Action requested: Note |
| Decision/Noted | None. | |

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| Item BoM5-3.1 | Minute of the Previous Board of Management Meeting held on Wednesday 12 February 2020 | |
| Paper No: BoM5-A | Lead: Chair | Action requested: Approve |
| Decision/Noted | That the minute be approved subject to one minor amendment. There were no Matters Arising. | |

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| Item BoM5-3.2 | Draft Calendar of Meetings 2020-21 | |
| Paper No: BoM5-B | Lead: P Clark | Action requested: Approve |
| Discussion/ Matters Arising | <p>The draft calendar of Board and Committee meetings for 2020-21 was previously endorsed by PNC. The draft has been prepared with reference to GCRB Board meetings, and required approvals and submissions relating to the Colleges planning, reporting, and approvals cycle. The calendar was approved.</p> <p>As the last cycle of Board and Committee meetings for 2019-20 approach, members were informed that the rollout of virtual meetings is being planned. DC suggested the use of MS Teams however it was recognised that large group meetings might prove difficult (ie full Board meetings).</p> | |
| Decision/Noted | <ul style="list-style-type: none"> • That the Calendar 2020-21 be approved. • That a planned approach to undertake the final cycle of Board meetings virtually be considered. | |

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| Item BoM5-3.3 | Strategic Risk Register | |
| Paper No: BoM5-C | Lead: P Clark | Action requested: Approve |
| Discussion/ Matters Arising | PC highlighted the Risk MAPs for the highest scoring risks, RAG rated RED. Given the potential outcomes from the fraud investigation, Risk 6 – | |

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| | <p><i>Negative impact upon College reputation</i>, was considered and the Risk Score remains at 15 (RED).</p> <p>An increase in the likelihood score under Risk 12 – <i>Failure of Business Continuity</i>, as a result of any potential disruption to the ongoing operation of the College, particularly in relation to Covid-19 outbreak was considered. The Board were provided with an update on potential implications and actions being taken to continue support for learning and teaching, day to day processes and future enrolments in the event of possible closure.</p> <p>Whilst appropriate mitigations and management strategies are being put in place, the increased likelihood to possible failure in business continuity was acknowledged. Although not wishing to create undue concern, given the latest international scenarios, it was agreed that the current situation must be taken seriously and that the likelihood should increase to 5. Referring to the current preparations being put in place, it was further agreed that the impact be reduced to 4.</p> <p>Following feedback on current connectivity and potential remote working practices from managers, a staff contact protocol will be put in place by early next week.</p> |
| Decision/Noted | To increase the risk score for Risk 12 to 20 (RED). |

| Item BoM5-4.1 | Students' Association Update | |
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| Paper No: BoM5-D | Lead: D Duff | Action requested: Discuss |
| Discussion/ Matters Arising | <p>DD updated members on successful presidential team candidates following the recent student election. The following updates were also highlighted:</p> <ul style="list-style-type: none"> • Over 450 nominations have been received for the staff awards with winners to be announced during June. • Phase 2 of the NUS democracy self-assessment review is currently being undertaken with a plan to complete by June 2020. • CoGC SA has been shortlisted for NUS awards in the categories of Campaign, Diversity, Education and SA of the Year. Winners will be announced next week. <p>Members congratulated the SA for their achievements over the year which showed a considerable degree of leadership from the Executive Team. DD was particularly commended for his exceptional work on many initiatives, in particular the work undertaken in relation to student mental health and wellbeing and his continued support to students following the outbreak of Covid-19. AB added that it was a pleasure working with DD who has set a high standard for his successor.</p> | |
| Decision/Noted | To note the update report. | |

| Item BoM5-4.2 | Strategic Plan Review | |
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| Paper No: Verbal | Lead: P Little | Action requested: Discuss |

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| Discussion/ Matters Arising | <p>PL informed that various areas of interest and concern in relation to the strategic direction discussed at the Planning Day event will be channelled into an appropriate framework of delivery. Led by PC, this will be achieved through the updated strategic plan, operational plans, balanced scorecards and further monitoring and development.</p> <p>PC advised that whilst the College principles, key priorities, and aims remain unchanged, variances in the strategic positioning would need to be reflected within the Plan. An enhanced sense of ownership and responsibility in delivery was also required. He further reported that the overall approach and timeline for the 2020-30 Plan had been discussed by SMT today and it is anticipated that a revised Plan will be in place by next session. A draft will be submitted at the next meeting of the Board for further review and comment. It was stressed that members will be provided with sufficient time to consider the document prior to approval. Members were further assured that appropriate stakeholder engagement will be undertaken including consultation with wider management teams and staff.</p> <p>DC, who is currently acting Dean, added that he had been impressed with the care and attention given to this planning process by SMT, which has been a very positive experience.</p> |
| Decision/Noted | <ul style="list-style-type: none"> • To note the update report. • To submit an update Strategic Plan 2020-30 at the next meeting. |

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| Item BoM5-4.3 | Chair's Remarks | |
| Paper No: Verbal | Lead: A Barron | Action requested: Discuss |
| Discussion/ Matters Arising | <p>AB informed members on the successful launch of the Cumberford-Little Report which charts the strengths and potential of the FE and HE sector. The report has been well received and copies were tabled at the meeting.</p> <p>AB further reported on the recent CoGC award for Investors in Innovation which is a leading edge standard. The College is the first to be awarded Best Practice in all six of the framework categories. He added that this is in recognition of the exceptional achievements of all staff involved.</p> | |
| Decision/Noted | To note the update report. | |

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| Item BoM5-4.4 | Principal's Report | |
| Paper No: Verbal | Lead: P Little | Action requested: Discuss |
| Discussion/ Matters Arising | <p>PL provided members with a further detailed review of the Cumberford-Little Report. The findings identify the significant economic impact Colleges have and how they support a wide range of Scottish Government priorities. He highlighted the recommendations made and encouraged members to use the report for the benefit of the College and sector as a whole. The recommendations aim to allow Colleges to make even greater contribution to business growth in particular Scotland's SMEs and micro-business communities. It is hoped that the report will have an impact on College funding and future policy.</p> | |

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| Item BoM5-5.1.2 | | Anti-Bribery and Corruption Policy | |
| Paper No: BoM5-E | Lead: S Thompson (not in attendance) | Action requested: Discuss | |
| Discussion/ Matters Arising | <p>Members were advised that the Anti-Bribery and Corruption Policy was submitted at the recent meeting of the Development Committee. Subject to the addition of a Corruption Perceptions Index (CPI), the Policy was endorsed for approval by the Audit Committee. A CPI was included and the Policy was further reviewed and endorsed by the Audit Committee for full approval by the Board.</p> <p>The following additional comments and proposed amendments were made:</p> <ul style="list-style-type: none"> • with reference to the offer of a gift from a current or potential contractor, the option of seeking further clarification from the College Development Network be removed. • that the gift register should also include a record of 3rd party offers which have been rejected by members. • that consideration be given to expanding appropriate sections to include potential CoGC donations to charitable bodies, grants, etc. | | |
| Decision/Noted | To further revise the Policy for circulation and approval by AB, GM and GG. | | |
| Item BoM5-5.2 | | Committee Minutes | |
| Item BoM5-5.2.1 | | Students, Staff & Equalities Committee | |
| Paper No: BoM5-F | Lead: Convener | Action requested: Note | |
| Decision/Noted | To note the draft minute of the SSEC meeting held on 15 January 2020. | | |
| Item BoM5-5.2.2 | | Performance & Nominations Committee | |
| Paper No: BoM5-G | Lead: Convener | Action requested: Note | |
| Discussion/ Matters Arising | LW reminded the Board that the scope and invitation to tender for the appointment of a facilitator to undertake an External Review of Board Effectiveness is being finalised and will be processed via procurement. | | |
| Decision/Noted | To note the draft minute of the PNC meeting held on 20 January 2020. | | |
| Item BoM5-5.2.3 | | Remuneration Committee | |
| Paper No: BoM5-H | Lead: Convener | Action requested: Note | |
| Decision/Noted | To note the draft minute of the Remuneration Committee meeting held on 20 January 2020. | | |
| Item BoM5-5.2.4 | | Development Committee | |
| Paper No: BoM5-I | Lead: Convener | Action requested: Note | |
| Decision/Noted | To note the draft minute of the Development Committee meeting held on 29 January 2020. | | |

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| Item BoM5-5.2.5 | | Learning and Teaching Committee | |
| Paper No: BoM5-J | Lead: Convener | Action requested: Note | |
| Decision/Noted | To note the draft minute of the Learning and Teaching Committee meeting held on 4 February 2020. | | |

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| Item BoM5-5.2.6 | | Audit Committee | |
| Paper No: BoM5-K | Lead: Convener | Action requested: Note | |
| Discussion/ Matters Arising | GM advised that all members had undertaken external training for Audit Committee members which included the important responsibilities outlined within the Audit and Assurance Handbook. | | |
| Decision/Noted | To note the draft minute of the Audit Committee meeting held on 19 February 2020. | | |

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| Item BoM5-5.2.7 | | Art Foundation | |
| Paper No: BoM5-L | Lead: Convener | Action requested: Note | |
| Decision/Noted | The draft minute of the meeting held on 26 February 2020 was not available at the meeting. | | |

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| Item BoM5-5.2.8 | | Finance & Physical Resources Committee | |
| Paper No: BoM5-M | Lead: Convener | Action requested: Note | |
| Decision/Noted | The draft minute of the meeting held on 26 February 2020 was not available at the meeting. | | |

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| Item BoM5-6 | | Any Other Notified Business | |
| Paper No: Verbal | Lead: Principal | Action requested: Note | |
| Decision/Noted | <p>Hospitality and Culinary Summit LH and MM reported on their recent attendance at the Hospitality and Culinary Summit on 10 March 2020. The event, which showcased areas of opportunity and innovation within the catering and hospitality industry, was both well hosted and managed. A list of top guest speakers provided inspirational speeches which if recorded, could be used to further inspire students. Overall the event was a role model and provided opportunities for staff CPD.</p> | | |

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| Item BoM5-7 | | Disclosability of Papers | |
| Paper No: Verbal | Lead: P Clark | Action requested: Note | |
| Decision/Noted | That the disclosability status of papers remain unchanged. | | |

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| Item BoM5-8 | Date of Next Meeting | |
| Paper No: | Lead: | Action requested: Note |
| Decision/Noted | Date of Next Meeting – Wednesday 3 June 2020. | |

The meeting closed at 1935 hours.

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

| Item | Description | Owner | Target Date |
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| BoM5-3.3 | Strategic Risk Review: Increase the risk score for Risk 12 to 20 (RED). | PC | ASAP |
| BoM5-4.2 | Strategic Plan Review: Provide a draft updated Strategic Plan Review (2020-30). | PC | 03 06 20 |
| BoM5-5.1.2 | Anti-Bribery and Corruption Policy: To further revise the Policy for circulation and approval by AB, GM and GG. | PC to advise ST | ASAP |

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

| Item | Description | Owner | Target Date |
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| BoM2-2.1 | Student Profile and Performance 2018-19: Provide a more detailed breakdown of the success outcomes for the key student groups. | PC (for DD/GP) | BoM Mtg 04 12 19 |
| | PC to ensure Board member training and development includes 'responsibilities as a charity trustee'. | PC | Ongoing |
| | A series of Faculty presentations to be incorporated into Board work plans to ensure Board members are fully informed of the College industry related activities. | PC | Ongoing |
| BoM2-5 | Property Disposals/Development Update: Continue to develop a strategy for a regional innovation centre in collaboration with GCRB. | FS | Ongoing |
| BoM3-15 | AONB: Board Member Links with Faculties: Consider reportage process to Board Committees. | PC | Ongoing Complete |