

Board of Management

Meeting of the Performance and Nominations Committee

MINUTE OF THE 1st MEETING HELD ON WEDNESDAY 5 AUGUST 2020 AT 1500 HRS
(PNC1) VIA MS TEAMS VC

Present	
Lesley Woolfries (LW) (Convener)	Karen Kelly (KK)
Alisdair Barron (AB) (Board Chair)	Paul Little (PL)
Jim Gallacher (JG)	
In attendance	
Paul Clark (PC) (College Secretary/Minute)	Stuart Thompson
Roy Gardner	Michael Cross
John Gribben (JGr)	
Apologies for absence	
George Galloway (GG)	Graham Mitchell (GM)

Item PNC1-1	Apologies for Absence	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Graham Mitchell (GM) George Galloway (GG)	

Item PNC1-2	Declarations of Interest	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	None	

Item PNC1-3.1	Minute of the Performance & Nominations Committee meeting held on 24 June 2020	
Paper No: PNC1-A	Lead: Convener	Action requested: Approve
Discussion/ Matters Arising	<p>The background note on the catering provision had been received by Committee members, and had been welcomed.</p> <p>PL reported that 30 and 70 applicants had been received respectively for the two Director posts recently advertised. PL reported on the appointment of the successful candidates.</p> <p>ST reported that the 18-19 accounts went to Parliament in April. The 19-20 Audit will commence in October with no change in timescale expected this year.</p>	

	PC to circulate the Board meeting Schedule.
Decision/Noted	Minute approved.

Item PNC1-4.1		Strategic Risk Review	
Paper No: PNC1-B	Lead: P Clark	Action requested: Discuss	
Discussion/ Matters Arising	<p>PC introduced the strategic risk review, highlighting those risks which have been scored high (RED), and most significantly impacted by the COVID-19 pandemic. These are:</p> <p>Risk 6 - Negative impact upon College reputation. Risk 7 - Failure to achieve improved business development performance with stakeholders Risk 12 - Failure of Business Continuity. Risk 15 - Failure to achieve operating surplus via control of costs and achievement of income targets. Risk 16 - Failure to achieve operating surplus via control of costs and achievement of income targets. Risk 27 - Failure to manage acute threats relating to coronavirus outbreak</p> <p>PL indicated that the situation is dynamic, and recognises that these risk plans may change at any time. ST reported that the 19-20 projected loss is reduced but still significant, and the 20-21 projected loss remains the same.</p> <p>NB – wording on cover paper for Risk 15/16 to be fixed.</p> <p>Members noted that the impact upon College reputation risk impact was subject to rapid change, and while the current situation might be considered as potentially comprising a lower impact, this should be discussed at the Board meeting on 26 August.</p> <p>The Committee considered a number of factors impacting upon Risk 6, including student applications, and acceptances, and agreed to reduce the Risk Impact score from 5 to 4. Agreed. To be reviewed at the Board meeting on 26th August.</p>		
Decision/Noted	Risk Register Agreed. Action: PC to Revise Risk 6 Score for Board meeting (26 Aug)		

Item PNC1-4.2		SFC Review	
Paper No: Verbal	Lead: Principal P Little	Action requested: Discuss	
Discussion/ Matters Arising	<p>PL indicated that the review document will be circulated to the Board. The SFC Learning and Skills Committee will be reviewing the document, which outlines the 3 phases of the review of college and university provision up to next May 2021.</p> <p>Phase 1 – Stabilisation. Phase 2 - Examination of systems Phase 3 - In the run-up to the election, significant change may be proposed for implementation following the Scottish Government election.</p>		

	<p>PL indicated that the key message is that CoGC stands ready to provide whatever service is required for the good of the Glasgow and national economy.</p> <p>MC added that there are two distinct commissions – a questionnaire asking Colleges and Universities about various scenarios in a Covid future, and the barriers faced; and secondly an assessment of support in the sector for some of the themes from the C-L report, and how the sector sees these key themes.</p> <p>PL pointed out that any funds available to the Scottish Government may well be set aside for health and care purposes, and given the fragility of the Scottish Economy prior to Covid, it would be surprising if any significant additional funds would be made available to the College sector. AB indicated that funds may be “recycled” but that there is unlikely to be “new” funding. There is concern that infection rates will increase in the coming months, for which government needs to prepare.</p> <p>The Committee requested that a positioning paper be prepared for The Board to include an expression of the College’s level of readiness. Action PL.</p>
Decision/Noted	Action: PL to present Positioning Paper to the Board (26 Aug)

Item PNC1-4.3	Financial Plan 2019-20	
Paper No: PNC1-C	Lead: Stuart Thompson	Action requested: Discuss
Discussion/ Matters Arising	<p>ST reported that at discussions with SFC/SMT it is confirmed that income via SFC has been maximised and credit target has been exceeded, including via FWDF. In addition, remote teaching has helped to deliver more income. As a result, the previously reported loss projection for 2019-20 is now down to around £700,000 a very much improved position which has also improved the cash position.</p> <p>AB commended the efforts made to reduce the deficit in reducing losses and increasing income, to achieve a much improved deficit position. It is expected that this will compare favourably with other colleges in the sector. PL commended many staff (including managers who handled furlough discussions sensitively and others for their collective efforts).</p>	
Decision/Noted	Agreed	

Item PNC1-4.4	Principal’s Report	
Paper No: Verbal	Lead: Principal	Action requested: Discuss
Discussion/ Matters Arising	<p>The Principal reported that this past week, he has physically been back in College with a small number of colleagues. There is much purposeful activity going on, with staff due back in the coming weeks. 4000 signs have already been put up, and much else has been completed by way of preparation.</p> <p>PL pointed out the need for risk assessments before entering the College, which also applies to Board members. PL pointed to the continued challenges, and the work still do be done. PL expressed the view that</p>	

	CoGC was among the most agile tertiary institutions in the UK.
	7/8000 students will start in September, on top of which we will be at the vanguard of upskilling and reskilling for the nation. This is far from business as usual.
Decision/Noted	Noted

Item PNC1-4.5		Scenario - Operations	
Paper No: Verbal	Lead: Principal	Action requested: Discuss	
Discussion/ Matters Arising	<p>PL indicated that the Dep Principal oversees this aspect of preparation. This involves various protocols regarding movement and safety of staff, as well as hygiene measures. These will be translated into FAQs and key messages for line managers. The detail of work “bubbles” will be further developed. One key message is that anything that can be done online will be done online. It was proposed that, as things stand, the Board would continue to meet online for the forthcoming academic year. PL indicated that the College would continue to be very supportive towards staff who have concerns regarding shielding, or are reluctant to return for reasons of personal safety.</p> <p>PL highlighted that student issues are included within the L&T scenario planning. Former Student President D Duff has been retained in employment by the College to support the incoming student executive.</p>		
Decision/Noted	Noted		

Item PNC1-4.6		Scenario – Forecast Financial Year 2020-21	
Paper No: PNC1-D	Lead: Stuart Thompson	Action requested: Discuss	
Discussion/ Matters Arising	<p>ST reported that the realistic assumption for pay increases (of 2%) may need to be revised upwards. ST noted that a further 1% would increase expenditure by £500,000. September/October will be pivotal in terms of student recruitment, FWDF, and commercial/international income. Cash at end July 2021 will be down to £3m, so the loss will need to be reduced. Staff on furlough will be returning over the next month and ST expressed some doubt as to the application of the job retention scheme on the public sector.</p> <p>Student accommodation and catering will be lower; Nautical/international activity will be down, but other income sources are being investigated. Other income sources will need to be found to replace income which will not be returning to normal soon.</p> <p>ST explained that actions to reduce costs have been addressed, including current low absence levels. These may rise and raise costs for agency and other cover. There are several other unknown factors.</p> <p>JGr reported that we will be preparing a robust workforce plan, and are now moving to a full review with Deans, after which a GAP analysis will be complete by end August. We will be working towards a more efficient workforce by the end of August. More work is required to be done to reduce contractual overtime, and to find savings via new ways of working.</p>		

Decision/Noted

AB highlighted that National Pay Bargaining has resulted in the loss of a degree of flexibility.

KK requested a narrative to outline which options are being pursued, which are not being pursued, and a further analysis with timescales and RAG-rating would also be welcomed.

LW highlighted that we have followed the public sector pay policy, and should continue to do so.

Action JGr to develop narrative to workforce development plan report. (21.09.20)

Item PNC1-4.7		Scenario – Learning and Teaching	
Paper No: Verbal	Lead: Principal	Action requested: Discuss	
Discussion/ Matters Arising	<p>PL emphasised the importance of recognising that we have successfully closed down session 2019-20. Opening in 2020-21 will involve digital pedagogy with a mixed approach to L&T delivery. The emphasis is upon the Student Experience, and much work has been undertaken to prepare staff for the revamped learning environment (e.g. over 3000 participants in 137 webinars). This work has been well supported by the Learning and Teaching Academy.</p> <p>The experience for students will vary according the practical/theoretical aspects of courses. There will be particular challenges in the case of leisure courses due to the demand for upskilling/reskilling.</p>		
Decision/Noted	Noted		

Item PNC1-4.8		Scenario – Upskilling and Reskilling	
Paper No: Verbal	Lead: Roy Gardner	Action requested: Discuss	
Discussion/ Matters Arising	<p>RG reported that teams met with Deans and Asst. Deans prior to the holidays. In 19-20 1200 hrs were delivered via FWDF, and it is hoped that at least the same again can be achieved in 20-21. Additional staff are being sought to assist with additional activity. Additional FWDF allocation is anticipated.</p> <p>RG reported on course activity: in August 84 courses are expected, and 50 were delivered in July (i.e. more than usual).</p> <p>FWDF guidance is expected at the end of August. RG is attending the GREG (Glasgow Regional Economy Group) noting that we are ahead of other providers in term of readiness. AB advised that SDS need to be appraised of this. RG confirmed that the Barclay's contact last year brought home that CoGC is a reliable and ready provider. There has been positive movement in terms of international initiatives and partnerships, and future development is being planned. Successful tenders achieved with language provision for GCU, are worth £1.7m.</p> <p>RG rep that he is progressing specifications for the creation of a</p>		

	<p>commercial enterprise.</p> <p>PL reported that the College had trained one third of all maritime cadets in the past, and currently it is approaching one half of all UK cadets.</p> <p>RG agreed to prepare a submission for workforce development in support of commercial development. This may involve fixed terms contracts, noting that this is a recruiters market at the moment. It was agreed that this is a priority issue, for the College at the moment.</p>
Decision/Noted	Action: RG to prepare submission for workforce development (incl. redeployment/recruitment) in support of commercial development (circulate to PNC asap)

Item PNC1-4.9	Scenario – Workforce Planning
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Paper No: Verbal	Lead: Principal	Action requested: Discuss
Discussion/ Matters Arising	<p>JGr reported that we are looking to plan on the basis of robust data. This will include opportunities for career development and change. Stage 1- development of template to determine what we have in place; Stage 2 – review of data to analyse what is required, current skill set etc; Stage 3 - gap analysis, details of any surplus. Following this analysis, there will be upskilling/reskilling, decisions on recruitment, redeployment, and career choices. We need a sufficiently scaled workforce, but some decisions are outwith our control due to national bargaining.</p> <p>AB – there may be opportunities for flexible working hours including fewer working hours. JGr – this will be pursued; all staff will be expected to complete a questionnaire identifying what can and cannot be undertaken remotely, and all of this will be subject to an EQiA.</p> <p>We have detailed Homeworking guidance which addresses some of the issues raised by members. JGr outlined the development of the generic risk assessment, (with TU engagement/consultation, however TU agreement is not required).</p> <p>JG pointed out that it is important that all students have an opportunity to spend time on the campus, to establish an affinity with the College and other students.</p>	
Decision/Noted	Noted	

Item PNC1-5	Any Other Notified Business
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Paper No: Verbal	Lead: Convener	Action requested:
Discussion/ Matters Arising	None indicated	
Decision/Noted		

Item PNC1-6	Disclosability of Papers
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Paper No: Verbal	Lead: Convener	Action requested: Note
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Discussion/
Matters Arising
Decision/Noted

The disclosability status of the papers remains as described for the present.

Item PNC1-7	Date of Next Meeting	
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	Monday 21 September 2020 Meeting time agreed as 3pm.	

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
PNC1-4.1	Revise Risk 6 Score	PC	26.02.20
PNC1-4.2	Present Positioning Paper to Board	PL	26.02.20
PNC1-4.6	Develop narrative to Workforce Planning Report	JGr	21.09.20

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
PNC5 3-2	Forward information to include narrative on legal advice, profitability/due diligence, and financial impact of sales	ST	ASAP Completed
PNC4-4.1	Director of Excellence and Director of Communication posts to be recruited	PL	Asap Completed
PNC3-5	Check timing of accounts submission and audit	PC/ST	Asap Completed