CITY OF GLASGOW COLLEGE

Board of Management

Meeting of the Board of Management

MINUTE OF 1st MEETING HELD ON WEDNESDAY 26 AUGUST 2020 AT 1500 HRS (BoM1)

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

Members were provided with a demonstration of the Principal's safety message which has been sent to all College staff. The video provides an overview of what is expected when returning on a phased basis to the Campus buildings. The video will also be shared with students.

Item BoM1-1	Apologies for Absence	
Paper No:	Lead: Chair	Action requested: Note
Decision/Noted	Apologies for absence were received from GG, SP and LW.	

Item BoM1-2	Declarations of Interest	
Paper No:	Lead: Chair	Action requested: Note
Decision/Noted	None.	

Item BoM1-3.1	Minute of the Previous Board of Management Meeting held on Wednesday 3 June 2020	
Paper No: BoM1-A	Lead: Chair	Action requested: Approve
Discussion/ Matters Arising	**Matters Arising** **College Company** PL updated members on the establishment of a College Company which is nearing completion with College lawyers. The official title will be 'City of	

Glasgow International Ltd' and is a positive step towards the provision of flexible training courses to trades and businesses locally, nationally and internationally. Membership will be linked to members of ELT and/or SMT and Board members.

RQ enquired on the status of the previously agreed circulation of a College Company proposal paper prior to the last meeting of PNC. AB advised that this matter had been in discussion with College lawyers and the timing of circulation had not been appropriate. Whilst the legal entity of the Company now exists, the appointment of Officers and Board members has yet to be undertaken and governance arrangements have yet to be agreed. An update paper setting out the structure and overall responsibilities of the Board including purpose, operation and Terms of Reference will be circulated to members of the Development Committee for consideration prior to submission at the next meeting of the PNC on 21 09 20. Overall approval and sign off will be undertaken by the full Board on 21 10 20.

Decision/Noted	• Subject to inclusion of D Duff's comment that 'students had been duly consulted and involved in the planning of the model of delivery and return to College buildings' the minute was approved. • That the final proposal for establishment of the College Company will be circulated to the Development Committee prior to submission to the PNC and full Board.

Item BoM1-3.2	Scheme of Delegation: 2020 Revision	
Paper No: BoM1-B	Lead: P Clark	Action requested: Approve
Discussion/ Matters Arising	PC advised that the Scheme of Delegation has been reviewed to ensure that it is clearly understand and continues to be fit for purpose. The proposed revisions were minor and in line with the Model Scheme of Delegation agreed with in the Sector. KK referred to Point 4.10: *The Principal has delegated authority to:* *engage the services of outside persons, firms or organisations and enter into contracts and sign all deeds and other documents binding the Board for all purposes except those where the power to engage such services is not delegated to a Committee or is not reserved to the Board.* and suggested that the point should state *'…. binding the Board for all purposes where the power to engage such services is not delegated ….'* PC will clarify this point with CDN as the Model Scheme of Delegation applies across the sector, and will update the Board on any proposed amendment as necessary.	
Decision/Noted	That PC clarify the proposed amendment under Point 4.10 and advise accordingly.	

Item BoM1-3.3	Strategic Risk Review	
Paper No:	Lead: P Clark	Action requested: Approve

BoM1-C		
Discussion/ Matters Arising	PC presented the risk register and Risk MAPs for the highest scoring risks which are RAG-rated RED. The proposed increased to the risk scores of Risk 1 and 26 (resulting in RED ratings) were reviewed.	
	Risk 1 – *Failure to support student success*. Recognising that the College has adopted a blended learning model of learning and teaching for 2020-21, it was recognised that Student Retention will be a key area for consideration with an increase in withdrawal rates anticipated. Whilst this is being mitigated with enhanced induction and transition support, an increase in Risk Score likelihood to 3 or 4 was proposed.	
	Risk 26 – *Failure to achieve taught degree awarding powers (tDAP).* Given the challenges posed by the Coronavirus pandemic, the decision to pause active work on the College application for taught degree awarding powers was taken in March 2020. The commitment to seeking tDAP remains undiminished and a number of options are being considered. An increase in the Risk Score likelihood to 4 was proposed.	
	DE sought clarification on the likely reason for student withdrawals and considered a potential lack of ability to recruit. The Principal advised that to date, full-time recruitments stand at 7 277. 1st choice applications are 14 896 (down 4.9% from last year) with total offers at 9 422 (up 24%). Offers accepted are 8 094 (up 21%). To ensure maximum student enrolments, the College is on average working to 30% acceptance above available places. Overall recruitment figures are good; however 25% of all courses have less than one applicant for each place and there is a concern that a significant number of courses will under recruit. The College is entering a dynamic phase with the potential of some enrolled students being recruited by universities. Concerns were raised regarding expectations of the blended learning environment which may potentially cause withdrawals. CC added that this was "unknown territory" and that there were also concerns on the commitment to independent online learning, particularly for lower level SCQF students.. CC highlighted that the focus at this early stage is to retain students with increased emphasis on student guidance from Faculty staff now in place.	
	To proposed increases to Risks 1 and 26 were agreed.	
	MM raised further concern regarding potential reputational damage to the College following a recent Facebook petition requesting intervention to prevent compulsory redundancies in the catering services of City of Glasgow and Clyde Colleges. JG advised that the catering services were outsourced. Recognising the commercial realities following lockdown, the College has sought to minimise the impact of redundancies with a number of in-house employment opportunities being offered to Baxter Storey staff. To date, the uptake has not been significant.	
Decision/Noted	• To approve the College Risk Register, and Risk MAPs for high scoring risks. • To agree proposed increases to Risks 1 and 26.	

Item BoM1-4.1	Chair's Remarks	
Paper No: Verbal	Lead: A Barron	Action requested: Discuss
Discussion/ Matters Arising	AB reported on his continued participation in a series of Colleges' Scotland ministerial meetings involving College Board Chairs.	
Decision/Noted	To note the report.	

Item BoM1-4.1	Principal's Report	
Paper No: Verbal	Lead: P Little	Action requested: Discuss
Discussion/ Matters Arising	PL reported on the College's response to the various challenges of lockdown and those of the new academic year, particularly in relation to education and its response to the crisis (including civic and national impacts) and its aftermath. The College has engaged in emergency teaching during 2019-20 with results now complete for 93.4% of courses. A new blended learning approach has been developed for 2020-21 alongside the provision of a dynamic programme of webinars and digital skills courses for staff. The College has purchased an additional 2 000 laptops to assist students and bridge the digital connectivity gap. He praised colleagues for their continued dedication juggling both their home and work lives. Support was provided to the local community during the crisis which included issuing PPE and offering the use of College facilities, for example hospital beds and car parking. The College continues to work closely with civic communities to engage in upskilling and reskilling the nation, and to help people, businesses and communities recover from the pandemic. The Principal has directly engaged with over 70% of staff to make them aware that they are not only helping to save lives but livelihoods. PL informed the Board that he continues to meet with Ministers to help shape a national economic response, and influence and avert a wide range of critical issues including health and wellbeing matters and homelessness. Guidance is also now in place for staff relating to current Covid working arrangements including a home working guide and risk assessments via the Staff Resource Hub. This will help create robust plans for the safe transition back to work. A blended operating approach (with staff in College 1-2 days per week) is being considered. The College stands ready for further volatility and will fully engage with new ways of hybrid working. This will allow for further efficiency and flexibility. The College has the capability and experience to be reactive in a period of transformation and is competitively well positioned in the face of future changes and challenges. AB advised on additional capital funding received from GCRB. He recognised the challenges faced by students at this time, particularly in relation to digital connectivity and access to computer hardware, and considered that the College must offer a range of digital support to both Full	

Time and Part Time students. CC added that these issues are being considered nationally, and a Digital Ambition Group has been set up with the Scottish Government with the provision of free data for students being further examined. NG suggested that a refurbishment service for digital hardware should be offered to students. This will be investigated. JISC are also taking forward an "eduVPN account at points of delivery" initiative.

PL further reported on two successful appointments; the Director of Excellence and Director of Communications, both commencing October 2020.

The Board noted that the ongoing fraud investigation is proceeding.

PL invited ELT members to present key points within the College Strategic Scenarios.

Decision/Noted	To note the update report.

Item BoM1-4.3	Strategic Scenarios	
Item BoM1-4.5 + Item BoM1-4.3	2020-21 Operating Protocols Strategic Scenarios	
Paper No: BoM1-F + BoM1-D	Lead: ELT Members	Action requested: Discuss
Discussion/ Matters Arising	**2020-21 Operating Protocols** In relation to the Coronavirus pandemic, SL updated members on the operations protocols which have been agreed in discussion with both the Students' Association and Unions for the next academic year. These have been carefully developed following the Scottish Government's *Coronavirus (COVID-19): guidance for colleges and indicates best practice.* The College has invested a large amount of time and additional expenditure, which includes signage, Perspex screens, PPE, sanitiser, masks and full ZOOM licenses to ensure the health, safety and wellbeing of both staff and students. **Learning and Teaching** CC advised on the new method of holistic assessment and professional judgement which was developed for the completion and resulting of student outcomes for 2019-20. CC recognised the dedication of staff through emergency teaching and the creation of a quality assessment system over a short period of time and considered that the College was indebted to all involved. Whilst the majority of students have received an assessment outcome, some still need to complete mandatory practical aspects within courses which will be completed before or during the course of Block 1. The College will deliver a Blended Learning model for 2020-21 with formal teaching commencing 14 September. Development of on-line delivery will run alongside whatever on-campus delivery becomes possible. In consultation with staff across the College, a comprehensive set of guidance principles, and expectations for teaching staff for the Blended delivery, has been created. This is a 'live' document and will be added to and adapted over time.

A comprehensive range of developmental activities has been provided to staff during the extra time afforded by the delay in the formal teaching calendar for 2020-21. Currently, over 209 webinars have been scheduled with over 2300 staff participating. Additional support is also available from assigned Faculty Learning Technologists.

The College is ensuring that all learners have access to hardware to access the internet and the Virtual Learning Environment. New students have been informed that access to a laptop will be necessary and a survey of students has been undertaken to establish this potential need. This has resulted in a large number of laptops being purchased.

Financial Planning
ST reported on the realistic assumption which includes financial costs for the various protocols. As previously advised, additional GCRB capital funding of £262k has been allocated to CoGC and will be incorporated within the financial plan. This will provide further opportunities to address digital poverty.

The realistic assumption now shows a loss of £3.1m for 2020-21. The major assumptions/risks of the realistic projections were noted. The SFC have confirmed that they will continue to pay the grant in full and the sector is working to maximise ESF and FWDF grants to reduce potential budgeted shortfall. The forecast increase in expenditure reflects an increase in staff costs including a 2% pay rise which will be a major challenge in the current climate.

Uncertainties surrounding the demand for commercial and international training are still significant however a significant increase in demand for upskilling and reskilling in response to the economic recession is anticipated.

The forecast cash balance position has improved. This mainly reflects the lower loss forecast for 2019-20.

ELT are actively looking to reduce this projected loss and a slow recovery of income streams is anticipated during 2020-21 with a break-even position not expected until 2022-23. The SFC are expecting Colleges to manage liquidity in the short term with a 3-year break even planning period.

Upskilling and Reskilling
RG reported that the FDWF has recently been expended to £20m (an increase of £10m) with £3m from this enhancement being allocated to levy paying employers. £7m has been ring-fenced for the SME sector. The Terms and Conditions on how these monies will be utilised have yet to be released. The College will continue to work directly with industry, stakeholders and communities to increase training activity. Courses delivered and scheduled to be delivered (from May-Dec 2020) is currently 427 with 6 079 employees undertaking training. To date, 62 courses have been developed for online training with a further 7 in development.

Additional resources are being considered in preparation for the next stage of the upskilling and reskilling approach.

	Workforce Planning
	JGr reported that the College is currently progressing a framework for workforce planning based on robust and integrated workforce data. This will be a phased approach recognising that the profile of staff will change along with student and economic needs. This planned programme of work will help provide clear career pathways, succession planning and job security for staff.
	JGr added his appreciation to all staff for their professionalism, commitment and dedication in the development and support of students over the past 6 months.
	DE referred to delivery of the new Blended Learning model and current offsite working arrangements. He stated that TU representatives had not agreed the home working arrangements. He referred to potential implications of video contact with students and its impact on the Code of Conduct and stressed the need for this to be formalised. JGr advised that the Home Working Guide and Risk Assessments had been discussed and agreed by the Health and Safety Committee. This Committee's membership comprises SMT and TU representatives and he had received no notification from TUs regarding these issues. The College will continue to engage with TUs should any such representation be made.
	PH agreed the premise on the move towards online learning however recognised the limitations to digital working particularly around creative thinking. PL advised that the need to safeguard creativity had been identified and the need to continue practical courses onsite would be undertaken safely, with suitable class sizes. Faculty staff will continue to work with the 15 learning technologists to enhance all online learning activity.
	NG highlighted the limitations of online learning which may be dependent on connectivity and language barriers and suggested that lecturers record teaching sessions. CC agreed that a 'lecture capture' policy will be further considered by the SAEC. The College will continue to investigate the use of technology to actively engage and interact with students online.
	AS considered that a significant surge in demand for careers information and advice should be anticipated particularly in terms of potential upskilling and reskilling, newly unemployed and incoming students. The need for increased online careers information and potential change and review of current career support was acknowledged.
	NG referred to the upskilling and reskilling document and enquired whether elements of the green economy would be included. PL advised that this would be undertaken where possible but would be at the request of individuals and businesses.
Decision/Noted	To note the reports.

Item 5.1 was taken.

Item BoM1-5.1	SFC Review of Coherent Provision and Sustainability	
Paper No: Verbal	Lead: Principal P Little	Action requested: Discuss
Discussion/ Matters Arising	A copy of the response (from P Little and A Cumberford, as co-authors of the Cumberford-Little Report) to the current review of coherent provision and sustainability in further and higher education was submitted for information. PL informed the Board that the SFC's review was set out in 3 Phases. A Project Board has been formed with the intention to provide an interim report by the end of September. The focus will broaden to research around December with new structure, funding and system proposals likely around May 2021.	
Decision/Noted	To note the report.	

Item 4.4 was taken.

Item BoM1-4.4	Strategic Plan Revision	
Paper No: BoM1-E	Lead: P Clark	Action requested: Approve
Discussion/ Matters Arising	PC reported that the Strategic Plan has now been further redrafted following further refinement at the Board meeting held in June and in light of the changing operating environment driven by the economic impacts of Covid-19. SMT have undertaken a full review of the Strategic MAP and the Strategic Plan 2020-30 now includes revised and additional Strategic Aims (now 33). Implementation on the progress of 'digital first' has been accelerated with new approaches to the delivery of high quality remote learning and teaching. Proposed design elements were also provided for review.	
Decision/Noted	• To approve the revised content of the Strategic Plan 2020-30 and additional Strategic Aims. • To note the preferred cover page design.	

	2020-21 Operating Protocols	
Paper No: Verbal	Lead: N Garcia/S Lodge	Action requested: Note
Discussion/ Matters Arising	NG referred to earlier discussion regarding operational protocols and raised concern over the requirement for students to use the stairs where possible. He highlighted the significant challenges for some students taking the stairs, particularly those based on levels 7 and above and suggested that class bubbles could be formed which would allow for group lift use. SL advised that whilst the use of lifts would be given to those with a disability as a priority, they would still be in use for all students. She considered that class bubbles would be difficult to police and that only 1 person should travel in a lift at any one time. Curriculum Heads have agreed staggered start times for courses which should reduce the number of students using lifts at any one time. This will be supervised and kept under review to ensure the safety of all students.	

NG was also mindful that water machines would not now be in use and considered that the alternative to purchase water from vending machines may be unaffordable for some students. SL informed that any shared tap could be considered a source of infection and suggested that students bring their own filled water bottles into College. This would also be kept under review. Advice on the removal of water machines will be provided within student guidance information. It was also agreed that generic videos for use and washing of face masks will also be provided to students.

Decision/Noted	- To advise students on the removal of water machines within student guidance. - To circulate videos on use and washing of face masks.

Item BoM1-5.2	**Return to Work Transitions Progress**	
Paper No: BoM1-H	Lead: J Gribben	Action requested: Note
Discussion/ Matters Arising	JGr advised that a Home Working Guide and generic Covid Risk Assessments have been developed and agreed via the Health and Safety Committee and has now been made available on the staff hub. Additional facility time was provided to TU representatives to attend meetings. A transitions questionnaire has also been developed to facilitate a safe phase of transition to onsite working. Approaches to ensure safe remote working and aspirations for longer term working arrangements are also included. This document is now 'live' with 91% of staff able to return to College.	
Decision/Noted	To note the report.	

Item BoM1-5.3	**Governance Research Project**	
Paper No: Verbal	Lead: A Barron/P Clark	Action requested: Note
Discussion/ Matters Arising	AB informed members that following the Board's recent involvement in the Government Research Project, the College has been approached by Professor Cate Wilson advising on the Project's continued interest on Board responses to the current crisis. Whilst data collection ended last year, they have requested attendance at the next virtual meeting of the Board in October to gather more data around how Boards are adapting to an online environment.	
Decision/Noted	To agree attendance at the next meeting on 21 October 2020.	

Item BoM1-6.1	**Committee Minutes**	
Item BoM1-6.1.1	**Learning and Teaching Committee**	
Paper No: BoM1-I	Lead: Convener	Action requested: Note
Decision/Noted	To note the draft minute of the Learning and Teaching Committee meeting held on 26 April 2020.	

Item BoM1-6.1.2	Performance and Nominations Committee	
Paper No: BoM1-J BoM1-K	Lead: Convener	Action requested: Note
Decision/Noted	To note the draft minutes of the PNC meetings held on 24 June and 5 August 2020.	

Item BoM1-6.1.3	Remuneration Committee	
Paper No: BoM1-L	Lead: Convener	Action requested: Note
Decision/Noted	To note the draft minute of the Remuneration Committee meeting held on 24 June 2020.	

Item BoM1-7	Any Other Notified Business	
Paper No: Verbal	Lead: D Duff	Action requested: Note
Decision/Noted	None.	

Item BoM1-8	Disclosability of Papers	
Paper No: Verbal	Lead: P Clark	Action requested: Note
Decision/Noted	That the disclosability status of papers remain unchanged.	

Item BoM1-9	Date of Next Meeting	
Paper No:	Lead:	Action requested: Note
Decision/Noted	Date of Next Meeting – Wednesday 21 October 2020.	

The meeting closed at 1820 hours.

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
BoM1-3.1	**Matters Arising – College Company:** Circulate final proposal for establishment of the College Company to the Development Committee prior to submission to the PNC and full Board.	RG	Prior to 21 09 20
BoM1-3.2	**Scheme of Delegation:** Clarify the proposed amendment under Point 4.10 and advise accordingly.	PC	ASAP

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
BoM6-5.3.4	**Development Committee – College Company:** Provide a College Company proposal paper for circulation and feedback prior to the next meeting of PNC.	PL/PC	Prior to PNC Mtg on 24 06 20
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