

Board of Management

Meeting of the Board of Management

**MINUTE OF 1st MEETING HELD ON WEDNESDAY 1 SEPTEMBER 2021 AT 1600 HRS
(BoM1) HELD VIA MS TEAMS**

Present	
Alisdair Barron (AB) (Chair)	May Miller (MM) (Co-optee)
David Cullen (DC)	Graham Mitchell (GM)
David Eaton (DE)	Stuart Patrick (SP)
Lorna Hamilton (LH)	Ronnie Quinn (RQ)
Paul Hillard (PH)	Bernie Savage (BS)
Karen Kelly (KK)	Audrey Sullivan (AS)
Zahra Khan (ZK)	Lesley Woolfries (LW)
Paul Little (PL)	Rebekah Widdowfield (RW)
In attendance	
Helen Brewis (HB) (Item 4 only)	John Gribben (JFG) (Item 4 only)
Paul Clark (PC)	Will McLeish (WM) (Item 6.3 only)
Michael Cross (MC) (Item 6.1 only)	Ann Butcher (Minute)
Apologies for absence	
None	

Item BoM1-1	Welcome to New Board Members	
Paper No:	Lead: Chair	Action requested: Note
Decision/Noted	AB welcomed new members, Professor Ewart Keep, Nicola Cameron, Bernie Savage and Zahra Khan to their first meeting of the full Board of Management. He further thanked members for their participation and assistance in completing the recent appraisal and development reviews. A development programme, incorporating the aspirations and ambitions of members, will be developed, and referenced for the next Board Planning Day event.	

Item BoM1-2	Apologies for Absence	
Paper No:	Lead: Chair	Action requested: Note
Decision/Noted	There were no apologies for absence received.	

Item BoM1-3	Declarations of Interest	
Paper No:	Lead: Chair	Action requested: Note
Decision/Noted	None.	

Item BoM1-4		Wellbeing Survey – Analysis Results	
Paper No: BoM1-A	Lead: H Brewis/J Gribben	Action requested: Note	
Discussion/ Matters Arising	<p>JFG introduced Helen Brewis, Business Psychologist, Robertson Cooper, and invited her to present the analysis results following the recent comprehensive employee Wellbeing Survey undertaken within the College.</p> <p>HB provided a summary overview of the evidence based on the ‘Good Day at Work Survey’ which allows benchmarking across over 50 various industry sectors. Over 70% of College staff completed the survey (the highest ever response to an all staff college survey) however it was recognised that this had been undertaken within a backdrop of a global pandemic. Reportage was provided at three levels (individual, team and organisation) with the overall report showing a relative balance between positive and less favourable factors. Various results were summarised for members.</p> <p>JFG reported that further focus group and drop-in sessions are being held, and the analytics from the 54 hotspot areas identified are being reviewed in detail. He recognised that in order to meet all expectations, different solutions would be required for different areas and that some of these would need to be resourced. Some funding has been secured from the SFC and work is being taken forward. Members were reassured that any additional funding requests would be submitted to the Board for approval. It was noted that update reports will be provided to the Student Staff and Equalities Committee, with periodic updates submitted at full Board meetings.</p> <p>JFG thanked the Board and the Executive for their support, commitment, and investment in College staff.</p>		
Decision/Noted	To note the update presentation and report findings.		

HB and JFG left the meeting. Item 6.1 was taken at this time.

Item BoM1-6.1		SFC Review of Coherent Provision and Sustainability Phase 3 Report	
Paper No: BoM1-D	Lead: P Little/M Cross	Action requested: Discuss	
Discussion/ Matters Arising	<p>The planned CoGC response to Scottish Ministers following the recent report from the SFC on the review of tertiary education and research was previously submitted and taken as read. MC reported that the Principal and Executive have been actively providing extensive support and advice to the SFC throughout the three stages of the reports. He considered that this final SFC report draws on and is aligned with the conclusions of the Cumberford-Little Report which is clearly evidenced, and provides a solid base for the Scottish Government to effect change.</p> <p>The College response was a collaborative effort involving all College SMT and was regarded by members as constructive and helpful for further debate. It was considered that the SFC may not address all the areas raised within the report, for a variety of reasons; the College response highlighted the important key points and priorities required to facilitate significant change.</p>		

	AB commended the report which he hoped would have a positive impact on tertiary education in Scotland.
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Decision/Noted	To note the College response.
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MC left the meeting. WM attended the meeting at this time. Item 6.3 was taken.

Item BoM1-6.3		Stakeholder Positioning & Engagement Strategy
Paper No: BoM1-E	Lead: P Little/W McLeish	Action requested: Discuss
Discussion/ Matters Arising	<p>WM introduced the overarching approach to the College Stakeholder Engagement Plan. He informed that whilst this was still under development, it was important to recognise that strategic engagement activities are still being maximised. He assured the Board that regular engagement, which positively influences outcomes for the College and in some cases the sector, was ongoing with key external stakeholders and would help deliver the relevant aims within the new Strategic Plan. In addition, further customised plans are also being developed for bespoke projects and campaigns as required.</p> <p>PL highlighted examples of forthcoming opportunities to influence and engage. He recognised the experiences, skills set and contacts of Board members and welcomed their participation.</p> <p>Members fully endorsed the content of the paper which provided clear information on the steps required to interact with influential individuals, and organisations and recognised the need to work collaboratively to engage with stakeholders and advocate for both the College and sector interests.</p> <p>LW enquired on the mechanism for Board member recording and monitoring of engagements. WM confirmed that a record and assessment process is being determined internally across Directorates and Faculties. Once finalised this will be shared with members either individually or collectively. It was suggested that advice on negative experiences and challenging conversations should also be recorded within data collection records. WM reported that one-page briefing notes on important strategies, issues and topics are being produced, and it was agreed that a generic College briefing note with key points and relevant stats will be provided for members.</p> <p>AB advised that a Board Employer/Commercial Partnerships Working Group is being considered, with S Patrick as Chair. WM volunteered his participation.</p>	
Decision/Noted	<ul style="list-style-type: none"> To note the proposed approach to stakeholder engagement. To provide advice on Board member recording process. To provide a generic College briefing note for Board members. 	

WM and LH left the meeting.

Item BoM1-5.1		Minute of the previous Board of Management Meeting held on Wednesday 16 June 2021
Paper No: BoM6-B	Lead: Chair	Action requested: Approve

Decision/Noted	That the minute be approved.
	<p>Matters Arising</p> <p>Property Disposals/Development Update PL reported that the full “Masterplan” proposal is being progressed and it is anticipated will be submitted to the Board by December 2021.</p> <p>Students’ Association (SA) Constitution BS reported that guidance on development of a MoU has recently been received from the NUS. A SA SLWG has been set up to develop a draft MoU in collaboration with the College. The final draft proposal will be submitted to the Board.</p>

Item BoM1-5.2	Strategic Risk Review	
Paper No: BoM1-C	Lead: P Clark	Action requested: Approve
Discussion/ Matters Arising	<p>PC reported that the review cycle of strategic risks is now underway and will be fully considered in detail, via Management Action Plans for strategic risks, at relevant Board Committee meetings. He further advised that PNC had recently agreed that only a brief summary of the risk position and key changes would be submitted at the full Board.</p> <p>Three RED related risks were highlighted which show a reduction in the highest-scoring risks overall. The average risk score (10.5) reflects an improved financial and broader operational outlook.</p>	
Decision/Noted	<ul style="list-style-type: none"> • To approve the Risk Register dated 25 August 2021. • To note the ongoing review of strategic risks. 	

Item BoM1-6.2	SA Update	
Paper No: Verbal	Lead: B Savage	Action requested: Discuss
Discussion/ Matters Arising	<p>BS informed that the SA team are now back on site 4 days per week with operational and work plans being developed by project teams. She further reported that the Environmental and Sustainability team are involved with preparations for COP26 and weekly challenges are being released to staff and students to encourage them to take steps to mitigate their environmental impact.</p> <p>The Mental Health and Wellbeing team are reviewing the Student Mental Health Agreement which was developed with Think Positive. A gender-based crime and gender inequality campaign is being progressed. Members were also advised that an awareness-raising campaign to combat “essay mills” is also being organised.</p> <p>The reopening of student clubs and societies will be promoted shortly with a number hoping to meet face to face. The value of online channels has been recognised and it is anticipated that these will continue.</p> <p>The new class rep election process is ongoing.</p>	
Decision/Noted	To note the update report.	

Item BoM6-5.4		Chair's Remarks
Paper No: Verbal	Lead: Chair	Action requested: Discuss
Discussion/ Matters Arising	<p>AB updated members on his recent attendance at a series of meetings with the Executive and Board of Colleges Scotland. Discussions with Chairs of partner Colleges and the Chair of GCRB have also been undertaken. AB advised on his attendance at an onsite meeting with the VP Corporate Development & Innovation and his team. He had also taken the opportunity to meet with Student Services during that time to thank them for all their support.</p> <p>AB reiterated his previous comments and thanked members for their input at the recent development reviews. He further encouraged the return of any outstanding signed documentation to PC.</p>	
Decision/Noted	To note the update report.	

Item BoM6-5.5		Principal's Report
Paper No: Verbal	Lead: P Little	Action requested: Discuss
Discussion/ Matters Arising	<p>PL reported that onsite activity levels have increased with over 3000 students attending College today (01 09 21). Whilst this is a significant increase, onsite attendance is still below normal daily attendance levels (normally 10-12000).</p> <p>The vast majority of students are complying with the new updated protocols which are being reinforced by College staff. 1 metre distance rules are in place and masks will be worn at all times. A NHS Covid-19 Mobile Vaccination Unit will be onsite on 7 and 8 September and students over the age of 16 will be encouraged to receive their vaccinations. Co2 levels are being monitored within the building and ventilation is being increased where necessary.</p> <p>As at Day 3 of AY 2021-22, enrolments are good for the majority of courses however there is a current shortfall of 230 which is anticipated to be filled early this term or through January start courses. Staff are currently following up and supporting applicants yet to enrol.</p> <p>The 2020-21 financial projection has improved to a £0.6m surplus however this includes additional funding received (including additional SFC grant funding). Colleges will continue to lobby the SFC to maximise grant funding for 2021-22.</p> <p>The following matters were also reported:</p> <ul style="list-style-type: none"> • The new position of Finance Director has been accepted by the selected candidate. • The Hybrid Working Toolkit (which will be trialled for a 1-year period) has now been launched and circulated to all staff. • The rescheduled Summer Graduation Ceremony will be held on 2 September at the Glasgow Cathedral. Board members have been invited to attend. 	

- Retraining through upskilling and reskilling is likely to escalate following the end of furlough in late September. Microcredentials are being developed.
- The Learning and Teaching Conference 'Let's Get Phygital' will be held on 14 September. Board members have been invited to attend.
- Preparations are ongoing in the lead up to COP26 (31 Oct – 12 Nov 2021). Riverside Campus will become an International Maritime Hub hosting a range of events highlighting UK maritime expertise. City Campus will host other COP26-related events.

AB congratulated RQ on his appointment as CEO, NECCUS, and PH as Director of Consultancy DTP. He further advised that due to personal and professional commitments, Sarah Erskine has resigned from the Board.

DE raised some concern regarding the significant number of students queuing for lifts on site which may be considered a H&S issue. ZK advised that, as students become more familiar with the layout of the College over time, this should dissipate; however a 'Ditch the Lift' campaign has been launched and students will be encouraged to use the stairs.

Decision/Noted

To note the update report.

Item BoM1-7.1	ESRC-Funded Project – Processes and Practices of Governing in Colleges of FE in the UK	
Paper No: Verbal	Lead: P Clark	Action requested: Note
Decision/Noted	That a conference to present the findings of the ESRC-funded project (towards which CoGC participated), will be held on Thursday 23 September 2021 (0930-1300 hours). The event will be facilitated by the College Development Network.	

Item BoM1-7.2	Hybrid Working Toolkit	
Paper No: BoM1-F	Lead: P Clark	Action requested: Note
Decision/Noted	To note the Hybrid working Toolkit Guide to Good Practice in Implementing Hybrid Working Arrangements. NC praised all involved in the development and implementation of this best practice toolkit which provides clear vision and guidance on the execution of hybrid working. DE was also encouraged that the toolkit had been based on the guiding principle of trust, which had proven to be of such value over lockdown.	

Item BoM1-8	Reports from Board Committees	
Item BoM1-8.1	Committee Minutes	
Item BoM1-8.1.1	Performance & Nominations Committee	
Paper No: BoM6-N	Lead: Convener	Action requested: Note
Discussion/ Matters Arising	LW highlighted the agreement that short-term working groups may be used to bolster the work of the Board Committees. LW also requested that the Board Anti-Racism session be rescheduled, possibly as part of the	

	November Planning Event. PC agreed that this was the intention, subject to facilitator availability.
Discussion/Noted	To note the minute of the Performance & Nominations Committee meeting held on 11 August 2021.

Item BoM1-9	Any Other Notified Business	
Paper No: Verbal	Lead: Convener	Action requested: Note
Decision/Noted	City of Glasgow International (CGI) AB added that both the Chair of GCRB and Chief Executive of the SFC have been consulted on the establishment of City of Glasgow International. Company activities should commence late September.	

Item BoM1-10	Disclosability of Papers	
Paper No: Verbal	Lead: P Clark	Action requested: Note
Decision/Noted	That the disclosability status of papers remain unchanged at this time.	

Item BoM1-11	Date of Next Meeting	
Paper No:	Lead:	Action requested: Note
Decision/Noted	Due to the clash of date with the COP26 event, the date of the next meeting and Planning Event has been rescheduled to Wednesday 17 November 2021. Technology to support hybrid meetings is currently being tested, however a satisfactory solution has not yet been finalised.	

The meeting closed at 1830 hours.

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
BoM1-5.1 01 09 21	SA Constitution: Draft MoU will be circulated to the Board once finalised.	BS	ASAP
BoM1-6.3 01 09 21	Stakeholder Positioning & Engagement Strategy: Provide advice on recording process and issue generic College briefing note for Board members.	WM	Ongoing

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
BoM6-4.1 16 06 21	Property Disposals/Development Update: Full estates masterplan to be submitted to Board.	PL	By Dec 2021
BoM6-4.2 16 06 21	CGI Ltd: Update and refine documentation as agreed + circulate for approval via email.	RG	Early July 2021 Complete
BoM6-4.2 16 06 21	CGI Ltd: Circulate Henderson Loggie report to members as required.	RG	As required Complete
BoM6-4.3 16 06 21	Strategic Scenarios: Submit paper on competitive positioning.	PL	01 09 21 Complete
BoM6-5.1 16 06 21	Board Committees Review: Feedback to Chair.	ALL	July 2021 Complete
BoM6-5.4 16 06 21	Chair's Remarks: Invite Chair to Committee meetings in new session.	Conveners/ PC	Early 2021-22 Complete
BoM6-6.1.2 16 06 21	SA Constitution: Circulate MoU for approval via email.	Student President	Ongoing Updated