

Board of Management

Meeting of the Board of Management

**MINUTE OF 3rd MEETING HELD ON WEDNESDAY 30 MARCH 2022 AT 1600
HRS (BoM3) HELD IN PERSON and via MS TEAMS**

| Present | |
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| Alisdair Barron (AB) | May Miller (MM) |
| David Cullen (DC) | Graham Mitchell (GM) |
| David Eaton (DE) | Ronnie Quinn (RQ) |
| Lorna Hamilton (LH) | Bernadette Savage (BS) |
| Ewart Keep (EK) | Audrey Sullivan (AS) |
| Zahra Khan (ZK) | Lesley Woolfries (LW) |
| Paul Little (PL) | |
| In attendance | |
| Paul Clark (PC) | Stuart Thompson (ST) |
| Jon Gray (JG) | |
| John Gribben (JFG) | Ann Butcher (Minute) |
| Apologies | |
| Nicola Cameron (NC) | Karen Kelly (KK) |
| Paul Hillard (PH) | Stuart Patrick (SP) |

| Item BoM3-1 | Apologies for Absence | |
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| Paper No: | Lead: Chair | Action Requested: None |
| Verbal Decision | Apologies were received from NC, PH, KK and SP. | |

| Item BoM3-2 | Declarations of Interest | |
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| Paper No: | Lead: Chair | Action Requested: None |
| Verbal Decision | None. | |

| Item BoM3-3.1 | Minute of the previous Board of Management Meeting 15 December 2021 | |
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| Paper No: BoM3-A | Lead: Chair | Action Requested: Approval |
| Decision | That the minute be approved subject to minor attendance amendments. | |
| | Matters Arising That BS circulate the SA Constitution MoU to all members. | |
| | Fraud Closure Report PL advised that official confirmation from the Auditor General has been received which affirms their satisfaction that the College has taken all appropriate steps to address the weaknesses identified from the fraud investigation. The Auditor General does not anticipate further reporting | |

on the matter in the future. A Lessons Learned report will be shared with the SFC.

| Item BoM3-3.2 | | Terms of Reference Update – Development Committee | |
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| Paper No: BoM3-B | Lead: P Clark | Action Requested: Approval | |
| Discussion | <p>PC presented an addition to the Development Committee Terms of Reference to include responsibility for oversight of the new College Company. The AAC further agreed (March 2022) to refer to “the College Group” rather than “the College” in its Terms of Reference, to include all activities and responsibilities of City of Glasgow College.</p> <p>The revised Development Committee ToR were agreed and reference to the College Group will be considered under all Committee ToR.</p> | | |
| Decision | To agree the revised Development Committee ToR. | | |

| Item BoM3-3.3 | | Board of Management Draft College Calendar of Meetings 2022-23 | |
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| Paper No: BoM3-C | Lead: P Clark | Action Requested: Approval | |
| Discussion | <p>PC submitted the Board Calendar of Meetings 2022-23 for approval. Members noted the adjustments to the regular cycle including AAC and LTC meeting dates, some of which accommodated the recommendations of the External Auditors.</p> | | |
| Decision | That the Calendar of Meetings 2022-23 be approved. | | |

| Item BoM3-3.4 | | New Model Code of Conduct 2022 | |
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| Paper No: BoM3-D | Lead: P Clark | Action Requested: Approval | |
| Discussion | <p>PC presented the revised Model Code of Conduct for members of devolved public bodies in Scotland which replaces the previous Code (2014). The summary of key changes which highlights the need for members to take personal responsibility for their behaviour, including awareness of College policies relating to social media, equality and diversity and bullying and harassment were highlighted. PC recommended approval of the new Code subject to any requests for special amendments or additions.</p> | | |
| Decision | <ul style="list-style-type: none"> • To adopt the proposed Code for publication on the College website. • To arrange an additional development opportunity to provide further advice and clarity for members. | | |

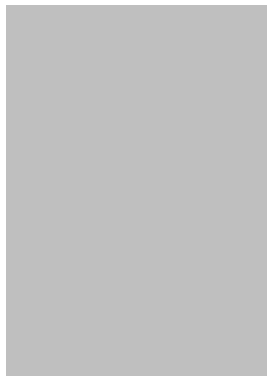
| Item BoM3-3.5 | | Developing a Performance Framework | |
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| Paper No: BoM3-E | Lead: J Gray | Action Requested: Approval | |
| Discussion | <p>JG updated the Board on the work required to re-establish a College performance framework in support of the prioritising of reporting measures within balanced scorecards and College strategies. SMT</p> | | |

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| | <p>have reviewed the measures for each of the 5 underpinning College strategies, capturing high level and key performance indicators for each, mapped against the four quadrants of the balanced scorecard. A full breakdown of performance measures for each strategy is being produced with the expectation that full measures and scorecards will be populated and made available prior to the EFQM assessment visit in June.</p> <p>DC considered the current Balanced Scorecard approach to be too static in relation to delivery of the College’s strategic ambition. JG confirmed that Balanced Scorecards provide coherence across all operations in delivery of the Strategic Plan, which informs and is aligned to Faculty and Directorate Operational Plans.</p> <p>Members commended the approach and good progress being made however acknowledged the significant task required to develop a common cross College performance framework, including prioritisation of key performance measures for meaningful reporting purposes. The need to engage with teams to establish ownership and consistency was particularly supported.</p> |
| Decision | To approve the approach for re-establishment of the College performance framework. |

Item 5.1 was taken.

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| Item BoM3-5.1 | EFQM Update | |
| Paper No: BoM3-K | Lead: J Gray | Action Requested: Noting |
| Discussion | <p>JG provided an update on the progress being made with the 2022 submission for European Foundation for Quality Management (EFQM) Global Award. The College is on track to meet the deadline of 04 04 22 with the assessment scheduled to take place w/c 13 06 22. Background information was noted.</p> <p>DE queried the added value for learners in achieving this award particularly given the overall costs involved including staff time. PL advised that the award is based on an Excellence Model which aims to show how well an organisation is performing and is trusted by many organisations worldwide. The framework and any recommended outcomes will ensure that the College processes are aligned to delivery of the College purpose and will also ensure best practice is being followed.</p> | |
| Decision | To note the report. | |

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| Item BoM3-3.6 | Strategic Risk Review | |
| Paper No: BoM3-F | Lead: P Clark | Action Requested: Approval |
| Discussion | <p>PC introduced the Strategic Risk Review. Two new risks have been added to the Risk Register at the request of the AAC; Risk 28 - <i>Failure to manage strategic risks associated with City of Glasgow International Ltd/College Group</i> and Risk 29 - <i>Failure of Compliance with Environmental Social and Governance (ESG) Duties</i>. Owners will be</p> | |



agreed at SMT and Risk MAPs will be developed and kept under review.

PC further reported that due to increased economic challenges, the financial outlook has deteriorated and three red-rated risks (Risks 7, 15 and 16) remain.

Risk 22 – *Negative Impact of Brexit* has been reduced to 9 (low Amber). This Risk is now becoming less strategic and may be reframed or removed.

Decision

To approve the College Risk Register as at 16 March 2022.

| Item BoM3-3.7 | Voluntary Severance (VS) Proposal |
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| Paper No: BoM3-J | Lead: P Little/J Gribben Action Requested: Approval |
| Discussion | <p>JFG reported that due to the ongoing financial impact of the pandemic, increased annual staff costs and forecast inflationary pressures there is now an urgent requirement to improve the College financial performance. The option to open a VS scheme to remove posts that are no longer required was submitted for consideration. A draft Policy and Scheme was also submitted for review.</p> <p>RW suggested that additional information on previous costs savings following the VS scheme held during 2018 would be helpful. ST advised that the 2018 leadership reorganisation streamlined the Faculty management structure; however, the added complication of the pandemic has made this difficult to assess particularly in relation to factors such as student retention. Whilst savings have been made, the staff costs have increased which would have been affordable had the impact of Covid not significantly reduced College income.</p> <p>ST added that approval of this VS scheme would provide ELT with the option to control staff costs along with other initiatives. Potential funding for the proposed Scheme was discussed.</p> <p>Members further noted that this matter had been discussed at the Support Staff Local Negotiation Committee (LNC) and will be further discussed with EIS at the next LNC meeting.</p> <p>DE advised members that the current staffing structure in academic areas was problematic and should be taken into consideration. Following the removal of Senior Lecturer positions, there is now added pressure on Curriculum Heads, particularly in terms of responsibility for course leadership. PL confirmed that any review of the current structure would be undertaken to ensure it was fit for purpose but would not directly relate to the proposal to implement VS.</p> <p>AB reminded members that the majority of College expenditure relates to staff costs. He understood that opening a VS scheme would not solve current financial challenges however it provided an option for ELT to reduce costs along with other initiatives which would also be investigated. AB further reminded that approval of a VS scheme would also need to be ratified by Glasgow Colleges Regional Board (GCRB) and the SFC.</p> |

LW suggested that approval should be subject to clarification on funding required prior to approval by GCRB and the SFC. LW also considered that additional information on comparable alternatives with similar investment levels would be beneficial in advance. LW further referred to the informal discussions undertaken at LNC meetings and requested additional contextual information.

JFG advised that initial awareness raising discussions had taken place at LNC however official consultation would not be undertaken until the Scheme has been approved. Required funding would also need to be determined after all VS applications are received therefore would not be available in advance of approval.

RQ supported the paper, subject to available funding, however considered that some discussion statements were inconsistent and further clarification that the VS Scheme was separate from any form of predetermined reorganisation should be added.

JFG reassured members that full consultation will be taken with trade unions and key stakeholders.

Decision

- That the proposed VS Policy and Scheme be recommended for further approval by GCRB and the SFC.
- That appropriate funding sources be sought from the SFC and College Foundation.

| Item BoM3-3.8 | North Hanover Street Sale | |
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| <p>Paper No: BoM3-T Discussion</p> | Lead: S Thompson | Action Requested: Approval |
| <p>Decision</p> | <p>ST updated the Board on the further sale of the NHS buildings and the ongoing clawback and overage negotiations with current owners Osborne & Co.</p> <p>Based on discussions with specialist advisers, a compromise payment has now been negotiated. ST offered advice regarding the possible consequences if the College were to reject the current “final” offer.</p> <p>Members noted that the compromise payment should be returned to SFC; however it was noted that the College intends to submit a request to the SFC and the Scottish Government, to retain the full payment highlighting the College’s challenging financial position.</p> <p>To approve the negotiated final offer of the former NHS buildings as follows:</p> <ul style="list-style-type: none"> • immediate payment of £700k, and • £400k overage payment (applicable until 29 04 25). Thereafter this will reduce by £100k every 3 months until the overage amount payable becomes nil. | |

| Item BoM3-4.1 | Students’ Association Update | |
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| <p>Paper No: BoM3-G</p> | Lead: B Savage/Z Khan | Action Requested: Discussion |

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| Discussion | <p>BS was pleased to announce the new SA presidential team for academic year 2022-23 as follows:</p> <p>Student President – Megan McClellan VP Learning & Teaching – Josh Taylor VP Social & Activities – Zara Grew VP Diversity & Wellbeing – Rose Subido</p> <p>AB congratulated both BS and ZK for their exceptional contribution to the Board and its Committees particularly during such a challenging year. He wished them both well in the future.</p> <p>Members further congratulated BS on her recent appointment as Vice President Further Education with the National Union of Students (NUS).</p> |
| Decision | To note the report. |

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| Item BoM3-4.2 | Chair’s Remarks | |
| Paper No: Verbal | Lead: Chair | Action Requested: Discussion |
| Discussion | <p>AB reminded members that this would be Paul Clark’s final Board meeting as College Secretary. He considered it a pleasure to have worked with him over the past 10 years and thanked him for his good common-sense approach and counsel provided. Members wished him well in his retirement. PL added that his guidance had been exceptional and he would be greatly missed.</p> <p>It was agreed that PC be invited to attend a celebratory dinner in June. PC thanked members and welcomed the opportunity to meet up informally.</p> | |
| Decision | To invite PC to the Board dinner in June. | |

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| Item BoM3-4.3 | Principal’s Report | |
| Paper No: Verbal | Lead: P Little | Action Requested: Discussion |
| Discussion | <p>PL updated members on current on-site attendance figures including both staff and students (ie 3094 @ 30 03 22). A further Covid variant is predicted later this year, however it is currently unknown if this would be more transmissible or lethal than Omicron. After 18 April, the requirement to wear a face mask is no longer a legal requirement in Scotland. Staff and students will be encouraged to continue wearing masks to protect themselves and others.</p> <p>Following relaxation of Government restrictions, a rise in the number of Covid cases have been reported, with the highest tally of cases being reported for the month of March to date. The level of staff and student absences will have a knock-on effect on the College.</p> <p>PL further advised on the following matters:</p> <ul style="list-style-type: none"> • The College has been earmarked to launch the new National Shipbuilding Strategy. The date has yet to be confirmed. | |

- The recent visit from the Secretary of State for International Trade, Anne-Marie Trevelyan was reported. Joe Griffin, Director-General Education and Justice will also visit the College on 01 04 22.
- Alison Bell (formerly Assistant Dean (AD) in Hospitality and Leisure) was successful in her application to become Interim Dean Creative Industries.
- AD Brand and Communications and, AD Project Management have taken up alternative opportunities and recruitment for replacements will be considered. All vacancies are now passed to ELT for prior approval.
- The new Compliance Auditor is making excellent progress, reviewing outstanding actions from audits.
- The recent Wellbeing Week was very successful. Staff feedback is being reviewed.

The annual Open Day was held in person on 12 03 22 with around 1745 people attending. To date, the College has a 9% decrease in first choice applications compared to this time last year. There has been a continued downward trend over the past 7 years and Faculties are currently reviewing applications and progressing offers.

The internal My Student Experience Survey has now been completed with high levels of satisfaction (at 90.8%) reported. The SFC Leaver Destination and Student Satisfaction and Engagement Surveys will be undertaken and are due to conclude on 25 03 22 and 29 04 22 respectively.

Decision

To note the update report.

| Item BoM3-4.4 | Hybrid Working Review | |
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| Paper No: BoM3-H | Lead: P Little | Action Requested: Discussion |
| Discussion | An overview of the College hybrid working journey and update on progress following an evaluation at the 6-month stage was submitted for review. Further analysis is required however responses were mainly positive and many successes were identified as a result of hybrid working. | |
| Decision | To note the report. | |

| Item BoM3-4.5 | Early View Budget 2022-23 | |
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| Paper No: BoM3-I | Lead: P Little | Action requested: Discussion |
| Discussion/ Matters Arising | PL introduced the early view draft budget for 2022-23 which was submitted at the last meeting of the FPRC ahead of the SFC funding announcement. Due to financial pressures which includes a reduction in SFC funding and continued increase in staff costs, a significant deficit is anticipated. This includes corrective actions such as growth in income streams and a reduction in staff costs. Progress towards achieving a breakeven position by 2023-24 will be extremely challenging. A final budget will be submitted at the next meeting in June. | |

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| | <p>The College continues to engage with the SFC, highlighting CoGC's unique position of high volume, non SFC income which has been significantly affected by the pandemic.</p> <p>LW recognised the challenges faced to reach a balanced budget but reminded members of their duty of care and responsibilities under OSCR to deliver a balanced budget. Where possible, all mitigation measures must be enacted to reduce the current forecast deficit.</p> |
| Decision | That the final budget 2022-23 be presented at the next meeting. |

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| Item BoM3-6 | Reports from Board Committees | |
| Item BoM3-6.1 | Committee Items for Noting/Information | |
| Item BoM3-6.1.1 | FOISA Report 2020-21 | |
| Paper No: BoM3-L | Lead: P Clark | Action Requested: Note |
| Decision | To note the FOISA Report 2020-21 as submitted at the Audit and Assurance Committee meeting held on 2 March 2022. | |

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| Item BoM3-6.2 | Committee Minutes | |
| Item BoM3-6.2.1 | Development Committee | |
| Paper No: BoM3-M + N | Lead: | Action Requested: Note |
| Decision | To note the minutes of the Development Committee meetings held on 9 December 2021 and 9 February 2022. PC proposed that following email circulation of City of Glasgow International Ltd business plan to all Board members, the Plan be formally approved. This was agreed. | |

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| Item BoM3-6.2.2 | Performance and Nominations Committee | |
| Paper No: BoM3-O | Lead: | Action Requested: Note |
| Decision | To note the minute of the Performance and Nominations Committee meeting held on 24 January 2022. | |

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| Item BoM3-6.2.3 | Students, Staff and Equalities Committee | |
| Paper No: BoM3-P | Lead: | Action Requested: Note |
| Decision | To note the minute of the Students, Staff and Equalities Committee meeting held on 2 February 2022. | |

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| Item BoM3-6.2.4 | Learning and Teaching Committee | |
| Paper No: BoM3-Q | Lead: | Action Requested: Note |
| Decision | To note the minute of the Learning and Teaching Committee meeting held on 15 February 2022. | |

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| Item BoM3-6.2.5 | Audit and Assurance Committee | |
| Paper No: | Lead: | Action Requested: Note |

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| BoM3-R | |
| Decision | To note the minute of the Audit and Assurance Committee meeting held on 2 March 2022. |

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| Item BoM3-6.2.6 | Finance and Physical Resources Committee | |
| Paper No: BoM3-S | Lead: | Action Requested: Note |
| Decision | To note the minute of the Finance and Physical Resources Committee meeting held on 9 March 2022. | |

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| Item BoM3-7 | Any Other Notified Business | |
| Decision | None. | |

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| Item BoM3-8 | Disclosability of Papers | |
| Decision | That the disclosability status of papers remain unchanged at this time. | |

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| Item BoM3-9 | Date of Next Meeting | |
| Decision | Wednesday 15 June 2022 | |

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

| Item | Description | Owner | Target Date |
|----------------------|---|--------------------|----------------------|
| BoM3-3.4 30 03 22 | New Model code of conduct 2022: Arrange Model Code of Conduct development opportunity for members. | College Secretary | Ongoing |
| BoM3-3.7 30 03 22 | VS Proposal: Submit for approval from GCRB and SFC. | JFG/ST | Ongoing |
| BoM3-3.7 30 03 22 | VS Proposal: Seek appropriate funding from SFC and College Foundation. | JFG/ST | Ongoing |
| BoM3-4.2 30 03 22 | Chair's Remarks: Invite PC to Board dinner. | Exec Office/ CG | Prior to 15 06 22 |

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

| Item | Description | Owner | Target Date |
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| BoM2-4.3 15 12 22 | Principal's Report: Locate College Supporting Strategies on Myconnect; PC | PC | ASAP Complete |
| BoM6-4.1 16 06 21 | Property Disposals/Development Update: Full estates masterplan to be submitted to Board. | PL | By Dec 2021 Complete |
| BoM6-6.1.2 16 06 21 | SA Constitution: Circulate MoU for approval via email. | Student President | Ongoing Complete |
| 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 |