

## Board of Management

### Meeting of the Board of Management

MINUTE OF 4<sup>th</sup> MEETING HELD ON WEDNESDAY 15 JUNE 2022

AT 1600 HRS (BoM4) HELD IN PERSON and via MS TEAMS

Present	
Alisdair Barron (AB)	Paul Little (PL)
Nicola Cameron (NC) (Remote)	Graham Mitchell (GM)
Lorna Hamilton (LH) (Remote)	Ronnie Quinn (RQ)
Paul Hillard (PH)	Bernadette Savage (BS)
Ewart Keep (EK)	Audrey Sullivan (AS)
Karen Kelly (KK)	Lesley Woolfries (LW)
In attendance	
Claire Carney (CC)	Sheila Lodge (SL)
Roy Gardner (RG)	Stuart Thompson (ST)
John Gribben (JFG)	Ann Butcher (Minute)
Apologies	
David Cullen (DC)	May Miller (MM)
David Eaton (DE)	Stuart Patrick (SP)
Zahra Khan (ZK)	Rebekah Widdowfield (RW)

AB congratulated RW on her recent appointment as Vice Principal, People and Diversity at the University of St Andrews.

Item BoM4-1	Apologies for Absence	
Paper No: Verbal	Lead: Chair	Action Requested: None
Decision	Apologies were received from DC, DE, ZK, MM, SP and RW.	

Item BoM4-2	Declarations of Interest	
Paper No: Verbal	Lead: Chair	Action Requested: None
Decision	None.	

Item BoM4-3.1	Minute of the previous Board of Management Meeting 30 March 2022	
Paper No: BoM4-A	Lead: Chair	Action Requested: Approval
Decision	That the minute be approved.	
	<p><b>Matters Arising VS Proposal</b></p> <p>PL informed the Board that a Glasgow Region Assigned College consensus approach for the VS scheme has now been agreed. The minor variation aligns severance terms by reducing the maximum 12-</p>	

month salary cost to a maximum 9-month salary costs. This proposal has been submitted to GCRB and will be further submitted to the SFC Board meeting next week. Requests for appropriate funding will also be submitted to the SFC and the College Foundation.

**Students' Association (SA) Constitution**

BS reported that the proposed SA MoU was considered a duplication of the SA Constitution and it had been agreed that this would not be required. A link to the CitySA Constitution is available on the SA website.

**Strategic Partnerships**

PL advised that a Strategic Partnerships briefing paper would be provided to members at the next meeting of the Board.

**Employer Engagement SLWG**

AB referred to the proposed Board Employer Engagement Short-Life Working Group (SLWG) and advised that as SP is currently on sabbatical, the first meeting has yet to be arranged. SP has initially proposed that the Group consider the following 3 levels: Level 1 - Benefit to students; Level 2 – Delivery Outcomes for Businesses; and Level 3 – Contribution to the Wider Economy. AB acknowledged the lack of progress to date however members were assured that parallel work with key industry stakeholders is currently ongoing in College and will contribute towards work required for the aims of the Student Academic Engagement Strategy.

The Board SLWG will provide a more formalised approach to leverage support and engage with businesses and will help form mutually beneficial symbiotic relationships. AB further reported that the role of Colleges in Regional Economic Development is also being addressed through the College Development Network's Chairs' Economic Recovery Group.

Item BoM4-3.2		Committee Terms of Reference Review	
Paper No: BoM4-B	Lead: P Little (for M Cross)	Action Requested: Approval	
Discussion	PL reported that each of the Board Committees has reviewed its Terms of Reference and any amendments as agreed by each Committee were submitted for review. The agreed changes were reviewed and approved.		
Decision	To agree the Board Committee Terms of Reference.		

Item BoM4-3.3		Strategic Risk Register	
Paper No: BoM4-C	Lead: S Lodge	Action Requested: Approval	
Discussion	SL introduced the Strategic Risk Register and detailed Risk Scores which have been reviewed by relevant Board Committees. Members particularly noted the addition of new Risk 30 – <i>Failure to Secure Sufficient Capital Investment</i> (Risk Score 12, AMBER) which addresses the risk should the College be unable to secure sufficient capital		

	investment to allow for replacement of all equipment as it comes to the end of its useful life.
	Members noted the highest scoring (RED) Risks 7 and 16 reflect the deterioration in the current financial outlook. Risk 22 – <i>Negative Impact of Brexit</i> has been reduced (Risk Score 9, AMBER) and will remain on the Register for further review early next year.
<b>Decision</b>	To approve the Risk Register dated 7 June 2022.

<b>Item BoM4-3.4</b>	<b>Financial Plan 2022-23</b>	
<b>Paper No: BoM4-D</b>	Lead: S Thompson	Action Requested: Approval
<b>Discussion</b>	<p>ST provided an overview of the draft Financial Plan 2022-23 as presented and endorsed at the FPRC meeting on 1 June 2022. Cost saving efficiencies of £1.45m have been incorporated to reduce the effects of the real-terms SFC funding cut, bringing the mitigated position towards a target deficit of £2m. Key assumptions including continued recovery and substantial growth in fee income and staff efficiencies (yet to be specifically identified) represent key transitional recovery as the College emerges from the adverse operational and economic impacts of Covid-19. The deficit in 2022-23 will continue to be further minimised to return to a breakeven position in 2023-24.</p> <p>PH asked for further detail on the areas of efficiencies yet to be developed to ensure that the proposed saving efficiencies (£1.45m) would be achievable. ST informed the Board that cost control measures will continue to be in place including ELT approval of all staff recruitment and SMT approval of overtime (including bank staff). A review of existing agency staff contracts and staff structures is also ongoing. The budget does not reflect the investment or cost savings from the proposed VS scheme which continues to be developed and, if implemented, would generate further savings within the budget.</p> <p>EK referred to the significant issues relating to reduced mental health and post-Covid psychological scarring. He highlighted the potential detrimental impact on the number of students applying to College in favour of direct employment which may reduce course recruitment figures next session. GM further highlighted the proposed generation of increased fee income which would also be financially impacted by any downturn in applications. Recognising the challenges, ST and CC reassured the Board that student recruitment and pre-enrolment figures are reviewed monthly and cohorts are reduced/increased in line with demand. CC advised that first choice applications and pre-enrolments have increased from this time last year.</p> <p>ST noted that the Financial Plan 2022-23 will be kept under review at all meetings of the FPRC and a further update on VS will be provided at the next meeting of the full Board.</p>	
<b>Decision</b>	<ul style="list-style-type: none"> <li>To approve the College budget for financial year 2022-23 with an underlying deficit position of £2m, noting key assumptions and the efficiency savings target of £1.45m committed by ELT, but not yet specifically identified.</li> </ul>	

- To note the management’s ongoing ambition and intent to minimise the deficit position in 2022-23 below £2m, and return to break-even in 2023-24.

Item BoM4-3.5	Charles Oakley Building Option Appraisal	
Paper No: BoM4-E	Lead: S Thompson	Action Requested: Approval
Discussion	<p>ST reported that in-depth discussion on the COB Options Appraisal was undertaken at the FPRC on 01 06 22. The 5 potential Options were reviewed and the Committee agreed that Option 5, Refurbishment and Development as Student Residences (including a sub option with potential expansion to ground to north), to include a holding ‘Do Nothing’ Option (with annual costs), would be taken forward to Outline Business Case stage. ST provided further detail on potential revenue costs.</p> <p>RG further advised that the current lease agreement with St Luke’s will end within the next few years and contingency planning to exit this agreement will now be progressed. He informed the Board that the student population within the city centre is expected to increase and demand for student accommodation (particularly from international students) will remain high.</p> <p>ST further advised that to reduce ongoing costs and potentially reduce security issues, short term temporary options are being discussed with Bruntwood in parallel with development of the Business Case.</p> <p>KK provided further detail on views provided by FPRC members and added that depending on the financial viability of Option 5, it had been suggested that Option 2 ‘Sale’ be further considered.</p>	
Decision	<ul style="list-style-type: none"> <li>• To approve progress to Outline Business Case for the student residency (Option 5) including the impact of doing nothing.</li> <li>• To consider Sale Option should Option 5 not be financially viable.</li> </ul>	

Item BoM4-4.1	Wellbeing Survey Update	
Paper No: BoM4-F	Lead: J F Gribben	Action Requested: Discuss
Discussion	<p>JFG presented an update on the actions taken and next steps outlined following analysis of the Robertson Cooper survey results. Examples of hotspots, planned interventions and feedback from the Wellbeing Development Week held in March 2022 were presented. SMT have now undertaken a wellbeing Workshop (‘Organisational Wellbeing – A Strategic Approach’) which will help establish a wellbeing culture within the College.</p> <p>JFG reported that whilst a wide range of good practice and support has been put in place, SFC Mental Health funding will end in July 2022. Any reduction in resources will significantly impact the College’s ambition to have a culture of wellbeing and will increase absence levels, particularly relating to mental health issues.</p>	

	<p>LW noted that the financial impact and mitigation of staff absence levels was discussed by FPRC and agreed that whilst funding levels will reduce, the College must maintain its focus and support on staff wellbeing.</p> <p>RQ suggested that relevant financial assumptions should be considered to help assess the value and credibility of the wellbeing support provided. PL confirmed that the College would continue to make this commitment.</p>
<b>Decision</b>	To note the Wellbeing Survey Update.

<b>Item BoM4-4.2</b>	<b>Updated ELT Scenarios</b>	
<b>Item BoM4-4.2.1</b>	<b>Financial Planning (5 Year View)</b>	
<b>Paper No: BoM4-G</b>	Lead: S Thompson	Action Requested: Discuss
<b>Discussion</b>	<p>ST presented an updated 5-year financial projection which set out the key assumptions, dependencies and sensitivities potentially impacting on the College's long-term financial sustainability. The £2m deficit in 2022-23 is part of a phased approach to return to a break-even/surplus position across 2021-22 to 2023-24. Members noted that the recent Scottish Government Spending Review announcement has provided additional financial challenges with 'flat cash' funding expected to continue over the 5-year period.</p> <p>ST provided an overview of the 3 financial scenario summary projections based on the current 2022-23 draft budget. The combined income growth and efficiency savings required were highlighted and the sensitivity and scale of the financial challenges faced were discussed.</p> <p>NC requested further detail on the level of certainty for recovery and growth of international and commercial fee income. RG confirmed that the growth in international and commercial fees was fully supported by trend analysis and the 5% baseline assumption was considered realistic. PH suggested that year on year staffing efficiencies required from 2023-24 should be further detailed within the report.</p> <p>Members noted that staff savings required to ensure financial sustainability are being considered across the sector. Given the potential impact on core service delivery, careful consideration and due process to minimise any potential impact on staff and students are being carefully applied.</p>	
<b>Decision</b>	To note the Financial Planning (5 year) scenario update.	

<b>Item BoM4-4.2.2</b>	<b>Learning and Teaching Scenario</b>	
<b>Paper No: BoM4-H</b>	Lead: C Carney	Action Requested: Discuss
<b>Discussion</b>	<p>CC provided an update on the future 'Active, Blended and Connected' approach to Learning and Teaching led by the Student Academic Experience Strategy. Advantages of the new Blended Learning model, which provides a mix of online and on campus courses for learners, include that it will support effective learning and increased flexibility,</p>	

and will allow students to work in their own time where appropriate and undertake practical work. Implementation of the new Virtual Learning Environment (Canvas) has placed the College in a favourable position to deliver entirely online should there be a further lockdown.

A summary of key issues and challenges which may impact the student experience over 2022-23 were highlighted including reduced mental health and resilience of staff and students which may result in increased staff absence and decreased student attainment. A series of mitigations have been identified including continued external lobbying of the Scottish Government and SFC for continued Mental Health funding. It was recognised that this will prove challenging given current demands on government finances.

AB reminded members of the upcoming Learning and Teaching Conference on 28 June and encouraged members to attend.

**Decision**

To note the Learning and Teaching scenario update.

<b>Item BoM4-4.2.3</b>	<b>Operations Scenario</b>	
Paper No: BoM4-I	Lead: S Lodge	Action Requested: Discuss
Discussion	<p>SL updated members on the operational plans in relation to the coronavirus pandemic for pessimistic, realistic and optimistic scenarios, and the mitigations in place.</p> <p>The potential for extended or shorter periods of lockdown and reopening, and vaccines being ineffective against new variants, have been considered. The College is now equipped and prepared to move swiftly to ensure students and staff have the connectivity and equipment required to work from home. The potential for further financial losses from accommodation, catering and external lets income would also be significantly affected and it is anticipated that due to economic slowdown and rising inflation, Scottish Government support would be less generous.</p> <p>Members noted that the College is well prepared for the realistic scenario of a further variant(s) necessitating in greater restrictions on people travelling/gathering with short or no periods of lockdown as online and blended learning is now firmly established.</p> <p>The optimistic scenario of there being no new variant and effective vaccinations will allow continuation of blended learning and hybrid working with the potential to increase on campus activities including practical classes, induction sessions, reskilling and upskilling and income generating events, to help reduce the projected deficit.</p> <p>Within all scenarios, the College will continue to plan for increased levels of staff absence and the ongoing requirement to support students who experience illness and need to catch up with their studies.</p>	
<b>Decision</b>	To note the Operations Scenario Update.	



<b>Item BoM4-4.2.4</b>	<b>Upskilling and Reskilling Scenario</b>	
Paper No: BoM4-J	Lead: R Gardner	Action Requested: Discuss
Discussion	<p>RG provided an update on upskilling and reskilling activity to date delivered through the Young Person's Guarantee (YPG) and Flexible Workforce Development Fund (FWDF). The anticipated FWDF allocation for Session 2022-23 is £1.6m with the potential to increase to £2m with no further lockdown(s) in place. Additional YPG credits of 6300 are also budgeted with the optimistic potential to increase to 10 000 additional credits. Members noted that National Transition Training Funding (NTTF) will no longer be available from 2022-23.</p> <p>The College is well placed to help support the economic Skills Led Recovery through various schemes (including research within Glasgow City Region for the Home Energy Retrofit Programme) and is well represented on a range of relevant planning, policy and steering groups.</p> <p>Skills and initiatives required to make the transition to net-zero in line with the Scottish Government's Climate Emergency Skills Action Plan (CESAP) are also being discussed through the Energy Skills Partnership and opportunities to re-establish work with Start-up Businesses through the new National Strategy for Economic Transformation (NSET) are being investigated with a wide range of stakeholders.</p>	
Decision	To note the Upskilling and Reskilling Scenario update.	

<b>Item BoM4-4.2.5</b>	<b>Workforce Planning</b>	
Paper No: BoM4-K	Lead: J Gribben	Action Requested: Discuss
Discussion	<p>JFG provided an update on the progress of Workforce Planning and presented the optimistic strategic vision for reinventing the future of work. The intention to maximise utilisation of the new Learner Experience Platform (LXP) to help support succession planning, talent management and performance development reviews was noted. The wellbeing agenda will be maintained, subject to continued funding.</p> <p>Members noted that the scale and success of workforce planning will be informed by resources, finance, workload and priorities.</p>	
Decision	To note the Workforce Planning Scenario update.	

*Item BoM4-4.4 was taken at this time.*

<b>Item BoM4-4.4</b>	<b>Principal's Report</b>	
Paper No: Verbal	Lead: P Little	Action Requested: Discussion
Discussion	<p><b>Whistleblowing</b></p> <p>PL updated members on the recent Whistleblowing investigation. A full report was submitted at a Closed Session with internal and external auditors following the AAC meeting on 24 May. GM advised that the matter was discussed with no further action required and the investigation is now closed. LW confirmed that as Board independent</p>	

champion, she had full oversight of the proceedings. Due process had been followed and she supported the findings.

**Herald Higher Education Awards**

PL thanked members who had attended the recent Herald HE Awards. The College was shortlisted for six awards and had won two: Enhancing Student Learning and Outstanding Contribution from a College Student.

**Ship Simulator Software**

PL reported that the SFC maintenance and capital grant funding has been realigned to bring forward additional priority projects. The FPRC approved the additional expenditure which included necessary upgrade requirements for the Ship Simulator software which will help maintain critical business delivery.

**EFQM Assessment**

PL updated members on the intensive EFQM assessment currently being undertaken. Seven global assessors have been meeting with more than 200 CoGC staff members. Initial feedback highlighted areas where the College is excelling and areas where future improvement is required. The assessment will conclude on 17 06 22 and a full report will be provided late summer.

**Decision**

To note the update report.

*The Principal left the meeting during the following discussion.*

Item BoM4-4.3	Chair's Remarks	
Paper No: Verbal	Lead: Chair	Action Requested: Discussion
Discussion	<p>AB updated members on his recent attendance at a series of meetings with Colleges' Scotland and Glasgow Colleges' Regional Board.</p> <p><b>Review of Regional Strategic Bodies</b> AB reported that the SFC will now undertake an independent consultant led review. The matter is ongoing.</p> <p><b>TransEDU Community of Practice Mini-Conference</b> AB reported on the TransEDU Conference hosted by the College on 10 06 22. The event supporting gender diverse students and staff was informative and well received.</p> <p><b>Summer Graduation Ceremony</b> AB encouraged members to attend the Summer Graduation Ceremony on 16 06 22.</p> <p><b>GCRB Investigation</b> AB updated members on an ongoing investigation currently being undertaken by GCRB.</p>	
<b>Decision</b>	To note the update report.	

Item BoM4-5.1	COVID Case Study – Delivering in a Pandemic	
Paper No:	Lead: S Lodge	Action Requested: Note



<b>BoM4-L</b>		
<b>Decision</b>	To note the work undertaken by the College in response to the pandemic. The report was created as a legacy document, highlighting the extent of the challenges faced and the efforts and achievements made in overcoming those challenges.	

<b>Item BoM4-5.2</b>	<b>Structure Organograms</b>	
<b>Paper No: BoM4-M</b>	Lead: J Gribben	Action requested: Note
<b>Decision</b>	To note the detailed structure charts and organograms.	

<b>Item BoM4-6</b>	<b>Reports from Board Committees</b>	
<b>Item BoM4-6.1</b>	<b>Committee Items for Approval</b>	
<b>Item BoM4-6.1.1</b>	<b>CitySA Impact Report 2021-22</b>	
<b>Paper No: BoM4-N</b>	Lead: B Savage	Action Requested: Approve
<b>Decision</b>	To approve the CitySA Impact Report 2021-22. BS will circulate a short video on the Report to members.	

<b>Item BoM4-6.2</b>	<b>Committee Items for Noting/Information</b>	
<b>Item BoM4-6.2.1</b>	<b>Student Experience Annual Review 2021-22</b>	
<b>Paper No: BoM4-O</b>	Lead: C Carney	Action Requested: Note
<b>Decision</b>	To note the Student Experience Annual review 2021-22.	

<b>Item BoM4-6.2.2</b>	<b>Developing a Performance Framework</b>	
<b>Paper No: BoM4-P</b>	Lead: S Lodge	Action Requested: Note
<b>Decision</b>	To note the 'Developing a Performance Framework' paper which was submitted at the PNC meeting on 23 May 2022.	

<b>Item BoM4-6.3</b>	<b>Committee Minutes</b>	
<b>Item BoM4-6.3.1</b>	<b>Performance and Nominations Committee</b>	
<b>Paper No: BoM4-Q</b>	Lead: L Woolfries	Action Requested: Note
<b>Decision</b>	To note the minutes of the Performance and Nominations Committee meeting held on 25 April 2022. The minute of 23 May 2022 was not available at the meeting.	

<b>Item BoM4-6.3.2</b>	<b>Development Committee</b>	
<b>Paper No: BoM4-S</b>	Lead: L Hamilton	Action Requested: Note
<b>Decision</b>	To note the minute of the Development Committee meeting held on 4 May 2022. LH reported that the Chair has delegated responsibility to sign off the City of Glasgow International Ltd Memorandum of Understanding and Licence to Occupy to the Convener of the Committee. These will be signed off shortly.	

<b>Item BoM4-6.3.3</b>	<b>Learning and Teaching Committee</b>	
Paper No: BoM4-T	Lead: A Sullivan	Action Requested: Note
Decision	To note the minute of the Learning and Teaching Committee meeting held on 10 May 2022.	

<b>Item BoM4-6.3.4</b>	<b>Students, Staff &amp; Equalities Committee</b>	
Paper No: BoM4-U	Lead: A Barron	Action Requested: Note
Decision	To note the minute of the Students, Staff and Equalities Committee meeting held on 18 May 2022.	

<b>Item BoM4-6.3.5</b>	<b>Audit and Assurance Committee</b>	
Paper No: BoM4-V	Lead: G Mitchell	Action Requested: Note
Decision	To note the minute of the Audit and Assurance Committee meeting held on 24 May 2022.	

<b>Item BoM4-6.3.6</b>	<b>Finance and Physical Resources Committee</b>	
Paper No: BoM4-W	Lead: K Kelly	Action Requested: Note
Decision	To note the minute of the Finance and Physical Resources Committee meeting held on 1 June 2022.	

<b>Item BoM4-7</b>	<b>Any Other Notified Business</b>	
Decision	<p><b>Shipbuilding Skills Taskforce</b> AB reported that the Principal has been announced as the Chair of the UK's first Shipbuilding Skills Taskforce. Members welcomed PL's appointment.</p> <p><b>K Kelly Retirement</b> KK announced her intention to step down from the Board and extended her thanks to fellow Board members and staff for their support during her tenure. The recruitment process will consider any skills and expertise required to fill the current Board vacancies.</p>	

<b>Item BoM4-8</b>	<b>Disclosability of Papers</b>	
Decision	That the disclosability status of papers remain unchanged at this time.	

<b>Item BoM4-9</b>	<b>Date of Next Meeting</b>	
Decision	Wednesday 24 August 2022	

*The meeting closed at 1855 hours.*

## ANNEX TO THE MINUTE

### ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
BoM4-3.1 15 06 22	<b>Matters Arising - Strategic Partnerships:</b> A briefing paper will be submitted at the next meeting.	PL	24 08 22

### ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
BoM3-3.4 30 03 22	<b>New Model code of conduct 2022:</b> Arrange Model Code of Conduct development opportunity for members.	MC	Ongoing
BoM3-3.7 30 03 22	<b>VS Proposal:</b> Submit for approval from GCRB and SFC.	JFG/ST	Ongoing
BoM3-3.7 30 03 22	<b>VS Proposal:</b> Seek appropriate funding from SFC and College Foundation.	JFG/ST	Ongoing
BoM3-4.2 30 03 22	<b>Chair's Remarks:</b> Invite PC to Board dinner.	Exec Office/ CG	Prior to 15 06 22 <b>Complete</b>
BoM1-5.1 01 09 21	<b>SA Constitution:</b> Draft MoU will be circulated to the Board once finalised.	BS	ASAP <b>Superseded/ Complete</b>
BoM1-6.3 01 09 21	<b>Stakeholder Positioning &amp; Engagement Strategy:</b> Provide advice on recording process and issue generic College briefing note for Board members.	WM	Ongoing <b>Superseded/ Complete</b>