

Board of Management

Meeting of the Board of Management

MINUTE OF 4th MEETING HELD ON WEDNESDAY 13 FEBRUARY 2019 AT 1530 HRS
(BoM4)

Present	
Alisdair Barron (AB) (Chair)	Karen Kelly (KK)
George Black (GB)	Milea Leone (ML)
David Eaton (DE)	Paul Little (PL)
Jim Gallacher (JG)	Alex Robertson (AR)
George Galloway (GG)	Lesley Woolfries (LW)
In attendance	
Paul Clark (PC)	Dr Helen Young (ESCR Research Project
Sheila Lodge (SL)	
Prof. Cate Watson (ESCR Research Project (CW)	Ann Butcher (Minute)
Apologies for absence	
Colin McMurray (CM)	Graham Mitchell (GM)
George McVerry (GMcV)	Stuart Patrick (SP)

Item BoM4-1	Apologies for Absence	
Paper No:	Lead: Chair	Action requested: Note
Decision/Noted	Apologies for absence were received from CM, GMcV, GM and SP. Members wished GMcV a speedy recovery from his recent illness.	

Item BoM4-2	Declarations of Interest	
Paper No:	Lead: Chair	Action requested: Note
Decision/Noted	PL declared an interest under items 8.6 Principal's Report (specifically National Bargaining) and 8.1.2 Remuneration Committee.	

Item BoM4-3	Minute of the Previous Board of Management Meeting held on Wednesday 5 December 2018	
Paper No: BoM4-A	Lead: Chair	Action requested: Approve
Decision/Noted	That subject to one minor amendment, the minute be approved.	

Matters Arising		
Paper No:	Lead: P Little	Action requested: Note
Discussion/	PL updated members on the disposal and development of NHS and CoB	

Matters Arising	<p>sites.</p> <p>North Hanover Street (NHS) The telecom masts have now been successfully relocated to the COB. Issues regarding the contractual agreement in relation to payment of overage are being clarified. Discussion on the matter is ongoing.</p> <p>Charles Oakley Building (COB) GCRB is currently in favour of retaining the COB and will advise the SFC of their priorities. An assessment of use of the building is currently being undertaken.</p>
Decision/Noted	To note the update report.

Item BoM4-4		Strategic Risk Register	
Paper No: BoM4-B	Lead: P Clark	Action requested: Discuss	
Discussion/ Matters Arising	<p>PC provided a brief review on the current status of the highest scoring risks (RAG rated RED) and Risks with significant change to score.</p> <p>Risk 12 – <i>Failure of Business Continuity</i>. A Business Continuity specialist (Ashton Resilience) has now been engaged to conduct a full cross-College business impact analysis, and Business Recovery Plans for each College function and Faculty. This work should be complete by June. Until this is complete, it is proposed that the risk score will remain the same ie 15 (RED).</p> <p>Risk 25 – <i>Failure of IT System Security</i>. This was increased to 12 (AMBER) by the Audit Committee due to current non-compliance with the Cyber Essentials Plus standard. The new IT Director is working towards compliance by the end of March. The score will then be reassessed.</p> <p>DE considered that due to many unknown variables in terms of IT security, the College would always be in a position of high risk. At best, with contingency planning, the score could only be reduced to AMBER. PC agreed and advised that disaster recovery was part of the overall Business Continuity Plan. This would provide some reassurance that should this risk be realised, then the consequences would be mitigated.</p> <p>Risk 23 – <i>Failure to agree a sustainable model and level of grant funding within Glasgow Region</i>. This has been reduced to 12 (AMBER) due to robust curriculum planning and ongoing close collaboration with GCRB/Glasgow Colleges.</p>		
Decision/Noted	<ul style="list-style-type: none"> • To note the high scoring risks. • To note and approve the revised Risk Register dated January 2019. 		

Item BoM4-8 was taken at this time.

Item BoM4-8	Reports from Board Committees	
Item BoM4-8.1	Committee Minutes	
Item BoM4-8.1.1	Performance & Nominations Committee	
Paper Nos: BoM4-C	Lead: Convener	Action requested: Note
Decision/Noted	To note the draft minute of the Performance & Nominations Committee meeting held on held on 28 November 2018. The minute of 14 January 2019 (BoM4-D) was not available at this time.	

Item BoM4-8.1.2	Remuneration Committee	
Paper Nos: BoM4-E	Lead: Convener	Action requested: Note
Decision/Noted	To note the draft minute of the Remuneration Committee meeting held on held on 28 November 2018. The minute of 14 January 2019 (BoM4-F) was not available at this time.	

Item BoM4-8.1.3	Students, Staff & Equalities Committee	
Paper Nos: BoM4-G	Lead: Convener	Action requested: Note
Decision/Noted	To note the draft minute of the Students, Staff and Equalities Committee meeting held on 16 January 2019. ML confirmed that the new CitySA website will be launched at the end of this week. A link will be circulated to members.	

Item BoM4-8.1.4	Development Committee	
Paper Nos: BoM4-H	Lead: Convener	Action requested: Note
Decision/Noted	To note the draft minute of the Development Committee meeting held on 23 January 2019.	

Item BoM4-8.1.5	Learning & Teaching Committee	
Paper Nos: BoM4-I	Lead: Convener	Action requested: Note
Discussion/ Matters Arising	The draft minute of the Learning and Teaching Committee meeting held on 4 February 2019 (BoM4-I) was not available. JG advised on the attendance of two Modern Apprentices (MA) at the meeting. They provided an account of their experiences which were reported as very positive. It was suggested that this would also be insightful for the full Board and if willing, MAs should be invited to the next full Board meeting.	
Decision/Noted	To invite Modern Apprentices to the next Board meeting in March.	

Item BoM4-5		Planning Day – Reflections	
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Paper Nos: VERBAL	Lead: P Little	Action requested: Discuss
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Discussion/ Matters Arising	<p>The Principal provided a summary of the key discussion points from the planning day. The Board had noted that Colleges and Universities are facing strategic issues of</p> <ul style="list-style-type: none"> • Survival • Relevance, and • Investment <p>Seven broad categories of challenge were noted and agreed. An outline of the key imperatives - differentiation, alliances and resilience, had been discussed through the day.</p> <p>It was noted that the Board had provided feedback on strategic direction for the College, referencing the short, medium and long term direction of the College.</p> <p>The Board had noted the need to increasingly address the needs of older learners, to include learning provision aimed at re-skilling and new skills for employment, and to identify the key areas which would benefit from investment.</p> <p>A key theme had been to remain relevant in a world context while building on past excellence, noting that this inevitably implies a degree of risk. The Board had noted that the challenge is to resist inertia.</p> <p>The Board had agreed that the College should seek to become a “civic anchor” and further develop social and development partnerships in Glasgow. A new enhanced, national status for the College should be sought to reflect its developing strategic position as Scotland’s lead institution of technical and professional learning in the tertiary sector.</p> <p>The Board had addressed some of the perceived challenges relating to Brexit, recognising that some challenges are easier to predict than others. These include the increased dependency on maritime based global trade, and the displacement effect of student recruitment as Universities seek to fill recruitment gaps.</p> <p>The Principal advised that the Board and Committees will be provided with discussion papers on the topics addressed in the course of the Planning Day, as appropriate, and in due course</p>
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Decision/Noted	To note the planning day outcomes.
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Item BoM4-6		Principal’s Report	
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Paper Nos: VERBAL	Lead: P Little	Action requested: Discuss
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Discussion/ Matters Arising	<p>PL updated members on the following matters:</p> <p>Leadership Update 74 new and promoted posts have now been introduced. PL advised on</p>
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the recent senior appointments. Applications for the new TDAP Director are currently being sought.

F Samara, J McAfee, S Gunn and K Sheridan will leave the College during March.

Enrolments

- Full Time January start enrolments are currently 437 – 46 above target. The FWDF target has been exceeded for 2018-19 with £368k carried forward from 2017-18.
- Fee income is projected to deliver £18.6 m, £270k above budget due to overseas growth.
- The SFC grant funding allocation is currently awaited and due for announcement at the end of February.

National Bargaining

Two days of strike action by EIS/FELA have now been held following their rejection of the combined pay deal. Lecturing staff turn out dropped from 75% on the first day of strike to 66% on day two. The next planned day of action is 6 March. The EIS/FELA pay demand remains unaffordable for the sector with no additional funding being provided by the Scottish Government.

Negotiation on Support Staff job evaluation will commence in September.

College Events

- The College has teamed up with F&C Investment Trust to offer students a prize-winning package which includes £10k to invest in research, innovation or development for the winning student's Faculty
- The College is now recognised as a Living Wage employer.
- Vietnamese government official's visited the College during December as part of a training exercise learning about Scotland's social security system.
- CoGC was the only Scottish educational establishment to make Stonewall's Top 100 LGBT inclusive Employers List for 2019 – ahead of Oxford University and the London School of Economics.
- The College was awarded a Proud Partner Certificate for the ongoing support of primary engineer programmes across Glasgow.
- HND Professional Cookery student, Jordan McKenzie, reached the top ten at this year's Young Chef Olympiad.
- Politicians, eminent academics and top business leaders along with Board members attended this year's Burns Supper where students impressed them with their exceptional culinary skills and high quality front of house service standards.
- CoGC has retained its STEM Assured Standard and Award.
- The third international Education Symposium which focussed on rethinking skills was held during February.
- The College recently hosted international visitors from Deltion College, The Netherlands and Chungnam National University, South Korea during January.

Forthcoming Events/Key Dates

20 02 19	Royal Visit – Maritime 50 VIP Event
20 02 19	GCRB Ministerial Dinner

	04–08 03 19	WSUK Team Selection for Kazan
	07 03 19	Creative Industries Symposium
	18 03 19	St Patrick’s Day Influencers Dinner – hosted by City Chambers – Board members were invited to attend.
	30 04 19	Construction Symposium
Decision/Noted	To note the update report.	

Item BoM4-7		Board Recruitment
Paper No: VERBAL	Lead: P Clark	Action requested: Note
Discussion/ Matters Arising	<p>PC advised that 18 applications had been received following advertisement for new Board members, with an even gender balance among applicants. Referencing the agreed assessment criteria and skills gaps, the shortlisting panel have invited 11 candidates for interviews on 26 02 and 04 03 19, with potential to fill 5 vacancies before the end of June. Co-options will also be considered.</p> <p>Proposed appointments will progress to GCRB for final approval.</p>	
Decision/Noted	To note the Board recruitment update.	

Item BoM4-9		Any Other Notified Business
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	None.	

Item BoM4-10		Disclosability of Papers
Paper No: Verbal	Lead: P Clark	Action requested: Note
Decision/Noted	That the disclosability status of the papers from this meeting remain as stated at this point.	

Item BoM4-11		Date of Next Meeting
Paper No:	Lead: Convener	Action requested: Note
Decision/Noted	<p>Wednesday 13 March 2019</p> <p>AB submitted his apologies for the next meeting. LW agreed to Chair the meeting in his absence.</p>	

The meeting closed at 1635 hours

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
	None		

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
BoM2-5	Property Disposals/Development Update: Continue to develop a strategy for a regional innovation centre in collaboration with GCRB.	FS	Ongoing
BoM3-15	AONB: Board Member Links with Faculties: Consider reportage process to Board Committees.	PC	Ongoing
BoM2-7	Board Member Appraisals: Members to complete and return appraisal forms.	ALL	Ongoing Complete
BoM6-3	Matters Arising: Provide update paper on FM between Regional Strategic Body and Assigned College.	ST	Ongoing Complete
BoM5-7	College Equality Statutory Reports: Circulate link to the online ED&I tutorial.	PC	Ongoing Complete