

Board of Management

Meeting of the Board of Management

MINUTE OF 5th MEETING HELD ON WEDNESDAY 24 MARCH 2021 AT 1600 HRS (BoM5)
HELD VIA MS TEAMS

Present	
Alisdair Barron (AB) (Chair)	Karen Kelly (KK)
David Cullen (DC)	Paul Little (PL)
David Eaton (DE)	May Miller (MM) (Co-optee)
Sarah Erskine (SE)	Graham Mitchell (GM)
Nicolas Garcia (NG)	Ronnie Quinn (RQ)
Iona Gibson (IG)	Audrey Sullivan (AS)
Lorna Hamilton (LH)	Rebekah Widdowfield (RW)
Paul Hillard (PH)	Lesley Woolfries (LW)
In attendance	
Andrew Brawley (ABr) (Items 1-3 only)	Sheila Lodge (SL)
Paul Clark (PC)	Ann Butcher (Minute)
Apologies for absence	
Stuart Patrick (SP)	

Item BoM5-1	Apologies for Absence	
Paper No:	Lead: Chair	Action requested: Note
Decision/Noted	Apologies for absence were received from SP.	

Item BoM5-2	Declarations of Interest	
Paper No:	Lead: Chair	Action requested: Note
Decision/Noted	None.	

Item BoM5-3	Education Scotland – Progress Visit	
Paper No:	Lead: Andrew Brawley	Action requested: Note
Discussion/ Matters Arising	<p>Andrew Brawley HMI, attended the meeting to provide a presentation on the outcomes of the review of progress made against the College Enhancement Plan. The improvement actions identified were highlighted and areas for further progress and action were noted. Three examples of Highly Effective Practice were identified as: employer engagement in work-based learning, supporting student mental health and the College leadership programme.</p> <p>The Board thanked A Brawley for his presentation.</p>	

Decision/Noted To note the progress made.

A Brawley left the meeting.

Item BoM5-4.1	Minute of the previous Board of Management Meeting held on Wednesday 17 February 2021	
Paper No: BoM5-A	Lead: Chair	Action requested: Approve
Decision/Noted	That the minute be approved.	

Item BoM5-4.2	Board of Management Draft Calendar of Meetings 2021-22	
Paper No: BoM5-B	Lead: P Clark	Action requested: Approve
Discussion/ Matters Arising	<p>In recognition of Board members' commitments, it was agreed that full Board meetings would commence at a slightly later start time of 1600 hours during the current Covid-19 emergency period. Conveners will consult with relevant Committee members to agree timings of future Committee meetings. This will be confirmed at the next meeting of the Board.</p> <p>LW referred to the Effectiveness Review report which suggested that PNC consider and agree forthcoming full Board meeting agendas. AB reported that the content of the Board agenda is agreed with the Board Secretary following submission of relevant papers from the Principal/ELT/SMT members. Conveners can also request that specific papers be submitted for full Board discussion and/or approval. He suggested that any further agreement by PNC would complicate the work of the College Secretary and may cause some delay in papers being submitted. It was agreed that the current process of Board agenda-setting would continue.</p>	
Decision/Noted	<ul style="list-style-type: none">• That Conveners and Committees agree start time of meetings.• That the full Board agenda be agreed in line with the current procedure.• Subject to the above proposals, the Calendar of Meetings for 2021-22 was approved.	

Item BoM5-4.3	Strategic Risk Review	
Paper No: BoM5-C	Lead: P Clark	Action requested: Approve
Discussion/ Matters Arising	<p>PC confirmed that a full review of strategic risks will be undertaken regularly with risk owners and Board Committees as appropriate. All Risk MAPs will also be updated accordingly. The Risk Register submitted currently reflects the status of all risks within the current cycle of reviews as at 16 March 2021.</p>	
Decision/Noted	That the College Risk Register at 16 March be approved.	

Item BoM5-5.1	Students' Association Update	
Paper No: BoM5-D	Lead: N Garcia/I Gibson	Action requested: Discuss

**Discussion/
Matters Arising**

NG advised members on his involvement in the VLE project group and confirmed that he fully supported the decision to progress towards implementation of a new VLE. The following matters were also highlighted:

- 336 nominations have been received for staff awards this year. The short list process is currently ongoing. New awards for Digital Innovator and Green Champion were noted.
- Significant levels of engagement undertaken by class reps was highlighted.
- The Student Satisfaction and Engagement Survey is currently live. Students are being encouraged to provide feedback through various methods ie social media, class reps, email, etc.
- Voting arrangements for the Presidential Team elections have been extended to Friday 26 March at 5.00 pm. Successful candidates will be announced.
- The SA is currently in the process of reviewing the constitution with NUS Scotland.
- A student vaccination promotion campaign is being undertaken to provide information and myth busters to encourage students to get vaccinated.
- A Q&A session will be held with Jason Leitch, Senior Clinical Advisor to the Scottish Government.

PL confirmed that funding for additional SA Presidential roles is being considered and will be further discussed following completion of courses this session.

Decision/Noted

To note the update report.

Item BoM5-5.2

Strategic Development and Investment

**Paper No:
BoM5-E**

Lead: P Little

Action requested: Discuss

**Discussion/
Matters Arising**

PL reported that a number of key development areas, to support the College's strategic development in line with College Strategic Planning to 2030, had been introduced at the February Planning event for which members had requested more detailed proposals. PL provided a summary overview of the key developments and initiatives, outlined under the three Strategic agendas - Blue, Green and Purple. These included Digital Transformation, Talent Development, Internal Accountability (including Project Management Office and Internal Auditor post), Taught Degree Awarding Powers, Enhanced Learner Journey and Innovation.

Members noted that where appropriate, business cases including details of required investment would be submitted for consideration and formal approval via relevant Board Committees. It was further emphasised that significant investments would require full Board approval, in line with the College's Standing Orders, Scheme of Delegation and Financial Regulations. Members were reassured that implications, particularly in terms of international investment and sustainable development, are interlinked with the areas for development.

PL advised on plans to provide further micro-credential courses. Developments which would include international promotion within the

	<p>global marketplace, are also being considered. Initial discussions and potential partnership with FutureLearn are currently being investigated.</p> <p>The Board thanked PL for the additional detail and clarity provided on the proposed key developments discussed at the recent February Planning Event which were endorsed.</p>
Decision/Noted	To endorse the outline strategic proposals emerging from discussions at the Board Planning Session, February 2021.

Item BoM5-5.3		Board External Effectiveness Review Report 2021	
Paper No: BoM5-F	Lead: P Clark	Action requested: Discuss	
Discussion/ Matters Arising	<p>PC thanked all members for their participation in the External Effectiveness Review which was conducted by John Downie from November 2020 to February 2021. The result was a very positive report, which acknowledged the Board as a "High calibre...professional and high performing Board that is passionately committed to the College and its students".</p> <p>The series of useful recommendations for improvement (most of which emerged from members' inputs) will be followed up and will improve on the governance processes and overall working of the Board.</p> <p>PC will consider potential opportunities for small informal meetings which will build on current relationships and will allow members to build relationships, share skills, experience and expertise.</p>		
Decision/Noted	<ul style="list-style-type: none"> To endorse the External Effectiveness Review. That thanks be sent to J Downie on behalf of the Chair and Board of Management. 		

Item 5.6 was taken at this time.

Item BoM5-5.6		City of Glasgow International Ltd (CGI)	
Paper No: BoM5-G1 + BoM5-G2	Lead: L Hamilton	Action requested: Note	
Discussion/ Matters Arising	<p>The CGI Lease Agreement, Memorandum of Understanding, Draft Business Plan and Loan Agreement Form were submitted for noting.</p> <p>LH advised that the documents were submitted for members' information and reassured the Board that a full process of review would be undertaken at an additional meeting of the Development Committee. Board members were invited to attend if they wished to do so. LH requested that any questions or queries be submitted to her and PC in advance. A Q&A sheet will be produced at the end of the process.</p>		
Decision/Noted	That members provide questions/queries to LH and PC.		

Item BoM5-5.4		Chair's Remarks	
Paper No: Verbal	Lead: Chair	Action requested: Discuss	

Discussion/ Matters Arising	<p>AB advised on his involvement in meetings with Glasgow College Chairs to achieve agreement on a response on the review of GCRB. A number of proposals have been submitted to the Chair of GCRB.</p> <p>AB further informed on his continued participation in a series of meetings with Colleges Scotland.</p>
Decision/Noted	To note the update report.

Item BoM5-5.5		Principal's Report	
Paper No: Verbal	Lead: P Little	Action requested: Discuss	
Discussion/ Matters Arising	<p>Having reached the one-year anniversary since the initial lockdown, the Principal provided a breakdown summary of management and key influencer meetings he had attended over the period. The total number Covid cases recorded to date was noted as 48 staff and 146 students.</p> <p>A comprehensive wellbeing plan continues to be rolled out to staff with wellbeing workshops being well received. A Mental Health and Wellbeing Survey (undertaken by Robertson Cooper) will also be distributed to all staff. A flexible, hybrid working approach is being investigated.</p> <p>The current projected financial performance to 31 July 2021 shows a reduced deficit of £1.2m. The SFC have also announced additional funding for Young Persons Guarantee and National Transition Training Fund across the sector.</p> <p>Meetings with the SQA have been held to discuss agility and responsiveness. This has led to the development and pilot of new approaches in the provision of micro-credentials.</p> <p>SL reported that from 15 March, 5% of the student cohort have returned to onsite learning. Following recent guidance received from the Scottish Government to increase the numbers to 29% (circa 1800 students), work has begun to identify and timetable students on campus (w/c 19 April). Students have also been provided access to bookable study spaces in College Libraries. Plans to deliver Covid-19 Lateral Flow Testing of asymptomatic staff and students are also being established.</p> <p>DE asked whether student fees would be rolled over for students who had dropped out due to the Covid crisis. SL confirmed that different initiatives are being considered and the College will continue to support students who have been unable to complete their course this academic year.</p>		
Decision/Noted	To note the update report.		

Item BoM5-6.1		COP26 Update	
Paper No: Verbal	Lead: P Little	Action requested: Note	
Discussion/ Matters Arising	<p>The 26th UN Climate Change Conference of the Parties (COP26) is still scheduled to go ahead during 1-12 November 2021. Subject to any further Covid restrictions emerging, current communications with the Government confirm that this will be a physical event. The city will be split into Green</p>		

and Blue Zones and the College has submitted a joint bid (with Zero Waste Scotland) to secure exhibition space within the Green Zone.

It is hoped that Riverside Campus will become a maritime hub and will provide a series of events. It was noted that City Campus will be a corporate supporter of the event, with some facilities made available.

It was acknowledged that onsite learning would be limited during this period, however many operations may be undertaken remotely given recent experience.

Decision/Noted To note the update report.

Item BoM5-7 Reports from Board Committees

Item BoM5-7.1 Committee Items for Noting/Information

Item BoM5-7.1.1 New Virtual Learning Environment (VLE)

Paper No: BoM5-H Lead: A Barron/L Woolfries Action requested: Note

Discussion/Matters Arising AB advised the Board that the current VLE was not fit for purpose and approval for initiation of the procurement process for a new VLE and implementation plan was sought. LW highlighted that the business case and options appraisal papers were reviewed by the FPRC on 03 03 21 and Committee members approved the proposal to submit an application to the College Foundation for new project funding for £600k. Additional decision gateways were to be included following the outcome of the application. The viability and affordability of the project would be further assessed should the application be unsuccessful.

Decision/Noted To note the update.

Item BoM5-7.2 Committee Minutes

Item BoM5-7.2.1 Learning and Teaching Committee

Paper No: BoM5-I/BoM5-J Lead: Convener Action requested: Note

Discussion/Noted To note the minutes of the Learning and Teaching Committee meetings held on 9 December 2020 and 9 February 2021.

Item BoM5-7.2.2 Performance & Nominations Committee

Paper No: BoM5-K Lead: Convener Action requested: Note

Discussion/Noted To note the minute of the Performance and Nominations Committee meeting held on 18 January 2021.

Item BoM5-7.2.3 Remuneration Committee

Paper No: BoM5-L/BoM5-M/BoM5-N Lead: Convener Action requested: Note

Discussion/Noted	To note the minutes of the Remuneration Committee meetings held on 18 January, 5 February and 2 March 2021.
-------------------------	---

Item BoM5-7.2.4	Students, Staff & Equalities Committee	
Paper No: BoM5-O	Lead: Convener	Action requested: Note
Discussion/Noted	To note the minute of the Students, Staff and Equalities Committee meeting held on 1 February 2021.	

Item BoM5-7.2.5	Development Committee	
Paper No: BoM5-P	Lead: Convener	Action requested: Note
Discussion/Noted	To note the minute of the Development Committee meeting held on 3 February 2021.	

Item BoM5-7.2.6	Audit and Assurance Committee	
Paper No: BoM5-Q	Lead: Convener	Action requested: Note
Discussion/Noted	To note the minute of the Audit and Assurance Committee meeting held on 24 February 2021.	

Item BoM5-7.2.7	Finance & Physical Resources Committee	
Paper No: BoM5-R	Lead: Convener	Action requested: Note
Discussion/Noted	To note the minute of the Finance & Physical Resources Committee meeting held on 3 March 2021.	

Item 5.7 was taken at this time.

Item BoM5-5.7	Board Recruitment	
Paper No: Verbal	Lead: P Clark	Action requested: Discuss
Discussion/ Matters Arising	PC confirmed that recruitment of 2 Board members will be advertised this week with a closing date of 16 April. The Application Pack has now been approved and will be submitted on the College website.	
Decision/Noted	To note the update.	

Item BoM5-8	Any Other Notified Business	
Paper No: Verbal	Lead: Convener	Action requested: Note
Decision/Noted	None.	

Item BoM5-9	Disclosability of Papers	
--------------------	---------------------------------	--

Paper No: Verbal	Lead: P Clark	Action requested: Note
Decision/Noted	That the disclosability status of papers remain unchanged.	

Item BoM5-10	Date of Next Meeting	
Paper No:	Lead:	Action requested: Note
Decision/Noted	Date of Next Meeting – Wednesday 16 June 2021.	

The meeting closed at 1835 hours.

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
BoM5-4.2 24 03 21	Calendar of Meetings: Conveners to agree start time of meetings.	Conveners	ASAP
BoM5-5.6 24 03 21	CGI: Provide questions/queries to LH/PC.	ALL	ASAP

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
BoM4-3.2 17 02 21	Strategic Risk Review: Write to CEO, SQA expressing Board concerns.	PL	ASAP
BoM4-4.1 17 02 21	Planning Day – Reflections: To provide an outline investment report at the Board meeting on 24 03 21.	PL	24 03 21 Complete
BoM4-5 17 02 21	AONB: Provide feedback to P Clark/Conveners on timings of Board and Committee meetings during current remote working arrangements.	ALL	ASAP Complete
BoM2-5	Property Disposals/Development Update: Continue to develop a strategy for a regional innovation centre in collaboration with GCRB.	PL/ST	Ongoing