

**NOTES OF THE MEETING OF THE BOARD OF MANAGEMENT HELD ON 20 OCTOBER 2021 AT 4.30pm. The meeting was held remotely due to Covid-19 restrictions.**

**PRESENT:**

David Newall	Chair
Mary Docherty	Board Member ( to Item 21.51)
Sandra Heidinger	Board Member
Gordon McGuinness	Board Member
Runa McNamara	Board Member
Alan O'Donnell	Board Member
Lindsey Paterson	Board Member
Michael Payne	Board Member
Margaret Swiderska	Board Member
Johanna Thompson	Board Member
Jon Vincent	Board Member
David Watt	Board Member
Clare Walker	Board Member

**IN ATTENDANCE:**

John Rafferty	Vice Principal, Curriculum and External Relations
Janet Thomson	Vice Principal, Resources and College Development
Tracy Elliott	Assistant Principal, Finance and Infrastructure
Christine McConnell	Clerk to the Board (minute taker)

**21.41 WELCOME AND APOLOGIES**

The Chair welcomed everyone to the meeting. Apologies were noted from Fiona Godsmann, Stephen Henson, Amie Logan and Keith Rosser.

**21.42 DETERMINATION OF OTHER BUSINESS**

There were no other items of business for discussion.

**21.43 DECLARATIONS OF INTEREST**

Declarations of Interest were received as follows:-

- R McNamara and C Walker as GCEF Trustees in relation to Agenda Item 21.48;
- M Payne in relation to Item 21.61; and
- David Watt in relation to Item 21.62 as Chair of the Advisory Audit Board of the Scottish Information Commissioner.

No other declarations of interest were received.

**21.44 MINUTES OF PREVIOUS MEETINGS:**

- Board Meeting 16 June 2021
- Board Strategy days -7/8 September 2021

The Minute and note were approved as an accurate record of the previous meetings.

**21.45 MATTERS ARISING:ACTION GRID**

The Board noted that the actions on the grid had been completed with the exception of the action 21.46 in relation to the estates strategy which was followed up at the strategy day and is ongoing.

### **Items for Discussion**

#### **21.46 SUSTAINABILITY & CARBON REDUCTION STRATEGY**

J Thomson gave the Board a presentation which provided the Board with an overview of the College's current position and provided information on the College's carbon emission reductions.

J Thomson took the Board through the three levels in the Climate Action Roadmap for FE Colleges and outlined some proposed actions for the College under the categories of :-

- Leadership and Governance;
- Learning, Teaching and Research;
- Estates and Operations;
- Partnerships and Engagement; and
- Data Collection.

The Board then broke into four small groups with each group discussing one of the categories to provide input to the College's future plans. The Board heard high level feedback from each group and asked that this is followed up by email to the Clerk which will be shared with the College management.

Clerk

Comments included:-

- the importance of establishing a dedicated operational committee in addition to a more senior group, including Board members, which would provide strategic direction and oversight;
- the need to identify realistic, measurable and meaningful Key Performance Indicators;
- including sustainability objectives in staff CPD;
- identifying carbon footprints for specific curriculum areas;
- considering how to include sustainability objectives in assessment criteria;
- tackling paper waste at source – in addition to recycling;
- addressing the big issue of insulation and heating of campus with Government;
- options for sustainable elements of capital refurbishment works should be considered;
- taking steps to reduce food waste; and
- understanding students' and staff travel requirements with a view to offering greener alternatives.

The Chair asked that the issue is included on the agenda for the December Board meeting.

Clerk

#### **21.47 STUDENT ENROLMENT & CREDIT UPDATE (2020/21 & 2021/22**

J Rafferty spoke to the paper which had been issued with the agenda.

The paper provided the Board with details of the credit position for 2020/21 and the expected position for 2021/22.

The Board noted that there was a shortfall of 1.5% for 2020/21 which was recorded against European Social Fund (ESF) activity. The Board heard that the reduction in ESF could result in a loss of income which has been included as a risk measure in the income and expenditure calculations. SFC had indicated that 2020/21 would be treated as an “emergency year” in the light of the impacts resulting from COVID-19.

J Rafferty advised that, whilst there were a number of reasons why the target wasn't achieved, the main reason was the requirement to deliver all courses on- line. This resulted in students leaving courses as they were unable or unwilling to learn completely online. The Board heard that schools activity and programmes for learners with additional needs were also significantly impacted.

The Board recognised that the position is reflected across the sector.

The Board also discussed the various challenges which are adversely impacting the achievement of the credit target for 2021/22.

The Board noted that, although there a number of additional credits available through Young Persons Guarantee and National Transition Training Funding, like ESF this can only be claimed if the College meets its credit target. There is therefore a significant risk attached to delivering those courses given that currently the College is forecasting a shortfall of between 4% and 7% on credits due to under-enrolment across the curriculum.

The Board discussed the reasons behind the under-enrolment, including an increase in the number of available university places and a reluctance to commit to more practical courses where on-campus learning cannot be guaranteed.

The Board noted that the College is taking a number of actions and interventions aimed at increasing enrolments so as to achieve the credit target. These included identifying underused staff and merging classes where possible. The Board was pleased to hear that on site delivery is planned where possible and that curriculum managers are being encouraged to ensure learners are at the heart of any decision as to whether courses are online or in person. The Board discussed the financial and mental health difficulties which are being faced by students due to the interaction between student funding and other benefits. The Board also heard of the increasing number of part-time students who are seeking advice on the impact of any student funding on their benefits. This will also impact learners returning to campus to complete courses affected by the 2020/21 closures. The Board recognised the resulting impact on retention numbers.

The Board emphasised the importance of the College making every effort to achieve the credit targets. This was central to the College addressing its mission and meeting the needs of its

communities. The Board noted also the potential financial impact of a shortfall.

#### **21.48 GCEF LEARNING SPACE PROPOSAL**

J Thomson presented a report which provided the Board with an overview of the proposal for new learning spaces within the College campuses and the planned application to Glasgow Clyde Education Foundation (GCEF) for funding.

The Board discussed the proposal noting that the bid would cover all three campuses. The Board encouraged the College to take an ambitious approach to providing modern informal spaces for students and staff.

The Board approved the use of contingency funds within the 2021/22 budget of up to £50k to develop and cost the learning space options.

#### **21.49 COLLABORATION WITH GLASGOW KELVIN COLLEGE**

J Vincent spoke to the report giving Board members an overview of the collaborative activity which is currently taking place with Glasgow Kelvin College and also sharing possible areas of collaboration for the future.

The Board noted that there are a significant number of areas where successful collaboration is taking place and that the Chairs and Principals of Glasgow Clyde College and Glasgow Kelvin College have met to explore further opportunities for greater collaboration. The Chairs and Principals agree that there should be no restructuring or merger of colleges in Glasgow. However they believe there are opportunities for their two colleges to work more closely together so as to make better use of resources and provide a better service to students. Should new collaborative activities be established, they may also be extended to include City of Glasgow College.

The Board heard that work had been identified under four areas of focus being:-

- Senior Phase
- E-learning
- Business Improvement
- Adult and Community Education

Senior managers at the two colleges were now considering what progress could be made in each of these areas over the coming year.

The Board welcomed this initiative and was impressed by the range of current activity and the scope of the current discussions. It looked forward to receiving an update at its December meeting.

#### **21.50 PRINCIPAL'S REPORT**

J Vincent spoke to his report.

J Vincent advised that Brian Hughes will retire at the end of October and John Rafferty has commenced in the role of Depute Principal. The Board also noted the appointment of Jennifer Brickwood as

Curriculum Assistant Principal for Engineering, Computing and the Built Environment.

The Principal gave an update on the Covid-19 situation advising that numbers of positive tests had increased for students and staff which was reflective of the position in schools and the wider community. The Board was advised that many of those who reported a positive test had not been on campus over their period of infection. The Board noted the steps being taken to comply with Government guidance and particularly the measures which were being observed on campus.

J Vincent advised that Education Scotland will visit the College to carry out an outstanding Progress Visit during the week commencing Monday 8 November 2021 and will attend the Learning and Teaching Committee on 10<sup>th</sup> November as part of this exercise. The Board was very concerned to learn that the Scotland's Rural College (SRUC) has taken a lease with Glasgow City Council to occupy a facility on Queen's Park, adjacent to Langside Campus and commence the delivery of HNC/D Horticulture Provision. The Board noted that the plans are unclear and that a series of meetings has been arranged to ensure that SRUC's provision does not duplicate the College's.

#### **21.51 STUDENT ASSOCIATION PRESIDENT'S REPORT**

J Thompson spoke to the report and gave the Committee an overview of the range of activities which the Student Association have been undertaking.

This included an online fresher's week with competitions and prizes; Healthy Body, Healthy Mind, active travel events and environmental projects.

The Board commended the association for all the activity and noted the very helpful relationships which had been established with the Senior Leadership Team. The Board noted the Principal's thanks for the assistance provided by the Student Association team with return to campus and Covid-19 issues.

#### **21.52 CHAIR'S REPORT**

D Newall provided the Board with a verbal update

The Chair advised that he is in the process of completing 1-1 meetings with all Board members and has spoken with the Vice-Chair about feedback on his own performance. One area which has been identified for improvement is to make Board agendas more strategic. The Chair welcomed this advice and asked for the support of Board members and executive colleagues in addressing it.

The Chair advised that GCRB will meet on 29<sup>th</sup> November and 24<sup>th</sup> January, when the review of structure will be discussed.

Following the Clerk's resignation, the Board noted that an advert for the role has been issued with a closing date of 7<sup>th</sup> November 2021.

The Board **NOTED** the report.

### **MINUTES OF COMMITTEE MEETINGS**

**21.53 ORGANISATIONAL DEVELOPMENT COMMITTEE MINUTES  
22 September 2021**

S Heidinger advised the Board of some of the key areas which the Committee had considered at its last meeting. This included the academic management and catering provision restructures and a focus on the future world of work in a blended working environment. The Board noted the Organisational Development Committee minutes.

**21.54 AUDIT COMMITTEE MINUTES - 29 September 2021**

D Watt spoke to the draft minute, explaining that the Committee had suggested that its remit be revised to categorise the work of the Committee under three headings: systems of internal control, governance and risk management and external reporting.

The Board agreed with the Committee's proposal to arrange a meeting for Chairs and other interested members of the Board to discuss the risk register in detail and review the College's risk appetite.

The Board noted the draft Audit Committee minute and was content with the suggested approach of reporting to the Board in line with the three headings in the amended Committee's remit.

**21.55 FINANCE AND RESOURCES COMMITTEE MINUTES  
6th October 2021**

D Newall spoke to the draft minute and advised the Board that the adjusted outturn of £573K which includes a provision of £500K for 2021/22 voluntary severance packages as demonstrated in the report places the college in a much improved position from that forecast. The Committee commended staff for their efforts in reaching this position, and noted also the support provided by GCEF.

The Board discussed the importance of providing evidence of the challenges of the current position to the Scottish Funding Council. The Board noted the draft Finance and Resources Committee Minutes.

**21.56 NOMINATIONS COMMITTEE MINUTES 7<sup>th</sup> October 2021**

D Newall spoke to the draft minute. He advised the Board that the Committee had agreed to recommend to Glasgow Colleges' Regional Board that it approves the extension of Michael Payne's appointment to the Board for a further four year period. The Board agreed with the Committee's recommendation that a recruitment process is started early in 2022 to ensure the range of experience and skills on the Board is maintained. The Board noted the draft Minute of the Nominations Committee.

**Items for Formal Approval/ Noting**

**21.57 2020/21 DRAFT PRIMARY FINANCIAL STATEMENTS**

The Board noted the draft statements and that the full financial statements will be reported to the Board of Management for approval on 15 December 2021. **TE**

**21.58 SFC FINANCIAL FORECAST RETURN**

The Board approved the submission of the financial forecasts to the SFC, as summarised in the paper. **TE**

**21.59 ESTATES, CAPITAL EXPENDITURE AND CAPITAL MASTER PLAN UPDATE**

The Board noted the report. The Board recognised the risks to delivery of the projects within timescales due to supply chain and resource difficulties.

The Board discussed the catering services restructure which was recently completed and welcomed the information that all staff have been found a role within the new structure. The Board commended those involved in achieving this outcome.

**21.60 STRATEGIC RISK REGISTER**

The Board noted that the risk register had been updated to reflect the risk attached to the achievement of credit targets.

The Board noted the report.

**21.61 GOVERNANCE UPDATE**

The Committee approved the revised remit for the Audit Committee. **CMcC**  
The Committee also approved the proposed process for the election of a teaching staff members and agreed that this should be discussed with relevant union representatives. **CMcC**

The Board agreed that the Schedule of Work should specifically include an annual Health and Safety report from the Organisational Development Committee. The Chair of the Committee will advise of the most appropriate date for this. **SH/CMcC**

The Board noted the report.

**21.62 FREEDOM OF INFORMATION SUMMARY**

The Board noted the report.

**20.63 ANY OTHER BUSINESS**

There was no other business.

**DATE OF NEXT MEETING**

15 December 2021 at 4.30pm.

Location: Seminar Rooms 1&2 Cardonald Campus