

NOTES OF THE MEETING OF THE BOARD OF MANAGEMENT HELD ON 11 DECEMBER 2019 AT 4.30PM IN CARDONALD CAMPUS, GLASGOW

PRESENT:

David Newall	Chair
Sandra Heidinger (to end Item 19.102)	Vice Chair
Jon Vincent	Board Member
Fiona Godsman	Board Member
Clare Walker	Board Member
Mary Docherty	Board Member
Keith Rosser (to end Item 19.107)	Board Member
Aranka Szilassy	Board Member
Sissa Rasmussen	Board Member
David Watt	Board Member
Gordon McGuinness	Board Member
Alan O'Donnell	Board Member
Runa McNamara	Board Member

IN ATTENDANCE:

Brian Hughes	Vice Principal, Curriculum and External Relations
Janet Thomson	Vice Principal, Resources and College Development
Tracy Elliott	Assistant Principal, Finance and Infrastructure
Christine McConnell (Minute taker)	Clerk to the Board of Management

19.90 WELCOME AND APOLOGIES

The Chair welcomed everyone to the meeting. Apologies were noted from M Payne, S Henson and R Fraser. The Chair formally welcomed R McNamara and A O'Donnell as new members of the Board and C McConnell as the newly appointed Clerk to the Board of Management.

19.91 DECLARATIONS OF INTEREST

There were no declarations of interest.

19.92 DETERMINATION OF OTHER BUSINESS

There were no other items of business for discussion.

19.93 MINUTES OF PREVIOUS MEETING: 25 OCTOBER 2019

The Minute was approved as an accurate record of the previous meeting subject to minor corrections.

19.94 MATTER ARISING: ACTION GRID

The Board were provided with an update on actions from the last Board meeting, noting that several items were on the meeting agenda. In relation to Item 19.77 Chair's Report, the Chair advised that he had attended the Graduation Ceremony on 2 November and encouraged other Board Members to attend next year's event.

The Board noted the update.

19.95 ADMINISTRATIVE AND ACADEMIC STAFF RESTRUCTURE

ADMINISTRATIVE RESTRUCTURE

The Chair of the Board invited J Thomson and B Hughes to provide an update on the Administrative and Academic Restructures respectively.

J Thomson advised Board Members that the initial consultation relating to the Administrative Restructure had been issued in May 2019 and that, after an agreed extension, the consultation period ended in August 2019. J Thomson detailed the revised structure which affects around 40 staff overall in Faculty Administration and Quality, MIS and Executive Support Administration areas.

The Board noted that, as a result of the restructure, the College would achieve planned recurrent savings of around £200,000, with estimated savings of £64,000 in the current financial year. This figure takes account of 4.4FTE Voluntary Severance payments and the exit dates and related costs of those staff leaving through the process. The Board were advised that the most significant change is in Faculty Administration Support where new roles of Curriculum Support Administrators have been established with a new post of Senior Curriculum Support Coordinator leading these staff and reporting to the Assistant Principal Quality and Performance. It was indicated that applications for the senior post were ring fenced to those directly affected by the restructure i.e. the Faculty Administrators and interviews will be carried out week beginning 17th December 2019.

The Board asked that a written update report be provided to them in 6 months' time. In response to a query from a Board Member, J Thomson confirmed that staff in new roles will be supported to ensure that any training needs are met to **JT**

provide them with the necessary skills to help with the transition.

ACADEMIC MANAGEMENT RESTRUCTURE

B Hughes advised that the academic management restructure document was issued on 15th November and that he met with EIS representatives on that day. He also met subsequently with Heads of Curriculum and with Senior Lecturers groups. He has offered to meet regularly with the EIS representatives throughout the process. The Job Specification for the new roles was issued on 11th December.

The consultation was originally scheduled to close on 12th December and, following a request from the EIS, has been extended to 20th December. A recent request for a further extension to 10th January had not been agreed but management did agree to extend to 6th January which is the first day back after the College closure. It is expected that following consideration of the responses, a further round of consultation will take place which will close around mid-February with a final structure agreed by 4th March. The Board was advised that concerns had been expressed by EIS that the level of proposed teaching input required for new Curriculum Manager posts would be around 11 hours a week. It was explained that this is in line with the National Bargaining Agreement for teaching promoted posts which provides for up to 12 hours of teaching for Level 2 posts such as these. In response to a Board Member's suggestion, it was agreed to consider extending the period for responses on the Job Description whilst maintaining the timescales on the main consultation document.

The Board noted that an Equality Impact Assessment has been completed for the academic management restructure and that the EIS has asked for a wider assessment to be completed to include risk assessment for lecturing staff. BH

The Board discussed the impact on staff whose roles will be affected and noted the need for support. The Board were advised that the Voluntary Severance Scheme is subject to approval by the Scottish Funding Council at this stage. The Board noted that the Scheme will be open throughout the process and that management would like expressions of interest by mid-January.

The Board asked that an update be provided to the Remuneration Committee which meets in January.

The Board noted the report.

19.96 PROGRESS OF FUNDING APPLICATIONS TO GCEF

The Chair of the Board invited J Vincent to provide an update on the GCEF funding applications which are being progressed.

The Board noted that funding had been requested for three projects: - ICT, Staff Development and Commercial Strategy - to cover a three year time span. The ICT and Staff Development bids have been approved amounting to £935k and £205k respectively over the three year period. A decision is expected in relation to the Commercial Strategy bid in mid-January when GCEF have their next meeting.

19.97 UPDATE ON 2019/20 FINANCIAL POSITION – FINANCIAL REPORT TO OCTOBER AND FORECAST OUTTURN

T Elliott spoke to the paper which was before the Board. She explained the background and advised that the current position for 2019/20 shows a forecast adjusted operating deficit of £263k versus a budgeted deficit of £563k. This figure takes into account the additional funding received from Glasgow Clyde Educational Foundation (GCEF) in respect of a bid for an ICT project but does not reflect two further bids to GCEF which are in progress. The Board discussed the risks arising out of the commercial income growth plans and the academic restructure process. The Board considered the cash flow report outlining the College's actual cash position for the period to October 2019 and the forecast position to July 2020 versus the budgeted cash position. T Elliott explained the timing difficulties which are faced due to the main cash inflow dates and advised that this is being closely managed. The Board noted that the cash balance is forecast to fall to 13 days at the end of July 2020. In response to questions from the Board, J Thomson advised that the current understanding, based on information from Brexit forum discussions, is that there will be some form of replacement funding allocation from the UK Prosperity Fund to address the removal of the European Social Fund due to Brexit.

The Board welcomed the progress that had been made in reducing the forecast deficit, but noted that much work was still to be done and that there remained considerable risks in relation to Commercial income and to the delivery of savings through the Academic Management Restructure.

19.98 REPORT ON GOING CONCERN

T Elliott spoke to the paper.

The Board noted that the Audit Committee was content with the going concern report and the narrative on it in the financial

statements and recommended that the Board approve the position.

The Board discussed the adverse impact on the student experience which would result from the funding challenges and noted the comments from the Principal that one of the key impacts would be upon a range of curriculum enrichment activities such as trips and visits associated with courses.

The Board approved the recommendation that the Going Concern basis of accounting be adopted by the College.

19.99 ANNUAL REPORT BY THE AUDIT COMMITTEE TO BOARD OF MANAGEMENT

D Watt as Chair of the Audit Committee spoke to the paper. The Board was advised that the Audit Committee has reviewed the financial statements for the year ending 31 July 2019 in detail. The Committee had considered reports from the Internal Auditors to the effect that the College has adequate and effective arrangements for risk management, control and governance and that proper arrangements are in place to secure value for money. The Committee also considered the annual report from the external Auditors who issued an unqualified opinion in relation to the financial statements. The Board was advised that the Committee had discussed the financial risks attached to the restructure. The Chair thanked the Audit Committee for their work.

The Board noted the report.

19.100 ANNUAL FINANCIAL STATEMENTS FOR YEAR ENDING 31 JULY 2019

T Elliott spoke to the Report and advised that the financial statements have been reviewed and discussed at both Audit and Finance and Resources Committees. T Elliott took the Board through the paper and summarised that the results for the year show a deficit of £3.5million as opposed to £496k in 2017/18 before adjusting to the operating surplus position. She explained that a number of adjustments were made in line with the FE/HE SORP resulting in an Adjusted Operating Surplus of £107k which is in line with the budgeted position.

T Elliott explained that parts of the report had been expanded to take account of comments at Audit and Finance and Resources Committees but that the comments did not affect the figures in the Statements. The Board noted the performance analysis against Key Performance Indicators and that the College Carbon Management Plan reported a reduction of 46% from 2014/15 baseline emissions as opposed to the target of 15%.

T Elliott advised that the staffing costs had been fully audited and provided updated FTE figures to the Board in relation to the statements note 6.2 Staff Numbers. She confirmed that the related costs were being re-categorised in line with the updated FTE figures. The Board noted that the College employed 709 FTE in 2018/19.

The Chair thanked T Elliott and her team for all the work carried out to prepare the financial reports and statements.

The Board questioned the costs of working days lost through sickness absence and were advised by J Thomson that a report on sickness absence levels is prepared for the Organisational Development Committee. It is very difficult however to analyse the costs as not all absence results in additional costs being incurred. The Board also questioned the items included within the heading "Other Operating Expenses" which were considered to be fairly significant and has increased in 2018/19. T Elliott agreed to provide some further information to the Chair on the Other Operating Expenses figure.

TE

The Board approved the Report and Financial Statements to 31 July 2019.

19.101 2018-19 ANNUAL AUDIT REPORT FROM THE EXTERNAL AUDITOR AND LETTER OF REPRESENTATION

The Board noted that the report from the External Auditor was positive. D Watt advised the Board that the Audit Committee had discussed it in detail and was satisfied with the report which will be submitted to Audit Scotland and published in due course. The Board was advised that the report makes no new recommendations and that three of last year's four recommendations have now been implemented. The outstanding recommendation, for which the report states good progress has been made, relates to financial sustainability, which is an ongoing current priority for the College.

The Board welcomed the report and approved the signing of the attached Letter of Representation on behalf of the Board of Management.

19.102 REGIONAL OUTCOME AGREEMENT DEVELOPMENT UPDATE

B Hughes spoke to the Report.

He advised that the parties to the Agreement are the College, the Glasgow Colleges' Regional Board and the Scottish Funding Council. This year, the parties have agreed that the first draft will not be submitted until the end of January and therefore there is no update for the Board at this stage.

19.103 CATERING SERVICES UPDATE

J Thomson spoke to the paper.

She explained that currently catering is provided by in-house staff at Cardonald and is outsourced to Sodexo at Langside and Anniesland.

As the contract ends in July 2020, work has commenced to consider possible options for taking the service forward. Having considered the relative efficiencies and the pros and cons of each approach, it has been decided to continue with the current model of supply at the three campuses and to explore the possibility of issuing an invitation to tender for the two outsourced campuses jointly with Glasgow Kelvin College. The Board supported this approach and discussed the importance of ensuring that suppliers pay the Living Wage to their employees. The Board suggested that the contract be tendered on an “open book” basis. The Board recognised that there are a range of legal requirements around the tendering process to which the Procurement team will adhere.

The Board noted the update.

19.104 CAPITAL MASTERPLAN UPDATE

J Thomson spoke to the report.

She highlighted that £1.65m had been received from GCRB for capital maintenance funding for 2019/20 including £1.023m for three high priority maintenance projects at Cardonald:-i.e. replacement of Chiller Units and Air Handling Units, Disabled Access Lifts and the one remaining flat roof.

J Thomson reported that the tenders received for these three works areas in 2019/20 are less than anticipated and the College have requested to GCRB that the balance can be retained for spend on other high priority projects by the end of March. J Thomson took the Board through the table attached to the report, noting that the four new projects approved by the Board in October in discussion on the Estates Strategy have been added to the Capital Masterplan. She explained that the Mary Stuart and Litehouse Building works have yet to be fully costed hence a broad estimate has been included.

The Board approved the updated Capital Masterplan.

19.105 GLASGOW CLYDE COLLEGE FINANCIAL REGULATIONS – DELEGATION OF AUTHORITY

T Elliott spoke to the paper.

The Board were advised that a recently updated version of the College Financial Regulations has been submitted to the Finance and Resources Committee. However, the current Financial Regulations state that they should be approved by the Board. The Chair advised that the Board will review the Remit of each Committee in the forthcoming year and therefore the approval of the Financial Regulations could be included in the Finance and Resources Committee's areas of responsibility.

CLERK

The Board approved the recommendation to delegate approval to the Finance and Resources Committee.

Standing Items

19.106 CHAIR'S REPORT

The Chair gave a verbal report. He welcomed the appointment of the Clerk and expressed appreciation to college executive staff who had performed many of the Clerk's duties in the interim. He offered congratulations to S Henson on being elected to a second term of office by teaching staff.

The Board noted the report.

19.107 THE PRINCIPAL'S REPORT

J Vincent provided a verbal update on activities since the last meeting.

Board Members noted a number of recent award news including:-

- **Worldskills UK National Finals**
Glasgow Clyde College achieved team Silver in Cyber Security competition. The College also achieved Highly Commended in Web Design and Network Infrastructure Technician categories.
- **SQA Star Awards**
Glasgow Clyde College won SQA Innovation Category for 'Beauty with a Conscience' in partnership with The Prince & Princess of Wales Hospice. College catering student Fathima Irshad won in the Life-long Learning Category. Highly Commended received in Promoting Inclusion Category for 'Mentally Healthy College'.
- **CDN Awards**
Glasgow Clyde College won Health Promoting College Category also collected the overall Judges Award for 'the best of the best' for our work in promoting healthy lifestyle for our members of staff and students. In the

Innovation Category, the College was Commended for its 'Schools Portal' development.

- **Gift-Tech**
The recently launched Gift-tech initiative was a finalist at the Scottish Public Service Awards, Herald Pioneer Awards and Glasgow Community Champion Awards

The Board was advised that Glasgow Clyde College is the highest performing College in Glasgow and second highest in the Country in terms of the Student Satisfaction Survey published by the Scottish Funding Council.

J Vincent commented on the extremely challenging financial situation being faced by the College which is on a par with other Colleges in Scotland.
The Board noted the report.

19.108 THE STUDENT ASSOCIATION PRESIDENT'S REPORT

A Szilassy spoke to the report issued with the agenda.

The Board noted that feedback from the Class Representatives from their recent meetings was that they would like more mental health support for students. J Vincent agreed that this was an important issue for the College and advised that the College has asked for extra mental health support funding over the next 4 years. Board Members noted that the new Student Voice Group has been set up and two meetings have been held. There was then a discussion on a range of potential options to increase participation through the use of social media channels. A number of Campaigns being undertaken by the GCCSA were detailed. The Board complimented GCCSA on the range of activities being undertaken.

The Board noted the report.

19.109 MINUTES OF COMMITTEE MEETINGS

(i) Organisational Development Committee, 7 October

The Board noted the draft OD Committee minutes.

(ii) Learning and Teaching Committee, 13 November

G McGuinness spoke to the draft minute highlighting the very positive student satisfaction survey results.

The Board noted the Minute.

(iii) Audit Committee, 27 November
D Watt provided a verbal update given the proximity of the last Audit Committee meeting.
The Board noted the update.

(iv) Finance & Resources Committee, 4 December

As the Chair of the Committee was not at the meeting, the Chair of the Board who is a Committee member provided a verbal update.
The Board noted the update.

19.110 MODERN SLAVERY STATEMENT 2018/19

The Board discussed the update to the Modern Slavery Statement.
Subject to one minor change, the Board approved the Statement for 2018/19.

19.111 STRATEGIC RISK REGISTER

The Board of Management noted this report.

19.112 CREDIT PROJECTION 2019/20

The Board noted the report.

19.113 GOVERNANCE UPDATE

The Board approved the appointment of R McNamara as a member of the Learning and Teaching Committee.

CONTINUAL IMPROVEMENT

19.114 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE

None required other than as detailed in the papers.

19.115 REVIEW OF PAPERS (including disclosable status)

It was agreed that all papers were disclosable with the exception of 19.94, 19.97, 19.98, 19.100, 19.101 and 19.105.

DN/CLERK

The Board discussed the cover papers and agreed that the format could be improved to draw out differences from previous papers on the subject covered and to highlight action required of the Board. The Board also agreed to consider where written reports are required rather than verbal reports.

19.116 ANY OTHER BUSINESS

No other business.

DATE OF NEXT MEETING

18th MARCH, ANNIESLAND COLLEGE at 4.30pm

The meeting concluded at 20.00 hours.