

**NOTES OF MEETING OF THE BOARD OF MANAGEMENT HELD AT 4.30PM ON
18 MARCH 2020, Room 1.35/6 ANNIESLAND CAMPUS**

PRESENT:

David Newall (DN)	Chair
Mary Docherty (MD)	Board Member
Robert Fraser (RF)	Board Member
Fiona Godsman (FG) (by telephone)	Board Member
Sandra Heidinger (SH) (by telephone)	Board Member
Stephen Henson (SH)	Board Member
Gordon McGuinness (GMcG)	Board Member
Runa McNamara (RN)	Board Member
Alan O'Donnell (AO'D) (by telephone)	Board Member
Michael Payne (MP) (by telephone)	Board Member
Aranka Szillassy (AS)	Board Member
Jon Vincent (JV)	Principal and Board Member
Clare Walker (CW)	Board Member
David Watt (DW) (by telephone)	Board Member

IN ATTENDANCE:

Brian Hughes	VP Curriculum and External Relations
Janet Thomson	VP Resources and College Development
Tracy Elliott	AP Finance and Infrastructure
Christine McConnell	Clerk to the Board (Minute Taker)

20.01 WELCOME AND APOLOGIES

The Chair welcomed all to the meeting. Apologies were noted from K Rosser and S Rasmussen. Some items on the agenda were taken out of order. The minutes reflect the agenda order.

20.02 DECLARATIONS OF INTEREST

There were no declarations of interest.

20.03 DETERMINATION OF OTHER BUSINESS

The Chair advised that the topic of coronavirus would be discussed as an additional agenda item.

20.04 MINUTE OF THE BOARD MEETING ON 12 DECEMBER 2019

The minute was accepted as a true and accurate record of the meeting. The Board discussed briefly the item on the catering contract and were advised that the tender will include elements of both cost and quality.

20.05 MATTERS ARISING – ACTION GRID

The Chair took the Board through the matters arising action grid. JT/BH
The Board asked for a diagram of the new structures to be provided to a future meeting.
BH advised in response to an additional action from the previous meeting's minutes that work was underway to address stress risks on staff arising from the academic restructure.

ADDITIONAL AGENDA ITEM – COVID-19 UPDATE

The Chair invited the Principal to update the Board on the College's response to the Coronavirus incident.

JV advised that as of 17th March the College had ceased face to face teaching and learning within College with an expectation that this will recommence on 20th April. At that point, there was no guidance from the SQA on implications for exams.

JV explained that the College have been planning closure and home working by teaching and corporate staff –including those who are business critical such as finance and MIS staff.

By 20th March, he expects that the vast majority of staff will be working from home. A skeletal staff will remain on the premises including switchboard, post room and some of the estates team. He explained that some areas of teaching could readily move to online provision whereas for others it was very difficult.

JV advised the Board that there is a huge challenge with students who don't have access to digital technology and ensuring that they are not excluded.

He also explained that although the SFC have confirmed that they will continue making payments, many of the commercial contracts which provide funding for the College will not go ahead.

In response to questions from the Board, JV confirmed that all staff employed directly by the College will continue to be paid and students will continue to receive bursaries as long as they are "active in their learning". There are no staff on zero hours contracts.

JV advised that difficult decisions had to be made in a situation which had not been encountered before and the detail of communications had been challenging.

20.06 STRATEGIC PLAN KPIS

The Chair invited JV to speak to the paper.

JV explained that there is a suite of Key Performance Indicators which support the Strategic Plan. The full suite is used by college management but a subset of the indicators had been highlighted as ones the Board might focus on.

In discussion, suggestions were made as to some additional indicators that should be highlighted for Board reporting. The Board agreed that, before approving a final version of the document in June, it would be helpful for each Committee to consider the KPIS most relevant to their area.

CMcC

The themes would be allocated to Committees as follows: -

- Theme 1 – Learning and Teaching
- Theme 3- Learning and Teaching
- Theme 4 – Organisational Development
- Theme 5- Finance and Resources,
- Theme 2 reserved for further discussion at the next Board meeting.

JV

The Board expressed a desire to ensure that there are not too many KPIs and suggested that a small number should be included in the Strategic Plan to demonstrate success to staff.

20.07 SFC NATIONAL PERFORMANCE INDICATORS 2019-20

BH spoke to the paper which had been issued explaining that it should have gone to the previous Learning and Teaching Committee which had been cancelled.

The Board welcomed the progress made in improving success rates, while noting there was further work to be done, particularly in relation to Part-time FE. In response to questions, BH advised that management were investigating the data which could be cut in a number of ways. For example, the figures in relation to National 5 and Higher examinations could be separated so that the underlying rates could be highlighted. The Board noted that many students with mental health, family or financial challenges benefit from shorter course lengths.

CMcC

BH advised the Board of plans to introduce vocational gateway courses to help students reach minimum entry levels.

The Board agreed that the data should be discussed in detail at the next Learning and Teaching Committee.

20.08 SFC INDICATIVE FUNDING ALLOCATION FOR 20/21

JT presented the paper to the Board advising that the allocation from GCRB is not yet known.

The Board noted the position.

20.09 FINANCIAL REPORT YEAR TO JANUARY 2020 AND FORECAST TO JULY 2020

T Elliott was invited to speak to the paper issued with the Agenda. T Elliott explained that the paper was produced prior to the current Covid-19 crisis so the position will undoubtedly change over the forthcoming months. She explained that the report outlined the financial position versus the phased budget for the six-month period August 2019 to January 2020 and the forecast outturn position for the academic year August 2019 to July 2020 versus the academic year 2019/20 budget. The Board was informed that the forecast shows a favourable variance of £371,000. TE explained that the College secured additional funding from GCEF against which additional costs have been offset. In spite of this

positive development, it was noted that a year-end deficit was still forecast, of £192,000.

The Board was advised of the concerns which the Finance and Resources Committee raised in relation to the commercial growth income. The Board noted that this risk has heightened and JT advised the Board that the College expects a number of employers to cancel their bookings in light of the coronavirus situation.

The Board noted the uncertainty of the position and asked that the Board be kept informed, between meetings if necessary, of any significant developments.

The Board noted the Financial Report and Forecast.

20.10 FINAL REGIONAL OUTCOME AGREEMENT FOR FUTURE YEAR

The Board was advised that the Regional Outcome Agreement has not yet been published due to staffing changes at GCRB.

The Board noted the position.

20.11 ACADEMIC RESTRUCTURE UPDATE

BH provided a verbal update to the Board on the academic restructure.

Phase 2 of the consultation is now closed and a meeting to discuss final details with the EIS has been arranged for the week beginning 23rd March. With the approval of Remuneration Committee, offers of voluntary severance have been made to 12 members of staff. If all accepted, these will result in recurrent savings of £750,000, in line with the five-year financial forecast.

The Board noted the position.

20.12 CAPITAL MASTERPLAN UPDATE

JT spoke to the report which had been issued to the Board. She advised that funding had been received for five high priority projects but that it may be not be possible to complete them by the end of March. Contractors are keen to carry on working but the involvement of College staff will need to be assessed. The timing of the projects will be considered again in light of the absence of students on the College premises.

The Board approved the updated College capital masterplan.

20.13 GOVERNANCE UPDATE

The Chair took the Board through the update which had been provided by the Clerk.

The Board approved the proposed calendar of meeting dates for 2020/21.

The Board approved the draft Schedule of Board Business for 20/21.

The Board noted progress against the Board Development Plan.

The Board discussed the options for a Board Development Event and agreed that in the current economic position, an overnight event could not be supported. The Board suggested that a two-day event on campus could be useful. The Board agreed with the suggested date in early September and asked the Clerk to ascertain and share options around this proposal. CMcC

The Board noted that an external effectiveness review must be completed by the end of 2020 and discussed the options listed in the paper. The Board agreed that it did not wish to use internal auditors for this exercise. The Board set up a sub-group comprising DN, CMcC, MD and GMcG to explore the remaining options and provide a recommendation with costs to the Board. CMcC

The Board noted the position as regards Committee's Terms of Reference. The Board asked each Committee to consider its Terms of Reference at its next meeting and to report any suggested changes to the Board at its June meeting. CMcC
The Board agreed that oversight of governance issues should fall to the Nominations Committee.

STANDING ITEMS

20.14 CHAIR'S REPORT

The Chair recorded the Board's appreciation of the commitment being shown by the College's management, teaching and support staff at such a difficult time, and complimented GCCSA on the service it was providing to the College's students.

20.15 PRINCIPAL'S REPORT

The Board thanked the Principal for his report. The Board discussed the challenges which will be faced for 20/21 admissions given the uncertainty around exam and interview/audition scheduling. The Board noted that thanks were expressed to the Principal for his support of horticultural students at the Lantra Scotland Awards.

20.16 STUDENT PRESIDENT'S REPORT

The Board noted all the activity arranged by GCCSA and complimented the association on the achievements.

20.17 MINUTES FROM COMMITTEE MEETINGS

i. Audit Committee 27 November 2019

The Minute was noted.

ii. Finance and Resources 4 December 2019

The Minute was noted.

iii. Organisational Development 15 January 2020

The Minute was noted.

iv. Nominations Committee 20 February 2020

The Minute was noted.

The Board approved the recommendations in relation to the extension of the Board members' and Chairs' Term of Office and noted that a report would be provided to GCRB when their timing and process was clarified. The Board also noted that the current Board vacancy would be advertised with a view to appointing a member with expertise to sit on the Finance and Resources Committee. The Board noted that Clare Walker has agreed to join the Nominations Committee and that one other Board member has been asked to join and will provide a response shortly.

CMcC

The Board approved the protocol presented in the paper in relation to Glasgow Clyde Educational Foundation Trustees.

v. Audit Committee 26 February 2020

The Minute was noted

vi. Finance and Resources 4 March 2020

The Minute was noted

Items for Noting

20.18 GLASGOW CLYDE EDUCATION FOUNDATION UPDATE

The Board noted the update.

20.19 STRATEGIC RISK REGISTER UPDATE

The Board noted this paper and that the Covid -19 risks should be added.

20.20 CREDITS PROJECTION 2019/20

The Board noted the progress against its Credit activity target for 2019/20 and complemented BH and his team for his work in achieving the targets.

Continual Improvement

20.21 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE

Equality Impact Assessments have been carried out as detailed in the individual reports.

20.22 REVIEW OF PAPERS

The Board agreed that the papers in relation to Strategic Plan KPIs and Financial Report to January 2020 and Forecast Outturn to July 2020 are non disclosable. Committee Minutes are disclosable only after approval by the subsequent Committee.

CMcC

Members complimented the Clerk on improvements made to the Board papers, including the brief summaries of Committee business.

20.23 ANY OTHER BUSINESS

The Board discussed whether a move to electronic papers would be advantageous and agreed that this should be explored at a future date. DN/CMc
C

The next Board of Management Meeting will be held at 4.30pm on Wednesday 10 June 2020, Seminar Room 4, Cardonald Campus.