

**NOTES OF MEETING OF THE BOARD OF MANAGEMENT HELD AT 4.30PM ON
10 JUNE 2020, VIA ZOOM VIDEOCONFERENCE**

PRESENT:

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

IN ATTENDANCE:

Brian Hughes (BH)	VP Curriculum and External Relations
Janet Thomson (JT)	VP Resources and College Development
Tracy Elliott (TE)	AP Finance and Infrastructure
A Green	Executive Assistant (Minute Taker)

20.24 WELCOME AND APOLOGIES

The Chair welcomed all to the meeting. Apologies were noted from C McConnell and K Rosser.

20.25 DECLARATIONS OF INTEREST

F Godsman declared interest in GCEF item.

20.26 DETERMINATION OF OTHER BUSINESS

The Chair advised that there were no other items of business.

20.27 MINUTE OF THE BOARD MEETING ON 18 MARCH 2020

The minute was accepted as a true and accurate record of the meeting.

20.28 MATTERS ARISING – ACTION GRID

The Chair took the Board through the matters arising action grid. The Chair highlighted the Board Away Day date of 2 September

2020 and Members were asked to continue to hold that date. The Chair informed Members that the deadline to carry out the Board Effectiveness Review has been extended to April 2021: the Board working group will continue to work on arrangements for this. The Chair indicated that the extension of office for himself, G McGuinness, S Heidinger and D Watt will be taken to the GCRB Board meeting on 15 June 2020 for approval. The Chair indicated that Board vacancies have been advertised on the College Website and encouraged Members to refer possible candidates to that site.

In response to a query from FG around the wording of the advert, the Chair undertook to review the wording. Chair

20.29 COVID 19 UPDATE

The Chair invited JV to speak to the paper, followed by discussions and questions.

JV apologised for the lateness of the paper, explaining that the situation changes on a daily basis and it was necessary to capture as much information as possible. Members noted that JT would provide further details on the finance information and BH will provide more information on re-opening arrangements.

JV applauded staff across the College for the incredible amount of work they had undertaken from the moment face-to-face teaching ceased, in order to ensure that the College remained open to students. Members noted that the whole year-end activity of exhibitions and end-of-year shows has become virtual and the work involved in doing so had been astonishing.

JV explained that a priority was communicating with staff during the lockdown and outlined his twice-weekly emails to staff, the newsletter that is now issued weekly and a range of FAQs; all of which have had positive feedback. In addition, as staff have had to increase IT skills, the College provided online training and promoted best practice and sharing ideas. JV confirmed that all staff have continued to be paid and reminded Members that the College is also topping up the salaries of staff furloughed by ISS and Sodexo; however, that decision is under review. JV indicated that circa 172 College staff are currently furloughed with a further 12 being furloughed this week. Members noted that SFC had encouraged colleges to furlough staff where possible.

JV outlined the remote assessment processes put in place by SQA which places greater emphasis on the professional judgement of staff and outlined the set of processes put in place by the Quality Team to support and moderate these judgements.

JV indicated that the College works with circa 50 different awarding bodies all of whom have different assessment protocols. JV noted the contribution and assistance from GCEF and the DELTA project in supporting staff with the procurement of additional IT devices and development of expertise in remote learning and assessment. Board Members noted that the College will be moving to a new VLE, Canvas, at the beginning of the academic year which will greatly enhance remote delivery. JV outlined that support continues to be provided by Student Support and Learning Inclusion Teams and that mental health support have moved online and that regional investment had been made in The Big White Wall to provide additional mental health support to staff and students.

JT then provided an update on financial impacts of COVID and detailed the 5 income and 4 expenditure areas which are substantially affected. JT outlined the challenges regarding ESF funding, timing of funding to cover income and the cost base and the potential impact on the current portfolio.

JT explained that commercial income has been seriously impacted; however, work is underway to target potential growth sectors and develop a recovery plan. Board Members noted that, as a consequence, the commercial target will not be met. JT outlined that FWDF was doing well against 19/20 but this too has been impacted with training programmes being postponed.

JT moved to outline challenges faced with catering and nursery income and staffing costs. JT explained that whilst savings had been achieved due to the admin restructure, the savings related to the academic restructure would not be made this year given the impact of COVID and the need to postpone implementation of the new structure. Members noted that the overall forecast outturn position is a deficit of £1.3m in 2019/20.

The Chair sought comments or questions from Members in relation to learning and teaching.

SHn indicated that teaching staff are feeding back on the volume of work involved in transferring programme materials online and are concerned that there may be no return to face-to-face teaching. JV responded that there will be certain subjects where online delivery will be challenging if not impossible and that ultimately the ambition is to return to face-to-face delivery; however, how long that will be is unknown so some work will have to be undertaken on a remote basis and access to campuses at the beginning of the year will only be where absolutely necessary.

MD applauded the College for the great work and good practice and innovation that has taken place during lockdown and indicated that it would be a shame to lose that going forward, especially as business as usual may not be possible for some time to come. MD stressed that the College should be considering how to develop such further and publicising and sharing these developments nationally.

FG counselled that given many subjects take place physically, there is a need to focus on innovation rather than focussing on when delivery will get back to normal. FG continued that, to help mitigate impact of social distancing, the College should be considering delivery outwith College premises to deliver blended learning in different locations. JV responded that the College already has a number of outreach facilities in a number of communities so that option would be taken into consideration.

The Chair sought reassurance that a robust process will be put in place to ensure all students who need to complete their courses to obtain certification will be able to do so at the beginning of term. JV responded that he could not give assurance that no-one would fall through the cracks; however, gave assurance that staff have done their absolute best to maintain close communication with students; however, there are some students who have disconnected from the College. JV continued that where there is evidence of students continuing to engage and evidence to allow a professional judgement to be made, then work will be done to allow students to complete their courses.

SHr sought and received confirmation of the appeal system in place for students. BH explained that the College fully expects some students not to like some of the judgements, so internal quality panels have been set up to assist in the process of making judgements to help course teams verify decisions.

CW raised concerns that many students are digitally poor either in equipment or ability to use such or are unable to afford broadband and asked what the College could do to address that when looking at delivery over the next 18 months. JV responded by outlining two pieces of work being undertaken by the Scottish Government: one potentially creating free broadband for students and the other reviewing how to funds can be used to address digital poverty. JV continued that the College is investigating how to support students with digital literacy to ensure that can make optimal use of their devices.

CW sought and received clarification on the difficult financial situation for all colleges across the region and Scotland.

The Chair summarised discussions and referred to the first recommendation in the report whereby Committee Chairs receive a fortnightly briefing on the financial implications of COVID and indicated the possibility of having to call an emergency Board meeting over the summer. Board Members agreed to this recommendation.

The Chair asked JV to outline the reopening proposals contained in section 7 of his report. JV referred to the Scottish Government route map to come out of lockdown and how this relates to the College.

Members noted that Phase 3 of the route map would allow remote operation from August onwards, with Phase 4 allowing the full return to campuses and face-to-face teaching. JV outlined the challenges for the College reopening and the priority of ensuring those students who will need to complete studies to achieve certain qualifications in order to move on to University, employment etc can do so. JV outlined the online enrolment process, that will account for 60% of the new student cohort, and the online induction process: the remainder of students will require a physical process. JV indicated that, for the most part, Unions have been supportive and encouraging and have been invited to join the Reopening Working Groups; however, Unison have withdrawn, indicating that until there is Scottish Government Guidance on reopening, they will not participate in local planning. Members noted that as the College needs to continue to plan and comply with the Health and Safety at Work Act, reopening plans will continue.

Discussion then took place around Appendix 4 to the report which was a letter from R Lochhead, Minister, to the Chair of SFC requesting a review of the 'coherent provision and sustainability' of the Universities and Colleges. The potential reasons for a review being called at this time were outlined.

SHr recommended the need for a separate communications working group as communicating with staff and students is critical. SHr also queried arrangements for overseeing and monitoring the working groups. JV outlined the working groups set up and that they will be providing updates to SLT on a fortnightly basis.

A brief discussion took place around the involvement of GCRB in supporting the Glasgow Colleges.

In response to a query from SHn regarding the possibility of the FE sector actually increasing business as a result of the recession, the Chair counselled that economic recovery is hugely

important but it will be hard to get back to pre-COVID activity levels given constraints that may be in place re social distancing.

RF counselled that new money for the FE sector is unlikely at this point as there will be very little public money around and this will be targeted to specific sectors, such as healthcare.

The Chair turned discussion to the proposed start dates. BH provided details on the dates being proposed: teaching staff return on 10 August, from 24 August engagement with students begins, and then around 7 September teaching begins. BH indicated that the dates being proposed allow time for extra time/scope for staff having to make more materials available on the VLE or dealing with students who have to complete their assessment processes to allow qualification. Members noted that some areas will have to start earlier, such as EVIP programmes, whilst other areas will not start until 14 September. BH counselled that all these dates are dependent on Scottish Government guidance and may change. BH highlighted that many students view college courses as a source of income, so the longer it takes to start programmes the longer it takes to get bursary or SAAS funding.

DW sought and received clarification on staff capacity to support students as early as possible versus staff preparing online materials. Board Members were reassured that students who require to repeat a year will receive bursary funding.

SHn queried whether discussions were taking place with different groups and indicated that social distancing within workshops should be feasible so an early start date would be possible. BH confirmed that course teams are all involved in discussions but stressed that all dates are dependent on what the Scottish Government will allow Colleges to do.

CW highlighted that students coming to College are in desperate financial situations, with others who are vulnerable and may not be able to deal with social distancing and asked how the College plans to ensure it meets all requirements. BH indicated that the College is awaiting guidance from Scottish Government on how to deal with such issues.

CW continued that paying students earlier will be dependent on students completing paperwork correctly; given the time staff spend supporting students in doing that, CW asked how the College will ensure that happens. The Chair responded that there will be no simple solution to that. CW acknowledged this but wished to highlight that it may not be possible for some students to attend College next year as a result of difficulties obtaining funding.

The Chair sought and received approval to the proposed reopening dates.

20.30 FINANCIAL REPORT YEAR TO APRIL 2020 AND FORECAST TO END JULY 2020

The Chair invited T Elliott to talk to the report issued with the agenda.

TE explained that the report outlines the financial position against the phased budget for the 9-month period August 2019 to July 2020. Board Members noted that due to the impact of the COVID19 crisis there is an adverse variance of £1,085k in 19/20: the forecast deficit is £1.277k. TE explained that Table 3.2 summarises movements with further breakdown contained in the report appendices. Members noted that all colleges are facing similar issues. TE indicated that to mitigate some of this deficit there will be a need to reduce the cost base in the short and medium terms.

TE outlined the forecast cash position for end July 2020.

DW sought and received clarification on deferring Lennartz arrangements going forward. TE indicated the College's current position with Lennartz and that an approach has been received around mounting a challenge to the arrangements. TE indicated that this has not been progressed but would be happy to discuss if the Board wished.

20.31 20/21 DRAFT REVENUE BUDGET

TE was invited to provide a presentation in respect of the 20/21 Draft Revenue Budget. TE shared the presentation which outlined 3 budget scenarios in light of COVID19 and talked to each scenario in detail, outlining the implications of each and the timescales for any mitigating actions to be put in place.

The Chair thanked TE for the comprehensive presentation and continued that, as Governors, the Board will take ownership of the situation through the Committee of Chairs fortnightly briefings. The Chair reiterated that the current situation may require an emergency meeting of the Board being called over the summer period.

In depth discussion then took place around the impact of the current situation on all areas of the College, implications for the portfolio, various modelling to provide SFC with data to lobby the Government, and possible routes to mitigate the impact going forward as well as the constraints of timescales and legal implications of some of the suggestions put forward.

The Chair acknowledged the amount of work that will be involved in managing the current financial issues and undertook to keep Board Members up-to-date.

20.32 FINANCIAL FORECAST RETURN

It was noted that the Funding Council had requested updated financial forecast returns by the end of June. Before submission, the College's draft return would be discussed at the fortnightly meeting of Committee chairs.

20.33 STRATEGIC PLAN KPIS

The Chair talked to the report issued with the agenda. At the last Board meeting, Committee Chairs were asked to consider the elements of the themes of the Strategic KPIS, identifying which KPIS should be reported to the Board annually to monitor progress.

It was noted that the OD Committee were happy with the KPIS identified, the Finance and Resources Committee had added two indicators and the Learning and Teaching Committee will share a set of recommendations with the Clerk, who would then circulate the final version to Board Members.

20.34 CAPITAL MASTERPLAN UPDATE

JT spoke to the report which had been issued to the Board and advised that the total capital funding allocated to the GCRB in 19/20 is £3.538m of which Glasgow Clyde College was allocated £1.652m, split between capital maintenance and life-cycle maintenance. £1.023m was allocated for very high priority estates maintenance and was used to fund 5 projects and the remainder to life-cycle maintenance. This capital sum was due to be expended before the end of March 2020; however, due to the COVID19 crisis, contractors had to leave site on 20 March 2020. It is hoped contractors will be able to return to site sometime in June 2020 to complete outstanding works.

JT reported that the allocation for 20/21 to GCRB amounted to £5.32m, of which the College has received £945k for life-cycle maintenance to date. JT indicated that proposals for 6 high level priority estates maintenance programmes, to a value of £2.1m, have been submitted to GCRB for funding consideration. The Board noted the projects submitted and the sustainability benefits of each.

The Board of Management noted the reasons why 2 projects have been postponed to 2021.

In response to a query from DW as to whether the high priority estate projects for 20/21 were appropriate in context of earlier discussions or whether the capital funding could be converted to

revenue, JT pointed out that there is no option to change the use of the funding and if it is not used for capital projects then the College will lose it altogether. DW suggested that narrative be added to the FFR submission to include representations for revenue funding. FG suggested that the capital should be used to ensure that estate is fit-for-purpose for blended learning so buildings may need to be organised differently post-COVID.

The Board approved the updated masterplan.

20.35 GOVERNANCE UPDATE

The Chair talked to the update report which had been provided by the Clerk.

The Board noted that AS's tenure as Student President is at an end and that, unfortunately, no replacement has been secured at present. To ensure appropriate and continued representation on the Board, AS will be liaising with the new Vice Presidents regarding attending Board meetings. AS indicated that she understood an alternative proposal was in place but did not have the details. JV to ascertain if arrangements have changed. BH queried whether there are any governance or constitutional issues relating to the Student Vice President observing meetings. The Chair confirmed that there should be no issues especially as it is hoped a new President can be sought in the near future. JV

Further discussion took place on the Board vacancies and advertisements and the need to stress diversity in the adverts. The Chair asked Board Members to direct any suitably qualified candidates to the College website.

STANDING ITEMS

20.36 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.

The Chair thanked AG for stepping in to minute meeting.

The Chair thanked RF, AS and SR for their contribution and hard work relating to Board matters. The Board offered their best wishes to all in their future endeavours.

Board Members noted outcome of the recent Employment Tribunal.

20.37 PRINCIPAL'S REPORT

The Board thanked the Principal for his report.

JV talked to the report highlighting the investiture of Dr Julie McElroy, to the CDN Hall of Fame, which was taking place the following day at 10.30 am; the College's contribution to the FE Foodbank Friday Campaign and that Education Scotland have suspended the requirement to provide Evaluative Reports and Action Plans.

20.38 STUDENT PRESIDENT'S REPORT

The Chair invited AS to talk to the report issued with the agenda.

AS highlighted the Class Rep meetings that had continued during lockdown and the request to receive feedback from students on their remote working experience. AS reported that feedback had been mainly positive with negative feedback from some relating to IT issues and suggested the need to provide support to students who face additional challenges with IT: any negative feedback had been shared with relevant areas. AS reported that President Drop In Sessions had been held twice a week which had been very successful. AS indicated that many students are struggling financially so it was good that the College is considering supporting students earlier. Board Members noted that mental health support has been extended to cover the summer period. AS indicated that the GCCSA had only 10 months to reach their goals and throughout lockdown have continued to support and encourage students anyway they can. AS expressed her hope that the new team will take forward initiatives already in place. Members noted that the GCCSA team have been working on their values and constitution which the new team will take forward.

SHn referred to the negative impact and received confirmation that any feedback had been dealt with and remedied quickly. CW expressed her thanks to AS and SR and the rest of the GCCSA team and offered her best wishes. The Chair added his and the Board's thanks and wished AS and SR all the best in their future endeavours.

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

20.39 MINUTES FROM COMMITTEE MEETINGS

i. Organisational Development 29 April 2020.

The Minute was noted.

In response to a query from SHn regarding the lack of Health and Safety reporting in the OD minutes and the need to see more data in the Minutes, SHr confirmed that the Committee receive a lot of Health and Safety data at each meeting and undertook to ask for more detail to be included in future

minutes. JV indicated that the minutes of Health and Safety Fora minutes are published and these contain more detail.

- ii. **Remuneration Committee: 30 April 2020**
The Minute was noted.
- iii. **Audit Committee 20 May 2020**
The Minute was noted.
- iv. **Finance and Resources: 27 May 2020**
The Minute was noted.
- v. **Learning and Teaching Committee: 3 June 2020**
G McGuinness outlined discussions that had taken place including arrangements for AY20/21, assessment process and innovation, an update on the DELTA project and strategic KPIs. G McGuinness thanked AS for her contribution to the Committee.

Items for Noting

- 20.40 **GLASGOW CLYDE EDUCATION FOUNDATION UPDATE**
The Board noted the update.
- 20.41 **STRATEGIC RISK REGISTER UPDATE**
The Board noted this paper and that the COVID -19 risks had been added.
- 20.42 **CREDITS PROJECTION 2019/20**
The Board noted the progress against its Credit activity target for 2019/20.
- 20.43 **STAFF RESTRUCTURE**
The Board noted the report.
- 20.45 **ANY OTHER BUSINESS**
- Continual Improvement**
- 20.46 **EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE**
Equality Impact Assessments have been carried out as detailed in the individual reports.
- 20.47 **REVIEW OF PAPERS**
The Board agreed that the papers were disclosable/non-disclosable as identified on the agenda.

The next Board of Management Meeting will be held at 4.30pm on Wednesday 2 September 2020.