

NOTES OF THE MEETING OF THE BOARD OF MANAGEMENT HELD ON 9 DECEMBER 2020 AT 4.30pm. The meeting was held remotely due to Covid-19 restrictions.

PRESENT:

David Newall	Chair
Mary Docherty	Board Member
Fiona Godsman	Board Member
Sandra Heidinger	Board Member
Stephen Henson	Board Member
Kacper Kacica	Board Member
Gordon McGuinness	Board Member
Runa McNamara	Board Member
Alan O'Donnell	Board Member
Michael Payne	Board Member
Sissa D Rasmussen	Board Member
Keith Rosser	Board Member
Jon Vincent	Board Member
David Watt	Board Member
Clare Walker	Board Member

IN ATTENDANCE:

Candy Munro	Independent Reviewer
Lindsey Paterson	Observer
Margaret Swiderska	Observer
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	Clerk to the Board

20.70 WELCOME AND APOLOGIES

The Chair welcomed everyone to the meeting. A particular welcome was extended to Lindsey Paterson and Margaret Swiderska who will be joining the Board of Management subject to approval from Glasgow Colleges Regional Board and to Candy Munro who is in the process of carrying out an external review of the Board's effectiveness.

20.71 Declarations of Interest were noted from K Rosser, F Godsman, R McNamara and C Walker in relation to the Glasgow Clyde Education Foundation (GCEF). No other declarations of interest were received.

20.72 DETERMINATION OF OTHER BUSINESS

The Chair advised that, following a request from a Board member, he would be addressing the issue of trade union-nominated Board members in his Chair's Report.

20.73 MINUTES OF PREVIOUS MEETING: 28 OCTOBER 2020

The Minute was approved as an accurate record of the previous meeting subject to an agreed amendment in relation to the Item 20.65 Remuneration Committee Minute.

20.74 MATTER ARISING: ACTION GRID

The Board noted that the actions on the grid had been completed.

ITEMS FOR DISCUSSION/APPROVAL

20.75 EXTERNAL EFFECTIVENESS REVIEW

C Munro advised the Board that she is in the process of carrying out an external review of the Board's effectiveness as required by the Scottish Government. The review will be completed by April in line with the requirements. A Board workshop will be planned for January with a final report to be presented to the Board of Management meeting on 24 March 2021.

CMcC

20.76 FINANCIAL SUSTAINABILITY UPDATE

J Vincent updated the Board on two areas.

(1) Bid to Glasgow Clyde Education Foundation (GCEF)

J Vincent advised the Board that GCEF had approved a funding request of £1.8m for 20/21 with a possible further £0.5m for 21/22. The funds will provide a financial bridge to assist the College sustain a key range of services for students. He explained that the College is in the process of agreeing a series of deliverables and milestones which will be monitored through the Finance and Resources Committee. The Board asked that the reporting framework be shared with the Board before it is submitted to GCEF.

JT

The Board expressed its thanks to J Vincent and J Thomson for their work in achieving this funding and to GCEF for providing the funds.

(2) Voluntary Severance Scheme

In addition to the GCEF funding, J Vincent advised that the College needs to undertake a separate process of cost savings. A voluntary severance scheme has therefore been submitted for approval to GCRB prior to submission to Scottish Funding Council. The Scheme mirrors that of the academic management scheme which has been approved previously. After approval, the scheme will open up to support staff. Management recognise the need to be mindful of the impact on service provision with staff being redeployed where possible. The Board asked that staff contracts are reviewed to ascertain the flexibility available.

JT

J Vincent advised that the academic management restructure had been put on hold at the beginning of the pandemic but that it will be progressed in the New Year.

The Board asked that an update on approval of the Voluntary Severance Scheme and on the shape of the restructure is provided to Board members at the end of January.

20.77 SFC REVIEW OF COHERENT PROVISION AND SUSTAINABILITY

The Chair introduced the paper which contained a draft response from the College to GCRB's Call for Evidence on the structure of the College sector in Glasgow. The draft response had been prepared with input from the committee chairs and from other Board members who had accepted an invitation to discuss the response with the Chair and Principal.

J Vincent explained the background to the Call for Evidence.

The Board discussed the draft response in detail. The Board was supportive of the options as presented in the draft and agreed that the case for Option 2 was a strong one. The Board suggested that the voice of the student should be more strongly represented in the paper with a row added to each option describing the impact on the student experience.

DN/JV

The Chair and the Principal agreed to review the paper in light of the comments and circulate to Board for further comment.

20.78 ANNUAL REPORT BY AUDIT COMMITTEE TO BOARD OF MANAGEMENT

J Thomson spoke to the report which will be presented to the Scottish Funding Council along with the Financial Statements.

The report summarises the work of the Audit Committee including the reports from internal and external auditors over the course of the year to 31 July 2020. The Board noted that the Audit Committee is satisfied as to the adequacy and effectiveness of the College's internal financial and management systems as reviewed by internal and external audit for the financial period 2019/20.

The Board noted the report.

20.79 GOVERNANCE UPDATE/BOARD DEVELOPMENT PLAN

R McNamara and C Walker left the meeting due to their conflict in this report.

C McConnell spoke to the report which addressed the following areas of governance:-

(1) Review of Articles of Governance, Standing Orders and Scheme of Delegation

The Board noted that the Nominations Committee had no recommendations for change to the terms of the Articles of Governance. The Board therefore approved the Articles in their current form. As recommended by the Nominations Committee, the Board recommended that the Articles of Governance are reviewed every three years unless an urgent review is required sooner.

CMcC

(2) Board Development Plan

The Board considered a draft plan as recommended by the Nominations Committee. The Board agreed that the plan provided a focus for the Board's work over the forthcoming months and approved its adoption as part of the Board's programme of activities.

CMcC

(3) Nominations Committee Remit

The Board considered a revised remit for the Nominations Committee which included responsibility for governance issues and for GCEF appointments. It also clarified the process for appointing selection panels to consider Board appointments. The Board approved the revised remit.

(4) Recruitment of Board Members

The Board noted that the recruitment process had been successfully completed with two appointments recommended to GCRB for approval. GCRB Board meets on 25th January 2021.

(5) Glasgow Clyde College Education Foundation – Appointment of Trustees

The Board approved the following recommendations from the Nominations Committee:-

With effect from 1 January, Clare Walker will succeed Keith Rosser as a Trustee; and

With effect from 1 August 2021, Runa McNamara will succeed Fiona Godsman as a Trustee.

STANDING FINANCIAL ITEMS

20.80 2019-20 ANNUAL AUDIT REPORT FROM THE EXTERNAL AUDITOR AND LETTER OF REPRESENTATION

T Elliott spoke to the paper.

T Elliott gave a brief overview of the 2019-20 Annual Audit Report from the External Auditor and the Letter of Representation. T Elliott explained the automated signing process which will be implemented this year by Audit Scotland.

The Board approved the Letter of Representation and authorised its signature by the Chair and the Principal as described.

20.81 ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDING 31 JULY 2020

T Elliott spoke to the report which contains the Annual Statements for the year to 31 July 2020.

The Board noted that year-end audit of the financial statement has been completed and the related auditor's report outlines an unqualified opinion in respect of the financial statements.

The Board also noted that the narrative in the statements has been amended to reflect comments from both Audit Committee and Finance and Resources Committee which have scrutinised the statements.

The Board noted that, as advised to the Audit Committee and Finance and Resources Committee, the College is reporting an adjusted operated surplus of £267K. The Board noted that, despite the challenges of the pandemic, the College successfully achieved its full SFC and ESF credit target for the year 2019/10. The Board also noted that all teaching KPI's have been improved upon with the only other target not reached being that of non SFC income which was particularly impacted by the COVID-19 restrictions.

T Elliott took the Board through the various sections of the Primary Financial Statements.

The Board expressed its appreciation of the work done by the Finance Team to deliver the very positive results and complimented the College staff for delivering the surplus and achieving the target credits in such challenging circumstances.

The Board approved the Financial Statements for the year 2019/20 attached to the paper.

OTHER STANDING ITEMS

20.82 CHAIR'S REPORT

The Chair provided a verbal update on the following three matters:-

(1) Committee Membership

The Chair advised that, subject to approval of their appointments to the Board from GCRB, Nominations Committee had agreed that Lindsey Paterson will join Finance and Resources Committee and Margaret Swiderska will join Audit Committee. Keith Rosser will move from Audit Committee to Finance and Resources Committee.

The Board noted that the two new appointments had achieved a 50/50 gender balance of lay members on the Board.

(2) TU Membership

The Chair advised the Board that the Scottish Government's proposal to provide for two Trade Union-nominated members to be added to College Boards, which was previously intended for implementation in August 2020, no longer forms part of the Government's legislative programme due to changed priorities associated with the Covid pandemic.

The Board noted that the staff members on the Board are elected from the entire body of their respective staff

cohorts, therefore fulfilling an entirely different role to that of individual Trade Union representation introduced to the Board.

(3) Appreciation

The Board asked that its appreciation to all staff who have faced a hugely difficult and challenging year is recorded.

20.83 PRINCIPAL'S REPORT

J Vincent spoke to the report and provided the Board with an overview of developments in the College which were of relevance. The Board noted that with the College entering Level Four restrictions the number of staff and students on campus had significantly reduced. There is now clarity that face coverings should be worn in classrooms as well as in public areas.

The Principal advised that 16 members of staff and 32 students have tested positive since the start of term. The College has entered into an arrangement with Strathclyde University to facilitate testing for students in term time accommodation wishing to return home for the Christmas holiday period.

The Board discussed the work being undertaken to provide students with access to digital devices and connectivity and acknowledged the difficulties involved.

The Board commended the partnership with the local charity, Launch Foods which has enabled the charity to have use of the College kitchens and continue their work to combat food poverty for children in Glasgow.

The Board welcomed the expansion of the Flexible Workforce Development Fund.

20.84 STUDENT PRESIDENT'S REPORT

S D Rasmussen spoke to the report, advising the Board of the range of activities undertaken by the GCCSA team.

She highlighted the online festive market and the Winter Wonderland initiative which were ongoing.

The Board noted that 150 food parcels would be distributed to the most in- need students.

S D Rasmussen advised the Board of the work being done with the White Ribbon campaign and provided details of how to sign the White Ribbon Pledge.

The Board noted the work being done to provide training for Class Reps – particularly in areas which are underrepresented at present.

The Board complimented the GCCSA on the range of initiatives and asked that thanks be passed to the team for all it is doing.

MINUTES OF COMMITTEE MEETINGS

20.85 NOMINATIONS COMMITTEE

The Board noted the minutes.

20.86 LEARNING AND TEACHING COMMITTEE

The Committee Chair commented on the incredible commitment from staff to the Learning and Teaching process which had resulted in very positive satisfaction levels from students.

The Board discussed the increased numbers of withdrawals from enrolled students who never attended at all and recognised that the reasons for this are not clear.

The Board noted that the number of credits are monitored on a weekly basis. In recent years, the College has delivered its target credits in full. However, the impact of the Covid crisis means there is less confidence this year that the target will be achieved.

The Chair asked that the Board receive a briefing on Learning & Teaching at its next meeting, to cover issues of remote delivery, teaching quality and student satisfaction as well as performance against targets. **BH**

The Board noted the minutes.

20.87 AUDIT COMMITTEE

The Chair advised that the Committee had received a report on Cyber Security as requested by the Board and had been satisfied with the position.

The Board noted the minutes.

20.88 FINANCE AND RESOURCES COMMITTEE

The Chair commented that, as could be seen from the Commercial and Funding Update report, the forthcoming year will continue to be challenging.

The Board noted the minutes.

ITEMS FOR NOTING/FORMAL APPROVAL

20.89 UPDATE ON 2020/21 FINANCIAL POSITION – FINANCIAL REPORT TO OCTOBER AND FORECAST OUTTURN

The Board noted the update.

20.90 CAPITAL MASTER PLAN UPDATE

The Board approved the report.

20.91 STRATEGIC RISK REGISTER UPDATE

The Board noted the report.

20.92 CREDITS PROJECTION 2020/21

The Board noted the report.

20.93 BOARD SCHEDULE OF WORK

The Board noted the Schedule of Work.

ANY OTHER BUSINESS

There was no other business.

DATE OF NEXT MEETING

24 March 2021 at 4.30pm

Location to be confirmed in light of current government restrictions