

NOTES OF MEETING OF THE BOARD OF MANAGEMENT HELD AT 4.30PM ON 16 JUNE 2021, VIA ZOOM VIDEOCONFERENCE

PRESENT:

David Newall (DN)	Chair
Mary Docherty (MD)	Board Member
Fiona Godsman (FG)	Board Member
Sandra Heidinger (SHr)	Board Member (from Item 21.25 onwards)
Kacper Kacica (KK)	Board Member
Gordon McGuinness (GMcG)	Board Member
Runa McNamara (RMcN)	Board Member
Alan O'Donnell (AO'D)	Board Member
Michael Payne (MP)	Board Member
Lindsey Paterson (LP)	Board Member
Sissa D Rasmussen (SR)	Board Member
Keith Rosser (KR)	Board Member
Margaret Swiderska (MS)	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
Eric Brownlie (EB)	AP Quality and Performance (for Item 21.25 only)
Christine McConnell (CMcC)	Clerk to the Board (Minute Taker)
Johanna Thompson (JT)	Incoming Student President, Observer (until Item 21.26)
Janie McCusker (JMCC)	Chair, Glasgow Colleges' Regional Board (for Item 21.24 only)
Martin Boyle (MB)	Executive Director, Glasgow Colleges' Regional Board (for Item 21.24 only)

21.19 WELCOME AND APOLOGIES

The Chair welcomed all to the meeting. Apologies were noted from Stephen Henson. A particular welcome was extended to Johanna Thompson who will join the Board next session as the next Student President and to Janie McCusker and Martin Boyle from Glasgow Colleges' Regional Board (GCRB).

21.20 DECLARATIONS OF INTEREST

FG and CW declared their interest as Trustees of Glasgow Clyde Education Foundation (GCEF).
DW declared an interest in the Whistleblowing Policy and Procedure forming part of Item 21.26 in his roles as a member

of the Advisory Audit Board of Scottish Public Sector Ombudsman.

J Vincent declared his interest in the Remuneration Committee minute forming Item 21.33i.

21.21 DETERMINATION OF OTHER BUSINESS

There were no other items of business other than on the agenda.

21.22 MINUTE OF THE BOARD MEETING ON 24 MARCH 2021

The minute was accepted as a true and accurate record of the meeting subject to rectification of one typographical error.

21.23 MATTERS ARISING – ACTION GRID

The Board noted that all items either had been addressed or were on the meeting agenda.

21.24 GLASGOW COLLEGE REGION REVIEW OF COHERENT PROVISION AND SUSTAINABILITY

JMcC and MB took the Board through the paper which had been submitted to the Board in advance. JMcC and MB outlined the process which had been undertaken to reach this stage and advised the Board of the next steps which are planned prior to submission of an options appraisal to the GCRB Board in October.

The Board discussed the paper, commenting on the importance of ensuring independence in the process, given the range of options proposed and the differing interests of the parties involved.

The Board recommended that suitable measures of success should be identified in the report.

The Board agreed on the importance of ensuring that student satisfaction and attainment levels remain a focus for colleges in Glasgow.

21.25 POST PANDEMIC LEARNING AND TEACHING

EB spoke to the paper, which had previously been discussed at Learning and Teaching Committee.

EB supplemented the paper with a presentation to the Board. The Board heard that, despite the extremely challenging circumstances of the last year, the College has been on a positive pathway in relation to attainment. The Board noted that the “DELTA” (Delivering Excellence in Learning, Teaching and Assessment) team has been extremely supportive to the teaching staff, enabling lecturers to deliver teaching in an innovative manner.

However, EB advised that the College recognises that there is a remaining gap between staff who have expanded their digital skills over the period of College closure and others who have not been able to achieve this to the same extent.

The Board agreed with EB that the key aim of the College is to ensure all learners are able to find success. Many learners have embraced online opportunities and others have found this challenging – for a range of reasons.

The College is now therefore looking forward to 2021/22 and beyond to ensure that the elements of good practice and collaboration between support staff and teaching staff can be maintained and developed.

The Board discussed the importance of ensuring that the student voice is heard and was advised that surveys have been issued and focus groups have been formed to gather student feedback which is being analysed.

The Board also commented that the estates strategy should be reviewed to accommodate any changes to the physical spaces on each campus and facilitate suitable access to digital resources and internet connectivity.

JT

The Board emphasised the need to ensure that one-to one support is available for vulnerable learners who may have lower levels of literacy and may struggle to engage in a wider forum.

The Board recognised the work being done to facilitate agile working for staff who have been working from home for some time.

The Board agreed that EB should be invited to attend the Board Development Day on 7th /8th September to provide an update on developments and discuss priorities for new investment in relation to learning and teaching.

CMcC/EB

21.26 GOVERNANCE UPDATE

CMcC presented the paper advising that the revised Whistleblowing Policy and Procedure had been approved and discussed in detail at both Organisational Development Committee and Audit Committee.

The Board approved the revised Whistleblowing Policy and recommended that the procedure be discussed with the relevant Trade Unions as required.

CMcC

The Board then broke into breakout rooms to discuss the agenda for the Board Development Event and the format of meetings for next session.

Comments from the groups on the draft Development Event agenda included:-

- An earlier start on day 1 to allow for introductions;
- Move the Review of Coherent Provision and Sustainability paper to day 2;
- Consider using a professional facilitator;
- Include sufficient time to agree KPIs including measures and dashboard;
- Consider the use of anonymous voting;

- Include discussion on ways to ensure student voice informs Board discussions.

The group leaders undertook to forward their notes of discussions after the meeting.

The Board agreed that RMcN, MP and MD should work with the Chair and Clerk to finalise the agenda in light of the comments received.

**CMcC/RMcN
/MP/MD/DN**

The Board agreed that a mixture of online and face-to-face meetings should be established for next session, with details to be agreed with Committee chairs.

21.27 BOARD DEVELOPMENT PLAN 2021/22

The Board agreed the draft Development Plan as contained in the paper.

21.28 REVENUE BUDGET FOR 2021/22

T Elliott presented a paper with the Revenue Budget for Academic Year 2021/22.

The report contained comparative analysis of movements between the 2020/21 Forecast Outturn position and the 2021/22 Draft Budget position although the Board noted that comparative analysis is difficult in light of the very unusual circumstances during the academic year 2020/21. The Board noted that the Budget shows an adjusted operating surplus of £130k for the year.

The Board noted that the College has now received final funding allocations from the Glasgow Colleges Regional Board (GCRB) which were in line with previously announced indicative funding allocations.

The Board discussed the identified key risks noting, in particular, the targeted savings the College will aim to achieve through future use of a Voluntary Severance Scheme. The Board noted that the existing College Voluntary Severance scheme is in place until December 2021 but that consideration may need to be given to extending the Scheme to the end of academic year 2021/22.

T Elliott highlighted that, whilst COVID restrictions are currently gradually being relaxed by the Scottish Government, there remains a level of uncertainty and, as such, the College will require to keep the budgetary assumptions under review on an ongoing basis and update its forecasts to reflect any changes which may become apparent as the academic year progresses. In particular changes in assumptions in respect of SFC European Social Funding, Tuition Fees, Commercial Income and External Funding could have a significant impact on the resultant outturn for 2021/22.

TE

The Board also considered the impact of changes to phasing in the funding provided by Glasgow Clyde Education Foundation (GCEF).

The Board discussed the risks attached to the contribution from commercial income already reflected in the risk register (but inadvertently omitted from the covering paper's risk analysis). The Finance and Resources Committee continues to monitor this and will report to future meetings.

The Board also discussed the changes to the catering income and associated staff.

The Board asked that figures (in the form of tables and graphs where possible) be provided to demonstrate the College's financial position over the last 5 years to allow better understanding of the changing patterns of income and expenditure.

TE

The Board approved the budget for the academic year 2021/22.

21.29 FINANCIAL FORECAST RETURN

T Elliott spoke to a presentation which provided the Board with draft 5 year financial forecasts which have been prepared to inform the annual Financial Forecast Return (FFR) to the Scottish Funding Council. T Elliott advised that SFC previously indicated that the return has to be submitted by 30 June 2021 but that no 2021 FFR guidance or planning assumptions have yet been received from SFC.

The Board noted that, although a balanced position can be demonstrated for Years 1-3, this cannot be sustained into Years 4 and 5 of the College's financial forecasts. This is primarily due to the forecast requirement to fund pay increases in the context of flat cash SFC funding assumptions. Further restructuring will likely be required to achieve a balanced position in future.

The Board discussed the plan and the key risks which underpin future funding assumptions.

The Board recognised the difficulties that are being experienced by all Scottish Colleges of operating against a background of spiralling costs within the current funding model.

The Board agreed that the final FFR could be agreed by email once the SFC had confirmed its guidance. The Chair asked that Board members be informed when that guidance was received, at which point arrangements for sign-off would be confirmed.

Board members

TE

21.30 STANDING ITEMS CHAIR'S REPORT

The Chair thanked SR and KK, both for their very helpful contributions to the Board over the last year and for the fantastic work they have done as part of the Glasgow Clyde College Student Association (GCCSA) in working with the student body at such a difficult time.

The Chair commented on the GCRB report which had been presented to the meeting earlier, noting the challenges it will present.

21.31 PRINCIPAL'S REPORT

The Principal spoke to his report which had been circulated with the papers.

He provided the Board with an update on the ongoing recruitment of a Deputy Principal and on the outcome of the national strike action which is close to resolution.

The Principal advised the Board of ongoing concerns in relation to cyber-attacks across the sector and recommended members read the blog from Audit Scotland - the link to which is in his paper.

The Board noted the report and thanked the Principal for his paper.

21.32 STUDENT PRESIDENT'S REPORT

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

SR advised that the report contains some of the highlights of an eventful and busy year for the GCCSA.

The Board noted that the GCCSA have been involved in a range of achievements working with organisations in tackling gender based violence including the White Ribbon Charter and have been selected to take part in a pilot with Emily Test's Gender Based Violence Charter. SR thanked Caroline Hutchison for her support in this.

SR gave the Board information on the Lockdown Legends awards for staff and students and on the work being done as part of the Healthy Body Healthy Mind project.

The Board heard of the innovative approach which the team has established to engage with Class Representatives and noted that this will be taken forward by the new team next session.

SR thanked the Board for its interest during her term of office.

21.33 MINUTES FROM COMMITTEE MEETINGS

i Remuneration Committee 4th May 2021

JV, JT, BH and TE were not present for this item which was heard at the end of the agenda.

The Minute was noted.

ii Nominations Committee 5th May 2021

The Minute was noted.

iii Learning and Teaching Committee 5th May 2021

The Minute was noted.

iv Organisational Development Committee 19th May 2021

The Minute was noted.

v Audit Committee 25th May 2021

The Minute was noted.

vi Finance and Resources Committee 2nd June 2021

The Minute was noted.

Items for Noting/Formal Approval

21.34 GLASGOW CLYDE EDUCATION FOUNDATION UPDATE

The Board noted the update.

21.35 STRATEGIC RISK REGISTER UPDATE

The Board noted the updates to the Risk Register.

21.36 CREDITS PROJECTION 2020/21

The Board noted the progress against its Credit activity target for 2020/21. The Board discussed the College's position as compared to other Scottish Colleges and noted that the position was mixed. An update will be provided at the next meeting.

BH

21.37 ESTATES AND CAPITAL MASTERPLAN UPDATE

The Board approved the updated Capital Masterplan.

21.38 FINANCIAL REPORT YEAR TO APRIL 2021 AND FORECAST OUTTURN TO END JULY 2021

The Board noted the report.

21.39 FRAUD RESPONSE PLAN

The Board approved the plan subject to the inclusion of a named person responsible for reporting an incident to the insurers.

21.40 ANY OTHER BUSINESS

There was no other business.

The Board Development Event will be held on 7th and 8th September 2021.

The next formal meeting of the Board will be held on Wednesday 20th October 2021 at 4.30pm