**NOTES OF THE MEETING OF THE BOARD OF MANAGEMENT HELD ON 15 DECEMBER 2021 AT 4.30pm.**

**The meeting was held remotely by Zoom to comply with current Scottish Government meeting guidance.**

**PRESENT:**

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| David Newall | Chair |

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| Mary Docherty | Board Member |
| William French | Board Member |

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| Fiona Godsman | Board Member |
| Sandra Heidinger | Board Member |
| Amie Logan | Board Member |
| Gordon McGuinness | Board Member |
| Runa McNamara | Board Member |
| Alan O’Donnell | Board Member |
| Michael Payne | Board Member |
| Lindsey Paterson | Board Member |
| Margaret Swiderska | Board Member |
| Johanna Thompson | Board Member |
| Jon Vincent | Board Member |
| David Watt | Board Member |
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**IN ATTENDANCE:**

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| Kirsty Mavor | Incoming Clerk to the Board |
| Tracy Elliott | Assistant Principal, Finance and Infrastructure |
| John Rafferty | Depute Principal, Curriculum and External Relations |
| Janet Thomson | Vice Principal, Resources and College Development |
| Christine McConnell | Clerk to the Board (Minute Taker) |

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| **21.65** | **WELCOME AND APOLOGIES** |  |
|  | The Chair welcomed everyone to the meeting. Particular welcome was extended to William French as the newly elected teaching staff member and to Kirsty Mavor who attended as an observer prior to her taking up the post of Clerk. Apologies were recorded from Keith Rosser and Clare Walker. |  |
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| **21.66** | **DECLARATIONS OF INTEREST** |  |
|  | No declarations of interest were received. |  |
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| **21.67** | **DETERMINATION OF OTHER BUSINESS** |  |
|  | There was no other business intimated. |  |
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| **21.68** | **MINUTES OF PREVIOUS MEETING: 20 OCTOBER 2021** |  |
|  | The Minute was approved as an accurate record of the previous meeting. |  |
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| **21.69** | **MATTER ARISING: ACTION GRID** |  |
|  | The Board noted that the actions on the grid had been completed. |  |
|  | The Chair advised that Michael Payne’s appointment for a further four years has been confirmed by Glasgow Colleges Regional Board (GCRB). |  |
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| **ITEMS FOR DISCUSSION/APPROVAL** | |  |
| **21.70** | **DRAFT SUSTAINABILITY PLAN** |  |
|  | J Thomson spoke to the report which provided the Board with a draft of the College’s updated Climate Change Action Plan. She took the Board through the five elements of the plan, namely:-   1. Leadership and Governance; 2. Learning, Teaching and Research; 3. Estates and Operations; 4. Partnerships and Engagement ; and 5. Data Collection. |  |
|  | The Board discussed the Plan noting that there will be three groups involved in the leadership and governance of the action plan for the College. The Board recognised the role of the Regional Green Team group which can share best practice across the wider area.  The Board agreed that the most significant impact arises from the College’s energy consumption of electricity and gas. The Board agreed that whilst gradual change can be achieved through changes in behaviours, the most significant improvement will require capital investment. A O’Donnell offered to share his experience of using a mapping tool to identify inefficiencies in energy consumption. | JT |
|  | The Board commented on the difficulties of estimating the impact of staff travel but encouraged management to include this as a balance to the requirement to include figures for homeworking. |  |
|  | The Board recognised the role of the procurement process in including criteria in relation to carbon emissions in all tenders. |  |
|  | In discussion, the Board emphasised that the next version of the action plan should be more focused on activities with a clear timescale and should address the following questions:-   * What will the College will do? * What are the barriers to achieving that? * What will be done to overcome those barriers? |  |
|  | The Board also commented on the importance of identifying the audience for the document to ensure that the language is appropriate and easily understood and that the opportunity should be taken to involve staff across the College. |  |
|  | The link from the pledge to the stated ambition should be clarified. |  |
|  | J Thomson advised the Board that the document will be developed with input from staff and the Chair asked that it is presented to the next Audit Committee. | JT |
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| **21.71** | **EDUCATION SCOTLAND PROGRESS REPORT** |  |
|  | J Vincent introduced the paper which provided the Board with the draft findings of the Education Scotland Progress Visit to the College on 9-11 November 2021. J Vincent explained that the visit had been carried out remotely and that the judgement can either be “satisfactory” or “unsatisfactory”. |  |
|  | The outcome for the College was “satisfactory” with a very positive report on the visit. The report identified many strengths and few weaknesses with one area of Highly Effective Practice being produced as a case study. The Board expressed disappointment at the restricted range of outcomes which it was felt does not allow the full extent of the College’s performance to be reflected in the report. |  |
|  | The Board agreed that it was a very strong report and asked that congratulations should be passed to staff for the excellent work done in such difficult circumstances. |  |
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| **21.72** | **CREDITS PROJECTION 2021/22** |  |
|  | J Rafferty spoke to the paper which provided the Board with an update on the College’s current position in respect of its credit targets for the 2021/22 session. |  |
|  | The Board was pleased to hear that there has been an improvement in the position which has moved from a forecast shortfall of up to 8% in November to a new position of a shortfall of between 5 and 5.2%. |  |
|  | J Rafferty advised the Board that a recent letter had been issued by the Chief Executive of the Scottish Funding Council offering some new opportunities for the College to claim additional credits. The College has been able to take advantage of two of these by adding additional guidance units into Higher National programmes and have added units in Further Education programmes to boost retention and employability options. |  |
|  | The Board was interested to hear the analysis of the reasons given for students dropping out of courses, being :-   * Dissatisfaction with the course content or delivery * Physical and Mental Health * Leaving to Take Up Employment. |  |
|  | The Board asked that this topic should be on the agenda for the next meeting in March 2022. | JR |
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| **21.73** | **GOVERNANCE UPDATE** |  |
|  | CMcConnell spoke to the report which covered a number of governance issues. |  |
|  | The Board reviewed the Policy No 1.1 Role and Development of Policy and Procedure. Subject to changing the work “taken” to “considered” at the end of the third paragraph, the Board approved the Policy. | Clerk |
|  | The Board also approved the revised Schedule of review as contained in the Appendix to the report. | Clerk |
|  | The Board agreed that the new style of report template should be used in future with an emphasis on ensuring that there is clarity as to actions for the Board. |  |
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| **21.74** | **ANNUAL REPORT BY AUDIT COMMITTEE TO BOARD OF MANAGEMENT** |  |
|  | The Board was advised that, once approved, a copy of the Report will be sent to the Scottish Funding Council along with the final financial statements. |  |
|  | D Watt took the Board through the elements of the report. The Board noted that the Internal Auditors’ opinion was that the College has adequate and effective arrangements for risk management control and governance and that proper arrangements are in place to promote and secure value for money. The Board was told that the External Auditors report includes an unqualified opinion on the financial statements, the regularity of transactions and other prescribed matters. There were no matters which they were required to report by exception. |  |
|  | The Board noted that the Audit Committee was satisfied as to the adequacy and effectiveness of the College’s internal financial and management systems as reviewed by internal audit and external audit for the financial period 2020/21. |  |
|  | The Board thanked the Audit Committee for its work over the course of the year and noted the report. |  |
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| **Standing Financial Items** | |  |
| **21.75** | **2020-21 ANNUAL AUDIT REPORT FROM THE EXTERNAL AUDITOR AND LETTER OF REPRESENTATION** |  |
|  | The Chair advised the Board that the Annual Audit Report is submitted to Auditor General for Scotland for publication. |  |
|  | T Elliott spoke to the report which includes an unqualified audit opinion. The report identifies Covid -19 as a challenge to the College. However, the risks identified did not materialise. The report commends the College’s administrative processes. |  |
|  | In relation to the Wider Scope section of the report, Financial Sustainability, Financial Management and Value for Money were graded as “Yellow” due to the risks and uncertainties of Covid–19. The Board commented that this is a sector wide risk and not reflective of local College management. Governance arrangements were graded “Green”. |  |
|  | The Board agreed that the Chair should sign the Letter of Representation on its behalf. |  |
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| **21.76** | **ANNUAL REPORT AND FINANCIAL STATEMENTS FOR YEAR ENDING 31 JULY 2021** |  |
|  | T Elliott spoke to the report which submitted the College’s Annual Report and Financial Statements for the twelve-month period ending 31 July 2021. |  |
|  | The Board noted that the College is reporting a deficit of £4,068k. Actuarial gains on Defined Benefit Pension Plans for the period were £13,288k and there was no Unrealised Surplus on Revaluation of Land and Buildings. Therefore, the Total Comprehensive Income for the period is reported as £9,220k (2019/20: negative £15,535k). |  |
|  | After adjusting for non-cash items the adjusted operating position for 2020/21 is a surplus of £572k. |  |
|  | The Board was content that this figure represents a positive outcome for the College and recorded appreciation for the work of College staff and for the financial contributions from the Scottish Government, the UK Government through the Job Retention Scheme and the Glasgow Clyde Educational Foundation. |  |
|  | J Vincent spoke to the Principal’s Report which forms part of the overall report. |  |
|  | The Board heard that in 2020/21, unlike the previous year, Covid-19 had impacted the full academic year and that staff had seized every opportunity to ensure that all students had the best experience possible. |  |
|  | He gave credit to the work of the Glasgow Clyde Students Association who have worked tirelessly in their support of the student population. The Principal also commended the work done by teaching staff in both hybrid and remote methods of working and on the contribution of the support staff in keeping the College’s vital services operating. |  |
|  | The Principal explained to the Board that the College’s strategic plan was being refreshed to ensure it reflects the impacts of Covid -19 and will be brought to the Board in future. |  |
|  | The Board discussed the Key Performance Indicators in the report and commented that, although there was an understandable reduction in the percentage of successful students from SIMD10 postcodes, almost 90 per cent said they were satisfied with their learning experience, which is reflective of the support they received. |  |
|  | Subject to some adjustments to the Performance Report and Equal Opportunities sections, the Board approved the Annual Report and Financial Statements 2020/21. |  |
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| **Other Standing Items** | |  |
| **21.77** | **PRINCIPAL’S REPORT** |  |
|  | ( This item was heard after Item 21.60) |  |
|  | The Principal provided the Board with an oral update on the following matters which have impacted the College since his last report. |  |
|  | COVID 19:- the Principal advised the Board that presence of staff and students on campus had recently increased to 35% which was consistent with neighbouring Colleges. However, in light of the most recent Government advice in response to the new variant, there has been a reduction in on campus presence which is expected to reduce to approximately 10% by the end of this week. Whilst this is not desirable, this level of attendance is considered reasonable on the balance of risks. Therefore, only students with critical assessments which require to be completed on campus are present in College. After the Christmas break, essential on- campus activity is likely to be postponed until 10 January 2022. |  |
|  | The Board heard that the College has been implementing all mandatory Covid-19 mitigations including use of face coverings, limitation of numbers in classrooms, adequate ventilation and monitoring of CO2 levels. |  |
|  | The Principal advised the Board that levels of infection reported amongst staff and students continue to be very low. |  |
|  | The Board was pleased to hear of a number or awards with particular mention of Roseanne McElvie achieving the Floristry Tutor of the Year in the British Floristry Awards and Mercedes Richardson being awarded Learning and Teaching Colleague of the Year in the Colleges Development Network Awards. |  |
|  | The Principal also advised that the Colleges has joined a partnership with Greggs bakery to sponsor the provision of nutritious breakfasts for children at two local Primary Schools for the next two years. |  |
|  | The Principal informed the Board that work was ongoing across all four streams of the collaborative work with Glasgow Kelvin College and that a further update would be provided to the next Board. | JV |
|  | The Board also heard of the ongoing consultation on lecturer registration with the General Teaching Council of Scotland, the Scottish Government’s response to the Scottish Funding Council’s Sustainability and Coherence Review and of the ongoing Education Reform review being undertaken by Ken Muir. |  |
|  | The Principal advised that the Scottish Government’s draft budget announcement for 2022/23 provided for a flat cash settlement which fell below the 2.5% growth which had been modelled. As a result the College’s financial position will be re-forecast. |  |
|  | The Board discussed the proposals to review the requirements for learning spaces across all three campuses, noting that staffing needs will also require to be taken into account in light of changing working styles. |  |
|  | The Board also expressed concern at the potential impact of the Scotland’s Rural College (SRUC) horticultural facility in Queens Park which was highlighted at the last meeting and noted that GCRB has emphasised the need for an early meeting with SRUC to discuss future planning. |  |
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| **21.78** | **STUDENT PRESIDENT’S REPORT** |  |
|  | J Thompson spoke to the report which informed the Board of the work of the Student Association. |  |
|  | The Board heard of the work being done to complete a Students’ Mental Health Partnership Agreement which covers mental health awareness and early intervention and highlights the support available. A Logan told the Board of the Healthy Body, Healthy Mind activities which it is expected will lead to a Bronze Award and of the activity taking place in relation to mental health, smoking and physical activity. |  |
|  | J Thompson spoke enthusiastically of her involvement at COP 26 which had been a very positive experience. |  |
|  | After several years of activity by the Students Association, the College has received White Ribbon Status setting out the commitment to support White Ribbon and other partner organisations in not committing, condoning or staying silent about gender based violence. |  |
|  | The Board noted the festive activity and in particular the giant snow globe which had been well-received at all three campuses. |  |
|  | The Board agreed that this was a very positive report and congratulated the Student Association team on all their attainments. |  |
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| **21.79** | **CHAIR’S REPORT** |  |
|  | The Chair advised the Board of progress with the review of College Structure in Glasgow being carried out by Glasgow Colleges Regional Board (GCRB). The Board noted that the Scottish Funding Council have halted the input from GCRB and will now report direct to Jamie Hepburn the Minister for Higher Education and Further Education.  It is expected that the review will conclude in the first quarter of 2022. |  |
|  | The Chair expressed his thanks, on behalf of the Board, to Christine McConnell for her excellent service to the College. Christine is leaving her post as Clerk at the end of the year. |  |
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| **Draft Minutes of Committee Meetings** | |  |
| **21.80** | **LEARNING AND TEACHING COMMITTEE- 10 NOVEMBER 2021** |  |
|  | The Board noted the draft minute. |  |
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| **21.81** | **AUDIT COMMITTEE- 24 NOVEMBER 2021** |  |
|  | The Board noted the draft minute. |  |
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| **21.82** | **FINANCE AND RESOURCES COMMITTEE – 1 DECEMBER 2021** |  |
|  | The Board noted the draft minute. |  |
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| **ITEMS FOR NOTING/FORMAL APPROVAL** | |  |
| **21.83** | **UPDATE ON 2021/22 FINANCIAL POSITION** |  |
|  | The Board noted the update. |  |
| **21.84** | **CAPITAL MASTER PLAN UPDATE** |  |
|  | The Board approved the report and the proposed spend. |  |
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| **21.85** | **STRATEGIC RISK REGISTER UPDATE** |  |
|  | The Board noted the report. |  |
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| **21.86** | **MODERN SLAVERY STATEMENT** |  |
|  | The Board approved the statement. |  |
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|  | **ANY OTHER BUSINESS** |  |
|  | There was no other business. |  |
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|  | **DATE OF NEXT MEETING** |  |
|  | 24 March 2021 at 4.30pm, Boardroom, Langside Campus. |  |