

## Board of Management

### Meeting of the Board of Management

MINUTE OF 3<sup>rd</sup> MEETING HELD ON WEDNESDAY 16 DECEMBER 2020 AT 1600 HRS  
(BoM3) HELD VIA MS TEAMS

Present	
Alisdair Barron (AB) (Chair)	Paul Little (PL)
David Cullen (DC)	May Miller (MM) (Co-optee)
David Eaton (DE)	Graham Mitchell (GM)
Nicolas Garcia (NG)	Stuart Patrick (SP)
Lorna Hamilton (LH)	Ronnie Quinn (RQ)
Iona Gibson (IG)	Audrey Sullivan (AS)
Paul Hillard (PH)	Lesley Woolfries (LW)
Karen Kelly (KK)	
In attendance	
Paul Clark (PC)	Chris Keenan (CK)
Michael Cross (MC)	Sheila Lodge (SL)
John Downie (JD) (Observer)	Stuart Thompson (ST)
John Gribben (JFG)	Cate Watson (CW)
Aileen Ireland (AI)	Ann Butcher (Minute)
Apologies for absence	
Sarah Erskine (SE)	Rebekah Widdowfield (RW)
George Galloway (GG)	

Item BoM3-1	Apologies for Absence	
Paper No:	Lead: Chair	Action requested: Note
Decision/Noted	Apologies for absence were received from SE and GG.	

Item BoM3-2	Declarations of Interest	
Paper No:	Lead: Chair	Action requested: Note
Decision/Noted	None.	

Item BoM3-3	Research Project Update: Processes and Practices of Governing in FE Colleges in the UK (ESRC)	
Paper No: Verbal	Lead: Professor Cate Watson	Action requested: Note
Discussion/ Matters Arising	CW thanked the Board for the opportunity to provide an update on the Research Project which aims to research 'Boards in action' and has been carried out by the Universities of Stirling, Birmingham and Cardiff. Following the conclusion of the observation of eight College Boards last	

year, the data collected is now being analysed and she hoped to share insights on how governing Boards contribute to the realisation of strategic aims and outcomes. Various themes have been identified including the Board's role in the development of strategies, the role of the College Secretary, Student governors and Committees including the risk management process. Further investigation on the recent move to virtual meetings has also been undertaken and is in the process of being reviewed.

KK further advised on her membership on the stakeholder group which has been very proactive, involving regular seminars and workshops which was a worthwhile aspect of the Project.

AB thanked CW for her insightful presentation and looked forward to further feedback on the outcomes of the research.

**Decision/Noted**

To note the update.

<b>Item BoM3-4.1</b>	<b>Minute of the Previous Board of Management Meeting held on Wednesday 11 November 2020</b>	
Paper No: BoM3-A	Lead: Chair	Action requested: Approve
<b>Decision/Noted</b>	That subject to additional clarification under Item 4.3/4.4, the minute be approved.	

<b>Item BoM3-4.2</b>	<b>Annual Report and Financial Statements 2019-20 (Final Draft)</b>	
Paper No: BoM3-B	Lead: S Thompson/P Clark	Action requested: Approve
<b>Discussion/ Matters Arising</b>	<p>PC introduced the narrative section of the Report which includes a summary of the College performance and, Board activities and functions through its Committee structure. A fully designed version was also made available to members.</p> <p>ST provided an overview of the financial report which shows an underlying deficit of £360k for 2019-20. This is a result of the impact of Covid-19 on College activities. Where possible, the College took action to reduce the forecast loss by maximising income and claiming furlough funding however some areas of income have reduced dramatically and the College continues to operate in a challenging financial climate.</p> <p>The summary of the underlying position including approved adjustments for depreciation and pension liabilities was highlighted. The main expenditure category for the year was staff costs which include increased employer contribution for teacher's pension costing and harmonisation costs. Employee numbers have also increased by 21 FTE from last year. The College continues to operate with a healthy cash balance at the year end.</p> <p>The Board noted that pension evaluations are outwith College control and were made during the peak of the first lockdown period when stock market investments were deflated. This will be subject to ongoing review and the College will respond as required.</p>	

	KK further commented that External Audit has provided an unqualified opinion on the financial statements with no recommendations for improvement. AB added that given the exceptional circumstances this year, the outcome achieved had been exceptional. He praised the leadership of the College and congratulated all staff involved in achieving this outcome.
Decision/Noted	The Board approved the Annual Report 2019-20 as presented for publication.

Item BoM3-4.3		Strategic Risk Review	
Paper No: BoM3-C	Lead: P Clark	Action requested: Approve	
Discussion/ Matters Arising	<p>The Board reviewed the College Risk Register. The recent changes in some risk scores which reflect the ongoing Covid-19 crisis and its associated impacts were noted.</p> <p>PC referred to Risk 24 '<i>Failure of Compliance with the General Data Protection Regulations (GDPR)</i>' which was recently scored at a high level of 16 (RED) due to the absence of a dedicated Data Protection Officer. This has now been resolved and arrangements for a DPO through Thornton's Solicitors is now in place.</p> <p>DE also referred to Risk 1 '<i>Failure to Support Successful Student Outcomes</i>' and considered that given the successful assessment of students at the end of last session, the overall Risk Score should be reduced. AS advised that the Learning and Teaching Committee had reviewed this Risk and agreed that cautious approach be maintained. This will be further considered at the next meeting in February.</p>		
Decision/Noted	That the College Risk Register at 2 December 2020 be approved.		

Item BoM3-5.1		Students' Association Update	
Paper No: BoM3-D	Lead: Nicolas Garcia/ Iona Gibson	Action requested: Discuss	
Discussion/ Matters Arising	<p>NG and IG updated the Board on current operational activities of the Students' Association. The following items were particularly highlighted:</p> <ul style="list-style-type: none"> <li>• Additional responses for the Student Experience Questionnaire (approx. 1000) have now been gathered via Class Reps.</li> <li>• The Student Partnership Agreement will be reviewed. An update on progress will be provided.</li> <li>• The SA continues to engage with the IT team to progress the College digital learning transformation through the Digital Steering Group.</li> <li>• Communications with students have continued to improve over the lockdown period and a Communications Agreement will be discussed early next year with the new Communications Director.</li> <li>• The SA Staff Awards for 2020-21 will be launched during January with a new award added for 'Digital Innovator'.</li> <li>• The second meeting of the Student Parliament has now been held and Position Statements will be provided on the website.</li> </ul>		

	NG updated the Board on the opportunities and variety of online activities (including engagement with Societies) held throughout this session which aim to improve student wellbeing.
Decision/Noted	To note the update report.

Item BoM3-5.2	Chair's Remarks	
Paper No: Verbal	Lead: A Barron	Action requested: Discuss
Discussion/ Matters Arising	AB reported on his continued participation in a series of meetings including a discussion on the GCRB Review with Glasgow College Chairs and Principals.	
Decision/Noted	To note the update report.	

Item BoM3-5.3	Principal's Report	
Paper No: Verbal	Lead: P Little	Action requested: Discuss
Discussion/ Matters Arising	<p>The Principal advised that whilst Glasgow city has moved back into Tier 3 from 11 12 20, the College has chosen to maintain its Tier 4 protocols from this week. The reduction in staff and students on campus has reduced the number of reported Covid cases. To date, the College has recorded 124 cases in total (30 staff and 94 students).</p> <p>FT enrolments are up to 103% with the majority of courses now full. Delivery of practical activities to deferred students is ongoing.</p> <p>The Principal provided examples of the current and future digital and mental health challenges faced by both staff and students particularly through remote learning. The College will continue to support their mental health and wellbeing which is crucial in helping them succeed.</p> <p>He further highlighted the real challenges of managing through the pandemic particularly in the longer term but added that the future outlook for CoGC was extremely bright. He was positive and hopeful that the College would consider and develop new approaches and take advantage of all opportunities to meet all future challenges.</p> <p>AB requested an update on the planned arrangements in place for Covid-19 testing. SL reassured that the College is now working in collaboration with Glasgow Caledonian University to provide an asymptomatic testing service for CoGC students on request. This will also include testing of international students and will continue early next session.</p>	
Decision/Noted	To note the update report.	

Item BoM3-5.4	GCRB Review Response	
Paper No: BoM3-E	Lead: P Little/M Cross	Action requested: Discuss
Discussion/ Matters Arising	PL introduced the response which has been developed with MC in consultation with SMT. The response relates to the SFC Report on	

Coherence and Sustainability and a subsequent call from Glasgow Colleges Regional Board (GCRB) for related evidence. It considered that against the current unprecedented crisis, the prospect of no change within the Glasgow Region is unsustainable. Response Submission is required to GCRB by 18 12 20.

MC provided an overview and commentary on a number of key questions within the draft response which provides a clear statement of direction. This is fully aligned to the Scottish Government’s policy direction, SFC’s stage 1 conclusions and core principles of the Cumberford-Little report. CoGC seeks a strategic ‘Hub and Spoke’ National College solution that will enhance the learners’ experience, strengthen learning pathways through a coherent tertiary provision and at the same time provide a step change in business and community engagement.

SP was sympathetic with the proposals and considered that individual colleges have a more detailed communication structure and are directly involved in management of strategic direction and partnerships, especially industry links.

RQ commended the response and suggested some structural changes.

MM commented that the response was persuasive and asked how the proposed outcome would affect the region in practical terms. AB shared a summary of recent discussion between Glasgow Region Chairs, confirming that the three Colleges would continue to work collaboratively and build on current partnerships, working towards a more federated approach.

LW commended the paper which maps out the process and phased approach moving towards a single College solution. She stressed the need to ensure such an upscale and critical mass is achievable, with a single Glasgow College remaining agile to meet the expectations of learners needs. AB considered that integration of talent and resources across Glasgow and realisation of economies of scale would provide the opportunity to make a significant difference to learners and empower local communities.

AS raised concern over the terminology of a ‘one stop shop’ learning environment which may potentially cause some confusion and misunderstanding particularly against pre entry information and advice on courses and further training which may impact on the role of Skills Development Scotland. It was agreed that such terminology be reconsidered. Potential benefits to employers and graduates should also be more explicit.

**Decision/Noted**

That, subject to points raised, the draft response was agreed in principle.

<b>Item BoM3-5.5</b>		<b>College Response to Commissioner for Fair Access</b>	
<b>Paper No:</b> BoM3-F	Lead: P Little/M Cross	Action requested: Note	
<b>Discussion/ Matters Arising</b>	The Principal’s response to an invitation from Sir Peter Scott (the Scottish Government’s ‘Commissioner for Fair Access’) to comment on the latest progress in delivering the recommendations of the Commission on		

	<p>Widening Access was submitted for noting. This included the First Minister's associated commitment that, by 2030, students from the most deprived 20% of backgrounds should represent 20% of entrants to university. Specific views on the impact of Covid-19 on widening access and the Colleges crucial part in creating pathways to university were highlighted.</p> <p>AS suggested that student economic circumstances would also play a significant part, in particular the need for further financial support particularly at a time when part-time jobs are not readily available. PL recognised the potential financial impact and the need to increase hardship funding and maximise apprenticeships in College.</p>
<b>Decision/Noted</b>	To note the response.

<b>Item BoM3-5.6</b>	<b>City of Glasgow International Ltd (CGI)</b>	
<b>Paper No: Verbal</b>	Lead: L Woolfries	Action requested: Discuss
<b>Discussion/ Matters Arising</b>	<p>LW reported that a meeting (also attended by LH, KK and R Gardner) to discuss the progress of the CGI was held yesterday (15 12 20). She stressed that the Board was fully supportive of the set-up of the College Company however were now reassured that no transactions would be made until appropriate governance arrangements have been set up and agreed.</p> <p>It was noted that the Development Committee would provide added assurance on the structured developmental approach on governance arrangements and legal positioning, and will retain oversight on activities and performance in the long term.</p>	
<b>Decision/Noted</b>	To note the update report.	

*CK attended the meeting at this time.*

<b>Item BoM3-6.1</b>	<b>HR Wellbeing Support</b>	
<b>Paper No: BoM3-H</b>	Lead: J Gribben	Action requested: Note
<b>Discussion/ Matters Arising</b>	<p>JG provided a brief overview of the ongoing activities provided in support of staff including Occupational Health Referrals, Employee Assistance Programme Usage and wellbeing support provided since College closure during March 2020.</p>	
<b>Decision/Noted</b>	To note the update report.	

<b>Item BoM3-7</b>	<b>Reports from Board Committees</b>	
<b>Item BoM3-7.1</b>	<b>Committee Items for Approval</b>	
<b>Item BoM3-7.1.1</b>	<b>Organisational Health and Safety Policy</b>	
<b>Paper No: BoM3-I</b>	Lead: J Gribben	Action requested: Approve
<b>Discussion/ Matters Arising</b>	<p>JG informed members that the Organisational Health and Safety Policy had been discussed at length at the recent Finance &amp; Physical Resources</p>	

	<p>Committee (FPRC) which was endorsed subject to additional detail on health and safety training and environmental impact.</p> <p>CK, Acting Health and Safety Manager provided an overview of the Policy which provides detailed aspects of organisational and personal responsibilities including the Board's role in terms of H&amp;S. Development of the Policy has been subject to discussion, review and endorsement by the Health and Safety Committee which includes Students' Association and Union representatives. Members were assured that all appropriate training, including specifically targeted programmes will be rolled out across the College.</p> <p>The Board commended the Policy and stressed that the health, safety and welfare of visitors, staff and students were of paramount consideration. The Policy was reviewed and approved.</p>
<b>Decision/Noted</b>	To approve the Organisational Health and Safety Policy.

<b>Item BoM3-7.1.2 Annual Procurement Report 2019-20</b>	
<b>Paper No: BoM3-J</b>	Lead: S Thompson      Action requested: Approve
<b>Discussion/ Matters Arising</b>	<p>ST reported that the Annual Procurement Report 2019-20 was submitted and endorsed at the last meeting of the FPRC and requires Board approval for publication by Procurement Scotland by the end of December. The comprehensive review of procurement activity during 2019-20 was positive with an overall improved position on non-compliant spend.</p> <p>LW considered that the Future Regulated Procurements summary (Section 5) did not correlate with the list of planned regulated procurements table. ST advised that the summary provided generic reference however this point will be addressed.</p>
<b>Decision/Noted</b>	To approve the Annual Procurement Report 2019-20.

<b>Item BoM3-7.2 Committee Items for Noting</b>	
<b>Item BoM3-7.2.1 External Audit Annual Report 2019-20</b>	
<b>Paper No: BoM3-K</b>	Lead: S Thompson      Action requested: Note
<b>Discussion/ Matters Arising</b>	<p>The Board noted that all governance arrangements were found to be satisfactory and appropriate, including throughout the Covid-19 pandemic to date. Effective arrangements are in place regarding financial control, prevention and detection of fraud and irregularity, and standards of conduct.</p> <p>Follow up on the prior year recommendation to develop an assurance framework was particularly highlighted. It was noted that this has now been agreed by the Audit and Assurance Committee and is in progress for ongoing review.</p> <p>PL advised that the police fraud investigation is still ongoing and outstanding recovery of losses is being addressed through the College insurance company.</p>

<b>Decision/Noted</b>

To note the External Audit Report for 2019-20.

<b>Item BoM3-7.2.2</b>	<b>Internal Audit Annual Report 2019-20</b>
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<b>Paper No: BoM3-L</b>	Lead: S Thompson	Action requested: Note
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<b>Discussion/ Matters Arising</b>	The Board noted the reporting process of Internal Audit work undertaken during 2019-20 and the summary of Grades which show either 'Satisfactory' or 'Good' outcomes.	
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<b>Decision/Noted</b>	To note the Internal Audit Report for 2019-20.	
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<b>Item BoM3-7.2.3</b>	<b>Health and Safety Annual Report 2019-20</b>
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<b>Paper No: BoM3-M</b>	Lead: J Gribben	Action requested: Note
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<b>Discussion/ Matters Arising</b>	The Health and Safety Annual Report 2019-20 was submitted at the recent meeting of the FPRC. Members noted the best practice conclusion following a recent audit of the Hair and Beauty programmes undertaken by the Health and Safety Executive and Environmental Health Officers. Commendations specific to Covid-19 measures and the overall Health and Safety approach will be used as a College benchmark.	
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<b>Decision/Noted</b>	To note the report.	
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<b>Item BoM3-7.3</b>	<b>Committee Minutes</b>
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<b>Item BoM3-7.3.1</b>	<b>Audit and Assurance Committee</b>
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<b>Paper No: BoM3-N</b>	Lead: Convener	Action requested: Note
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<b>Discussion/ Matters Arising</b>	To note the draft minute of the Audit and Assurance Committee meeting held on 24 November 2020.	
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<b>Decision/Noted</b>	To note the report.	
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<b>Item BoM3-7.3.2</b>	<b>Finance and Physical Resources Committee</b>
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<b>Paper No: BoM3-O</b>	Lead: Convener	Action requested: Note
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<b>Discussion/ Matters Arising</b>	To note the draft minute of the Finance and Physical Resources Committee meeting held on 2 December 2020.	
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<b>Decision/Noted</b>	To note the minute.	
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<b>Item BoM3-7.3.3</b>	<b>Learning and Teaching Committee</b>
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<b>Paper No:</b>	Lead: Convener	Action requested: Note
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Discussion/ Matters Arising	The minute was not available at the meeting. AS commended the excellent leadership and work being undertaken by Claire Carney.
Decision/Noted	To note the minute.

Item BoM3-8		Any Other Notified Business	
Paper No: Verbal	Lead: Convener	Action requested: Note	
Decision/Noted	<p><b>Anti-Racism Project</b> PC raised awareness of the College's involvement in Scotland's Anti-Racism Project which has developed a declaration and activities to tackle racism on campus. CoGC has been offered as a participating organisation and if selected, 5 Race and Equality partners within the organisation and a Board member will be required. PC will circulate additional information and invite interest from Board members.</p> <p><b>College and Staff Achievements</b> AB recognised the significant achievements made to the benefit of students over the past 10 years, including the work undertaken and the commitment made by staff during the ongoing pandemic crisis. A letter of thanks from the Chair will be circulated to all staff on behalf of the Board.</p> <p>AB further thanked members for their continued involvement and active participation at Board and Committee meetings, which has ensured delivery of the best possible support to both staff and students.</p>		

Item BoM3-9		Disclosability of Papers	
Paper No: Verbal	Lead: P Clark	Action requested: Note	
Decision/Noted	That the disclosability status of papers remain unchanged.		

Item BoM3-10		Date of Next Meeting	
Paper No:	Lead:	Action requested: Note	
Decision/Noted	Date of Next Meeting – Board Planning Event Wednesday 17 February 2021		

*The meeting closed at 1850 hours.*

## ANNEX TO THE MINUTE

### ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
BoM3-8 16 12 20	<b>AONB: College and Staff Achievements:</b> Circulate letter of thanks to staff.	PC/AB	12/20

### ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
BoM2-4.3/4.4	<b>Finance + IT Effectiveness Reports:</b> AB to write to the Chair of GCRB.	AB/PC	ASAP <b>Complete</b>
BoM2-5.1.1	<b>CGI Ltd:</b> Provide outstanding support papers as agreed by PNC.	PC for RG	ASAP <b>Addressed BoM3-5.6</b>
BoM2-5.1.1	<b>CGI Ltd:</b> Consider an additional ad hoc meeting of the DC for report to the full Board	GG/LH/PC	ASAP <b>Complete</b>
BoM2-2.1	<b>Student Profile and Performance 2018-19:</b> Provide a more detailed breakdown of the success outcomes for the key student groups.	PC (for DD/GP)	BoM Mtg 04 12 19
	PC to ensure Board member training and development includes 'responsibilities as a charity trustee'.	PC	Ongoing
	A series of Faculty presentations to be incorporated into Board work plans to ensure Board members are fully informed of the College industry related activities.	PC	Ongoing
BoM2-5	<b>Property Disposals/Development Update:</b> Continue to develop a strategy for a regional innovation centre in collaboration with GCRB.	PL/ST	Ongoing