

Board of Management

Meeting of the Board of Management

**MINUTE OF 3rd MEETING (BoM3) HELD ON WEDNESDAY 14 DECEMBER
2022 AT 1600 HRS HELD ON CITY CAMPUS, ROOM C.06.106**

Present	
Alisdair Barron (AB) (Chair)	Paul Little (PL)
Nicola Cameron (NC)	Megan McClellan (MMcC)
David Cullen (DC)	May Miller (MM)
David Eaton (DE)	Graham Mitchell (GM)
Zara Grew (ZG)	Ronnie Quinn (RQ)
Lorna Hamilton (LH)	Audrey Sullivan (AS)
Paul Hillard (PH)	Lesley Woolfries (LW)
Ewart Keep (EK)	Rebekah Widdowfield (RW)
In attendance	
Sheila Lodge (SL)	Stuart Thompson (ST)
Drew McGowan (DM)	Ann Butcher (Minute)
Apologies	
Stuart Patrick (SP)	

Item BoM3-1	Apologies for Absence	
Paper No: Verbal	Lead: Chair	Action Requested: None
Decision	Apologies were received from SP. Members were advised that Zara Grew has stepped down as Student Board member and is replaced by Josh Taylor. The Chair welcomed JT to his first meeting.	

Item BoM3-2	Declarations of Interest	
Paper No: Verbal	Lead: Chair	Action Requested: None
Decision	None.	

Item BoM3-3.1	Minute of the previous Board of Management meeting held on 2 November 2022	
Paper No: BoM3-A	Lead: Chair	Action Requested: Approve
Decision	That the minute be approved.	

Item BoM3-3.2	Annual Report & Financial Statements 2021-22	
Paper No: BoM3-B	Lead: D McGowan/ S Thompson	Action Requested: Approve

Discussion

The Annual Report 2021-22 which provides a record of the College operations, financial conditions, successes and achievements was submitted for review and approval. DM introduced the Report and reminded that whilst the standard components have been included, the content has continued to be streamlined where possible. Members noted another successful year for the College, particularly in the face of public sector financial challenges and recognised the many achievements including securing the prestigious European Framework for Quality Management (EFQM) Outstanding Achievement Award for Driving Innovation and the 7-Diamonds status (highest ever achieved by an educational organisation).

ST provided a summary report on the Financial Statements for 2021-22 which shows an underlying deficit of £0.5m (an improvement on the forecast deficit of £0.75m). This improvement has been achieved through early management action to reduce staff cost overspends and receipt of further YPG funding.

GM added that the report had been scrutinised at the last meeting of AAC. Subject to agreed minor amendments which have now been incorporated, the AA Committee recommended the Report for approval.

Decision

To approve the Annual Report & Financial Statements 2021-22.

Item BoM3-3.3

Strategic Risk Review

Paper No: BoM3-C

Lead: D McGowan

Action Requested: Approve

Discussion

The Risk Register as at 7 December 2022 and revised risk scores and MAPs for Risks 13 and 26 were submitted for review. The following matters were discussed:

Risk 13 – Failure to manage performance

Given that the new operational planning timeline and planning template in support of in-year progress reporting is now established and arrangements for management of credit-rating activity is now in place, it was proposed that the Risk Score be reduced from 12 to 9 (AMBER). EK referenced recent discussion at the LTC on performance that reflected the decline in successful completion rates specifically for FE and HE full-time courses. Whilst acknowledging reasons for this decline and the mitigations in place, it was agreed that the Risk Score remain at 12 (AMBER).

Risk 26 – Failure to achieve taught degree awarding powers (tDAP)

SL reported that despite good progress being made against each criterion, the criteria relating to staff profile and development is now considered challenging particularly given current financial uncertainties. It was also noted that the fee for applying for tDAP is substantial. It was proposed that no firm deadline be chosen at this time however an extended working timeframe should be established and revisited as part of the operational planning cycle. The proposal to increase the Risk Score to 16 (RED) was considered and agreed. AS reminded that the work currently being provided by the Learning and Teaching Academy would provide an excellent foundation to future development opportunities including tDAP.

DM confirmed that new Risk 29 - *Failure of Compliance with Environmental Social and Governance (ESG) Duties* will be submitted at the next meeting of PNC on 23 January.

Decision

- That the Risk Score for Risk 13 remain at 12 (AMBER).
- That the Risk Score for Risk 26 be increased to 16 (RED).
- That new Risk 29 be submitted at next meeting of PNC.

RW attended the meeting during the following discussion.

Item BoM3-4.1	Students' Association Update	
Paper No: Verbal	Lead: M McClellan/J Taylor	Action Requested: Discuss
Discussion	<p>MM provided an update on the SA activities.</p> <p>Events & Societies There are currently 9 societies and 11 sports clubs with around 300 active members. The work being undertaken by the LGBTQ+ Society to support inclusion for transgender students including Transmasc/Transfemme fitness workshops and, the Winter Social Event were reported as being the most impactful.</p> <p>Class Representation Election of Class Reps is going well and the level of Faculty representation was noted. 6 Faculty reps have also been elected. Twelve meetings have been held to date to ensure continuous engagement. The Class Rep training target of 30% has now been achieved.</p> <p>Student Parliament 83% of the Student Parliament have been elected with plans in place to co-opt additional members for January. The membership representatives were highlighted and it was noted that the 'Student Voice' representative will be changed to 'Student Accommodation Officer' to represent the collective student interests of affordable, accessible and good quality living environments.</p> <p>Campaigns The focus is currently aimed at addressing student food insecurity with set up and access to a community pantry being planned. Applications for funding from various sources have been submitted. This follows on from the successful 'Fuel your Morning' campaign providing students with access to a free breakfast. The success of further campaigns including Cost of Living Crisis; Transgender and Non-Binary Awareness; Black History Month and the LGBTQIA2+ History Month were also noted.</p> <p>Partnership Working CitySA continues to collaborate and work in partnership with College staff on matters such as finalisation of the Student Partnership Agreement for 2023 and redevelopment of the Student Survey. LGBT training is being considered in collaboration with EDI staff and the College Transgender Policy is also being updated. ELT were also tasked with living on £1.79 per day as part of the 'Living on the Student Line' challenge. The SA</p>	

	<p>continues to work with the NUS to lobby for inclusive funding and support for all institutions.</p> <p>MM confirmed that an appropriate space for the proposed Sensory Room has still to be identified. Weather permitting, it was suggested that an external garden sensory area should also be considered.</p> <p>PL commended the work of the excellent Presidential Team.</p>
Decision	To note the update report.

Item BoM3-4.2	Chair's Remarks	
Paper No: Verbal	Lead: Chair	Action Requested: Discuss
Discussion	<p>AB thanked members for their attendance at the recent Winter Graduation Ceremony held on 21 November 2022. The Ceremony celebrated the success and achievements of CoGC students with over 1500 students receiving their awards.</p> <p>AB reported on the successful visit of Indonesian Delegates which was well received, further visits are planned.</p> <p>AB was pleased to report on his attendance at the CDN College Awards held on 25 November 2022. CoGC received awards for Student of the Year, runner up Student of the Year and the Sustainability Action Award.</p> <p>Members noted that the outcome of the Review of the Glasgow Colleges' Regional Board is currently being considered by the SFC and Scottish Government.</p>	
Decision	<ul style="list-style-type: none"> To note the update. 	

Item BoM3-4.3	Principal's Report	
Paper No: Verbal	Lead: Principal	Action Requested: Discuss
Discussion	<p>PL thanked members for attending the 'Meet the Staff Event' held directly prior to the meeting.</p> <p>PL referred to earlier discussion and reminded that the College must not be consumed by the current financial challenges and focus should be balanced with the learning needs of students, retainment and future growth.</p> <p>The Board noted that communication with staff will continue to be open on the progress of VS and updates will continue to be provided to keep staff fully informed on progress of the Scheme. PL was disappointed that Trade Unions continue to make false claims on the legality and procedures of the Scheme and stressed that TU representatives decline to meet with management would not delay its implementation.</p> <p>PL reminded that the Scottish government draft budget for 2023-24 will be announced tomorrow (15 12 22) and it is anticipated that finances will be tight across the public sector with little or no benefit to the College sector.</p>	

The following matters were also reported:

- Both College Campuses will reopen after the festive break to act as 'heat hubs' for students.
- The new learning experience platform is almost complete and will go live early next year.
- 3 'tech-rich' rooms have been developed to support collaborative, group learning with increased independence and personalised learning.
- The number of reported Covid cases has increased compared with the same period last session with no significant negative impact being reported.
- SMT have agreed the move to structure the Academic Year to 2 semesters which is expected to impact positively on the student experience.
- Performance Reviews are currently being scheduled to raise attainments.
- January enrolments are now open however a decrease in applications is being experienced across the sector.
- The 3rd Learning & Teaching Conference will take place on 7 March 2023 with the theme 'Transforming Tertiary Education'.
- The College received high satisfaction rates among new students. Overall student experience has increased by 1%, from 91% in 2021 to 92% this year.
- An improving picture after the challenges of last year was noted with early withdrawal rates at just over 3% currently (compared to last year's 5.7%).
- Internal data on College leavers from AY 2020-21, shows that 97% of those contacted were in a positive destination.

Decision

To note the update report.

Item BoM3-4.4	Financial Challenges and Solutions (Mitigations & Interventions)	
Paper No: BoM3-D	Lead: S Lodge	Action Requested: Discuss
Discussion	<p>SL presented an update on the mitigations and interventions being implemented to meet the revised 2022-23 savings target of £4m. The funding allocation for 2023-24 is not yet known and ELT/SMT continue to monitor and review the effectiveness and target savings.</p> <p>MM asked for further information about the mitigation concerning outsourcing support service functions. SL advised the Board that it was important to consider this mitigation, however, while the Transformation Group will keep an open mind, SL confirmed that initial investigations had not identified any areas where outsourcing was deemed to be financially viable.</p> <p>Whilst recognising the need to make savings, RW raised some concern regarding exit dates for VS applications and highlighted that the collateral effects on remaining staff members and potential loss of skills/experience may contribute to further sickness absences. SL reassured members that the knock-on implications of all applications will be considered and nuanced judgements on a case-by-case basis would need to be made.</p>	



AB agreed with these remarks and said that applications should be considered on the basis of the current and anticipated needs of the College.

The number of notes of interest and full applications to date were noted. As previously mentioned, members were advised that consultation meetings have been scheduled with Trade Unions however attendance at the majority have been declined. DE added that Trade Unions are fully aware of the financial context but oppose the way that VS is being progressed.

Decision

To note the update report.

Item BoM3-4.5 Board Recruitment and Succession Planning

**Paper No:
BoM3-E**

Lead: D McGowan

Action Requested: Discuss



DM provided an update report on the Board’s recruitment and succession planning needs identified in recent engagement exercises with members. He thanked members for confirming their intentions in regards to tenures and completing the self-evaluation exercise. The outcomes for both Terms of Office and Skills and Experience Matrix were presented.

As reported within the paper, the Board has two non-executive vacancies and an additional four non-executive member vacancies were confirmed from June 2023. It was noted that one member has since offered to continue to serve on the Board until at least June 2024. In order to stagger appointments and avoid the terms expiring at the same time, it was proposed that four vacancies be recruited early 2023 with a further vacancy to be filled at a later date.

The requirement to widen the diversity of the current membership as a priority and, the implications of the loss of current skills and experience as highlighted within the Matrix were noted. DM highlighted the number of roles on the Board that would require replacement in the immediate future.

The Board were advised that the PNC will manage the recruitment and selection process and an indicative timeline for recruitment was provided, with applications opening on 30 January 2023. Members were also informed that the College Secretary was discussing arrangements with the GCRB Board Secretary

Following DE’s decision to stand down from the Board, DM confirmed that an election would be held in January 2023 to elect a new teaching staff member of the Board. DM confirmed that members would be updated about non-executive recruitment and the staff member election at the next meeting of the Board.

LW commended the report which clearly identified the skills sets required and reassured that PNC would expedite the process. She encouraged members interested in the role of Senior Independent Director to raise this matter during the forthcoming appraisals with the Chair. AB confirmed that the Board’s roles and committee membership would be discussed during Board member appraisals in January 2023.

	<p>RW endorsed the report and welcomed additional focus on diversity of members, suggesting potential engagement with 'Changing the Chemistry' and an Open Day/Evening on Campus for potential candidates. She added that flexible options in terms of time and attendance commitments should also be considered.</p> <p>AB referred to the good gender balance currently in place but welcomed efforts to increase the wider diversity of the Board. . DM confirmed that that EDI representative groups be, such as Black Professionals Scotland and others, would be engaged to help promote the opportunity to serve on the Board to those currently under-represented.</p>
Decision	To discuss the Board's recruitment and succession planning needs.

Item BoM3-5.1	Excellence Journey	
Paper No: BoM3-F	Lead: P Little (for J Gray)	Action Requested: Note
Decision	To note the update on progress towards excellence and key achievements.	

Item BoM3-5.2	Governance Report	
Paper No: BoM3-G	Lead: D McGowan	Action Requested: Note
Decision	To note the update on governance-related matters since the previous meeting of the Board.	

Item BoM3-6	Reports from Board Committees	
Item BoM3-6.1	Committee Items for Approval	
Item BoM3-6.1.1	Annual Procurement Report 2021-22	
Paper No: BoM3-H	Lead: S Thompson	Action Requested: Approve
Discussion	<p>The Annual Procurement Report 2021-22 was submitted for review. Members were advised that the report was endorsed at the FPRC meeting on 7 December for Board approval prior to publication (by 31 December 2022).</p> <p>The Board were informed that the College has achieved 0% non-compliant spend in Q1. Members congratulated the Procurement Team for reaching this target.</p>	
Decision	To approve the Annual Procurement Report and overview of Procurement Activity for academic year 2021-22.	

Item BoM3-6.1.2	Students, Staff & Equalities Committee (SSEC)	
Paper No: BoM3-I	Lead: D McGowan	Action Requested: Approve
Decision	To approve the updated SSEC Terms of Reference.	

Item BoM3-6.2	Committee Items for Noting/Information	
Item BoM3-6.2.1	External Audit Annual Report 2021-22	
Paper No: BoM3-J	Lead: S Thompson	Action Requested: Note
Discussion	<p>GM advised that the report was reviewed and approved at the AAC meeting held on 29 November 2022. Azets had praised the efforts of the Finance Team in support of the audit process and quality of information provided. AAC members had considered this was a good report particularly given the current financial circumstances. Following discussion and feedback last session, the report was also considered more cohesive and provided a better understanding and rationale of judgements made. The External Auditor's unqualified opinion was noted.</p> <p>The Board acknowledged that this was Azets final audit and a new External Audit team will be in place next session.</p>	
Decision	To note the External Audit Annual Report 2021-22.	

Item BoM3-6.2.2	Azets Letter of Representation	
Paper No: BoM3-K	Lead: S Thompson	Action Requested: Note
Decision	To note the External Audit Letter of Representation.	

Item BoM3-6.2.3	Internal Audit Annual Report 2021-22	
Paper No: BoM3-L	Lead: S Thompson	Action Requested: Note
Discussion	<p>The summary of internal audits undertaken in 2021-22 was noted. No significant concerns were raised within the report with outcomes of reports demonstrating 'Good' or 'Satisfactory' levels of assurance. An action plan and follow up review of all recommendations has been undertaken. Any recommendations that have been partially implemented or with no progress will be progressed. It was noted that the Compliance Auditor is still on maternity leave but will resume 'touch days' in January to facilitate this process.</p>	
Decision	To note the Internal Audit Annual Report 2021-22.	

Item BoM3-6.2.4	Health & Safety Annual Report 2021-22	
Paper No: BoM3-M	Lead: S Lodge (for J Gribben)	Action Requested: Note
Decision	To note the Health and Safety Annual Report 2021-22.	

Item BoM3-6.3	Committee Minutes	
Item BoM3-6.3.1	Performance & Nominations Committee	
Paper No: BoM3-N	Lead: Convener	Action Requested: Note
Decision	To note the minute of the PNC meeting held on 3 October 2022.	

Item BoM3-6.3.2	Remuneration Committee	
Paper No: BoM3-O	Lead: Convener	Action Requested: Note
Decision	To note the minute of the Remuneration Committee meeting held on 3 October 2022.	

Item BoM3-6.3.3	Students, Staff & Equalities Committee	
Paper No: BoM3-P	Lead: Convener	Action Requested: Note
Decision	To note the minute of the Students, Staff & Equalities Committee meeting held on 26 October 2022.	

Item BoM3-6.3.4	Learning & Teaching Committee	
Paper No: BoM3-Q	Lead: Convener	Action Requested: Note
Decision	To note the minute of the Learning & Teaching Committee meeting held on 22 November 2022. New membership will be confirmed prior to the next meeting of the Board.	

Item BoM3-6.3.5	Audit & Assurance Committee	
Paper No: BoM3-R	Lead: Convener	Action Requested: Note
Decision	To note the minute of the Audit & Assurance Committee meeting held on 29 November 2022.	

Item BoM3-6.3.6	Finance & Physical Resources Committee	
Paper No: BoM3-S	Lead: Convener	Action Requested: Note
Decision	The minute of the Finance & Physical Resources Committee meeting was not available.	

Item BoM3-7	Any Other Notified Business	
Decision	<p>Memorial Service AB reported that a letter of thanks had been received from Pauline Gallacher in recognition of the support provided by staff for the Memorial Services provided for Jim Gallacher.</p> <p>Board Appraisals with Chair Members will be invited to attend annual appraisals with the Chair during early January. The option to attend in person or remotely will be provided.</p>	

Item BoM3-8	Disclosability of Papers	
Decision	That the disclosability status of papers remain unchanged at this time.	

Item BoM3-9	Date of Next Meeting	
Decision	Planning Event - Wednesday 22 February 2023	

The meeting closed at 1810 hours.

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
BoM3-3.3 14 12 22	Strategic Risk Review: To update the Risk Scores as agreed.	DM	ASAP
BoM3-3.3 14 12 22	Strategic Risk Review: To submit new Risk 29 at the next meeting of PNC.	DM	PNC 23 01 23
BoM3-4.2 14 12 22	AONB – Appraisals with Chair: Invite members.	DM	For January 2023

ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
BoM2-3.1 02 11 22	Matters Arising: DM to canvas members re tenures.	DM	ASAP Complete
BoM2-3.3 02 11 22	Board Self Evaluation Report: Amend RAG rating colour codes and provide final report to members.	DM	ASAP Complete
BoM2-3.3 02 11 22	Board Self Evaluation Report: Undertake Chair appraisals with Chair.	ALL	Early 2023 Superseded BoM3-4.2
BoM2-3.4 02 11 22	Follow Up from Board Planning Event: Provide update report on restructure and other mitigations including Dashboard.	JFG/PL	BoM 14 12 22