

References Board of Management

Meeting of the Finance & Physical Resources Committee

MINUTE OF 1ST MEETING HELD ON WEDNESDAY 2 OCTOBER 2019 AT 1700 HRS
(FPRC1)

Present	
Karen Kelly (KK) (Convener)	Paul Little (PL)
Dylan Duff (Student President)	Lesley Woolfries (LW)
Robyn Lambert	Stuart Patrick
In attendance	
Paul Clark (PC)	
Stuart Thompson (ST)	
Apologies for absence	
S Lodge (SL)	Ronnie Quinn

Item FPRC1-1	Apologies for Absence	
Paper No:	Lead: K Kelly	Action requested: Note
Decision/Noted	Apologies were received from LW (late) and Ronnie Quinn.	

Item FPRC1-2	Declarations of Interest	
Paper No:	Lead: K Kelly	Action requested: Note
Decision/Noted	There were no declarations of interest.	

Item FPRC1-3.1	Minute of Previous Meeting held on 22 May 2019	
Paper No: FPRC1-A	Lead: K Kelly	Action requested: Approve
Decision/Noted	That the minute of the meeting be approved. Note that B Ashcroft was in attendance. ST reported on First Aid Provision. PL reported on the GCRB lead projects. ST reported that only one of the five projects has been scoped so far. All actions complete.	

Item FPRC1-3.2	Committee Terms of Reference	
Paper No: FPRC1-B	Lead: P Clark	Action requested: Approve

Discussion/ Matters Arising	PC highlighted that It is a matter of good governance for all Board Committees to review their Terms of Reference (ToRs) on a regular basis. The current ToRs were approved by the Board in June 2019.
	No amendments were proposed.
Decision/Noted	Approved

Item FPRC1-3.3	Committee Annual Report 2018 - 19	
Paper No: FPRC1-C	Lead: P Clark	Action requested: Approve
Discussion/ Matters Arising	<p>PC introduced the report of the Committee’s activities, deliberations, and priorities for session 2018-19. The benefits of developing annual reports for each Board Committee are:</p> <ul style="list-style-type: none"> • It provides a reference for progress and achievement, and an accessible update on the Committee’s recent and current areas of focus, within the parameters of the Committee’s areas of responsibilities. This is of value to new Committee members, other Board members, and other stakeholders. • It provides a sound basis for the development of a College Annual Report, ensuring a robust governance framework and perspective for reportage. • It reflects good governance practice. • It facilitates reflection, vigilance, effectiveness and performance improvement, thereby supporting the College’s Strategic Aims 5 and 6 - “To deliver excellence in performance”, and “To be efficient, effective, innovating, and vigilant”. <p>PC indicated the highlighted sections which require updating and review.</p>	
Decision/Noted	Approved Action; Review and update highlighted sections of Annual Report.	

Item FPRC1-3.4	Committee Programme of Work 2019 - 20	
Paper No: FPRC1-D	Lead: P Clark	Action requested: Approve
Discussion/ Matters Arising	<p>PC highlighted that the purpose of this report is to provide the Committee with a draft schedule of approvals and other work for 2019-20, for discussion and approval.</p> <p>The Board of Management and its Committees produce a schedule of approvals and other essential work to ensure that these responsibilities are not overlooked, and that they are visible in the interests of good governance practice, transparency, planning, and communication.</p> <p>In adopting the Committee Work Schedules/Programmes, the responsibilities and requirements of each Committee is made clear. This enables effective work planning and timetabling to be undertaken, as well</p>	

Decision/Noted

as providing a transparent indication to all of the work being done by the Board and its Committees.

This also provides clear information, relating to their responsibilities, to other Board members, prospective Committee members and conveners, as well as new Board and Committee members.

Approved

Item FPRC1-3.5 Business Continuity Policy

Paper No: FPRC1-E Lead: P Clark Action requested: Approve

Discussion/
Matters Arising

PC proposed the approval of a new Business Continuity Policy, as recommended by the College’s Business Continuity consultants, Ashton Resilience, in the course of their collaboration with the College to improve the College’s BCP readiness. Following this collaboration, 13 Business Recovery Plans have been developed,

The purpose of BCP is to enhance resilience against disruption to normal operations, and enable the management of, and recovery from, any such disruption. It supports the ongoing delivery of all operations, and is thus a mitigation strategy against the risk of failure to deliver all of the College Strategic Priorities.

The Policy provides a clear, concise policy framework for all business continuity management at City of Glasgow College. The attached draft policy has been prepared in collaboration with Ashton Resilience, and has been endorsed by SMT.

The content of the policy follows the College policy protocol and template, and includes Purpose, Aims, Scope, Policy Statement, Definitions, Responsibilities, and the College Policy and Procedure contextual framework.

PC outlined the steps taken to develop the Colleges Business Recovery Plans, including the extensive business impact analyses undertaken across all key College functional areas and faculties.

PL highlighted the steps taken to enhance the College’s resilience, for example with regard to staff management, retention, and replacement.

Decision/Noted

Approved

Item FPRC1-3.6 Fee Waiver Policy

Paper No: FPRC1-F Lead: S Thompson Action requested: Approve

Discussion/
Matters Arising

ST referred to the SFC circular which was published in June, with which this policy is compliant. This is an annual review. It was agreed that as this is a centrally guided policy, the SFC is responsible for ensuring completion of an EQIA.

Decision/Noted	<p>Action:</p> <p>ST to provide the Committee with the text which will be presented to students (via G Plunkett).</p> <p>ST to remove reference to other non-relevant content (e.g. reference to Orkney & Shetland Colleges)</p> <p>Approved subject to the above</p>
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Item FPRC1-3.7	Financial Forecast Return (FFR)	
Paper No: FPRC1 - G	Lead: S Thompson	Action requested: Approve
Discussion/ Matters Arising	<p>ST reported that this paper includes long-term financial planning (5yrs) and the current year projection. ST highlighted that a small percentage change has a significant impact on the overall College projections. PL pointed out that this enables the SFC to obtain an overall picture of the financial health of the sector.</p> <p>KK enquired regarding the capital maintenance grant over the three scenarios. ST indicated that it was unlikely that further cuts would be made; however, ST agreed that further detail could be included in the assumptions.</p> <p>PL requested that Student members require an introduction to College finances. Action PC/ST.</p> <p>ST highlighted the timescales and value associated with savings in certain areas. St agreed that in future FFRs could provide more detail indicating possible negative influences, and potential negative scenarios, to enable preparation.</p>	
Decision/Noted	<p>Approved.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. ST to enhance the detail within the assumptions. 2. PC/ST to provide appropriate guidance to student members regarding the significant aspects of financial planning/forecasts. 	

Item FPRC1-3.8	Financial Regulations	
Paper No: FPRC1- H	Lead: S Thompson	Action requested: Approve
Discussion/ Matters Arising	<p>KK indicated that the Committee is asked to approve the revised document. ST highlighted that procedures and controls have been improved, and other elements updated.</p> <p>ST highlighted the revised areas within the document:</p> <ul style="list-style-type: none"> • Sections 18/19/20 e.g. – Budget Preparation and Monitoring, Controls, • Section 34 Fraud Prevention • Section 49 Scheme of Delegation/Financial Authorities 	

- Section 52 Payment of invoices/purchase procedure
- Sections 73-76; Assets, Stocks.

PL indicated that further reference to improvements and updates should be included. ST agreed that this document would be amended to reflect the improvements made.

ST highlighted authorisation limits, and some changes reflecting the changes to the organisation; this would ensure that fewer authorisations would require Board level approval, as these have increased recently. In response to one member's query relating to recent fraud, ST indicated that weaknesses recently highlighted were at a lower level within the organisation, while recognising the potential perception of adjusting authorisations limits upwards in the current context.

It was agreed that for the moment, these authorisation limits should not be adjusted, given the potential for negative perception.

Section 58. ST to include reference to having due regard to Public Sector Pay Policy.

It was agreed that in future, changes should be highlighted.

Decision/Noted

Actions:

1. ST to ensure that PRNC reference includes the division of that Committee into PNC and Remuneration.
2. ST to include more improvements. This to be undertaken asap, rather than wait for the next committee meeting.
3. ST to include reference to due regard to Public Sector Pay Policy in respect of senior staff pay
4. 4. ST to circulate with changes highlighted

Approved subject to above changes

Item FPRC1-3.9		Fraud Prevention Policy	
Paper No: FRPC1 - I	Lead: S Thompson	Action requested: Approve	
Discussion/ Matters Arising	<p>ST highlighted that there were no major changes to the policy, however the main changes involved improvements were made to procurement and purchasing. Every order goes through PECOS, and every order must have separate authorisation.</p> <p>PL pointed out that further improvement should be made regarding asset management, authorisations, and the role of the Police as necessary, reflecting lessons learned. This should be undertaken following the forensic report.</p>		
Decision/Noted	<p>Approved Item to be carried forward. ST to provide a further update.</p>		

Item FPRC1-4.1		Financial Plan 2018 - 19	
Paper No: FPRC1 - J	Lead: S Thompson	Action requested: Discuss	
Discussion/ Matters Arising	<p>ST indicated that the Auditors are in College on Monday. AS highlighted the cash in hand position, indicating the solvency of the College. There is an underlying position which is a very solid foundation. It was noted that this is subject to audit.</p> <p>AS also highlighted the movement of figures through the accounts following the property disposal, resulting in adjustments required to provide the underlying figure.</p> <p>AS pointed to the significant cut of £1.5m in the coming year. AS highlighted that these figures are as yet unaudited. The Committee noted the pension assumptions which have a very significant impact.</p>		
Decision/Noted	Approved		

Item FPRC1-4.2		Financial Plan 2019 – 20	
Paper No: FPRC1 - K	Lead: S Thompson	Action requested: Discuss	
Discussion/ Matters Arising	<p>AS presented the paper, indicating significant changes, including government contributions to teaching staff pensions. Increases were highlighted in other income streams, however fee income and staff costs associated with additional "January start" provision to offset a shortfall in enrolments were also highlighted.</p> <p>The Committee noted that there was very little leeway, and that the budget position was very tight.</p>		
Decision/Noted	Noted		

Item FPRC1-4.3		Health & Safety Quarterly Report	
Paper No: FPRC1- L	Lead: S Lodge	Action requested: Discuss	
Discussion/ Matters Arising	<p>Taken as read. PL reassured the Committee that H&S is taken very seriously, with the Depute Principal responsible, and an active Health and Safety Committee in place.</p>		
Decision/Noted	Noted		

Item FPRC1-4.4		Internal Control Update Report	
Paper No: FPRC1- M	Lead: S Thompson	Action requested: Discuss	
Discussion/ Matters Arising	<p>PL highlighted the emphasis on asset verification following the forensic audit</p>		

Decision/Noted Noted

Item FPRC1-4.5		Non-Compliant Procurement Report Update	
Paper No: FPRC1-N	Lead: S Thompson	Action requested: Discuss	
Discussion/ Matters Arising	ST reported that actions have been taken, with a very low level of non-compliance.		
Decision/Noted	Noted		

Item FPRC1-4.6		Strategic Risk Review	
Paper No: FPRC1-O	Lead: P Clark	Action requested: Discuss	
Discussion/ Matters Arising	PC indicated the following Risk reviews: <ul style="list-style-type: none">• Risks 15, 16, 20, 22, 23 under the Finance Strategic Theme. All AMBER, except 20 which is GREEN.• Risk 12 relating to Business Continuity Planning (Currently RED, awaiting outcome of internal Audit Report – November 2019)• Risk 25 relating to IT security. (At 14 November 2018: The Audit Committee agreed an increased to the risk score reflecting increased likelihood of failure - to 3x5=15 RED; this score has been maintained since; the recommendation is to reduce the risk likelihood from 3 to 2, overall score from 15 RED to 10 AMBER.)		
Decision/Noted	Agreed Action: PC to update Risk scores accordingly		

Item FPRC1-5.1		Credit Delivery Update	
Paper No: FPRC1-P	Lead: S Thompson	Action requested: Note	
Discussion/ Matters Arising			
Decision/Noted	Noted		

Item FRPC1-5.2		Facilities Management Report	
Paper No: FRPC1 - Q	Lead: S Thompson	Action requested: Note	
Discussion/ Matters Arising	PL and ST reported on an increased understanding of the implications of laminated/non-laminated toughened glass panels. A number of breakages were reported over a four-year period. ST reported on recent glazing works.		

	<p>LW suggested that measures be taken to manage the safety aspect given the number of breakage instances, for example consider the application of surface film in some areas. ST reported that the College has been assured that the laminated glass above head height is safe, and that he has been advised that film can negatively impact of the safety features of the glass.</p> <p>KK requested that the Committee be provided with additional assurances including a comprehensive report from GLQ. ST reported that he attends the monthly meeting of GLQ and has voiced concerns along with the Principal to GLQ.</p> <p>ST reported that 3 electric cars are to be delivered to the College, and that the College has also obtained an electric van, all via various funding sources. A funded post of cycle officer has also been sourced.</p>
Decision/Noted	Noted

Item FRPC-5.3	ICT Progress Report	
Paper No: FRPC1 - R	Lead: S Thompson/ B Ashcroft	Action requested: Note
Discussion/ Matters Arising	<p>BA reported on the successful achievement of Cyberessentials+.</p> <p>The College has also migrated from Outlook (Office 365) from Groupwise. A pilot application will be the College complaints process.</p> <p>BA reported the development of an Operational Plan for IT, and that new initiatives will include Office Teams via Sharepoint.</p> <p>The Committee commended the work of the IT team to achieve Cyberessentials+ and other planned initiatives.</p>	
Decision/Noted	Change status of the paper to Disclosable.	

Item FRPC1-5.4	Health & Safety Annual Report 2019	
Paper No: FRPC1-S	Lead: S Lodge	Action requested: Note
Discussion/ Matters Arising		
Decision/Noted	Noted	

Item FPRC1-6	Any other Notified Business	
Paper No: FRPC1 - 6	Lead:	Action requested: Verbal
Decision/Noted	No items notified.	

Item FRPC1-7	Disclosability of Papers	
Paper No: FRPC1-7	Lead: P Clark	Action requested: Verbal
Decision/Noted	Subject to ongoing review. PL indicated his preference for openness.	

Item FRPC1-8	Date of next meeting	
Paper No: FRPC1-8	Lead: P Clark	
Decision/Noted	20 th November 2019.	

The meeting closed at 7.10pm

ANNEX TO THE MINUTE

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
FPRC1-3.3	Review and update highlighted sections of Annual Report	PC/ST	20 11 19
FPRC1-3.6	1. Provide the Committee with the text on Fee Waiver Policy which will be presented to students 2. Remove reference to other non-relevant content (e.g. reference to Orkney & Shetland Colleges)	ST	20 11 19
FPRC1-3.7	1. Enhance the detail within the assumptions made in the FFR paper. 2. Provide appropriate guidance to student members regarding the significant aspects of financial planning/forecasts.	ST ST/PC	20 11 19 20 11 19
FPRC1-3.8	1. ST to ensure that PRNC reference includes the division of that Committee into PNC and Remuneration. 2. Highlight more improvements. 3. ST to include reference to “due regard to Public Sector Pay Policy” in respect of senior staff pay 4. ST to circulate with changes highlighted	ST	ASAP
FPRC1-3.9	Provide Further update on Fraud Prevention Policy to the Committee	ST	20 11 19
FPRC1-4.6	Revise Risk Scores as agreed	PC	20 11 19
FPRC1-5.3	Change status of paper to disclosable	PC	ASAP

ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
	Previous actions all Complete		