

NOTES OF THE MEETING OF THE BOARD OF MANAGEMENT HELD ON 23 MARCH 2022 AT 4.30pm.

The meeting was held at Cardonald Campus.

PRESENT:

David Newall	Chair
Mary Docherty	Board Member
William French	Board Member
Sandra Heidinger	Board Member
Amie Logan	Board Member
Gordon McGuinness	Board Member
Runa McNamara	Board Member
Alan O'Donnell	Board Member (until item 22.16)
Michael Payne	Board Member
Lindsey Paterson	Board Member
Margaret Swiderska	Board Member
Johanna Thompson	Board Member
Jon Vincent	Board Member
Clare Walker	Board Member
David Watt	Board Member (until end of item 22.13)

IN ATTENDANCE:

Tracy Elliott	Assistant Principal, Finance and Infrastructure
John Rafferty	Deputy Principal, Curriculum and Quality Enhancement
Kirsty Mavor	Clerk to the Board (Minute Taker)

22.01	WELCOME AND APOLOGIES	ACTION
	The Chair welcomed everyone to the meeting. Particular welcome was extended to Kirsty Mavor who is attending her first meeting as Clerk. Apologies were recorded from Fiona Godsmen, Keith Rosser and Janet Thomson.	
22.02	DECLARATIONS OF INTEREST	
	No declarations of interest were received.	
22.03	DETERMINATION OF OTHER BUSINESS	
	There was no other business intimated.	
22.04	MINUTES OF PREVIOUS MEETING: 15 DECEMBER 2021	
	The Minute was approved as an accurate record of the previous meeting.	
22.05	MATTER ARISING: ACTION GRID	

The Board noted the Action Grid. It was agreed that the College should take immediate steps to reduce gas/oil consumption before the Sustainability Report is presented at the next meeting. The remaining actions were either complete or on the Agenda.

JV

ITEMS FOR DISCUSSION/APPROVAL

22.06 RETURN TO CAMPUS UPDATE

J Vincent provided a verbal update on the steps taken to return to campus since the last Board meeting and advised the following: -

- During the period when the Omicron variant emerged, steps were taken to reduce the numbers of staff and students attending campus.
- From the second week of January more staff and students have been returning to campus. Currently operating at approximately 50-60% on campus
- From 7 March, coinciding with the start of the third block of teaching, social distancing was reduced to 0.5 metres and it ended on 21 March.
- Currently trialling a 4-month pilot of blended working for all staff. The success of this will be measured at the end of the trial period.
- The College continues to monitor air quality and track infection rates.

The College is aware that there may be some anxiety about the return to campus and the removal of social distancing. The College has adopted the distant aware scheme and, while encouraging attendance, adjustments are being made for those who have particular personal concerns.

22.07 REVISED STRATEGIC OBJECTIVES

(considered after 22.08 and 22.09)

J Vincent introduced the paper and advised the Board that the strategic objectives that were agreed prior to the pandemic had not been launched due to the immediate and continuing challenges of the pandemic. These objectives have now been revised to reflect the shift in approach during the pandemic and the increasing focus on digital and blended learning.

The Board split into groups to consider each of the main areas of (i) inspirational learning and teaching (ii) partner of choice (iii) unrivalled student experience (iv) employer of choice and (v) financial resilience through operational excellence. Each group fed back to the whole Board on suggested improvements to the wording and content. Overall, the Board was satisfied that the revised strategic objectives were an improvement and reflected the focus on blended learning and the digital environment.

It was agreed that the suggested changes would be collated and considered with the final draft to be shared with the Board. **JV/KM/DN**

22.08 CREDITS PROJECTION 2021/22

J Rafferty spoke to this report and advised that there has been an improvement in the credits projection from the -5% reported at the last Board meeting to a current projection of -4.5% (with a worst case scenario of -4.7%). The College has implemented a number of credit mitigations permitted by the SFC as well as recruiting a slightly enlarged January start offer. Increased efficiencies in the delivery of ESOL provision have also been delivered at no extra staffing cost.

The College has been informed that SFC will not conduct an in-year credit redistribution. J Rafferty confirmed to the Board that the risk remains of the credits target not being met in the current challenging environment. Assurances were given that the College will continue to look at the best way to deliver further activity in block 3 and how it can improve retention rates for the existing cohort.

22.09 REGIONAL OUTCOME AGREEMENT FOR 2022/23

J Rafferty spoke to the report and advised that usually he would be in a position to confirm at the March Board Meeting what the ROA is. However, while the SFC has indicated that the move to the National Impact Framework has been delayed, the interim single year Outcome agreement for next year awaits guidance from the SFC. Details were provided to the Board of the themes which will be covered in the 2022/23 ROA, the relevant projects and the high-level key performance measurements. The Board was pleased to note the continuing success of Action for Children's STAY project and the focus on retention and attainment. The Board discussed the unmet demand for ESOL courses and what the College could do in this area.

J Rafferty confirmed that he expected the SFC's guidance to be published in April and the Board will be keep informed.

22.10 SFC INDICATIVE FUNDING ALLOCATION FOR 2022/23

22.11 DRAFT 5 YEAR PLAN UPDATE

These two items were considered together with T Elliott presenting slides to the Board. SFC has not yet confirmed the indicative funding allocation for 2022/23 but most recent communications from Scottish Government indicate a 'flat cash' settlement based on 2021/22 funding excluding one-off 2021/22 allocations. T Elliot advised that this would have a significant adverse impact on the five-year plan which was initially based on two SFC funding scenarios of flat cash

+2.5% and +4% in line with 2021 SFC Financial Forecasting guidance. The five-year plan has been adjusted to reflect the possibility of such a 'flat cash' settlement and current forecasts outline increasing deficits which would have a significant adverse impact on the baseline cash held by the College.

T Elliott confirmed that the two greatest financial risks to the College are the SFC funding position and unfunded pay awards, which were both categorised as red. Given the likely challenges ahead it was agreed that the Board should be briefed early on this. The Board asked how accurate forecasting has been in the past and were assured that the College's financial modelling has been consistently robust. In response to a request for information on historic performance T Elliott confirmed that she would provide the Board with historic KPI data extracted from prior years financial statements.

TE

At the next meeting the Board will be asked to approve the revised draft financial plan which will be updated to reflect the 2022/23 funding allocation, once confirmed.

22.12 FINANCIAL REPORT YEAR TO JANUARY AND FORECAST OUTTURN

T Elliott spoke to the Report and the Appendices, which provided an update on the financial position and cash position of the College for the six-month period to January 2022 and the Forecast Outturn to July 2022.

Reflecting the increased risk of the potential SFC credits funding clawback the 2021/22 forecast outturn has deteriorated from a budgeted deficit of £450k to a forecast deficit of £1,204k. It was noted that the latest credit position as reported under agenda item 22.08 was slightly more favourable than the -5.1% against target which was the position when this financial report was prepared.

Based on the current forecast outturn the College's forecast baseline cash position at July 2022 would reduce from £2,670k (20 days) to £1,916k (14 days). The Board noted that the forecast July 2022 cash position, SFC and non-SFC income and the adjusted operating position have all been categorised as red.

The Board noted the challenging financial position the College was facing and awaits the relevant 2022/23 SFC funding announcement.

22.13 GOVERNANCE UPDATE

K Mavor spoke to this report which gave an update on governance matters. At the December meeting the Board was advised of the, then, upcoming review of the College's policies. This review has now been carried out with the relevant Committee considering and approving proposed changes. The Board has been provided with a table setting out the policies that have reviewed and the updated versions of each policy. Prior to the Board ratifying these changes, further information will be provided regarding the rationale for including the statement about the Equalities Act. This further information will be shared with the Board and once a decision is made about the Equalities Act statement, the policies will be ratified.

DN/KM

With regard to policy 1.5, Quality Management, this sits under the Board's remit. The Board approved the proposed changes subject to the position with regard to the Equalities Act being confirmed.

K Mavor advised the Board that the Standards Commission's Code of Conduct has been updated with the main changes set out in the paper. The College will be updating its own version of the Code of Conduct to reflect these changes and each board member will be asked to sign an updated version.

Lastly, the student election process is currently underway with the campaigning and voting stage running from 19 – 27 April 2022. The return to campus allows for more campaigning to take place on each of the College's campuses.

Standing Items

22.14 PRINCIPAL'S REPORT

The Principal referred to his report setting out developments since the last Board meeting and highlighted the following areas: -

- Claire Glen has been appointed as new Curriculum Assistant Principal for Health and Wellbeing and brings her experience and expertise to the SLT.
- On Campus Open Days have now returned with 800 students attending an event at Anniesland Campus.
- The College was unsuccessful in an Employment Tribunal Appeal but the Judge made positive comments about the steps taken and the support provided by the College.
- It is proposed that a small area of scrubland at Anniesland Campus be sold to a neighbour. The Board approved this sale.
- It is likely that there will be industrial action this Spring as pay settlement negotiations have broken down.

- The GTCS consultation on registration for College lecturers was inconclusive. The 2015 rules will continue to apply and this means that only those college lecturers who fully meet the entry criteria for registration may apply.

22.15 STUDENT PRESIDENT'S REPORT

J Thompson spoke to her report which informed the Board of the work of the Student Association. Some of the highlights being: -

- The provision of food and sanitary packages over the festive break.
- Glasgow Rocks attending Anniesland campus to promote local sport.
- An Easter promotion and giveaway with Silverburn.
- Supporting red nose day across the three campuses.
- Helping set up a football tournament amongst the three Glasgow Colleges

The Student Association is aware of the impact that the Ukraine Crisis is having on some student's lives and worked with the Principal in issuing a joint statement of support. Also, students have expressed an interest in taking part in the kilt walk to support charities assisting Ukraine.

The return to campus has meant that the Student Association can take a more active role in class inductions, school visits, open days and student focus groups. There is currently also a student survey taking place with efforts being made to encourage as many students as possible to complete the survey.

A Logan advised that as part of the College's commitment to the LGBT+ Charter, new guidance is being published on International Transgender Day of Visibility on 31 March 2022. The College is working towards achieving silver charter status.

The Board thanked the Student Association for all the different initiatives and was pleased to note the increasing on-campus engagement with students.

22.16 CHAIR'S REPORT

(presented before item 22.14)

The Chair referred to the GCEF update report included under item 22.20. He confirmed there are ongoing discussions with the GCEF Chair and the Foundation may be able to assist with the College's financial stability and funding DELTA.

The Chair also confirmed that the review into the structure of Colleges in Glasgow is ongoing with no specific progress to report.

The Scottish Parliament is currently running an open consultation on College regionalisation and the Chairs and

Principals of the three Glasgow Colleges are working on a combined response.

Recruitment will shortly commence for two Board Members with a focus on succession planning. The Chair asked the Board to share the advert once finalised.

The Chair asked A O'Donnell to share his personal experience of acting as a mentor under the STEM aspire programme. A O'Donnell shared the success and the role of the College system (including Glasgow Clyde College) in assisting an individual with reaching her goal of obtaining a degree and being offered a position with her employer of choice. The Board were pleased to hear the key role that the College provided in assisting with her chosen pathway.

Draft Minutes of Committee Meetings

22.17 LEARNING AND TEACHING COMMITTEE – 9 FEBRUARY 2022

The Board noted the draft minute.

REMUNERATION COMMITTEE – 23 FEBRUARY 2022

The Board noted the draft minute.

ORGANISATIONAL DEVELOPMENT COMMITTEE – 23 FEBRUARY 2022

The Board noted the draft minute.

AUDIT COMMITTEE – 2 MARCH 2022

The Board noted the draft minute.

FINANCES AND RESOURCES COMMITTEE – 9 MARCH 2022

The Board noted the draft minute.

ITEMS FOR NOTING/FORMAL APPROVAL

22.18 STRATEGIC RISK REGISTER UPDATE

The Board noted the report.

22.19 ESTATES, CAPITAL EXPENDITURE AND MASTERPLAN UPDATE

The Board noted the report and approved the proposed spend in the Capital Masterplan.

22.20 GLASGOW COLLEGES EDUCATION FOUNDATION UPDATE

The Board noted the update.

22.21 ANY OTHER BUSINESS

There was no other business.

DATE OF NEXT MEETING

8 June 2022 at 4.30pm, Boardroom, Langside Campus.