

NOTES OF THE MEETING OF THE BOARD OF MANAGEMENT HELD ON 12 OCTOBER 2022 AT 4.30pm.

The meeting was held at Langside Campus.

PRESENT:

David Newall	Chair
Atiq Chaudhry	Board Member
Mary Docherty	Board Member
William French	Board Member
Fiona Godsmen	Board Member
Sandra Heidinger	Board Member
Gordon McGuinness	Board Member
Maureen McKenna	Board Member
Sunita McKenna	Board Member
Runa McNamara	Board Member
Alan O'Donnell	Board Member
Lindsey Paterson	Board Member
Michael Payne	Board Member
Margaret Swiderska	Board Member
Jon Vincent	Board Member
Clare Walker	Board Member
David Watt	Board Member

IN ATTENDANCE:

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

22.45 WELCOME AND APOLOGIES ACTION

The Chair welcomed everyone to the meeting particularly Sunita McKenna, Atiq Chaudhry and Maureen McKenna who have recently joined the Board.

22.46 DECLARATIONS OF INTEREST

The Chair advised that members of the Senior Leadership Team (SLT) would be asked to leave the meeting when the Remuneration Committee minutes were discussed. Apart from this, no further declarations of interest were received.

22.47 DETERMINATION OF OTHER BUSINESS

There was no other business intimated.

22.48 MINUTES OF PREVIOUS MEETING: 8 JUNE 2022

The Minute was approved as an accurate record of the June meeting. The Board also approved the note of the Board Development Day on 13 September 2022.

22.49 MATTER ARISING: ACTION GRID

The Board noted that the actions were either on the Agenda or in progress. The Voluntary Severance scheme had been approved by the Remuneration Committee subject to minor changes. It was confirmed that any scheme relating to compulsory redundancy should be reviewed and approved by the Board.

ITEMS FOR DISCUSSION/APPROVAL

22.50 CREDITS PROJECTION FOR 2022/23

J Rafferty spoke to this item and advised that the College had failed to meet its credit target for 2021/22 but the position was better than initially expected. Since the report was drafted the position for 2021/22 has improved slightly to a final position of **-3.7%** based on the audited credit return.

The credit targets for 2022/23 are more simplified with only two areas of funding – Core Credits and Foundation Apprenticeship Credits. The College combined target is 126,357 credits of which 2,320 are for Foundation Apprenticeships. For this session all Colleges have been given a 2% tolerance threshold on the overall credits target which must be met in two of the next three years.

Enrolment is still ongoing, however the best-case scenario at the time of writing this report is a projection of **+0.7%** on target (should all remaining planned enrolments appear) and a worst-case scenario of **-3.4%**, (which would occur if no outstanding enrolments appeared but withdrawal returned to more normal levels). This position has improved at the time of the Board meeting to a best-case scenario of **+0.9%** and a worst-case -scenario of **-2.4%**.

Analysis carried out suggests that recruitment levels remain fragile compared to previous years with the number of full-time learners declining over the last 3 years. Full-time learners are particularly important to the College's financial stability because they attract up to four times the funding of part-time students.

J Rafferty presented a number of strategic interventions which have been devised to make it easier for the College to convert applications into enrolments. The Board discussed the approach set out in the 'Come to Clyde' strategy and agreed that the more streamlined approach to recruitment should

assist in increasing the number of applications which convert to enrolment. The Board endorsed the approach set out in the 'Come to Clyde' strategy.

22.51 2021/22 DRAFT PRIMARY FINANCIAL STATEMENTS

T Elliott spoke to this paper which provided the Board with early sight of the draft Primary Financial Statements for the year to 31 July 2022. The year-end financial audit commenced on 3 October and the full financial statements will be reported to the Board of Management for approval on 7 December 2022

The Board noted that for the 12-month period from August 2021 to July 2022, the College is reporting a deficit of £1,055k. The actuarial valuation report and the revaluation of land and buildings are not yet available. The adjusted operating position at this stage is a surplus of £400k but this would have been a deficit if the one-off Lennartz rebate of £1,044k had not been received in 2021/22. The reported position allows for estimated claw backs of SFC funding in line with SFC guidance. However, the final claw back position has not yet been confirmed by SFC.

The Board raised concern about the challenges to the financial sustainability of the College. It was noted that the challenges were shared with the wider region and the sector as a whole. Also, that the reclassification of the College as a public sector body, the way it was funded and the role of national bargaining limited what control the College has over improving the position. However, the Board considered the stage had been reached where difficult decisions needed to be made to improve the financial sustainability of the College.

For the next meeting it was agreed that the SLT should detail the planned approach to improving the financial sustainability of the College including details of how future efficiency will be improved (including decreasing staff costs), prioritising successful areas of the curriculum and developing other revenue streams. The Board recognised that the impact on the student experience and the local community will need to be considered when making any decisions on the way forward.

SLT

22.52 STRATEGIC RISK REGISTER

J Thomson spoke to this item and referred the Board to the new College Strategic Risk Register which links to the Strategic Plan themes.

There are thirteen risks in the updated Strategic Risk register of which three have a high residual risk score after mitigating

actions, five have a medium residual risk score and five have a low residual risk score.

It was noted that the three 'red' risks were (i) implications of national bargaining and possible negative impact on employee relations (ii) failure to achieve SFC credits target and clawback of funding and (iii) failure to manage financial sustainability through the period of the financial plan. It was agreed that the risk relating to financial sustainability should be updated to reflect the discussion under Agenda item 22.51 and the Board's view that the current position is not within the Board's risk appetite. Also, the Board would like assurance that the risks highlighted within the Strategic Risk Register are cascaded from the SLT to the relevant teams.

JT

The Committee noted that the risk register is also shared with the Audit Committee and the Finance and Resources Committee.

The Committee thanked J Thomson and the rest of the SLT for all the work on improving the College's approach to measuring risk through the Risk Register.

22.53 COST OF LIVING CRISIS

During the Board Development Day, board members discussed the financial challenges facing both staff and students during the Cost of Living Crisis. It was agreed that a paper should be brought to the Board setting out the steps the College is taking, or proposes to take, to support both staff and students.

J Vincent provided a report setting out the various steps the College is taking to try and alleviate the financial concerns of both staff and students. These include current measures such as the free breakfast scheme, the establishment of a Student Food Poverty Working Group and steps to ensure that there is a harmonised approach to the distribution of discretionary funding to students. Future measures include the reintroduction of Free Food Fridays to distribute perishable items at the end of the day and improving information about the distribution of discretionary funding. Steps have also been taken to assist staff including home budgeting seminars and improving access to support provided by Credit Unions. The introduction of a travel loan scheme is also being explored.

The Board thanked J Vincent for this helpful report and was pleased to see the steps the College is taking to try and support staff and students through this challenging time. While the Cost of Living Crisis will continue to be considered

by the Board it was agreed that any updates should form part of the Principal's overall report to the Board.

22.54 DIGITAL LEARNING

Following on from the presentation on the College's digital learning at the Board Development Day, small groups were set up to discuss three key areas (i) how to maximise progress in digital learning (ii) what opportunities would an enhanced approach to digital learning provide (iii) what challenges must be overcome to achieve (i) and (ii).

Each Group recorded their key discussion points in notes provided to the Clerk. The notes of the group discussion will be shared with the SLT prior to this topic being explored further at the December meeting.

Standing Items

22.55 STUDENT PRESIDENT'S REPORT

S McKenna presented her first report to the Board detailing the background of the new GCCSA team. Details were also provided of recent work including the following: -

- Opening of the Anniesland student space which is being used and appreciated by students. S McKenna thanked the Board for the high level of attendance at the opening event.
- Staff drop in sessions were held. Attendance was lower than hoped but useful links were developed between GCCSA team and other staff members.
- Welcome days were introduced to provide information about the range of services available to students. These events were also used to boost GCCSA's social media presence.
- GCCSA is currently helping with the cost of living crisis by providing support to students including tips on cooking healthy budget meals.

The Board thanked S McKenna for her helpful update and wished her and the GCCSA success in the year ahead.

22.56 PRINCIPAL'S REPORT

J Vincent presented his report setting out developments since the June meeting and highlighting the following areas: -

- Board Members are invited to the first in-person Graduation since the pandemic which is to be held on 5 November. For those that are able to make it they should find it a rewarding experience.
- The College has become the first in Scotland to obtain accreditation from Breastfeeding Friendly Scotland.
- The Strategic Plan for 2022-25 has been launched and a paper copy was handed out to Board members. The

Board commended the College on the electronic presentation of the Strategic Plan.

- A summary of the findings of Audit Scotland's Report on Scotland's Colleges was provided with a link to the full report.
- An update was provided on the current position with regard to GTCS registration.

The Board thanked the Principal for his update.

22.57 CHAIR'S REPORT

The Chair thanked Board members for finding time to meet with him to discuss individual performance. This was a useful exercise in helping the Chair understand the key areas for development.

Following these discussions, the following changes to Committee membership were proposed (i) F Godsman moving from Learning and Teaching Committee to Audit Committee with immediate effect (ii) M Swiderska moving from Audit Committee to Finance and Resources Committee from 1 January 2023 and (iii) L Paterson joining Nominations Committee with immediate effect and from 1 August 2023 moving from Finance and Resources Committee to Audit Committee. The Board approved these changes to Committee membership.

Steps will be taken prior to Christmas to start a recruitment exercise for Board members as a number of experienced Board members come to the end of their second term in 2023. The Nominations Committee is meeting on 9 November 2022 to discuss the approach to recruitment.

The review of the regional College structure continues and the Chair and Principal recently met with a consultant working on behalf of SFC and GCRB. The Chair is hopeful that the outcome of this review will become known in the next few months.

Draft Minutes of Committee Meetings

22.58 NOMINATIONS COMMITTEE – 1 SEPTEMBER 2022

The Board noted the draft minute and were pleased to note that two co-opted members had joined the Audit Committee and the Learning and Teaching Committee.

ORGANISATIONAL DEVELOPMENT COMMITTEE – 21 SEPTEMBER 2022

The Board noted the draft minute.

AUDIT COMMITTEE – 28 SEPTEMBER 2022

The Board noted the draft minute.

FINANCE AND RESOURCES COMMITTEE – 5 OCTOBER 2022

The Board noted the draft minute particularly that the Committee had requested a staff costs report to be provided for each meeting to monitor progress on savings.

ITEMS FOR NOTING/FORMAL APPROVAL

22.59 FINAL REVENUE BUDGET FOR 2022/23

A summary version of the 2022/23 Revenue Budget was approved by the Board at the Board Development Event of 13 September. The Board noted the full version of the final revenue budget for 2022/23 included in the papers.

22.60 SFC FINANCIAL FORECAST RETURN

At the September 2022 Board Development Day, the Board confirmed that approval of the 2022 FFR return should be delegated to the Finance and Resources Committee. The Finance and Resources Committee reviewed and approved the return at its meeting of 5 October 2022. The Board approved the FFR.

22.61 ESTATES, CAPITAL EXPENDITURE AND MASTERPLAN UPDATE

The Board noted the report and approved the slight change in timings of three projects in the capital plan for 2022/23 and 2023/24.

22.62 GOVERNANCE UPDATE

The Board noted the update including the board development plan, schedule of work for 2022/23 and the acronym glossary which will be provided for each meeting.

22.63 GLASGOW COLLEGES EDUCATION FOUNDATION UPDATE

The Board noted the update.

22.64 ANY OTHER BUSINESS

There was no other business.

22.58 Draft Minutes - continued

The members of the SLT present at the Board meeting were asked to leave so that the minutes of the Remuneration Committee could be discussed in full.

S Heidinger confirmed that prior to the 1 September 2022 meeting the Remuneration Committee had approved the 1.5% pay award to SLT. The Committee approved a new performance development system which would support a high performing culture within the SLT.

The review of the Voluntary Severance scheme was delegated to the Committee and has now been approved, subject to minor changes being made. A copy will be shared with the Board.

As a result of a review of its own governance, the Remuneration Committee will now provide an annual report to the Board that will then be published.

DATE OF NEXT MEETING

7 December 2022 at 4.30pm, Boardroom, Langside Campus.