

NOTES OF THE MEETING OF THE BOARD OF MANAGEMENT HELD ON 22 MARCH 2023 AT 4.30pm.

The meeting was held at Langside Campus.

PRESENT:

David Newall	Chair
Atiqa Chaudhry	Board Member
William French	Board Member
Fiona Godsman	Board Member
Sandra Heidinger	Board Member
Gordon McGuinness	Board Member
Maureen McKenna	Board Member
Runa McNamara	Board Member
Lindsey Paterson	Board Member
Margaret Swiderska	Board Member
Jon Vincent	Board Member
Clare Walker	Board Member
David Watt	Board Member (up until item 23.13)

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
David Marshall	Assistant Principal, Student Experience (item 23.08)
Andy Sives	Director, Form Design Consultants (item 23.09)
Kirsty Mavor	Clerk to the Board (Minute Taker)

23.01 WELCOME AND APOLOGIES

The Chair welcomed everyone to the meeting. Apologies were noted from Mary Docherty, Michael Payne, Sunita McKenna and Alan O'Donnell.

23.02 DECLARATIONS OF INTEREST

No declarations of interest were received.

23.03 DETERMINATION OF OTHER BUSINESS

There was no other business intimated.

23.04 MINUTES OF PREVIOUS MEETING: 7 DECEMBER 2023

The Minute was approved as an accurate record of the December meeting.

23.05 MATTER ARISING: ACTION GRID

The Board noted that the actions from the last meeting were now complete.

ITEMS FOR DISCUSSION/APPROVAL

23.06 UPDATE ON ANNIESLAND

J Vincent provided an update on the latest position with regard to Anniesland campus. Details were provided of the background leading up to the closure of the campus in early January 2023 on safety grounds. Part of the building is now re-open and the windows are currently being repaired in the main part of the building. If all goes to schedule the whole campus will be open after the Easter break.

The Board discussed the likely cost of the ultimate replacement of these windows and whether funding will be available from SFC. It was noted that the College was in contact with the original contractors to establish if there is any recourse for the poor installation of the windows.

The Board thanked J Vincent for the update and noted the resilience shown by both staff and learners when adapting to the temporary accommodation. It was further noted that the closure of Anniesland did not appear to have impacted recruitment or retention numbers but the Executive will continue to monitor this.

23.07 EDUCATION SCOTLAND – ANNUAL ENGAGEMENT

J Rafferty provided details of the Education Scotland annual engagement visit which took place on 5 December 2022. Because the National KPIs for Colleges for session 2021/22 had not been published at the time of the visit, the report was based on PI data from session 2020/21, which was an emergency year during the Covid pandemic.

The latest annual engagement visit yielded 45 areas of positive progress and 5 areas for development. J Rafferty provided an overview of the areas of positive progress which were grouped under recruitment, retention, attainment and progression. Details of the areas of development were also provided which related to (i) improving attainment rates for FE learners (ii) improving attainment rates for HE learners (iii) pre-application funding information (iv) withdrawal rates and (v) access to social spaces.

The Board welcomed this comprehensive and positive report and was satisfied that the College was taking appropriate steps to address the areas of development identified in the report.

ROLE OF DIGITAL TECHNOLOGIES IN LEARNING AND TEACHING

23.08 D Marshall joined the meeting to present a report outlining the College's approach to digital technology. This report followed on from previous discussions at the Board Development day in September.

An overview was provided of the key areas where digital technology has been developed and the digital initiatives which have been taken to enhance the student experience. The College's digital approach has been discussed by the SLT and the paper outlined the prioritised areas.

Smaller groups of board members were formed to discuss the role of digital technologies in the College and the initiatives detailed in the report. The feedback from the group discussion centred around the digital training available to staff and students, removing barriers to access technology and how the College could measure the impact of the various initiatives.

The Board thanked D Marshall for the helpful update and was satisfied with the approach being taken to advance the role of digital technology in the College.

CREDITS PROJECTION

23.09

J Rafferty spoke to this paper and advised that the current forecast is a best-case credit position of **-0.5%** and a worst-case position of **-1.0%**. Both the best-case and worst-case positions are within the 2% tolerance and the improved position is mainly due to good in-year enrolment in January and the transfer of the Highers programme to the credit-bearing portfolio.

The College has now recruited 16,996 learners against a target of 16,687. This is 1.9% above recruitment target overall, with two of the College's faculties exceeding target (ACL and BCDI) and two falling short (ECBE and HWB). While the numbers recruited exceed target the financial impact of recruiting less HE learners (2.95% below recruitment target) is concerning as this results in a loss of SAAS income to the College.

D Newall advised that the Finance and Resources Committee had discussed the impact on the falling HE learner numbers on the College's financial position and asked for this trend to be monitored closely. It was noted that the fall in HE learner recruitment is largely due to the impact of more places being offered by universities and related impact on both recruitment and retention numbers.

The Board thanked J Rafferty for the update including details of the 14 projects accepted under the Young Person's Guarantee.

23.10 REGIONAL OUTCOME AGREEMENT FOR 2023/24

J Rafferty presented this paper updating the Board on the Regional Outcome Agreement (ROA) for session 2023/24 and providing information about the projected returns for session 2022/23 which had been submitted to GCRB.

The interim update on ROA outcomes for 2022/23 shows that the College is expected to meet the core credit target but the total credits are -526 below target due to the under recruitment of FAs. This position may improve further as a result of initiatives being taken by the College.

The Board noted the uncertainty about the credit allocation for next year with GCRB awaiting confirmation from SFC about the KPI measures for the 2023/24 ROA.

23.13 LEARNING SPACES PROJECT - PRESENTATION

This item was considered earlier in the Agenda with A Sives of Form Designs Consultant joining the meeting. J Thomson provided the background to the GCEF funded project and confirmed that Form Designs had also presented to GCEF on 7 March.

Details were provided of the designs proposed for the communal spaces in Langside, Cardonald and Anniesland. A Sives advised that the focus of the designs is on flexibility, comfort and inclusiveness and meeting the needs of the diverse student population. Views of students were obtained through student representation engagement sessions and the aim of the project is to ensure students feel connected and welcome on campus.

The Board was pleased to note that there would be a common theme across all three campuses and the spaces would be both flexible and digitally enabled. It was agreed that communications surrounding the project should clearly set out why the improvements are being made at this point of time particularly given the financial challenges facing the College. The Board noted the next steps in the project and the likely timeframe of advancing the project over summer.

The Board thanked A Sives and his team for the presentation.

In further discussion, the Board noted the importance of effective communication with staff on this project, given that

highly visible expenditure would be incurred at a time when staff costs were being reduced

23.11 FINANCIAL SUSTAINABILITY UPDATE

J Thomson presented this item which was previously discussed at the December Board meeting and followed up by a more detailed paper at the end of January 2023. The current paper updates the Board on the current position and provides detail of how proposed savings of £2.99 million will be achieved. The College is focussing on (i) more efficient curriculum delivery (ii) reduced planned credits in portfolio (iii) possible future reduced curriculum delivery (iv) restructures savings and (v) voluntary severance.

The current financial situation facing the College and the FE sector was unwelcome but the Board was satisfied that the Executive had outlined a clear strategy to reduce costs. The impact on the overall student experience must always be considered and equality impact assessments should be carried out at key stages. The Finance and Resources Committee will continue to monitor the situation closely and it was agreed that any material updates will be provided to the Board as and when they occur. It was further agreed that the next report should address areas in which efficiencies were being achieved through collaborative working between the colleges in Glasgow.

JT

23.12 SFC INDICATIVE FUNDING ALLOCATION FOR 2023/24

T Elliott confirmed that there has been no formal indication from SFC of the funding allocation for 2023/24. It is hoped that there will be an update next week and it was agreed that a brief paper should go to the Board setting out the position when it is known.

TE

23.13 LEARNING SPACES PROJECT - PRESENTATION

This item was considered earlier in the Agenda.

Standing Items

23.14 STUDENT PRESIDENT'S REPORT

The Board noted the contents of this report provided in S McKenna's absence and thanked the Student Association for the useful summary.

23.15 PRINCIPAL'S REPORT

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

- The success of catering students at the Scottish Culinary Championships held on 8 March 2023 winning the street food category.

- Partnership working between international Wella UK and Glasgow Clyde College resulting in the launch of the Wella Colour Higher Level Diploma.
- The latest position in relation to national bargaining.
- A report on GCRB is still expected but there is no concrete timeframe.

The Board thanked the Principal for his update.

23.16 CHAIR'S REPORT

The Chair provided details of meetings he has recently attended where every effort is being made at a national level to lobby the Scottish Government about the funding challenges facing the FE sector.

The recent recruitment exercise has resulted in two individuals being recommended to GCRB for appointment. Further recruitment will take place for a member with a finance background and support staff will be invited to elect a new member to the Board.

The Chair noted that the June meeting of the Board would be the last at which four long-serving members would be present.

Committee Meetings

23.17A LEARNING AND TEACHING COMMITTEE – 1 FEBRUARY 2023

The Board noted the draft minute and attendance by Education Scotland at the meeting.

23.17B ORGANISATIONAL DEVELOPMENT COMMITTEE- 8 FEBRUARY 2023

The Board noted the draft minute and the Committee discussions about psychological safety with the joint statement on Dignity and Respect in the workplace now published. The Committee is closely monitoring the PDP completion rate and will work on producing an annual H&S report to the Board.

SH/KM

23.17C AUDIT COMMITTEE – 8 MARCH 2023

The Board noted the draft minute.

23.17D FINANCE AND RESOURCES COMMITTEE – 15 MARCH 2023

The Board noted the draft minute and the impact of lower HE income on the budget deficit informed discussions earlier in the meeting.

ITEMS FOR NOTING/FORMAL APPROVAL

23.18 2022/23 FINANCIAL POSITION – FINANCIAL REPORT TO JANUARY AND FORECAST OUTTURN

The Board noted the financial report to January and that the 2022/23 forecast outturn position has significantly deteriorated against the budgeted position.

23.19 STRATEGIC RISK REGISTER

The Board noted the updated strategic risk register with the main risk facing the College being the *“Failure to manage financial sustainability through period of financial plan”*.

23.20 ESTATES, CAPITAL EXPENDITURE AND MASTERPLAN UPDATE

The Board noted the increased estimated budget costs for three projects and approved the updated capital masterplan. It also noted the position with regard to the cleaning tender.

23.21 GLASGOW CLYDE EDUCATION FOUNDATION UPDATE

The Board noted the update.

23.22 GOVERNANCE UPDATE

The Board noted the update and approved the updated remit for Organisational Development Committee and the Support Staff Election Process.

23.23 ANY OTHER BUSINESS

There was no other business.

DATE OF NEXT MEETING

14 June 2023, ‘The Space’ at Langside Campus