

**NOTES OF THE MEETING OF THE BOARD OF MANAGEMENT HELD ON 11 OCTOBER 2023 AT 4.30pm.**

**The meeting was held at Langside Campus.**

**PRESENT:**

David Newall	Chair
Fergus Brown	Board Member
Sandra Heidinger	Board Member
Andrew Jack	Board Member (from 16:50 onwards)
Rena McAdam	Board Member
Maureen McKenna	Board Member
Ros Micklem	Board Member
Lindsey Paterson	Board Member
Kathleen Sweeney	Board Member
Margaret Swiderska	Board Member
Martina Tuskova	Board Member (from 16:50 onwards)
Jon Vincent	Board Member
David Watt	Board Member

**IN ATTENDANCE:**

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

**23.43 WELCOME AND APOLOGIES**

The Chair welcomed everyone and in particular, the new Board members (F Brown, R McAdam, R Micklem, K Sweeney, A Jack and M Tuskova). Apologies were noted from S Porteous, A O'Donnell, M Payne and R McNamara.

**23.44 DECLARATIONS OF INTEREST**

No declarations of interest were received.

**23.45 DETERMINATION OF OTHER BUSINESS**

There was no other business intimated.

**23.46 MINUTES OF PREVIOUS MEETINGS: 14 JUNE AND 30 AUGUST 2023**

The minutes were approved as an accurate record of the June and August meetings.

**23.47 MATTER ARISING: ACTION GRID**

The Board noted that at the June 2023 meeting it was agreed that further discussions should take place about the College's ambitions in

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relation to gender and diversity. This will be discussed in more detail at the December meeting.

## **ITEMS FOR DISCUSSION/APPROVAL**

### **23.48 CREDITS PROJECTION FOR 2023/34**

J Rafferty spoke to this paper and advised that the credits for session 2022/23 have been audited and the College earned 124,931 credits. This represents -1.2% on the SFC target, which is still within the 2% tolerance. However, the FA credits were below target and there is a risk of clawback as there are ring-fenced. Also, the ASOS action has affected the College's ability to complete the SFC return as marks have not been recorded.

The SFC announced a series of significant changes to the credit funding methodology which included:

- A reduction in the credit target or all colleges by 10% to receive the same cash funding.
- An increase in the average credit value for Glasgow colleges to £304 per credit.
- The retention of a 2% tolerance on meeting the credit target.
- A move in the credit qualifying census date for FT programmes from 9 to 5 weeks.
- An assurance that only 80% of credits would be reclaimed in the event of clawback.
- The removal of ring-fenced nature of Foundation Apprenticeship credits.

For 2023/24, the College has enjoyed a period of strong recruitment as a result of the *Come to Clyde* strategy. So far, 10,833 enrolments have been recorded against a target of 10,625. In terms of credit projections, if all students were to stay, the College would land +6% above target or +2.2% above target if there are normal levels of withdrawal.

The Board noted that the change in the curriculum delivery model has enhanced the College's overall portfolio efficiency by 3%, in terms of credits earned per hour of teaching. The Board discussed the potential risks associated with the changes in the curriculum delivery model including a potential reduction in opportunities and the risk of the College over delivering. Mitigating actions have been taken by the College to reduce the risk of over delivering including reducing the focus on January starts.

The Board thanked J Rafferty for report and acknowledged the success of the *Come to Clyde* strategy in improving recruitment numbers.

### **23.49 2022/23 DRAFT PRIMARY FINANCIAL STATEMENTS**

T Elliott spoke to the draft primary financial statements for the year to 31 July 2023, the final version of which require to be approved at the 13 December Board meeting.

The Board noted that, for the period from August 2022 to September 2023, the College is reporting a deficit of £560k. This is an improved position to the forecast deficit of £1,830k provided in August 2023 due to a number of significant favourable movements, details of which were provided to the Board. The extent of the favourable movements was discussed at the F&R Committee where it was agreed, that going forward the Executive should aim to identify any major areas of uncertainty that had the potential to affect the financial forecast.

The Board was pleased to note that the forecast baseline cash position for July 2024 was 14 days cash which was a much-improved position than previously reported. The two main contributing factors to the improved position were savings due to voluntary severance and a possible reduction in the employer contributions to pension (to be confirmed at a later date). T Elliott confirmed that there could be two potential late adjustments relating to the pension position and impairments for RAAC.

The Board thanked T Elliott for early sight of the draft financial statements which the Board will be asked to approve at the December meeting.

#### **23.50 STRATEGIC RISK REGISTER**

J Vincent provided an overview of the approach the College takes to measuring and managing risk. The Board noted the top three risks being (i) failure to manage financial sustainability through the period of the financial plan (ii) implications of national bargaining and possible negative impact on employee relations (iii) failure to maintain and develop appropriate accessible, dynamic, flexible learning and social spaces which is fit for purpose for teaching and learning and staff working environment.

Small group discussion took place about whether or not the strategic risk register captured all of the main risks facing the College and whether any amendments needed to be made. Feedback from the discussions was collected by the Clerk and will be summarised before the risk register is discussed further at the December meeting.

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#### **23.51 COST REDUCTION UPDATE**

The Chair provided an overview of what was discussed and agreed at the August Board Development Day. Due to the large forecast budget deficit and an unfavourable cash position, it was agreed that compulsory redundancies may be required but should be seen as a last resort. It was further agreed that Remuneration Committee would have delegated authority to oversee any compulsory redundancies.

The Board noted the significant shift in favourable movements as discussed under 23.49 and also noted that the forecast baseline cash position for July 2024 was now 14 days cash.

J Vincent updated the Board on steps taken to improve the College's financial position since the August meeting: -

- The new curriculum model has improved efficiency which has allowed for VS to be progressed. Approximately £870k saving have been made through ongoing VS.
- There has been a focus on decreasing the budget for temporary staff through increased budget control and redeploying permanent staff.
- The approach to recruitment has changed with vacancies being held for longer and some positions not being recruited for. Restructuring is also taking place in some areas.
- It is likely that there will be a significant reduction in the employer contribution to the pension fund for support staff for the next two years.

S Heidinger advised the Board that the Remuneration Committee met on 5 October 2023 and discussed the financial landscape including the improvements in the forecast baseline cash position. It was noted that there is now a possibility that a break-even budget for 2024/25 could be achieved without compulsory redundancies. As there remains uncertainty about the 2024/25 budget the Committee was of the view that compulsory redundancy could not be ruled out at this time. A further Remuneration Committee meeting will take place in November 2023 to consider updated financial information.

The Board confirmed that it was content with the approach being taken by Remuneration Committee. The Board noted the challenge the College faced with workforce planning and ensuring that the level of service disruption is minimised. Also, it was difficult to plan ahead given the credit and income model for 2024/25 is not yet known and may not be known until Spring 2024.

## **Standing Items**

### **23.52 STUDENT PRESIDENT'S REPORT**

M Tuskova provided the Board with an overview of who was on the Presidential Team and what areas each member of the team will be leading on.

Details were provided of the events held over freshers' week and the work the Student Association has carried out to promote the role of class representatives. Feedback has been provided by students on what was going well and what could be improved in the College. The Student Association is working on ways to ensure that students were aware of what steps have been taken in response to feedback.

M Tuskova advised that an Active Campus Co-ordinator has now started with the College and spent her first two weeks at the College working closely with the Student Association. This externally funded role will help focus on improving students physical and mental health.

A Jack provided details of an art installation that will be taking place at Glasgow Central station and possibly other rail stations close to some of the College's campuses. This will showcase work from students at the College.

The Board thanked both M Tuskova and A Jack for their valuable contribution and looked forward to hearing more about the Student's Association's work.

### **23.53 PRINCIPAL'S REPORT**

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

- Steps have been taken to identify where RAAC is present in the College. It has been located in two small areas of Cardonald campus and these areas have been closed off. A weekly report is provided to SFC on the position but there is no indication about whether there will be remedial funding.
- Anniesland campus windows are currently being replaced and additional funding has been granted from SFC to meet some of the costs.
- The three Glasgow Colleges have come together with West College Scotland, New College Lanarkshire and South Lanarkshire College to form Colleges' Partnership West. GCRB is also a member of the group. The formation of this group would lead to a greater level of engagement with economic development initiatives in the Glasgow region.
- An update was provided on the latest position with regard to industrial action which has resulted in the College being closed for 5 days over September/October.

The Board thanked the Principal for his update which was noted.

### **23.54 CHAIR'S REPORT**

The Chair recognised the contributions of both W French and J Thompson, who have both recently resigned, to the work of the Board and the College. For the recent members who have joined the Board, the Chair and Clerk are happy to assist with any questions they may have.

The Chair confirmed that trade union nominated members are likely to be joining the Board in January 2023. The relevant trade unions will run the election process, following a protocol approved by the Board. A reminder was provided of the upcoming Graduation event on 4 November 2023. All Board members are welcome to attend all, or part, of the ceremony.

## **Committee Meetings**

**23.55A ORGANISATIONAL DEVELOPMENT COMMITTEE – 20 SEPTEMBER 2023**

The Board noted the draft minute and in particular the discussions regarding the update on the Employer of Choice strategy, the level of PDP completion and the increase in absence.

A presentation on the output from the staff survey was made to the Committee. It was agreed that a summary of the staff survey output should be circulated to the Board. **KM**

**23.55B AUDIT COMMITTEE- 27 SEPTEMBER 2023**

The Board noted the draft minute and that the internal audit plan has been amended slightly to relieve some pressure on staff resources.

**23.55C FINANCE AND RESOURCES COMMITTEE – 4 OCTOBER 2023**

The Board noted the draft minute with the update on the College's financial position being discussed earlier in the meeting.

**23.55D REMUNERATION COMMITTEE – 5 AND 11 OCTOBER 2023**

This item was discussed later in the Agenda. As this update related to the salaries of the Senior Leadership Team, J Vincent, T Elliott and J Rafferty left the meeting.

S Heidinger updated the Board on the meeting that took place today (11 October 2023). For the benefit of the newer members, background information was provided on the role of Remuneration Committee in setting the salaries of the Senior Leadership Team. It was noted that the College, while obliged to have regard to the public sector pay strategy, is not bound by it.

S Heidinger confirmed that the Committee was provided with an update on the performance appraisal process which had recently been introduced for the Senior Leadership Team. Also, it reviewed and made slight amendments to the Senior Pay Policy which the Board will be asked to approve.

When setting the pay award the Committee took into account the context paper which provided details of historic pay awards, the rate of inflation, national bargaining discussions and median pay. The Committee was also made aware of the salaries being offered by other Colleges. After considering these factors a 3% pay award was agreed to cover the period 1 April 2023 – 31 August 2023. This pay award, while modest particularly given the current rate of inflation, recognised the contribution of all senior leaders during a challenging period.

Once the outcome of national bargaining is known and the new Senior Leadership Team is embedded, the Remuneration Committee will meet again to consider the pay award for 1 September 2023 to 31 August 2024.

## **ITEMS FOR NOTING/FORMAL APPROVAL**

### **23.56 GOVERNANCE UPDATE**

The Board noted the updates and approved the Committee membership and the extension of Clare Walker's term on GCEF. The Board Development Plan was also approved.

### **23.57 GLASGOW CLYDE EDUCATION FOUNDATION UPDATE**

J Vincent provided an update on GCEF and advised that an application will be made for the foundation to assist with the College's financial sustainability. The College remains committed to delivering the learning spaces project but this will be delayed.

### **23.58 FREEDOM OF INFORMATION REQUESTS SUMMARY**

The Board noted the report providing an update on Freedom of Information requests made to the College for the period 1 July 2022 to 31 July 2023.

### **23.59 HEALTH AND SAFETY ANNUAL REPORT**

The Board noted the report which provided an overview of the work undertaken by the Organisational Development Team in respect of health and safety over the academic year 2022/23.

### **23.60 ANY OTHER BUSINESS**

There was no other business.

## **DATE OF NEXT MEETINGS**

13 December 2023 – Board meeting