

NOTES OF THE MEETING OF THE BOARD OF MANAGEMENT HELD ON 11 DECEMBER 2024 AT 4.30pm.

The meeting was held at Langside Campus.

MINUTES

PRESENT

David Newall	Chair	(agenda Item)
Fergus Brown	Board Member	
Gavin Lee	Board Member	(joined at 24.71)
Ros Micklem	Board Member	
Runa McNamara	Board Member	
Stuart Porteous	Board Member	
Martina Tuskova	Board Member	
Jon Vincent	Board Member	
Maureen McKenna	Board Member	
Mursal Noori	Board Member	
Keith Larson	Board Member	
Margaret Swiderska	Board Member	
Lindsey Paterson	Board Member	(online)
David Duncan	Board Member	

APOLOGIES

Anna Magiera	Board Member
Morven Gourlay	Board Member
Alan O'Donnell	Board Member
Michael Payne	Board Member
Rena McAdam	Board Member
Kathleen Sweeney	Board Member

IN ATTENDANCE

Tracy Elliot	Interim Vice Principal Resources & College Development (left at 24.84)
Niall Macpherson	Chief Operating Officer (left at 24.84)
John Rafferty	Deputy Principal (left at 24.84)
Peter Fee	Assistant Principal Finance and Facilities (left at 24.84)
Jennifer Hunter	Clerk to the Board

24.65 Welcome and apologies

David Newall thanked everyone for attending and welcomed Peter Fee and Keith Larson to their first meeting of the Board of Management. Apologies were received from Kathleen Sweeney; Alan O'Donnell; Michael Payne; Anna Magiera; Morven Gourlay and Rena McAdam.

24.66 Declaration of interests

DN noted that Executive and Senior Staff in attendance would be asked to leave before the report from the Remuneration Committee, which will be taken at the end of the agenda.

24.67 Items for any other business

There were none.

24.68 Draft minutes of 9th October 2024 board meeting

The draft minutes from 9th October were approved as an accurate record.

24.69 Matters arising – action grid

Jon Vincent noted that Glasgow College Education Foundation funds are now fully committed, and that GCEF are working towards winding up the charity. As expected, the College received £700,000 in December for the learning spaces project and expect a further £250,000 to be received in the new year.

Items for discussion

24.70 Annual Report by Audit Committee

Lindsey Paterson (Chair of Audit Committee) spoke to the Audit Committee Report. The report provides the annual report from the Audit Committee to the Board of Management which is part of the financial year end process. Once agreed by the Board of Management the report is submitted to the Scottish Funding Council along with the final financial statements for 2023/24.

All the internal auditor's work conducted in 2023/24 assessed systems as either 'Good' or 'Satisfactory'. In addition, the external audit provided an unqualified audit opinion. There were no issues identifying major internal control weaknesses noted from the internal audit work carried out during the year.

The Audit Committee is satisfied as to the adequacy and effectiveness of the Glasgow Clyde College's internal financial and management systems as reviewed by internal audit and external audit for the financial period 2023/24. The Committee is also of the opinion that the Board of Management's responsibilities in terms of audit practice have been complied with. The Committee is committed to best practice in Corporate Governance and to complying with the Code of Good Governance for Scotland's Colleges for which all material aspects are being complied. The use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

LP noted that she was pleased to be assured by the auditors that they are happy with Glasgow Clyde College and find it to be one of the better Colleges that they audit. The external audit report was complimentary of the financial management, commenting on vision, leadership and governance. LP thanked TE and the team for all of their work and noted that the Audit Committee are happy for the Financial Statements to be approved.

The Board agreed the Annual Report by the Audit Committee.

The Board noted that updates are required to the Finance and Resources Committee Remit on page 26 and page 29, including areas of assurance and assurance mapping on page 33. Recent Education Scotland changes will also require to be updated.

NM/JV/Clerk

24.71 Annual Report and Financial Statements for Year ending 31 July 2024

- Performance Report
- Financial Statements

JV spoke to the Performance Report and noted the challenging financial landscape that the College is operating in, in its eleventh year. The cost-of-living crisis continued to heavily impact the communities that the College serves, many of which face long-standing economic and social challenges.

In autumn 2023, the College was alerted to the presence of Reinforced Autoclaved Aerated Concrete (RAAC) in two areas of the Cardonald campus. The College immediately closed these areas for detailed structural surveys. This led to the closure of part of the sports hall complex and restricted access to the boiler house for the remainder of the academic year. While this posed challenges, the College upheld the people-centered ethos and ensured alternative facilities were made available, minimizing the impact on students. Plans for remedial works were developed, and these are expected to be carried out during the 2024/25 academic year.

This academic year was marked by long-running national industrial action by both lecturer and support staff trade unions regarding pay award disputes. The College experienced thirty-two days of strike action, including four days of full campus closures, as well as action short of strike (ASOS) which significantly disrupted services.

In September 2024, Education Scotland conducted an Annual Engagement Visit, highlighting thirty-two areas of positive practice and identifying two areas for improvement: tracking student meta-skills development and ensuring consistency in student representative training.

At the start of the academic year levels of early withdrawal were below the previous year and showing a positive response to the revised approaches taken by curriculum teams to ensure students are effectively inducted onto their courses. Sadly, however national industrial action had a very damaging impact on both the retention and attainment of students as the year progressed. Apart from part-time Further Education students, all other modes and levels of study performed below the level achieved in the previous year.

In 2023/24 the Scottish Funding Council reduced the credit target of all colleges by 10% as part of a strategy to stabilise the weakening finances of the sector while maintaining a flat cash settlement. The impact of this strategy at Glasgow Clyde College was a contraction in the curriculum offer but an overall maintenance of student numbers. In financial terms 2023/24 was a positive year with the college generating a small adjusted operating surplus of £192k.

The underlying financial sustainability of the college continues to be undermined by a failure of SFC revenue funding to keep pace with rapidly escalating pay and non-pay costs. In future years, unless substantial changes to the national revenue funding methodology are implemented it will be extremely challenging for the college to remain financially sustainable.

The Scottish College sector as a whole is facing a range of challenges which are having a direct impact on its short to medium term financial sustainability. Some of the key challenges are:

- increased staff costs due to National Bargaining pay awards.
- flat cash SFC funding settlements
- wider economic factors including escalating fuel costs and pay and non-pay inflation; and
- ongoing financial and non-financial impacts of the post COVID-19 environment.

The College is preparing these financial statements on a going concern basis as it is anticipated to have sufficient funds to continue to trade and to meet its liabilities as they fall due in the twelve months from the signing of these financial statements.

Key Performance Indicators

- Credits activity target: The College finished the year at +2.0% above the SFC target.
- Learning and Teaching Outcomes: The percentage of successful outcomes was lower than the previous year for HE (full-time and part-time) and for full-time FE. The part-time FE rate rose slightly.
- Satisfaction Levels: These grew by 0.2% to 96.2% and are already at sector leading levels. This is a surprising outcome in what was a very challenging year for students.
- Carbon emissions were slightly higher on the previous year, partly due to a colder winter.

TE spoke to the Financial Statements Report. The year-end audit of the financial statements has been completed and the related auditor's report outlines an unqualified opinion in respect of the financial statements.

For the twelve-month period from August 2023 to July 2024, Glasgow Clyde College is reporting a deficit of £5,396k (2022/23 restated deficit: £1,303k) which included an adjustment to remove multi-year SFC Job Evaluation Funding of £3,921k in line with advice from the external auditors. The Scottish Government remains clear that responsibility for Job Evaluation funding commitments rests with it until the process is complete.

There was an unrealised surplus of £4,544k on Revaluation of Land and Buildings (2022/23: restated unrealised deficit £6,742k). In addition, the prior year asset impairment adjustment of £4,394k in respect of the Anniesland Campus windows and the RAAC which was identified at the Cardonald campus has been reduced by £2,494k. This adjustment reflects the Anniesland Campus windows rectification works which were undertaken during 2023/24 and an updated cost estimate for the planned Cardonald RAAC remedial works. The rectification work resulted in an asset addition of £1,846k, off-set by matching disposal to recognise that this is a replacement of part of an existing asset rather than an enhancement or new asset.

Actuarial losses on Defined Benefit Pension Plans for the period were £3,423k (2022/23: losses £16,419k). Therefore, the Total Comprehensive Income for the period is reported as negative £3,627k (2022/23: restated -£28,858k).

After adjusting for non-cash items that are out-with the control of the College, such as pensions, net depreciation and the removal of Job Evaluation funding, the adjusted operating position for 2023/24 is a surplus of £192k.

TE noted that the Executive Team may consider adding SFC Accounts Direction as regards Job Evaluation to the Risk Register.

NM

The Board approved the Financial Statements. DN thanked TE for the report and offered congratulations to all involved in achieving a positive result.

24.72 Final Annual External Audit Report and Letter of Representation 2024

The purpose of the Audit Report is to submit to the Board for information the 2023/24 External Audit Annual Report to the Board of Management and the Auditor General for Scotland.

The report summarises the work undertaken by Audit Scotland through the external audit and contains an unqualified audit opinion on the 2023/24 financial statements, an unqualified opinion on regularity and an unqualified opinion on other prescribed matters.

The related letter of representation will be signed by the Principal and sent to the external auditor to provide assurance of the College's actions through the work of the external audit.

The 2023/24 annual report and financial statements outlines the following key messages:

- Audit opinions on the annual report and financial statements are unmodified
- The unaudited annual report and financial statements were received in line with the agreed audit timetable and to a good standard

Financial management

- GCC reported a small surplus in the 2023/24 adjusted operating position largely due to reduced staff costs as a result of industrial action
- Budget processes during the year were appropriate, effective, and provided Board members with a good indication of the forecast year-end position

Financial sustainability

- GCC continues to prepare medium term financial forecasts based on reasonable assumptions and presents these to the Board routinely
- The College has set a more favourable revenue budget for 2024/25 than previously anticipated, but there are concerns with cash balances in 2025/26

Vision, leadership and governance

- The College has a clear vision and strategy which is accessible on the College website
- GCC's governance arrangements are appropriate, and information is made publicly available within reasonable timeframes

Use of resources to improve outcomes

- The College is currently considering an approach to demonstrating it meets with the best value framework
- The College has appropriate arrangements in place to meet the best value characteristic regarding fairness and equality

The Board agreed that the Principal should sign the letter of representation.

The Board noted that the Auditor General for Scotland and Accounts Commission are developing a programme of work on climate change. This involves a blend of climate change-specific outputs that focus on key issues and challenges as well as moving towards integrating climate change considerations into all aspects of audit work. In addition, the 2024/25 annual report and financial statements will require to include more reporting on sustainability. Bodies with more than 500 FTE

staff will require to comply with the Task Force on Climate-related Financial Disclosures (TCFD)
- Aligned Disclosure Application Guidance.

24.73 Outcome Framework and Assurance Model Update

John Rafferty provided Board members with a briefing on the Scottish Funding Council's new Outcome Framework and Assurance Model (OFAM), which replaces the Regional Outcome Agreement (ROA).

The OFAM is different from the ROA because the ROA was forward-looking whilst the OFAM is backward-looking. The ROA set targets which it wanted colleges to achieve (such as credit targets, attainment targets and enrolment targets), but the OFAM is a retrospective look at what colleges achieved in the previous year. The OFAM is also wider in scope than the ROA and covers a broader range of outcomes. In total there are 9 assurance outcomes that colleges will need to comply with: three are concerned with student interests and skills; four are concerned with funding and finance; and two are cross-cutting themes that are embedded in all the others.

The Board discussed the report including new timescales for delivery and the potential for additional workload. A concern was expressed that the new framework, with its focus on historic data, will not provide SFC with a rounded picture of the college and its priorities. If this is to be achieved, it will be important for college staff to engage effectively with SFC officers. The Board noted also that new acronyms should be added to its acronym guide, and the Schedule of Work updated to reflect the move to OFAM.

Clerk

24.74 Credits Projection 2024/25 - Final credits report 2023/24, and Attainment Summary

JR provided Board members with an update on the college's credit projection for session 24/25 and summarised the college's final credit and attainment outcomes for session 23/24.

The auditors have now resolved all remaining queries on the 23/24 credit return and have signed off on a final outturn of +2.1% on last year. The college is still projected to meet its credit target for this session and should land between +0.6% and +0.1% on the SFC target. This means that the college is at least 2.1% over the tolerance permitted by the SFC – which is a 1% improvement since October. This is due to early withdrawal rates being at an all-time low of only 4.7%. Last year early withdrawal sat at 6.6% and the year before it was 9%, so retention is maintaining a very positive trend with more students staying on and fewer dropping out.

For reasons set out in the annual report, levels of student attainment fell in 2023/24. Full-time attainment in both FE and HE suffered a 2.5% decline compared to the previous session.

In part-time study, which makes up the majority of the College learners, attainment actually improved by 1% for FE learners but declined almost 5% for part-time HE students. This latter dip is possibly explained by the number of Engineering Apprentices who occupy this category, and we know this group was more disrupted than any other and has the highest number of outstanding results yet to be entered. The improvement of the FE learners, by contrast, is possibly explained by the fact that many of those students had finished their programmes before the strike action began.

Applications are on-track to meet their target in January. Popular courses include business and finance, construction, general education, social sciences and Highers.

24.75 Financial Sustainability Update (group discussion)

At the Board Development Day on 4th September, the Board approved the College's budget for the financial year 2024/25 and agreed to form a short-term working group to help shape the financial plan for 2025/26.

The financial forecast for 2025/26 showed a deficit in excess of £4 million. Should a deficit be incurred on this scale, it would use up in full the College's cash reserves, leaving a situation in which the College had insufficient funds to pay its staff and its creditors. It was agreed that decisive and early action was required by the College to address the forecast deficit and bring the College's costs into line with its anticipated level of income.

As agreed at the Board Development Day, the working group presented a plan for 2025/26 to the Board at this meeting on 11th December 2024. JV spoke to a presentation which provided background information for the Board to consider, and working in small groups Board members discussed the potential outcomes and agreed on future actions. The Board discussed the perfect storm of the credit price, rising inflation, the cost-of-living crises and the outcome of collective bargaining pay increases on the college finances. As a result of these, there would be a requirement for the college to reduce its staffing costs, which would unavoidably impact on the learning opportunities available to students. Board members recorded their deep disquiet at having to take decisions that damaged students' interests.

Following discussion, the Board approved the financial plan working group's proposal that the college should take early action to reduce its costs by £2M. While this fell well short of the £4M gap anticipated in the financial forecasts, the board insisted that, before it could consider further cost reductions, the college must explore possible sources of new income and must make representations to the Funding Council regarding Glasgow Clyde's credit price. The Board also approved the working group's preferred option for cost reduction, which involved reducing the number of temporary contracts. However, Board members noted that, in applying this approach, the college must consider its possible impact on vulnerable student groups. In addition, an equality impact assessment should consider the possible impact on college staff.

Board members asked that, before the executive team confirmed and implemented their plans for cost reduction, these should be shared with members of the financial plan working group.

Executive Team

Standing items

24.76 Student President's Report

Martina Tuskova spoke to the Student President's Report which informs the Board about the work and progress of the Student Association.

The Student Association (GCCSA) supported the college Careers Team who hosted their cross-campus higher education events. These events were held with participation from University West of Scotland, Glasgow University, and Strathclyde University. The purpose of the events was to provide students with valuable insights into the higher education options and to give students an

opportunity to speak to institutions directly at an early stage if they are considering applying for university.

GCCSA have linked with SPARQS (Student Partnerships in Quality Scotland) to offer class reps the opportunity to sign up for online class rep training. There are future dates on offer to reps who missed out on the first offering. In addition to this, the SPARQS online module remains on the canvas page that students can access and complete anytime.

Emily Test – GCCSA Coordinator and the GCC Equality Lead attended the Emily Test annual conference in Edinburgh supporting the continued commitment of the college to achieve the Emily Test Charter, hopefully in the very near future.

White Ribbon Scotland - The Student Association reaffirmed its commitment to social responsibility by actively supporting the White Ribbon day in Glasgow Central and Queen Street stations. GCCSA staff and officers supported White Ribbon in encouraging the public to sign their pledge to combat violence against women, as well as raising awareness and fund for the charity to support their work.

The Board noted that it was positive to see the Students' Association working with SPARQS.

24.77 Principal's Report

JV spoke to the Principal's Report which provided Board members with a full overview of the key internal and external developments occurring between October and December 2024 which are of relevance to the operation of the College.

As previously reported, RAAC has been located in the ceilings of changing rooms and resistance training room in the Cardonald Campus sports complex and ceiling of the adjacent boiler house. These areas were immediately closed and remain so. The College has ringfenced a proportion of its SFC Capital allocation to support the Cardonald RAAC remedial works as, to date, SFC have not committed to providing any additional funding for RAAC. Following the surveys two options were identified.

- Option 1: Remedial works + ongoing monitoring: 5 to 10-year solution at cost of circa £0.5M.
- Option 2: Roof replacement: longer term solution at cost of circa £1.6M

However, a further third option has now been proposed which offers a permanent solution to the RAAC issue at a total cost of £1.12M for Phase 1 and £0.36M for Phase 2. Therefore, the College is now progressing the RAAC Project on this basis. However, this would leave the College with a 2024/25 Capital Budget deficit of £218k. The College has submitted a request to the SFC for additional 2024/25 Capital of £600k from its Unallocated Capital Maintenance Fund to offset this 2024/25 budget deficit and to potentially cover the 2025/26 RAAC Phase 2 costs of £358k.

The annual CDN Awards were held on 14 November 2024 and the College won the Marketing and Communications category for the 'Swiftie' Masterclass we held earlier this year to prepare parents and plus ones ahead of the Taylor Swift concerts at Murrayfield. In addition, it was Highly Commended in the Innovation category for the development of the first Level 9 qualification for hairdressers, in partnership with Wella Professional.

On Saturday, 2 November 2024, over 500 students gathered in Bute Hall at the University of Glasgow to celebrate their graduation. It was a fantastic opportunity for the College to thank

former Board Members David Watt, Sandra Heidinger and Gordon McGuinness who were made Fellows of Glasgow Clyde College in recognition of their many years of service on the Board of Management.

The QAA have introduced a single quality framework that will cover all tertiary education in Scotland delivered in Colleges and Universities. This framework is called the Tertiary Quality Enhancement Framework, or TQEF. The TQEF aims to assess the College across principal themes:

- Excellence in Learning, Teaching and Assessment
- Student Engagement and Partnership
- Supporting Student Success
- Enhancement and Quality Culture
- Externality and Data & Evidence

The first task of this new framework is to complete an annual 5000-word 'Self Evaluation and Action Plan', or SEAP. The next stage will be to establish an 'Institution Led Quality Review' process within the College, or ILQR. The College will then also be subject to regular peer-led external reviews, known as TQER, from teams composed of senior managers from other Colleges and Universities. These teams will visit the College once every 6 years for intensive visits and will publish a report.

In addition to quality assurance mechanisms, the QAA are also establishing an enhancement process called STEP (Scotland's Tertiary Enhancement Programme) in partnership with CDN and the SFC. This programme aims to facilitate enhancement of tertiary practice on a chosen theme over a 4-year period. The theme for the current cycle is 'supporting inclusive learner journeys.'

According to analysis undertaken by Colleges Scotland a minimum of £15.2million in additional funding is required for Scotland's Colleges to cover the upcoming increase in employer National Insurance Contributions, as announced by the Chancellor in her Autumn Budget. The additional cost to the College sector is likely to be £3.8 million between April and June 2025, and a minimum of £11.4 million for the Academic Year 2025/26. News on this is expected soon.

The recent Scottish Budget Announcement shows that the college sector will receive an additional £12m in revenue funding, which falls well short of inflationary costs, and a 17% cut in capital funding.

Over the past three years the College sector has received a real-terms 17% cut in revenue funding while pay and non-pay costs have both increased significantly. Lecturing (average +11.5%) and support staff (average +16.5%) pay awards for Academic Year 2022/23, Academic Year 2023/24, and Academic Year 2024/25. The medium-term financial sustainability of the College sector is now being highlighted as a serious matter by the Auditor General in the latest Audit Scotland report on the state of the sector. With no published plan or intervention regime for the management of insolvent Colleges it is unclear how the Scottish Funding Council is going to support Colleges in financial distress and insolvency.

24.78 Chair's report

DN thanked Tracy Elliot for her contribution to the college. DN and the Board wished TE a well-deserved retirement and thanked her for her tremendous dedication, her support to members of the board and the excellent quality of her work throughout her time at Glasgow Clyde College.

September 2024 marked the end of the consultation period on the Scottish Government's proposal that the Glasgow Colleges' Regional Board should be dissolved. A ministerial statement is now expected imminently and will be shared with Board members when it is announced.

Glasgow Clyde Education Foundation will be winding up at the end of December. Going forward Finance Committee will receive a quarterly report on the use of the remaining funds that have been transferred to the college by the charity.

JV/Clerk

24.79 Committee report / minutes of previous meetings A,B,C,D,E

A FINANCE AND RESOURCES COMMITTEE – 27 NOVEMBER 2024

MS provided a summary of the Finance and Resources Committee.

Key Performance Indicators:

GREEN The Forecast Full Year annual operating position / Quarter 1 2024/25 was £29k

GREEN The Commercial Income v Target / Quarter 1 2024/25 was £658k

Sustainability and Recycling

RED Number of print copies (mono and colour) / Quarter 1 2024/25 was £1.720m

Cash Days

The days cash forecast for days cash on-hand is 62, the days cash baseline is 25 and the target is 25.

DAYS CASH	2024/25 Q1	2024/25 F'CAST
	£'000	£'000
Cash on hand	14,201	8,312
Less: future commitments	(4,922)	(4,922)
Baseline cash	9,279	3,390
Days cash - On hand	107	62
Days cash - Baseline	70	25
Days target - Baseline	25	25

Climate Change

Since the original Climate Change Action Plan was created, around 90% of the actions have been completed and, as such, it is now time for the College to reflect on what has been achieved to date and what actions it should now take forward. The strategy will be updated and presented in the summertime.

B AUDIT COMMITTEE – 20 NOVEMBER 2024

LP noted that much of the Audit update had been provided already within the agenda. The College had no major cyber incidents in recent months, other than the usual phishing emails and the odd virus, which were quickly resolved. Cyber activity at GCC, monitoring continues, and vigilance is still ongoing. It is due to the robust security policies that the College remains protected.

The risk in respect of industrial action has now been reduced whereas the risk of failing to manage the opportunities that Artificial Intelligence (AI) will bring has increased, the team continue to monitor risks generated by AI.

C LEARNING AND TEACHING COMMITTEE – 6 NOVEMBER 2024

MM thanked the Clerk for a detailed minute and the Assistant Principals for all of the preparation work that they put into the meeting. The committee were able to take a deep dive into attainment and to discuss success as well as areas that need adjustment. Close attention will need to be paid to Highers and consideration given to the future of Higher provision at Glasgow Clyde College. It was great to see some areas doing so well including Media and Sport and Fitness.

D NOMINATIONS AND GOVERNANCE COMMITTEE – 21 NOVEMBER 2024

DN noted the excellent work of both Margaret Swiderska and Lindsey Paterson and noted that they had been nominated for re-appointment at GCRB, to serve a further term as a Board members. The Committee welcomed the appointment of a new Trade Union nominated Board member Keith Larson to the Board of Management. The Committee agreed to recommend David Duncan as Chair of the Remuneration Committee, and this appointment is on the agenda for approval via the Governance Report at Agenda Item 24.84.

E REMUNERATION COMMITTEE – 3 DECEMBER 2024

This item relates to the salaries of the Senior Leadership Team, and it was discussed as the last item, to allow JV, JR, PF and NM to leave the room.

David Duncan updated the Board that a meeting of the Remuneration Committee took place on 3 December 2024. DD noted that the Remuneration Committee discussed a detailed report and considered JV's feedback on the Senior Leadership Team. Lorraine McGraw provided a full and detailed report in support of context-setting for the Committee's deliberations on the College Senior Leadership Team (SLT) Pay position for 2024/25. Having considered the background information and the feedback at length the Committee set pay levels for the Executive Team for 2024/25. The key deciding factors being benchmarking; additional work, and the Public Sector Pay Policy. After considering these factors a pay award was agreed to cover the period 1 September 2024 – 31 August 2025 providing 1% from September and a further 2% from January to August 2025.

Items for noting or for approval*

24.80 Modern Slavery Act Statement 2023/24

The purpose of this paper was to submit to the Board of Management the 2023/24 Modern Slavery and Human Trafficking Statement. Board members noted the 2023/24 Modern Slavery and Human Trafficking Statement which had been approved by the Chair on its behalf.

24.81 Financial Report year to October 2024 and Forecast

Outturn to end July 2025

The purpose of this paper is to provide an update on the financial position of Glasgow Clyde College for the three-month period to October 2024 and the Forecast Outturn to July. The report anticipated a very small year-end surplus, of £29,000.

The Board noted the report.

24.82 Strategic Risk Register Update

NM spoke to the Strategic Risk Register Update. Board members noted the updates to the Register and approved the recommendations in respect of risk appetite. At the November Audit Committee meeting, members agreed in principle that rather than measuring each risk against an overall risk appetite (which is currently set to “Open”), each risk should be assessed against a “risk appetite level” which is aligned to a Risk Type. This new classification is helpful as the College may have a greater appetite for taking commercial risks than for (say) regulatory or compliance risk.

The Board agreed that the Audit Committee develop new Risk Appetite Classifications.

NM/Clerk

24.83 Estates, Capital Expenditure Master Plan*

Tracy Elliott spoke to the Estates and Capital Expenditure Master Plan Report. The purpose of the report is to provide a summary of the main current estates matters for Glasgow Clyde College, including an update on the 2024/25 capital projects progress against plan, the draft capital masterplan for future years and any other significant estates related matters.

There are two key projects which are being taken forward in 2024/25. The first of these is the Anniesland windows repair and replace project which was progressed as a priority following the previous 2023 survey work. This project is works to repair or replace as required the windows related elements for the main three-story building at the Anniesland campus which are the worst affected areas. Phase one of these works were completed in 2023/24 and the second and final phase of the remaining works have now commenced within the 2024/25 capital plan.

The other key 2024/25 project is the Cardonald Campus RAAC remedial works. The College has had to allocate a significant proportion of the 2024/25 SFC Capital funding to support the Cardonald RAAC remedial works as, to date, SFC have not committed to providing any additional funding for RAAC. RAAC surveys have been completed and 2 options were identified.

- Option 1: Remedial works + ongoing monitoring: 5yr - 10 yr solution at cost of circa £0.5M.
- Option 2: Roof replacement: longer term solution at cost of circa £1.6M.

The College was previously progressing Option 1 based on budgetary constraints. However, a further third option has now been proposed which offers a permanent solution to the RAAC issue at a total cost of £1.149M for Phase 1 and £0.356M for Phase 2. Therefore, the College is now progressing the RAAC Project on this basis. However, this would leave the College with a 2024/25 Capital Budget deficit of £244k. The College has requested additional 2024/25 Capital funding of £600k from SFC to offset this 2024/25 budget deficit and also to cover the 2025/26 RAAC Phase 2 costs of £356k.

The Board of Management approved the Estates, Capital Expenditure Master Plan, including the plan for Reinforced Autoclaved Aerated Concrete, and the request for additional funds of £600k from Scottish Funding Council.

The Board of Management noted that the Finance and Resources Committee had discussed and noted the Estates and Capital Expenditure Master Plan at their recent meeting, held on 27 November 2024. The Board of Management agreed that in future the Finance and Resources Committee could approve the Estates, Capital and Expenditure Plan Report, which can then subsequently go to the Board for noting.

Clerk

24.84 Governance Update & Acronym Guide

DN spoke to the Governance Update paper and the Board approved the following items:

- Updated Audit Committee Remit
- Updated Finance Committee Remit
- Updated Remuneration Committee Remit
- Appointment of David Duncan as Chair of the Remuneration Committee
- Board Development Plan for 2024/25

JV; TE; NM; PF and JR left the meeting.

The Board discussed agenda item 24.79E.

24.85 Any Other Business

There was none.