The Board of Management meeting was held on Wednesday 9 October 2024 at 4.30pm.
The meeting will be held at Langside Campus (The Space).

MINUTES

PRESENT (agenda Item)

David Newall	Chair	
Fergus Brown	Board Member	(joined the meeting at 24.46)
Anna Magiera	Board Member	
Gavin Lee	Board Member	
Ros Micklem	Board Member	(left the meeting at 24.58)
Alan O'Donnell	Board Member	(joined the meeting at 24.51)
Michael Payne	Board Member	
Stuart Porteous	Board Member	
Martina Tuskova	Board Member	
Jon Vincent	Board Member	
Maureen McKenna	Board Member	
Mursal Noori	Board Member	
Rena McAdam	Board Member	
Lindsey Paterson	Board Member	
Margaret Swiderska	Board Member	
Kathleen Sweeney	Board Member	
Morven Gourlay	Board Member	
Lindsay Devanney	Board Member	
David Duncan	Board Member	

IN ATTENDANCE

Tracy Elliot	Interim Vice Principal Resources & College Development
Niall Macpherson	Chief Operating Officer
John Rafferty	Deputy Principal
Eric Brownlee	Assistant Principal Quality and Performance (left the meeting at 24.40)
Jennifer Hunter	Clerk to the Board

24.43 Welcome and apologies   ACTIONS

D Newall welcomed everyone to the meeting, including all new board members and staff.

Apologies were received from Runa McNamara.

24.44 Declaration of interests

There were none.

24.45 Items for any other business

There were none.

24.46 Draft minutes of 12th June 2024 board meeting

The minutes of the previous meeting were approved as an accurate record.

24.47 Matters arising – action grid

All actions are complete.

Items for discussion

24.48 Credits outcome for 2023/24 and projection for 2024/25

J Rafferty presented the Credit Projections report.

J Rafferty reported that the college had achieved an outcome of 2% over the Funding Council's target for 2023/24 and that this had now been confirmed by the auditors. With the end of industrial action, 99.7% of results are now in. The highest level of 'non-complete' is in the Engineering and Fashion and Textiles department.

August 2024 recruitment has been healthy, and the College forecasts it will land between -1.1% and +2.5% on the SFC target. (The college will receive full funding if it hits at least -2% of the SFC target.)

M Swiderska asked if we are technically overachieving? J Rafferty confirmed that there is no room for complacency at the moment. At a high-level the figures may appear safer that they are, in terms of risk, when considered at a more granular level. Over 1000 credits are for students who have no attendance marks.

R Micklem asked if supported learning enrolments are as expected? J Rafferty confirmed that these results come in throughout the year; ESOL students are also reported throughout the year.

The board discussed how the college manages over-and-under recruitment and drop-out rates. L Paterson noted that over-recruitment involves the college incurring additional costs for which it does not receive income.

24.49 Education Scotland Report and Student Success

J Rafferty presented the Education Scotland Report. Pre-covid, the college was on a four-year upward trend in pass rates. Covid-19 had a major impact in 2020/21 and 2021/22, and the college started to see upwards trends appearing again from 2022/23.

E Brownlee reported that Education Scotland were very impressed by what the college has achieved and noted more than thirty points of positive progress. The college received positive feedback for their work on implementing the nurture approach and the Glasgow Project. The college has a couple of areas where it needs to improve including improving meta skills and soft skills.

J Rafferty reported that the industrial action from January 2024 to June 2024 had an impact on completion and attainment rates. In addition, there were cases where universities supported students impacted by non-resulting, by changing conditional offers to unconditional, and this had the unintended effect of removing motivation for some students to complete courses.

The college are planning a range of attainment improvement actions for 2024/25 including the adoption of an institution led quality review model, taking a risk-based approach to portfolio planning and using AI to automate self-evaluation data analysis.

D Newall asked board members to discuss student attainment in small groups and to consider what can be done to improve attainment rates. Board members agreed there were a wide range of reasons that could contribute to low attainment levels in some areas, including people changing their mind about their career choices, general burnout due to covid-19, learning and communication styles of young people changing. J Vincent asked if it would be possible to provide the Board with regular data on student attainment? J Rafferty agreed that this data could be reported on.

J Rafferty

M McKenna said that the Learning and Teaching Committee would take a deeper look at the issue.

Clerk

24.50 Draft Primary Financial Statements

T Elliott presented an early summary of the draft primary financial statements for 2023/24. They showed an adjusted operating surplus of £76,000 and T Elliott discussed the main factors leading to that outcome. The Board noted that, following audit, the financial

statements would be considered in detail by the Audit and Finance & Resources Committees and that they would then be reported to the Board in December.

24.51 Tribal Benchmarking Report

N Macpherson provided a presentation on the recent Tribal Benchmarking Report which had been carried out on behalf of the College. The report focuses on how to improve teaching financial productivity. When compared with other institutions, the college was shown to have high teaching delivery costs, but the costs of its support services were lower than in other institutions.

The board noted as a limitation of the benchmarking report that it focused on cost only and did not provide any measure of effectiveness.

J Vincent reported that the Scottish Funding Council are increasingly interested in benchmarking projects as regards to learning what it will take to sustain the funding model within the curriculum. There was a short discussion about the impact of the credit price on the college.

24.52 Strategic risk register

N Macpherson reported that Audit Committee recently agreed a few changes in the presentation of the Strategic Risk Register. The Board was happy to endorse three of these changes, which involved adding a risk rating matrix and a risk classification column, and ordering risks according to their 'net risk' rating. However, the Board did not accept a recommendation that only the top ten risks should be reported in future.

The Board noted that the risk appetite is currently set to 'open' but that Audit Committee would review this. J Vincent clarified that it would remain at 'open' until the board meeting in December, where it might change.

Standing items

24.53 Student President's report

M Tuskova provided an overview of student association activity. The student association has run a series of successful introduction sessions, including engaging with evening students for the first time. Freshers' events have been very well received, including the alpaca walk. J Rafferty commented that the activities boosted the morale of staff as well as the students. D Newall congratulated M Tuskova and M Noori on the report and the work of the student association.

24.54 Principal's report

J Vincent had prepared a wide-ranging report. In presenting it, he highlighted the actions being taken to remove RAAC, which has been located in the ceilings of changing rooms and resistance training room in the Cardonald Campus sports complex and the ceiling of the adjacent boiler house. These areas were immediately closed and remain so. Following a comprehensive structural survey the college has decided to progress to tender for the remedial works option. This decision has been shared with Glasgow Colleges' Regional Board who support it.

K Sweeney asked if there were any funds available from Scottish Government to manage RAAC. J Vincent reported that the college has ringfenced a proportion of the 2024/25 SFC Capital allocation to support the Cardonald RAAC remedial works as, to date, SFC have not committed to providing any additional funding for RAAC.

J Vincent reported that, following a rigorous assessment process, the College had retained Cyber Essentials Plus accreditation. Retaining the certification involved the full ICT team, with testing encompassing everything from mobile phones, laptops and PCs through to systems, servers and the networking devices connected them together, as well as the internet and cloud services. This certification confirmed the college was managing devices and access to services and systems securely, in line with cyber security recommendations.

M Swiderska queried if there might be an element of duplication in adjustments to fixed assets, as such the balance sheet has since been updated.

J Vincent congratulated N Macpherson on his position being made permanent.

24.55 Chair's report

D Newall noted that, through the Governance report, the Board would be asked to approve the following appointments, as recommended by Nominations and Governance Committee:

- M McKenna as the Vice-Chair of the Board
- R Micklem as the Senior Independent Member

D Newall thanked Maureen and Ros for being willing to take on these roles.

Having consulted with the Nominations and Governance Committee, D Newall asked the Board to approve the appointment of Gavin Lee to the Finance and Resources Committee. The appointment was approved.

The 19th and 20th November have been allocated as options for a Board tour of the three Glasgow Clyde College campuses; Anniesland, Cardonald and Langside. J Hunter will follow up with details.

Clerk

Glasgow Clyde College graduation ceremony will be held at Bute Hall Glasgow University on Saturday 2nd November. Board members are welcome to attend. J Hunter will follow up with details.

Clerk

24.56 Committee report / minutes of previous meetings

Finance and Resources

M Swiderska provided a short report from the Finance and Resources Committee.

The Committee discussed the sustainability KPIs. It was agreed that the Climate Change Strategy would come to the F&R Committee instead of the Audit Committee going forward. It was agreed that the Executive would update the Climate Change Plan and bring this to the Board for approval.

It was agreed that J Vincent would report back to the Committee on a likely timescale for bringing the new Climate Change Plan to the board noting that this was unlikely to be until early 2025.

The Committee discussed which KPIs should be reported to the board, and it was agreed that the Commercial KPIs and the CO_2 KPI should be reported.

Organisational Development

The Committee heard from David Marshall on The Emily Test, which is a programme of training and resources which make up the GBV (Gender Based Violence) Charter. The charity was set up in memory of student Emily Drouet and is designed to tackle gender-based violence in education. The college is working well towards gaining accreditation.

The committee were pleased to hear that pay settlements had been agreed for both staff and lecturers.

The committee are monitoring the development of colleges' KPIs for Equality, Diversity and Inclusion.

The committee agreed a new target for sickness levels should be set at 4.3%. A stretch target of 3.9% was set in 2023, though figures were at 4.7% and in response the committee opted to move the target to 4.3%.

Audit

The committee considered a report by Hefestis (James Nock). As there are some data protection risks with AI, the committee agreed that AI should be added to the risk register.

The committee considered the frequency of the review of the anti-bribery and corruption policy and agreed to change the frequency to annual. N Macpherson asked if the board would ratify that decision? D Newall noted the Board had a policy review schedule and would not normally expect policies to require review for several years. However, the Board agreed to an earlier review of the anti-bribery and corruption policy in view of the case put forward, as regards the increased risk of fraud in the current climate. It was agreed that policy 2.4 should be reviewed initially at audit committee, and then brought to the board for approval.

Clerk

Items for noting or for approval

24.57 Governance update

The governance report was noted. The Board approved the appointment of Maureen McKenna as Vice-Chair and of Ros Micklem as Senior Independent Member. In each case the appointment would initially be for one session, to be reviewed in summer 2025.

24.58 Glasgow Clyde Education Foundation Update

J Vincent reported that this investment strand is now nearing an end. Glasgow Clyde Education Foundation are happy with the reports from Glasgow Clyde College on the plans for learning spaces.

24.59 Glasgow Clyde College Fellowship Awards

J Vincent recommended that the College award an honorary fellowship to Sandra Heidinger, David Watt and Gordon McGuinness. The fellowship awards were agreed unanimously.

24.60 Report from Board Development Day

The Board Development Day report was noted.

24.61 Freedom of information requests summary

J Raffety noted that there are additional environmental requests that should be reported to the board. J Rafferty asked the board to note five requests for environmental information, related to RAAC and fly tipping.

The Freedom of Information summary was noted.

24.62 Health and safety annual report

The health and safety annual report was noted.

D Newall thanked Gillian Crankshaw for preparing the paper.

24.63 Acronym guide

The acronym guide was noted. D Newall thanked J Hunter for the Acronym guide.

24.64 Any Other Business

There was none. D Newall thanked all for attending the meeting.

Date of Next Meeting: 11th December 2024