

## Board of Management

### Meeting of the Board of Management

**MINUTE OF 5<sup>th</sup> MEETING (BoM5) HELD ON TUESDAY 4 APRIL 2023 AT 1600 HRS ON CITY CAMPUS, ROOM C.06.106**

<b>Present</b>	
Alisdair Barron (AB) (Chair)	Megan McClellan (MMcC)
Nicola Cameron (NC)	Graham Mitchell (GM)
David Cullen (DC)	Stuart Patrick (SP)
Lorna Hamilton (LH)	Ronnie Quinn (RQ)
Thora Hands (TH)	Audrey Sullivan (AS)
Paul Hillard (PH)	Josh Taylor (JT)
Ewart Keep (EK)	Rebekah Widdowfield (RW) (Remote)
Paul Little (PL)	Lesley Woolfries (LW) (Remote)
<b>In attendance</b>	
Roy Gardner (RG)	May Miller (MM)
John Gribben (JFG)	Stuart Thompson (ST)
Drew McGowan (DM)	Ann Butcher (Minute)
<b>Apologies</b>	
None	

<b>Item BoM5-1</b>	<b>Apologies for Absence</b>	
Paper No: Verbal	Lead: Chair	Action Requested: None
<b>Decision</b>	There were no apologies.	

<b>Item BoM5-2</b>	<b>Declarations of Interest</b>	
Paper No: Verbal	Lead: Chair	Action Requested: None
<b>Decision</b>	No declarations of interest were made by Board members. JFG noted an interest under item 3.3.	

<b>Item BoM5-3.1</b>	<b>Minute of the previous Board of Management meeting held on 22 February 2023</b>	
Paper No: BoM5-A	Lead: Chair	Action Requested: Approve
<b>Discussion</b>	DM reported that a complaint had been received following the February meeting of the Board. This matter is currently under live consideration, and it was recommended that Section 6.4 of the Standing Orders (to consider the minute of the previous meeting) be suspended until the complaint process had been concluded. One member of the Board dissented from the proposal and the issue was taken to a vote. The	

	proposal to defer approval of the minute was passed by all Board members, with one exception.
<b>Decision</b>	That approval of the 22 February 2023 meeting minute be deferred until the complaint process has been concluded.

<b>Item BoM5-3.2</b>	<b>Public Sector Equality Duty (PSED) Reports</b>	
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<b>Paper No: BoM5-B</b>	Lead: J Gribben	Action Requested: Approve
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<b>Discussion</b>	<p>JFG provided the Board with an overview of the interim Equality Reports including the Equality Mainstreaming, Equality Outcomes and the Gender Pay Gap Reports which are required to be published by 30 April 2023.</p> <p>Members noted highlights of the mainstreaming activity which demonstrates a snapshot of the innovation and creativity by teaching and support staff in delivering new and relevant approaches that support an inclusive culture within the College. The Board was informed that the College received the 'Fair and Healthy Workplace Award' at the recent Glasgow Business Awards.</p> <p>Progress on the set of Equality Outcomes and next steps were reviewed. From the 25 actions, 15 are in progress, 5 are completed and 4 are to be actioned during 2023 (1 is on hold). Members noted that the UK Government Disability Confident Employer Scheme Level 2 status was achieved in September 2022.</p> <p>The Gender Pay Gap for the College is 8.11%. This is under the Scottish 2023 average and demonstrates an improvement of 2% over 2 years since the last report in 2021 (which was 10.7%). Over this reporting period, full-time staff has increased (from 54% to 60%) whilst part-time has decreased (by 4% to 40%). No pay gaps were reported for Deans, Associate Deans and Curriculum Heads. Positive gender pay gaps in favour of women were noted in 5 of the 8 Grades in support services.</p> <p>RQ suggested that an Executive Summary should be provided in future reports. The narrative should also be revised to make it more neutral by avoiding the use of first-person pronouns such as 'we' or 'ours'. It was also suggested that the wording in the Gender Pay Gap document (Page 4, Heading 'Table 3', 2<sup>nd</sup> Paragraph) would benefit from further clarification.</p> <p>Additional analysis information was also suggested. Members noted that following the consultation in 2022, future reports would feature an increased level of detail and insights.</p>	
<b>Decision</b>	Subject to recommended changes, the Public Sector Equality Duty Reports were approved for publication.	

<b>Item BoM5-3.3</b>	<b>College Restructuring Proposals</b>	
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<b>Paper No: BoM5-C</b>	Lead: P Little	Action Requested: Discuss
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## Discussion

PL advised that the College continues to work on its current funding and finance position. The SFC funding announcement is expected after the Easter break however real terms cuts to core funding are forecast and it is evident that this will be a challenge extending over multiple years.

The combination of reduced income and growing expenditure means the College will (subject to due approval process and consultation) require further significant staff cost saving at the start of 2023-24. ELT/SMT and the Transformation Team continue to coordinate and plan for the response to addressing the funding and financial challenges however details of the proposed organisational change cannot be completed until SFC indicative funding has been received. An update paper was submitted, and key aspects were discussed.

As the Vice Principal Corporate Services was now leaving the College, PL proposed that there should be no immediate direct replacement for this role and that responsibilities be dispersed with the Director of Finance assuming additional responsibilities creating a new post at Executive Director level. It was further proposed that the Executive Director HR will assume responsibility for Facilities and Estates Management. These additional responsibilities would place this role at VP level with a proposed title of VP People and Corporate Support. PL would also assume direct line management for the Director of IT. The Board was informed that through dispersing the responsibilities, these changes would deliver significant savings. Realignment of responsibilities with the departure of the Director of Student Experience were also proposed and functional moves within SMT were noted.

GM referred to deployment of staffing resources and sought assurance that existing capabilities within the Finance section would cope with any additional workload. He further queried line management of the Director of IT particularly given the Principal's existing portfolio. PL confirmed that an additional team member within the Finance section may be necessary however this would be below Head level. He further informed that line management of IT would be an interim transition measure and a further review would be conducted in 6-12 months.

JFG advised that the current forecast will likely result in further posts being removed from the College structure. This would be in addition to the 115 posts removed to date (75 Voluntary Severance (VS) and 40 Vacancies). Whilst ELT's preference would be to remove any posts through targeted VS, any VS scheme would need to be funded and an application for funding would need to be submitted to the College Foundation for the remaining balance.

In the absence of securing any additional external funding to pay for VS, the College would need to consider the removal of these posts through Compulsory Redundancy (CR). JFG advised that extensive engagement with the Scottish Government, GCRB and SFC continues, and reassurance has been provided that the financial modelling is accurate and that all steps to avoid CR will be exhausted. GCRB and the SFC have clarified that the final decision on the approval process rests with the employer i.e. the College. All governance steps will be established in advance of the next Board meeting.

Deans and Directors are developing structural proposals to maintain a level of service while delivering reduced staffing costs and the proposed reduction in staffing numbers will be confirmed. It was noted that the redundancy selection criteria will be subject to detailed consultation with Trade Unions.

TH highlighted the potential loss of skills and expertise through CR which would change the provision of education both in the College and Glasgow. She considered this to be a short-term reaction to wider external factors and said that longer-term implications should be considered as part of a wider strategy. PL confirmed that this had been raised with senior government officials. Regarding the reduction in credits, members were informed that the College is actively communicating with other Colleges to prevent the elimination of courses from widening the skills gap and to help ensure that opportunities will still be available.

Whilst there are still several unknowns (i.e. final SFC budget allocation for 2023-24; additional funding for targeted VS; external approval process for CR; the outcome of consultation), a further dedicated Board meeting will need to be held to seek final approval of College structures and the potential of Compulsory Redundancy. Members were mindful of individuals involved in the potential CR process and were reassured that a compassionate and counselling support will be provided for all staff affected.

EK confirmed that considering the current financial situation and rules set by the Scottish Government and SFC, the College must be proactive in its approach and consider all options available to reduce costs and make savings in year. Whilst the College can run in deficit, steps must be taken to achieve a balanced budget and become financially viable within 3 years (i.e. by 2024-25). Failure to do so may result in the SFC intensifying its relationship with the College which may lead to increased scrutiny and further pressure to make significant changes. It was important to note that additional funding would not be provided by the Scottish Government.

Recognising current constraints, the potential for future borrowing powers and its implications were discussed.

#### Decision

That the following proposals be approved, with one dissenting vote:

- the Strategic Direction of travel related to structural change;
  - the realignment of ELT responsibilities with the departure of VP Corporate Services;
  - the application to the College foundation for the remaining balance to fund VS;
  - that single item agenda Board meeting be scheduled to consider indicative funding and proposed structural changes.
- The Board also noted:
- the realignment of SMT responsibilities with the departure of the Director of Student Experience;
  - the potential for Compulsory Redundancies, and associated payment;
  - additional funding and financial challenges.

<b>Paper No: BoM5-D</b>	Lead: D McGowan	Action Requested: Approve
<b>Discussion</b>	DM provided an update on the Strategic Risk Register and the high-scoring risks 7, 15, 16 and 26 (and associated MAPs) which were submitted for noting. The additional Risk 29 – <i>Failure to Comply with Environmental, Social and Governance (ESG) Responsibilities</i> was also included and was approved at the last meeting of the PNC (Risk Score set at 5). Members noted that Risk 14 – <i>Negative Impact of Industrial Action</i> would be updated and submitted at the next meeting of the SSEC.	
<b>Decision</b>	<ul style="list-style-type: none"> <li>To approve the Strategic Risk register as at 27 March 2023.</li> <li>The Risk 14 Risk Score be reviewed at the next meeting of SSEC.</li> </ul>	

<b>Item BoM5-4.1</b>	<b>Students' Association (SA) Update</b>	
<b>Paper No: BoM5-E</b>	Lead: M McClellan	Action Requested: Discuss
<b>Discussion</b>	<p>MMcC advised the Board on the recent outcome of the 2023-24 SA Presidential Team elections. After receiving a majority of the 7389 votes cast both in person and through paper ballots, across 11 candidates, Leo Subido has been elected Student President. The additional Team members were noted as Ciara McCarthy, VP Diversity &amp; Wellbeing; Polly Vaker, VP Socials &amp; Activities and Josh Taylor, VP Learning &amp; Teaching.</p> <p>The progress on several AGM motions were reported, including the Community Pantry initiative which has received funding from the Glasgow Community Mental Health and Wellbeing Fund. Potential café space has been identified within the College and student focus groups will be notified w/c 17 April. The LGBT Charter is going well and on track to receive the Silver Award by the end of AY 2022-23. The White Ribbon Campaign has been deemed unsuitable and the SA are now working towards the Emily Test Charter.</p> <p>Events held during LGBTQIA+ History Month were advised, and students continue to lobby Ministers in support of no-strings funding and collaborate with the NUS to lobby support for councillors. Progress on an inclusive sports campaign aimed at rebranding without commitment and to be more gender-inclusive was advised. The free breakfast campaign has been highly successful, but funding is expected to last for only 10 weeks. ST confirmed that additional funding has been secured from the College.</p> <p>A new five-year Strategic Plan is being developed with 4 strategic priority themes identified. The Plan is expected to be finalised by the end of this month. The capacity for a cash retaining system to support various initiatives is also being explored.</p> <p>Members noted that the SA had been shortlisted for 4 NUS Scotland Awards, out of which they had won 3: College SA of the Year 2023; Student of the Year 2023 (Leo Subido) and Society of the Year 2023.</p> <p>AB congratulated the Team for their successful achievement on being shortlisted.</p>	
<b>Decision</b>	To note the update report.	

Item BoM5-4.2		Chairs Remarks	
Paper No: VERBAL	Lead: A Barron	Action Requested: Discuss	
Discussion	AB provided an update on his attendance at a recent meeting of Colleges Scotland Chairs and Annual General Meeting. Additionally, he reported on the outcomes of the recent meeting of the GCRB Chairs, Principals and Executive Director meeting. GCRB have agreed to take measures to reduce expenditure which includes delaying certain projects to save approximately £150k. As a result, this money has been designated for student mental welfare counselling to be distributed between the three Glasgow Colleges.		
Decision	To note the update.		

Item BoM5-4.3		Principal's Report	
Paper No: VERBAL	Lead: P Little	Action Requested: Discuss	
Decision	<p>PL reported that the Education Scotland Visit to discuss progress since last year's visit is scheduled for 26-27 April. The following matters were also highlighted:</p> <ul style="list-style-type: none"> <li>• Confirmation of the College's academic performance relative to the rest of the sector is awaited.</li> <li>• Early withdrawal rates have decreased (half of what was reported last year) as we recover from the pandemic.</li> <li>• Implementation of the Digital Transformation Programme continues to improve the student experience and a new dashboard has been developed to improve metric reporting and provide data insights.</li> <li>• Firewall upgrades will improve cyber security and help accommodate increased traffic due to cloud-based platforms being put in place.</li> <li>• The new Azure Virtual Desktop (AVD) has replaced Citrix and hybrid working arrangements have been strengthened.</li> <li>• Commercial income is gradually recovering to post-pandemic levels.</li> </ul>		
	To note the update report.		

Item BoM5-4.4		Review of Committees	
Paper No: BoM5-F	Lead: D McGowan	Action Requested: Discuss	
Discussion	<p>Proposed Board committee structure options were submitted for review. Both approaches proposed a reduction in the number of committees from eight to six with membership taking the quoracy rule of at least half of present members being non-executives and members ordinarily serving on two committees. The following matters were particularly discussed:</p> <p><b>Performance and Nominations Committee and Remuneration Committee are merged to become the Conveners' Committee</b></p> <p>Acknowledging that the title of this Committee did not accurately depict its function, it was suggested that this be further reviewed. As the Committee would have emergency decision-making powers, it was suggested that the Convener of the Audit &amp; Assurance Committee should</p>		

not be a member but could be invited to attend where appropriate. The oversight of performance will be shared by the Board and all committees.

**Art Foundation**

Members agreed that the Art Foundation be removed from the Board Committee structure with an alternative solution to be considered in future.

**Retitled Learning, Teaching & Student Experience Committee**

Members agreed that oversight of the student funding and admissions be further considered for potential inclusion within the remit of the Finance Committee. DM will further discuss this with G Plunkett and RQ.

**Estates, Facilities and Property**

The rationale to move estates, facilities and property matters from the Finance & Physical Resources Committee was considered. It was agreed that development of estates be included within the remit of the retitled Development & Estates Committee and that day-to-day estates and facilities management will transfer to the retitled People & Culture Committee.

Specific reference to Health and Safety and Staff Development and Wellbeing will be made more explicit within the Terms of Reference of the People and Culture Committee.

**Decision**

Subject to agreed revisions and final approval at the Board meeting in June, Option 1 was approved.

<b>Item BoM5-5.1</b>	<b>Board Member Recruitment 2022-23</b>	
Paper No: BoM5-G	Lead: D McGowan	Action Requested: Note
Discussion	<p>LW reported that following a robust recruitment process, 9 candidates were shortlisted for interview during w/c 06 03 23. 4 recommendations for appointment were submitted to the GCRB for formal approval at their next meeting on 24 04 23. LW extended thanks to DM for the efficient coordination and facilitation of the recruitment process.</p> <p>Recognising the importance of gender representation and balance, proactive measures will be taken to enhance the participation of women in future recruitment rounds.</p> <p>DM will raise the matter of incorporating scoring results for candidates within the appointment request with GCRB.</p>	
Decision	To note the update report.	

<b>Item BoM5-5.2</b>	<b>Governance Report</b>	
Paper No: BoM5-H	Lead: D McGowan	Action Requested: Note
Decision	To note the Governance Report	

<b>Item BoM5-5.3</b>	<b>EFQM Feedback Report</b>	
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<b>Paper No: BoM5-I</b>	Lead: J Gray (not in attendance)	Action Requested: Note
<b>Decision</b>	<ul style="list-style-type: none"> <li>To note the outcome of the assessment visit undertaken by EFQM in June 2022.</li> <li>To note the final feedback report confirming the overall seven-star rating and actions for further improvement.</li> </ul>	

<b>Item BoM5-5.4</b>	<b>College Performance in AY 2021-22</b>	
<b>Paper No: BoM5-J</b>	Lead: J Gray (not in attendance)	Action Requested: Note
<b>Decision</b>	To note the College's performance in AY 2021-22, the overall assessment, relevant of measures and emerging priorities.	

<b>Item BoM5-5.5</b>	<b>International Update</b>	
<b>Paper No: BoM5-K</b>	Lead: R Gardner	Action Requested: Note
<b>Discussion</b>	<p>RG presented the international travel undertaken by staff during the period between October 2022 - March 2023 and the benefits associated with this activity. The Board noted the recent report by AOC 'Global Engagement in the UK FE Sector', which recognised that the College's international work brings in £1.5 m more in international work than the average; issues 15 times more visitor and short-term visas than the average and that international students on visitor visas contribute approximately £2.7 m directly to the local economy.</p> <p>AS suggested that an additional column providing outcomes should be included within future reports.</p>	
<b>Decision</b>	To note the report.	

<b>Item BoM5-5.6</b>	<b>Queen's Anniversary Award</b>	
<b>Paper No: BoM5-L</b>	Lead: J Gray (not in attendance)	Action Requested: Note
<b>Decision</b>	<ul style="list-style-type: none"> <li>To note the College's entry for the 2023 Queen's Anniversary Award.</li> <li>That a copy of the final entry be circulated to members.</li> </ul>	

<b>Item BoM5-5.7</b>	<b>Report on the Outcome of the 19 Mitigations to Date</b>	
<b>Paper No: BoM5-V</b>	Lead: S Lodge (not in attendance).	Action Requested: Note
<b>Discussion</b>	<p>The Board noted the progress to date with the programme of 19 mitigations undertaken in the autumn of 2022 to reduce costs across the College.</p> <p>TH referred to impact and implications, in particular the impact on teaching staff which has meant a higher proportion of staff are now teaching more class contact hours than previously and the reference</p>	



	<p>made that the effect on staff is more psychological than actual which she found objectionable. TH also sought assurance that an Equality Impact Assessment (EQIA) had been undertaken.</p> <p>JFG confirmed that an EQIA had been undertaken but did not have access to the specifics behind the information contained within the report. DM will discuss this with SL and provide a note of clarification to members.</p>
<b>Decision</b>	<ul style="list-style-type: none"> <li>To note the update report.</li> <li>To provide a note of clarification referred to within Section 5.2.</li> </ul>

<b>Item BoM5-5.8</b>	<b>Q2 Financial Reforecast v2</b>	
<b>Paper No: BoM5-W</b>	Lead: M Drummond (not in attendance).	Action Requested: Note
<b>Discussion</b>	ST reported that the current forecast (as at the end of January 2023) is c£2.2m adverse to budget with an increased underlying operational deficit of just over £5.6m. The importance to be mindful of the range of variables and potential outcomes across the next 5 months in terms of full-year outturn, cash balance at year-end and the potential implications for 2023-24 and beyond were highlighted.	
<b>Decision</b>	To note the report.	

<b>Item BoM5-6</b>	<b>Reports from Board Committees</b>	
<b>Item BoM5-6.1</b>	<b>Committee Items for Approval</b>	
<b>Item BoM5-6.1.1</b>	<b>Development Committee Terms of Reference Amendment</b>	
<b>Paper No: BoM5-M</b>	Lead: D McGowan	Action Requested: Approve
<b>Decision</b>	To approve the minor amendments to the Terms of Reference of the Development Committee.	

<b>Item BoM5-6.2</b>	<b>Committee Items for Noting/Information</b>	
<b>Item BoM5-6.2.1</b>	<b>Freedom of Information Report 2021-22</b>	
<b>Paper No: BoM5-N</b>	Lead: D McGowan	Action Requested: Note
<b>Decision</b>	To note the Freedom of Information report for AY 2021-22.	

<b>Item BoM5-6.3</b>	<b>Committee Minutes</b>	
<b>Item BoM5-6.3.1</b>	<b>Performance and Nominations Committee</b>	
<b>Paper No: BoM5-O</b>	Lead: Convener	Action Requested: Note
<b>Decision</b>	To note the minute of the Performance and Nominations Committee meeting held on 23 January 2023.	

<b>Item BoM5-6.3.2</b>	<b>Remuneration Committee</b>	
<b>Paper No: BoM5-P</b>	Lead: Convener	Action Requested: Note

<b>Decision</b>	To note the minute of the Remuneration Committee meeting held on 23 January 2023.
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<b>Item BoM5-6.3.3</b>	<b>Students, Staff &amp; Equalities Committee</b>	
<b>Paper No: BoM5-Q</b>	Lead: Convener	Action Requested: Note
<b>Decision</b>	To note the minute of the Students, Staff & Equalities Committee meeting held on 1 February 2023.	

<b>Item BoM5-6.3.4</b>	<b>Development Committee</b>	
<b>Paper No: BoM5-R</b>	Lead: Convener	Action Requested: Note
<b>Decision</b>	To note the minute of the Development Committee meeting held on 8 February 2023.	

<b>Item BoM5-6.3.5</b>	<b>Learning &amp; Teaching Committee</b>	
<b>Paper No: BoM5-S</b>	Lead: Convener	Action Requested: Note
<b>Decision</b>	To note the minute of the Learning & Teaching Committee meeting held on 14 February 2023.	

<b>Item BoM5-6.3.6</b>	<b>Finance &amp; Physical Resources Committee</b>	
<b>Paper No: BoM5-T</b>	Lead: Convener	Action Requested: Note
<b>Decision</b>	To note the minute of the Finance & Physical Resources Committee meeting held on 15 March 2023. RQ will update the Convener of the new Development and Estates Committee on the current status of Campus development.	

<b>Item BoM5-6.3.7</b>	<b>Audit &amp; Assurance Committee</b>	
<b>Paper No: BoM5-U</b>	Lead: Convener	Action Requested: Note
<b>Decision</b>	To note the minute of the Audit and Assurance Committee meeting held on 20 March 2023. GM requested that considering the breach of the Financial Memorandum, the Risk Score to Risk 11 – Corporate Governance be reviewed for consideration at the next meeting.	

<b>Item BoM5-7</b>	<b>Any Other Notified Business</b>	
<b>Decision</b>	<p><b>Stuart Thompson, Vice Principal, Corporate Services</b></p> <p>AB expressed gratitude for the significant contributions that Stuart Thompson made to the College’s ongoing development and work, thanking him for his efforts and extending good wishes to him and his family for the future. ST expressed his appreciation to the Board for their support and took pride in the College’s accomplishments over the years.</p>	

<b>Item BoM5-8</b>	<b>Disclosability of Papers</b>	
<b>Decision</b>	That the disclosability status of papers remain unchanged at this time.	

Item BoM5-9	Date of Next Meeting
Decision	Additional single item Board meeting – date to be confirmed. Full Board Meeting – Wednesday 14 June 2023

*The meeting closed at 1900 hours.*

## ANNEX TO THE MINUTE

### ACTION POINTS ARISING FROM THE MEETING

Item	Description	Owner	Target Date
BoM5-3.1 04 04 23	<b>Previous Minute:</b> Defer approval.	DM	Ongoing
BoM5-3.3 04 04 23	<b>Restructuring Proposals:</b> Schedule a single-item agenda Board meeting to consider proposed structure changes.	PL/DM	ASAP
BoM5-3.4 04 04 23	<b>Strategic Risk Review:</b> Review Risk 14 Risk Score at the next meeting of SSEC.	JFG/DM	SSEC mtg 17 05 23
BoM5-5.6 04 04 23	<b>Queen's Anniversary Award:</b> Circulate final entry to members.	DM	ASAP
BoM5-5.7 04 04 23	<b>Report on Outcome of Mitigations:</b> Provide a point of clarity on section 5.2.	SL	ASAP
BoM5-6.3.7 04 04 23	<b>Audit &amp; Assurance Committee:</b> Review Risk Score for Risk 11.	DM	AAC mtg 23 05 23

### ACTION POINTS ARISING FROM PREVIOUS MEETINGS

Item	Description	Owner	Target Date
BoM4-3.2 22 02 23	<b>Modern Slavery Statement:</b> Ensure tracked changes are provided in any future revised documents.	ALL	Noted <b>Complete</b>
BoM4-4.1 22 02 23	<b>Mid-Year Review:</b> Reschedule the next Board meeting.	DM	Early April <b>Complete</b>