

**Glasgow Kelvin College****Board of Management Meeting of 30 August 2023****Update Report****Report by Principal****1. Introduction**

The purpose of this report is to provide an outline of key activity and events considered by the Principal to be noteworthy or of particular interest to Members of the Board which are not covered elsewhere on the Agenda.

This report will cover the eleven-week period from the last Board of Management (BoM) meeting held on Monday 12 June 2023 until Wednesday 23 August 2023.

**2. College Strategy Refresh**

The Glasgow Kelvin College Strategy 2022-2027 is currently undergoing its annual refresh review. This is not a full review; it is intended to ensure that the narrative is current and there have been no significant changes in the strategic landscape that would warrant further update to its content. The planning window remains 2022-2027. A paper will be presented to the BoM at their October meeting to allow members to see the College's recommended updates, to provide feedback and approve publication.

**3. College Operating Plan**

The next review of the College Operating Plan (COP) will take in line with the Quarter one Forecast process with the next update being presented to the BoM at their December meeting.

**4. Senior Management Team Restructure Review**

As part of the ongoing process of review of College operations to meet the requirements and targets of the COP, a review of the Senior Management Team's (SMT) size, shape and operations is underway. This is the first stage of a structural approach to identifying actions necessary to deliver the COP objectives in AY 2023/24 and beyond. This relates to the ten members of the SMT only.

Consequently, it may be necessary to request BoM approval for limited access to the 2023 Voluntary Severance Scheme, should this prove necessary to facilitate change. This is not confirmed at this point.

A Paper will be presented to the BoM at their October meeting detailing the recommendations of the SMT Restructure Review for consideration and approval.

## 5. 2023 Voluntary Severance Scheme Progress

The 2023 Voluntary Severance (VS) scheme was approved for implementation by Glasgow Colleges Regional Board (GCRB) and the Scottish Funding Council (SFC) during the calendar year ending 31 December 2023.

To date a total of 27 staff have been approved by the BoM, through its Remuneration Committee, for release under the 2023 VS scheme. 24 left the College by 31 July 2023. A further two will leave by 31 October 2023 with another one leaving by 31 December 2023. This represents a total of 23.49 Full Time Equivalent (FTE) staff. Details can be seen below:

| 31 July 2023 Cohort                    |    |              |       |
|----------------------------------------|----|--------------|-------|
| Teaching Headcount                     | 16 | Teaching FTE | 12.90 |
| Support Headcount                      | 8  | Support FTE  | 7.79  |
| Total Headcount                        | 24 | Total FTE    | 20.69 |
| 31 October and 31 December 2023 Cohort |    |              |       |
| Teaching Headcount                     | 1  | Teaching FTE | 0.80  |
| Support Headcount                      | 2  | Support FTE  | 2.00  |
| Total Headcount                        | 3  | Total FTE    | 2.80  |
| All                                    |    |              |       |
| Teaching Headcount                     | 17 | Teaching FTE | 13.70 |
| Support Headcount                      | 10 | Support FTE  | 9.79  |
| Total Headcount                        | 27 | Total FTE    | 23.49 |

The figures detailed above are fully in line with the objectives and targets of the COP for the AY 2022/23 phase.

## 6. 2024 Voluntary Severance Scheme Application and Approval

A paper will be presented to the BoM at their October meeting detailing the requirements for a new Voluntary Severance Scheme for 2024 and possibly beyond, in line with the requirements of the COP. If approved, an application to the SFC via GCRB will be made.

## 7. Education Scotland's Progress Visit Report

It is anticipated that a presentation by one His Majesty Inspector of Education (HMIE) will be given to Members of the BoM at their October meeting. Senior staff have had access to a confidential draft and have responded to Education Scotland (ES) colleagues with some minor suggested amendments. Overall, the report is very positive, and we eagerly await the final version which we will share with members.

## 8. Action Short of Strike (ASoS) - Resulting Boycott

Currently there have been no further formal meetings of the National Joint Negotiating Committee (NJNC) with EIS FELA over the summer period. The national pay offer remains at a £2,000 pay rise in 2022/23 and a further £1,500 in 2023/24, providing a cumulative £3,500 uplift for all college staff over the two years. This was rejected by EIS FELA before the summer break. I understand that the EIS FELA national executive is in the process of considering next steps. EIS FELA has a mandate for both ASOS and strike action up until October at which time further action would require a further ballot. Clearly there is sufficient time for EIS FELA to ballot for ASOS and /or strike action beyond October.

At the time of writing only ASOS is in place. The most significant impact of the ASOS is a resulting boycott. The impact on our students at this time can be quantified as follows:

- 16,736 result entries remain outstanding.
- Of 7,060 completing students, 4,173 have incomplete records representing 59% of all students.
- Among 2,393 full-time only completing students, 1,936 have incomplete records representing 81% of all full-time students.

This means that just over 4,000 students have not received their full certification from an awarding body.

For internal students, by converting their conditional offer to an unconditional, we have minimised the potential negative implications of this on their learner journey / progression.

The lack of certification may be impacting negatively on those students who were planning to leave the College and progress to a university or work. In terms of mitigating negative impacts from this, we continue to liaise closely with universities, employers, and representative bodies and to date we have been able to resolve almost all issues.

We have provided approximately 300 letters of comfort and we are continuing to provide support to students through our [progression\\_support@glagsowkelvin.ac.uk](mailto:progression_support@glagsowkelvin.ac.uk) email address.

## 9. Key Activity & Events

Events:

- Summar Awards Ceremony at Glasgow City Chambers
- Leadership Change Management two-day training event for all SMT members
- Anti-Discrimination and Inclusive Practice Workshop

#### Stakeholder engagement:

- Visit and meeting with Pam Duncan Glancy MSP, Labour Party Spokesperson for Education and Skills
- Prof Stephen Decent, Vice Chancellor, Glasgow Caledonian University
- National Joint Negotiating Committee (NJNC) Meetings.

#### Partnership meetings:

- New Colleges' Partnership West established. Convener AY 2023/24
- *"Think the Unthinkable"* Conventions
- Colleges Scotland *"Think the Unthinkable"* Digital Transformation Working Group
- Colleges Scotland *"Think the Unthinkable"* TtU Evidence & Analysis and Structural Models Working Group
- CDN Economic Recovery Group (ERG)
- Glasgow Aligning Local Policy Partnership (GALoPP) dialogue workshop
- GALoPP's Prof Shona Hilton, University of Glasgow
- GALoPP round table
- Scotland Digital 2030 - A Vision and Strategy for Tertiary Education
- College Principal's Group (CPG) meetings.
- Glasgow Colleges Group (GCG) meetings.
- GCRB Executive Director / Principal meetings.
- GCRB Performance & Resources Committee meeting.
- Glasgow East Arts Company (GEAC) Board meetings.

## 10. Resource Implications

The operational and financial objectives of the AY 2022/23 phase of the COP have been achieved as planned. Delivery of the COP and its objectives remain vital in continuing to operate successfully within current resource constraints. Preparations have begun to manage the Colleges limited resources to achieve COP objectives for AY 2023/24 with recommendations being made to the BoM for consideration and approval beginning October 2023.

## 11. Impact on Students

Ongoing resource constraints continue to compound the challenges faced by all staff striving to provide the best possible experience for our students, communities, and employers. This pressure continues to impact negatively on our ability to invest in maintaining the student experience generally.

## 12. Risk and Assurance

The resource reductions identified within the COP continue to present an increased risk to the College's ability to maintain a stable financial position and to maintain the best possible experience for our students, communities, and employers.

If no resolution is found to meet staff's expectations of a pay settlement, the impact of ASOS detailed in this paper and potential future strike action will significantly increase operational and reputational risks.

### **13. Equality**

No negative impacts on people with protected characteristics have been identified because of this paper.

### **14. Data Protection**

There are no direct data protection implications because of this paper.

### **15. Environmental and Sustainability**

There are no directly related impacts regarding environmental and sustainability issues because of this paper.

### **16. Recommendations**

Members are recommended to note:

- i. the contents of this update report;
- ii. that the following papers will be presented at the October board:
  - College Strategy Refresh;
  - Senior Management Team Restructure;
  - 2024 Voluntary Severance Scheme; and
  - Education Scotland's Progress Visit Report.
- iii. That a College Operating Plan Update will be presented at the December board

### **17. Further Information**

Members can obtain further information on the contents of this report from Derek Smeall, Principal [dsmeall@glasgowkelvin.ac.uk](mailto:dsmeall@glasgowkelvin.ac.uk)

Glasgow Kelvin College  
DSm  
23 August 2023