



Glasgow Kelvin College

Board of Management

Minute

Minute of the meeting held in WG1 in the Springburn Campus at 4pm on Monday 12 December 2022

1. Sederunt

Ian Patrick, Chair;
Rob Doyle, Vice Chair (Via MS Teams);
Derek Smeall, Principal;
Dr Marion Allison (Via MS Teams);
Dr Elaine Clafferty;
Heather McNeil (Via MS Teams);
Dermot Grenham;
John McBride;
John Hogg;
Colm Breathnach, Teaching Staff Member; and
Noma Dube, Student Association Member.

In attendance:

Linda Ellison – Secretary to the Board of Management;
Robin Ashton, Vice Principal – Curriculum and Quality Enhancement;
Carol Goodwin, EIS – In attendance;
Maree Shepard, Unison – In attendance;
Jeanette Evans, Vice Principal – Operations;
Lisa Clark, Director of Corporate Services;
Doreen Shiels, Director of People and Culture;
and
Annette McKenna (Via MS Teams, for recording purposes).

2. Apologies

Natalie Phillips;
Jennifer Lavery, Support Staff Member; and
Michael O'Donnell.

3. Declarations of Interest

- a) Interest**
- b) Connection**

There were no declarations of interest noted. The Chair reminded members that they could declare an interest at any point during the meeting.

4. Minute of the Previous Meeting held on 10 October 2022

Members accepted the minute as an accurate record of the business conducted at the meeting held on 10 October 2022.

5. a) Matters Arising from the Previous Meeting held on 10 October 2022

There were no matters arising from the previous meeting.

b) Matters Arising / Action List

i) Board of Management Action Log as at December 2022

The Chair of the Board took members through the content of the Action Log and members agreed to remove the items highlighted in green.

ii) Board of Management and Standing Committee Action Log

Members noted the content of the Action Log provided for their information.

6. a) Chair's Report

The Chair provided members with a summary of key activities, meetings, and events he had attended since the last meeting of the Board of Management, which included:

- he had attended the College Graduation ceremony on 28 October 2022. He added that it was good to be back to holding the events in person and that local MSPs had attended.
- working with the Principal on the financial challenges and meeting with MSPs and members of the Scottish Parliament Education, Children and Young People Committee;
- he had attended meetings of the Chairs and Principals Group at Colleges Scotland (CS). He added that he had also had attended two events facilitated by CS 'think the unthinkable'. He informed members that CS are taking a proactive line with the Scottish Government in regard to the financial pressures facing the Sector. He noted that the College Sector has a huge part to play in Scotland's recovery; and
- he had attended an Azets webinar 'the economic challenge facing the Public Sector' that provided useful background on the recovery.

He added that the recommendations from the SFC review of GCRB were anticipated to be published prior to the Christmas break.

In addition, he reminded members that the Code of Good Governance had recommended that Trade Union nominees become members of College Boards. He added that the Scottish Government were consulting with Colleges on this with a closing date for responses of 28 January 2023. He proposed that he, the Secretary to the Board of Management and the Director of Corporate Services provide a response on behalf of the college and members agreed.

Members of the Board of Management noted the content of the Chair's verbal update.

c) Principal's Update Report

The Principal spoke to the content of the report, which detailed a summary of key activities, meetings and events attended since the last meeting of the Board of Management and highlighted:

- he had attended Four Nations College Alliance International Conference at Cardiff University looking at the Welsh Government model; and
- he had held conversations with Bob Doris MSP and met with Kaukab Stewart MSP who had also met with union colleagues at the College with regard to the flat cash funding allocation from the Scottish Government.

Members of the Board of Management noted the content of the Principal's Update Report.

c) Students Association Priorities Update

The Student Association President spoke to the content of the report that sought to provide members with an update on the Student Association (SA) activities since the last Board of Management meeting.

N Dube provided members with a summary of her report.

She highlighted that the SA, during the month of November, had been raising awareness and their campus presence, whilst sharing information on the new SA Teams page. She provided an overview of campaigns and events held.

In addition, she provided a summary of future priorities and campaigns that included a variety of themed drop-in sessions and a new support group *Ukrainian Connection* to help bring together Ukrainian students. She highlighted their 16 Days of Action Campaign that sought to help with issues surrounding violence against women.

Members of the Board of Management agreed to note the content of the report.

**7. Draft Standing Committee Minutes
NOT IN THE PUBLIC DOMAIN**

a) Draft Executive Committee – 15 November 2022

The Chair informed members it was the intention to use the Executive Committee to review updates on the College Operating Plan (COP) between Board of Management meetings.

C Breathnach raised a question regarding protocol and if a decision was required that had sufficient gravity would the Board of Management be informed. The Chair informed members that there was capability to call an extraordinary meeting of the Board of Management, if required. He reassured members that any significant decisions would be brought to the Board of Management for approval. R Ashton added that the Executive Committee meetings to review the COP were more focused on being a sounding board for the Executive.

Members of the Board of Management noted the content of the draft minute.

b) Draft Learning and Teaching Committee Minute – 23 November 2022

The Vice Chair of the Learning and Teaching Committee spoke to the content of the draft minute and provided members with an overview of discussions held.

E Clafferty highlighted the good responses from the learner feedback survey undertaken by the College. She added that positive conversations had been held on the early retention report and the Student Activity and Outcomes Review and Quality Enhancement Priorities report.

Members of the Board of Management noted the content of the draft minute.

c) Draft Audit and Risk Committee – 29 November 2022

The Chair of the Audit and Risk Committee provided members with an overview of the conversations held at the meeting.

J Hogg highlighted that the Committee Annual Report was considered and approved, three Internal Audit Reports were presented by the Internal Auditor and members were content that the actions on the Audit Action Plan were being implemented.

Members of the Board of Management noted the verbal update provided by the Chair.

d) Draft Finance and Resources Committee – 29 November 2022

The Vice Chair of the Finance and Resources Committee spoke to the content of the draft minute and provided an overview of the conversations held at the meeting.

R Doyle informed members that J Evans provided a comprehensive overview of the Finance Report. He noted that an increase in staff costs had been discussed at length.

Members of the Board of Management noted the content of the draft minute.

e) Draft Joint Meeting of Finance & Resources and Audit & Risk Committees – 29 November 2022

The Chair informed members that the items considered and discussed at this meeting would be considered at item 8 on the agenda.

8. Annual Report and Financial Statements – NOT IN THE PUBLIC DOMAIN

a) Annual Report and Financial Statements – Year Ended 31 July 2022

The Vice Principal Operations spoke to the report that sought approval from Board members. She highlighted that the Annual Report and Financial Statements (AR&FS) had been endorsed by the Audit & Risk Committee and the Finance & Resources Committee at the meeting held on 29 November 2022.

She provided members with an overview of the AR&FS and took members through the key financial points that included:

- an Adjusted Operating Profit;
- an improved Balance Sheet due to a net increase in fixed tangible assets and an improved position in relation to pension liabilities; and
- an improvement in the underlying cash position, in line with the College's target, this will be utilised to fund the forecasted managed deficit for 2022/23 and significant financial challenges in subsequent years.

b) External Audit Annual Report to the Board of Management 2021/22

The Vice Principal Operations spoke to the content of the report produced by the External Auditor and highlighted the positive report and that the audit opinion is unqualified.

She informed members that the dark amber grading for financial sustainability was a result of the challenges faced by the Sector. She added that the financial management of the College was graded as green. In addition, she informed that G Devlin, External Auditor, had spoken positively about the AR&FS and the College at the joint meeting of the Audit & Risk Committee and Financial Control Committee held on 29 November 2023; members had been reassured by his comments.

c) Letter of Representation for External Auditors

The Vice Principal Operations spoke to the content of the correspondence and informed members that it would be signed by the Chair of the Board and the Principal if members approved the AR&FS.

d) Annual Audit Report - Financial Year 2021/22

The Vice Principal Operations spoke to the content of the report that sought approval from the Board of Management and provided an overview of the work of its Audit & Risk Committee during the academic/financial year 2021/22; it was endorsed by the Audit and Risk Committee at its meeting on 29 November 2022.

J Evans highlighted that an Executive Summary had been added to the report at the request of Board members and provided members with an overview of the report.

In addition, she highlighted that the Committee are satisfied about the control environment which the College has established for the management of its finances and other resources and the actions taken to date and those planned to secure the financial sustainability of the College.

She informed members that the Committee had placed on record its appreciation for the work undertaken by both the College's Internal and External Auditors during the reporting period. She added that this was the final year for Azets as the College's External Auditors and noted the support provided by G Devlin over the years. The Chair echoed the comments made by J Evans and formally noted the Board's appreciation.

The Chair thanked all involved in the huge amount of work undertaken in producing the AR&FS and obtaining an unqualified opinion; this was due to hard work and diligence.

Members of the Board of Management agreed to:

- i) note the contents of this cover report;
- ii) approve the College Annual Report and Financial Statements for the 12 months ended 31 July 2022;
- iii) note the External Audit Annual Report and its unqualified audit opinion
- iv) note that the Annual Report and Financial Statements and the External Audit Annual Report will not be placed in the public domain at this time;
- v) authorise the Principal and Chair to sign the Letter of Representation on behalf of the College Board; and
- vi) approve the Annual Report of the Audit and Risk Committee 2021/22.

9. College Operating Plan

a) Update Report – NOT IN THE PUBLIC DOMAIN

The Principal spoke to the content of the report that sought to provide Board members with an update on the continuing development of the College Operating Plan (COP) 2022/23 – 2026/27.

D Smeall highlighted that the plan is dynamic and is intended to provide detail of the impacts of the current operating environment at this time and to identify the milestones required to implement necessary change. He added that it is proposed that the

Executive would not seek a blanket approval for the COP as the document is so dynamic and subject to changes out with the College's control. Instead approval would be sought by milestone as and when operationally necessary. He added that the Scottish Government Budget Statement for 2023/24 on 15 December 2022 might impact on some elements of the COP once confirmation is received from the Scottish Funding Council in the new year. This report does not seek formal approval at this time and is therefore currently for noting.

He took members through the content of the report and highlighted the latest negative energy costs projections, positive SFC release of 2% credit leeway provision for academic year 2021/22 and the positive Quarter 1 Forecast improved non-staff cost expenditure.

He highlighted that the positive movements as noted above had reduced the number of workforce reduction required to 27FTE in Academic Year (AY) 2023/24 and the following two years.

He drew members attention to chart 2 on page 23 of the COP that encapsulates the plan's combined mitigating actions in terms of Income, Expenditure, Adjusted Operating Result and Underlying Cash Result.

In addition, he drew members attention to the key modelling assumptions listed in figure 10 on page 24/25 of the COP.

He informed members that following the Scottish Government Budget announcement on 15 December 2022 the COP would be remodelled and updates would be provided to the Board of Management. He further informed members that application of the COP would not distract the College from delivering its Strategy, Vision and Mission.

C Breathnach noted his appreciation to the Principal for not bringing the COP to the Board of Management for approval. He added that the milestone approach is sensible but that the revised figure of a reduction in 27 staff is still negative.

He highlighted the reference to *'the removal of SFC funding for Mental Health and Student Councillors'* on page 23 and added this service had been a lifeline to students and that the number of students with mental health issues is rising. The Principal informed members that the SFC is not continuing with one off funding and plan to withdraw support for this purpose. The Chair added that the Principal of Clyde College, who represents Colleges Scotland's College Principals' Group with regards to Mental Health Policy, had been highlighting the significant need for this service in the Sector and has been trying, for a considerable amount of time, to get this decision reversed. Board members echoed C Breathnach comments. In a response to a question from C Breathnach on what the College can do to highlight this issue, the Chair added that the cutback is being raised with politicians.

D Grenham asked if Board members were being asked to commit to the 27FTE reduction in staffing noted in the COP. The Chair informed members that using the milestone approach, members are being asked to approve that the College approach SFC and GCRB for approval for a Voluntary Severance Scheme (VS), not to approve officially opening the Scheme or the target staff numbers involved, at this time.

D Grenham asked if the modelling related to the cash position is too tight. The Principal informed that it is tight but it is either that or lose more staff; the College is investing the cash balance to reduce the impact of staff reductions. On balance the Principal confirmed the cash position to be challenging but with close monitoring can be successfully managed.

The Chair informed members that an update on the latest operating environment situation impacting on the COP would be discussed with the Executive Committee then a full update presented to the Board of Management at the meeting being held in March 2023; a decision on opening the VS Scheme to staff would be made at that meeting.

Members of the Board of Management agreed to note the content of the updated College Operating Plan v1.1.

Action: College Operating Plan Update Report to be brought to the Board of Management meeting in March 2023 – Principal.

b) Voluntary Severance Scheme – NOT IN THE PUBLIC DOMAIN

The Vice Principal Operations spoke to the content of the report that sought approval for a Voluntary Severance Scheme which would operate during calendar year 2023.

J Evans took members through, in detail, the content of the report. She informed members that the VS Scheme is the same as those operated in the past with two changes: the maximum severance payment is 9 months, it was 12 months in the last VS Scheme; and for support staff, where there is a pension fund strain cost, they would contribute up to 50% towards this from their severance package. In previous VS Schemes, if the VS package did not cover the strain costs, active members of the pension scheme who were affected could not access VS. This change will allow more support staff to access the VS Scheme.

J Evans highlighted that in the first instance staff would be invited to submit a note of interest to allow Directors to look at modelling the shape of future services and that a proposal would be brought to a future Board of Management meeting for approval.

C Breathnach asked if there was little interest in the VS Scheme would it be possible to raise the maximum severance package to 12 months. The Principal informed members that the 9 months maximum package could not be changed. This had been calculated over a 5 year period to allow the staffing complement to downsize over that period. He added that initially the VS Scheme would be opened widely with the possibility of a targeted approach going forward.

In a response from a question from H McNeil, J Evans informed members that the other Glasgow Colleges were offering the same maximum severance package as the College.

HMcNeil commented that as the College was now proposing bearing additional costs for over 50s relative to 50% of 'strain' costs to enable pension access, was it possible to further incentivise the offer to under 50s to make that option also more attractive without breaching age discrimination requirements. J Evans replied that enhancing the package for all staff was not within the VS budget. The change to this VS Scheme in relation to strain costs was to allow more support staff to consider VS as an option and,

given the relatively low number of staff this will affect, it will not materially impact on the overall projected VS costs.

As discussed at item 9a) above the approval to formally open the VS Scheme will be sought at the Board of Management Meeting on 13 March 2023.

Members of the Board of Management agreed to:

- i) approve the VS Scheme for operating during calendar year 2023;
- ii) approve the College Executive to submit an application to GCRB's Nominations and Remuneration Committee to authorise the College to operate the VS Scheme;
- iii) note that GCRB will be required to seek final approval from SFC;
- iv) note that the scheme may be made available to specific groups or categories of staff for a defined period where the College requires this to meet operational requirements;
- v) note that the College will engage fully with staff representatives in respect of the operation of the VS Scheme;
- vi) note that all offers of VS are approved by the Remuneration Committee prior to being communicated to members of staff;
- vii) note that the Board of Management will be informed of the outcome of the operation of the proposed VS Scheme at an appropriate future meeting; and
- viii) note that the Board of Management will be asked to approve the formal opening of the VS Scheme at the Board of Management Meeting on 13 March 2023.

Action: a VS report to be considered by the Board of Management at the meeting held on 13 March 2023, for formal approval to open the scheme – Vice Principal Operations and Vice Principal Curriculum & Quality Enhancement.

c) West Campus Feasibility and Engagement Report – NOT IN THE PUBLIC DOMAIN

The Vice Principal Curriculum and Quality Enhancement spoke to the content of the report that sought to provide a detailed Feasibility Study and overview of engagement with staff, students and their representatives. He reminded members that Board members had requested at the Board of Management meeting held on 10 October 2022 that a Feasibility Study be undertaken.

R Ashton took members through, in considerable detail, the content of the report.

He highlighted that the analysis undertaken showed that if the existing curriculum at West Campus was to be moved there is capacity in the College's other existing estate. He also highlighted that the College were currently reviewing and consolidating its planned curriculum offer for the 2023/24 academic year and drew members attention to list, in section 3 of the report, of class occurrences not planned to run next academic year; the intention is to run more viable groups. He added that the Executive are confident that accommodation is available at other campuses for the displaced general purpose and ICT rooming needs. He added that two specialist areas in art and music and sound production required development in the existing campuses and that floor space was available. He noted that discussions were underway with the staff involved.

He drew members attention to section 4 of the report that provided the analysis of the impact on the learners. He added that the information gathered showed no strong links

with local areas and no specific groups at West Campus would be disproportionately affected.

He took members through the four options listed in the Options Appraisal attached as appendix 1 to the report. He added that Board members are being asked to note the Feasibility Study, approve the Executive to enter formal consultation and progress options to lease or sell the West Campus building.

C Breathnach stated that a lot of progress had been made since the last meeting and thanked the Executive for the work undertaken. He noted that he had no objection in principle to move the curriculum from West Campus. He added that further consideration and discussions were required regarding the displacement of staff in the two specialist areas, art and music sound production prior to formal consultation. He requested that this caveat be added into recommendation number 4. Members discussed and agreed to the request made by C Breathnach.

The Vice Principal Operations informed members that she had held initial discussions with GCRB, they had met with SFC, and they were not dismissive of leasing the building.

H McNeil noted that this was a good Feasibility Study and that she is reassured with the content of the report. The Chair and M Allison concurred with the comments made by H McNeil.

Members of the Board of Management agreed to:

- i) note the contents of the report;
- ii) note that the feasibility study undertaken has allowed the College to identify alternative teaching locations for the curriculum currently situated at West Campus which uses general purpose and ICT facilities;
- iii) note that although sufficient rooming capacity to accommodate the remaining curriculum has been confirmed, further, more detailed, discussions and planning are required to finalise detailed arrangements for the re-location of specialist Art and Music Performance and the Executive will work with staff, students and their representatives as a priority to identify suitable specialist teaching spaces;
- iv) approve the Executive to enter into formal consultation with students, staff, stakeholders, local communities, GCRB and SFC on the intention to cease college activity at West Campus, to be undertaken once plans for the re-location of specialist teaching areas, and the mitigation of any consequent displacement, are in place;
- v) confirm the Board's intention to cease college activity at West Campus by end of this academic year, subject to conclusion of formal consultation;
- vi) approve the Executive to progress options for the lease or sale of the campus;
- vii) request that, subject to the outcome of the formal consultation, the Board confirm their final decision to either maintain, sell or lease the West Campus at their meeting in March 2023.

Action: a report on the outcome of the West Campus consultation be brought to the Board of Management meeting on 13 March 2023 – Principal, Vice Principal Operations and Vice Principal Curriculum.

10. Board of Management Recruitment, Membership and Standing Committee Update

The Secretary to the Board of Management spoke to the content of the report that sought to provide members with an update on the current Board membership position and sought approval of the proposed process for the recruitment of Board members.

L Ellison informed members that it is proposed that the recruitment process would commence in January 2023 with a 'Meet the Board' session, as agreed at the June 2022 Board self-evaluation session, to be held on 1 February 2023.

She further informed members that following the resignation of L Birch the Board now had three vacancies to fill with an emphasis on recruiting members from the local community and/or a financial background. She added that the recruitment of new Board members is subject to ratification from GCRB and that the schedule has been set up to allow time for the College recommendations to be considered at the GCRB Nominations Committee being held on 9 March 2023.

She noted that both Clyde and City of Glasgow Colleges would be recruiting for Board members at the same time as the College.

Members of the Board of Management agreed to approve the content of the report.

11. Corporate

a) Corporate Strategy

The Vice Principal Operations spoke to the content of the report that sought approval for the Corporate Strategy, the Information Security Framework and Business Development Framework attached as appendices 1-3 to the report.

J Evans reminded members that the College has eight core strategies that support the overall College Strategy; the Corporate Strategy is the final of the eight to be produced. She added that the Corporate Strategy encompasses a number of areas of the College that includes 5 Framework documents, including the Information Security Framework and Business Development Framework.

She provided members of an overview of the three appendices attached to the report.

She informed members that following a discussion with the Chair it had been suggested that the naming convention of the following be amended as follows:

- Corporate Strategy change to 'Corporate & Operational Services Strategy'; and
- Corporate Framework changed to 'Compliance & Governance Framework'.

Members discussed and agreed with the proposed new titles as above.

The Chair highlighted that the Business Development Framework listed 4 objectives and that the Corporate & Operational Services Strategy noted 6 objectives for that Framework document. J Evans agreed to review the Strategy document and align it with the Business Development Framework and bring back to the Board of Management in March 2023.

Members of the Board of Management agreed to:

- i) approve the title change to Corporate & Operational Services Strategy as attached in Appendix 1;
- ii) approve the Information Security Framework at Appendix 2; and
- iii) approve the Business Development Framework at Appendix 3.

Action: Updated Corporate and Operational Services Strategy to the Board of management meeting on 13 March 2023 – Vice Principal Operations.

b) Communications, Marketing & Stakeholder Engagement Framework

The Vice Principal Operations spoke to the content of the report that sought to provide members with an update on revisions made to the Framework which had been approved by the Board of Management at the meeting held on 29 August 2022.

J Evans informed members that the revisions reflected discussions held by Board members and to changes in roles to support communication and marketing across the College, as noted in section 3 of the report.

She provided members with an overview of the revised Framework document and highlighted that the Communications and Marketing Forum had been established and the terms of reference attached as appendix 2 to the report for members information.

In addition, she reminded members that the College was entering its tenth year of formation in 2023 and highlighted a draft marketing proposal developed to celebrate this event and raise the profile of the College, this was attached as appendix 3 to the report.

She further reminded members that a point was raised at the Board of Management Board evaluation in June 2022 *'it was important to understand who the College views as key stakeholders and partners to allow board members to assist with engagement'* and she informed members that a briefing note for Board members was attached as appendix 4 to the report for members.

In response to a question from C Breathnach, J Evans informed members that the College vision statement is still the same; Nowhere Like Kelvin is a strapline for branding.

C Breathnach opined that a number of staff had raised concerns related to the £200k cost involved in the rebranding of the College in light of the reduction of staffing and the current financial challenges.

The Chair informed members that the rebranding is essential to ensure the College meets its credit target and improve its early withdrawal figures. It will assist to get students through the door and onto the right courses. He reminded members that the College PI data is not good and this is its core business, transforming lives through education. He added that a cost benefit analysis should be carried out on the 'ten years of Kelvin' celebrations but stressed that the rebranding is necessary.

The Vice Principal Operations added that the £200k included costs for the website of £80k and £120k for the College Environment strand of the Campus Reinvestment Project. The website costs had been carried for two years due to delays in the tender process and College Environment funding is forecast over two years and covers a number of activities across the campuses.

The Principal proposed that he and J Evans meet with C Breathnach outside of the Board meeting to clarify how much was being spent on branding, communications and the website. C Breathnach agreed to the Principal's proposal.

Members of the Board of Management agreed to:

- i) note and approve the changes made to the Framework;
- ii) note the Terms of Reference for the Communications and Marketing Forum;
- iii) note the proposed brand and marketing activity; and
- iv) note the Board Briefing Note for External Engagement.

12. Policies

- a) **Public Interest Disclosure ("Whistle Blowing") Policy**
- b) **Gifts and Hospitality Policy**
- c) **Recruitment and Selection Policy**
- d) **Policy and Procedure for the Protection of Vulnerable Groups and Criminal Records**

The Director of Corporate Services and Director of People and Culture spoke to the content of the report that sought approval for four policies which required review.

L Clark informed members that the Public Interest Disclosure Policy and Recruitment and Selection Policy, attached to the report as appendices 1-2, had been reviewed by the Audit and Risk Committee on 29 November 2022 and that slight amendments had been made, highlighted in blue text.

D Shiels informed members that the Recruitment and Selection Policy, attached as appendix 3 to the report, had been subject to consultation with representatives of the College's recognised trade unions. She added that amendments to sections 4 and 5 had been made to clarify the recruitment and appointment process. She noted that the Policy had been reviewed by the Finance and Resources Committee at the meeting held on 29 November 2022.

She further informed members that the Policy and Procedure for the Protection of Vulnerable Groups and Criminal Records was attached as appendix 4 to the report. She reminded members that the Disclosure (Scotland) Act 2022 had received Royal Assent however this had not yet come into force. Therefore, she recommended that the policy be extended until 31 December 2023 and reviewed as soon as the Act comes into force.

Members of the Board of Management agreed to:

- i) note the contents of this report and its appendices;
- ii) approve the policies and procedures as attached in Appendix 1, Appendix 2 and Appendix 3 and; and
- iii) approve an extension to the review date for the Policy and Procedure for the Protection of Vulnerable

13. Procurement Strategy and Action Plan 2022-24

The Vice Principal Operations spoke to the content of the report that sought approval for the College Procurement Strategy and Action Plan for 2022-24.

J Evans informed members that this was not a core strategy, it sits under the Finance Strategy. She further informed members that revisions to the Action Plan had been

made however there were no fundamental changes to both the Strategy and the Action Plan.

Members of the Board of Management are recommended to:

- i) note the contents of this report and its Appendix; and
- ii) approve the Procurement Strategy and Action Plan 2022 - 2024 included as an Appendix to this report.

14. Risk Management Update and College Risk Register

The Director of Corporate Services spoke to the content of the report that sought approval for the College Risk Register.

L Clark informed members that the report is considered by the Board of Management twice per academic year. She added that it had been reviewed by the Audit and Risk Committee at the meeting held on 29 November 2022 and one amendment to the table on page 2 had been made.

C Breathnach highlighted the risk due to the loss of student councillors and asked if statistics were available to show the number of student referrals. R Ashton noted that these figures were available and agreed to circulate to C Breathnach.

Members of the Board of Management agreed to:

- i) approve the contents of this report and its appendices;
- ii) review the College/Strategic Risk Register and request any changes be considered by the Audit and Risk Committee.

15. Quarter 1 Forecast and Management Accounts to 30 October 2022– NOT IN THE PUBLIC DOMAIN

The Vice Principal Operations spoke to the content of the report.

J Evans took members through the content of the report and informed members that the Quarter 1 Forecast and Management Accounts form part of a substantial Finance Update report that was considered by the Finance and Resources Committee at the meeting held on 29 November 2022.

She highlighted the deficit Adjusted Operating Result in the Quarter 1 Forecast and the main movements and impacts as noted in section 2.2 of the report.

In addition, she informed members that the Management Accounts showed a small improved position primarily due to the timing of the income and expenditure account explained in section 3.1 in the report.

Members of the Board of Management agreed to:

- i) note the Quarter 1 Forecast; and
- ii) note the actual financial performance for the first 3 months of the year reflected in the Management Accounts to 31 October 2022.

16. Governance Action Plan – Update

The Secretary to the Board of Management spoke to the content of the report that sought to provide members with an update on the progress made against the Governance Action Plan (GAP).

L Ellison reminded members that the GAP is considered by the Board of Management twice per academic year; December and June. She informed members that it records governance actions and is attached as appendix 1 to the report.

Members of the Board of Management agreed to:

- i) note the content of this report and its appendix;
- ii) consider and note progress against the Governance Action Plan in Appendix 1; and
- iii) note that this update will be presented to the Board of Management meeting to be held on 12 June 2023.

17. Public Sector Climate Change Duties Report – 2021-22

The Director of Corporate Services spoke to the content of the report that sought to update members on the recently submitted Public Sector Climate Change Duties Report for Academic Year 2021/22.

L Clark provided members with an overview of the report. She informed members that it is a regulatory annual report that covers areas within the College. She noted that the College has made a 12% reduction on carbon omissions. She highlighted that it will be difficult to make future savings due to funding reductions.

Members of the Board of Management agreed to note the content of the report and its appendices.

18. 2022-23 Early Student Withdrawal Report

The Vice Principal Curriculum and Quality Enhancement spoke to the content of the report that sought to provide members with an indication on the level of early retention to date.

R Ashton reminded members that the College does not receive funding for all withdrawals made before the 25% of course date. He added that during the Covid19 pandemic early withdrawal rates increased substantially and that a number of measures had been put in place by the College at the start of the current academic year to improve early retention for 2022/23.

He highlighted the graph at section two of the report that showed the comparison between the past four years full-time programmes.

He informed members that additional resource had been utilised to ascertain and understand why students had left their courses early. He added that Curriculum Managers with the highest withdrawal rates are working with their course tutors to analyse the reasons. In addition, students who left the course early are also being contacted directly to build evidence for the reasons for leaving. He noted that so far, the analysis suggests this is due to health and employment.

He highlighted that Full-Time FE students who attended the pre-course welcome sessions had an early withdrawal rate of 6.6% compared to 15.8% overall.

The Chair thanked R Ashton for his detailed report and for the measures and actions put in place in relation to understanding and attempting to reduce early withdrawal of students.

M Allison echoed the comments made by the Chair and thanked staff teams for their endeavours, she is heartened by the measures put in place.

C Breathnach commented that economic pressures and withdrawal of student councillors would impact on withdrawal figures.

Members of the Board of Management noted the content of the report.

19. Items of Correspondence – For Information

- a) Ministerial Letter, 7 October 2022 – Covid Recovery Group Post CRG Arrangements**
- b) Ministerial Letter, 2 November 2022 – Research on the Experiences of Estranged Students**

Members noted the content of the above noted correspondence provided for their information.

Items for Information

- 20.**
- a) College Scotland – SG Budget 2023-24 Submission**
 - b) SFC College Infrastructure Strategy 2023-30**
 - c) SFC Strategic Plan 2022/27**
 - d) SDS Strategic Plan 2022-27**

Members noted the content of the above noted documents provided for their information.

21. Policies Approved by Standing Committees- For Information

- a) Anti-Fraud and Anti-Corruption Policy**
- b) Anti-Bribery Policy**
- c) Menopause Policy**
- d) Attendance Management and Support Policy and Procedure**
- e) Family Friendly and Flexible Working Policy**

Members noted the content of the above noted policies approved by Standing Committees and provided for their information.

22. Code of Good Governance – Annual Review

The Secretary to the Board and Director of Corporate Services spoke to the content of the report that sought to provide members with an update in relation to the Code of Good Governance.

L Ellison informed members that the annual review is undertaken to ensure continued compliance with the Code is being maintained.

Members of the Board of Management agreed to note the content of the report and its appendices.

23. Update on Regional Collaborative Activity

The Vice Principal Curriculum & Quality Enhancement and Vice Principal Operations spoke to the content of the report that sought to provide Board members with an overview of the regional collaboration activity involving the three Glasgow Region colleges.

R Ashton and J Evans provided members with a summary of the current areas of collaboration and cross college priorities.

The Chair thanked R Ashton and J Evans for their detailed report that evidenced the positive outcomes of collaboration between Glasgow Colleges.

Members of the Board of Management agreed to note the content of the report.

24. Impact on Students – key issues to be considered as a consequence of the consideration of the above agenda

Members agreed no new student impact issues had arisen as a consequence of the business conducted at the meeting held on 10 October 2022.

25. Risk Management – Risk Issues to be considered as a consequence of the consideration of the above agenda

Members agreed no new risk management issues had arisen as a consequence of the business conducted at the meeting held on 10 October 2022.

26. Equality Management – Equality Issues to be considered as a consequence of the consideration of the above agenda

Members agreed no new equality management issues had arisen as a consequence of the business conducted at the meeting held on 10 October 2022.

27. Data Protection – Data Protection Issues to be considered as a consequence of the consideration of the above agenda

Members agreed no new data protection issues had arisen as a consequence of the business conducted at the meeting held on 10 October 2022.

28. Closure

The meeting closed at 6.50pm with the Chair noting the high level of engagement from all Board members and thanked them. He wished everyone a merry Christmas.

29. Date of Next Meeting

The date of the next meeting is Monday 13 March 2023, room WG1 and WG2, Springburn Campus.