



Glasgow Kelvin College

Board of Management

Minute

Minute of the meeting held in WG1 in the Springburn Campus at 4.30pm on Wednesday, 9 October 2024

1. Sederunt

Ian Patrick, Chair;
Derek Smeall, Principal;
Heather McNeil;
Dermot Grenham;
Dr Elaine Clafferty;
Marie Docherty;
John Hogg;
Steven Caldwell (Via MS Teams);
Jennifer Lavery, Support Staff Member;
Maree Shepherd, Unison Member;
Colm Breathnach, Teaching Staff Member; and
Carol Goodwin, EIS /FELA Member.

In attendance:

Kenny Anderson, SWAP;
Linda Ellison, Secretary to the Board of Management;
Robin Ashton, Vice Principal, Curriculum and Quality Enhancement;
Jeanette Evans, Vice Principal Operations;
Lisa Clark, Director of Estates and Corporate Services;
Jason Quinn, Director of Digital and Information Services; and
Annette McKenna, Governance & Executive Support Manager (for recording purposes).

2. Apologies

John McBride, Vice Chair;
Chantell McCallum, Student Association President;
Natalie Philips;
Rob Doyle;
Dr Marion Allison; and
Doreen Shiels, Director of People and Culture.

3. Declarations of Interest

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

There were no declarations of interest declared; connections are not minuted. The Chair reminded members they could declare an interest during the meeting.

4. Welcome

Chair of Board of Management

The Chair welcomed Kenny Anderson, Director, Scottish Wider Access Programme West (SWAPWest), to the meeting.

5. **Presentation**

Scottish Wider Access Programme (SWAP)

The Chair of the Board invited K Anderson to deliver his presentation to members.

K Anderson thanked R Ashton for the invitation to attend the Board meeting and provide members with an overview of the work undertaken by SWAPWest, its partnerships and programmes, and its work with the College.

He took members through the content of his comprehensive presentation that included: the history and philosophy of SWAP; the methodology of the programme; the typical SWAPWest student; its national outcomes in enrolments and completions from 2012-2023; its national outcomes from 2011-2023 for SIMD1 and completion targets; its national outcomes for basket of measures (no higher / first in the family / disability) for 2012 – 2023; work with the College, including programmes and progressions; the data related to the College programme mix; the data related to the College enrolments and SIMD1; and reflections on working with the College and innovations.

He highlighted that the College has the highest number of students in Scotland who progress to universities in Scotland via SWAP.

He also highlighted that the College staff and students are always open to new ideas, and these are presented in abundance; the ethos is to 'give it a go', be innovative. He provided examples of success stories that included three former SWAPWest students who studied at the College now teach in Glasgow, they are giving back to the community.

The Chair thanked K Anderson for his informative presentation and invited questions or comments from Board members.

H McNeil commented that the content of the presentation was uplifting, and she was delighted with the progress made by the students. She asked if the slide relating to enrolment provided the completion figures. K Anderson confirmed that in academic session 2022/23 1395 students completed out of 1946 enrolments and 1110 went on to university and 201 to HNC programmes; he added that they are constantly looking to improve this. He highlighted the work undertaken by the College teaching staff in its ethos 'it doesn't matter where you start you can get where you want to'.

E Clafferty commented that she welcomed the positive examples of individual students' progress. In a response to a question, K Anderson informed that SWAPWest do follow up on the students who go to university and that 91% of them complete; the students are normally sought after as they make the decision to go back to College and study.

C Breathnach added that as member of teaching staff who works with SWAPWest students it is the most rewarding job he has ever had; you get so much back in terms of interaction. K Anderson's door is always open to both staff and students.

The Chair of the Board added that this is a positive example of what the College can do in getting people back into education, as shown in the success stories; this is important and impressive.

K Anderson thanked members for their time and welcomed them to contact him if they had any further questions.

The Chair of the Board thanked K Anderson, again, on behalf of the members of the Board of Management.

6. Minute of the Previous Meeting held on 28 August 2024

Dr E Clafferty and S Caldwell noted that they were not listed on the sederunt for the previous meeting; they did attend. Members accepted the minute, following the addition to the sederunt, noted above, as an accurate record of the business conducted at the meeting held on 28 August 2024.

7. a) Matters Arising from the Previous Meeting held on 28 August 2024

There were no matters arising from the previous meeting.

b) Matters Arising / Action List

i) Board of Management Action Log as at October 2024

The Chair of the Board of Management noted the four completed actions and members agreed these could be removed. **He requested that if the three outstanding actions had not been completed by the December Board meeting, that they be updated with an action date inserted.**

ii) Board of Management and Standing Committee Action Log

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

The Chair brought forward Item 19 to allow the Health and Safety Manager to leave the meeting following the presentation of his report.

19. Annual Health and Safety Report 2023-2024

The Health and Safety Manager spoke to the content of the report that sought to provide members with Health and Safety (H&S) activity across the four college campuses that covered the period 1 August 2023 to 31 July 2024.

G Lawson took members through the content of his report and provided progress made within key areas of health and safety management and ongoing projects.

He highlighted that 272 workplace H&S inspections had been conducted during session 2023/24, compared to 138 carried out in session 2022/23.

He drew members attention to section 10 of the report and provided members with an overview of incident reports and RIDDOR during session 2023/24. In response to a question, **G Lawson agreed to review the numbers related to RIDDOR at page 11 of the report.**

In addition, he drew members attention to section 18 of the report and provided members with an overview of staff training, including WorkRite. He added that the primary training for staff is first aid and noted that two Board members were undertaking this training.

In a response to a question from D Grenham, G Lawson informed members that the Senior Management Team (SMT) involvement in H&S Inspections was not a burden on them as they were only involved in these 3 to 4 times per academic year. He added that the idea was that it improved the SMT's knowledge of areas and staff within the College they are not responsible for. The Principal echoed G Lawson's comments and

noted that he is his direct line manager which demonstrates the importance of H&S within the College.

D Grenham asked if the incidents related to 'abuse or violence' noted in the table at section 10 of the report be considered by the Audit and Risk Committee from a risk perspective. G Lawson informed members that the numbers noted are due to the increase in reporting, not an increase in incidents; union H&S representatives have been encouraging staff to report.

The Chair of the Board of Management thanked G Lawson for his full and detailed report. He noted that it provides Board members with comfort that H&S is being well managed.

Members of the Board agreed to:

- i) note the contents of this report; and
- ii) note the Annual Health and Safety Report attached as Appendix 1.

G Lawson left the meeting at this point.

8. Standing Items

a) Chair's Report

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

- Principal Appointment – the advert has gone live, and the applications close on Wednesday 23 October 2024. He added that the Panel had met and have agreed the process for the appointment. He noted that it is hoped by the next meeting of the Board of Management that a recommendation for the appointment of Principal would have been approved by GCRB. He informed members that the Chair of GCRB had been invited to attend the interviews, but she was unavailable;
- GCRB Meeting – members of the GCRB had met. He noted that the College response to the Scottish Government's *Review of the Regional Strategic Bodies (RSB) with the Glasgow College Region* had been submitted; and
- He had attended a Colleges' Chairs meeting and G Dey, Minister for Higher and Further Education; and Minister for Veterans, was in attendance. He welcomed the settlement of the Industrial Action.

Members discussed the possible outcome for the Sector in the UK Budget being held on 30 October 2024 and the Scottish Parliament Budget on 4 December 2024.

In a response to a question from D Grenham, the Chair informed members that if a suitable candidate was not found following the interviews for Principal then the College would readvertise; the employment of a recruitment agency assists in promoting the vacancy widely and appropriately. He added that if an appointment was not made prior to the Principal's departure then the Scheme of Delegation would be referred to.

C Breathnach noted that following the Appointments Panel decision, it is subject to GCRB approval. He asked if it is also subject to the Board of Management's approval. The Chair of the Board of Management informed members that the Appointment's Panel had delegated authority from the Board to recommend a candidate for approval to GCRB; an update will be reported to the Board of Management on 11 December 2024.

b) Principal's Update Report

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

- Resulting of Students Work – there is an ongoing process in place and the Vice Principal Curriculum and Quality Enhancement is leading on this. He added that the process is complicated and provided examples. He noted that apprentices and those employed are receiving priority. R Ashton provided members with an update on numbers and highlighted that good progress is being made. He noted that the most challenging group is students who have left the College; the College is in communication with them to ensure they are provided with the opportunity to complete;
- Graduation – he informed members that the Graduation Ceremony had to be postponed to 6 February 2024 to allow for the completion of the students resulting process, it would be held in the Barony Hall;
- Disposal of West Campus – this is expected to be complete tomorrow, Thursday 10 October 2024;
- The College's electronic responses had been made, within the deadline, to the Scottish Government's *Review of the Regional Strategic Bodies (RSB) with the Glasgow College Region* and the *Post-School Education and Skills Reform: Consultation on legislation*.

C Breathnach drew members attention to section 5, last paragraph, of the report '*It is anticipated that proceeds should be invested in capitalizable expenditure within the college estate which is in line with SFC's capital infrastructure plans for the sector. If the Board of Management wishes to prioritise an item out with these plans the SFC should be consulted who will provide advice to Ministers*' and asked should this be added to the next Board meeting agenda. The Principal informed members that this would be considered by the Board of Management, however, this would be later in the academic year; the Board of Management would own the spend plan.

Members of the Board of Management agreed to note the content of the Update Report.

c) Students Association Priorities Update

The Vice Principal Curriculum and Quality Enhancement spoke to the content of the report that sought to update members on the progress of the Student Association (SA) this session and give an overview of future priorities and plans.

He provided members with a summary of the report.

R Ashton highlighted that almost all full-time Class Representatives were now in place and the Student Executive Committee had been recruited. He provided members with an overview of the training provided for Class Representatives by the College and by Student Partnerships in Quality Scotland (SPARQS)

He also highlighted the Partnership Agreement between the Student Association and the College, attached as an appendix to the report. This comes in two parts, part one is what is undertaken generally each year and the second part is specific to four areas for this academic year.

E Clafferty asked how the participation in SPARQS training is monitored. R Ashton informed that he is meeting with the Student Association tomorrow with G Sharp, Student Support Services Manager, and that he would raise this and ensure this happens. He would feedback to Board members at the next meeting of the Board of Management.

C Breathnach raised the situation related to support for Ukrainian students. He noted that he had mentioned this at previous Board meetings and asked for concrete action to be taken to reinstate the support provided. R Ashton agreed to discuss this at the meeting tomorrow. He would feedback to Board members at the next meeting of the Board of Management.

E Clafferty commented that it was good to see the SA raising awareness and its profile, however, noted that this could be strengthened in the Partnership Agreement. R Ashton informed that this is a cross-college priority and would raise this at the meeting with Student Association tomorrow.

Members of the Board of Management agreed to:

- i) note the contents of the report and the attached Partnership Agreement; and
- ii) endorse the Priorities for Partnership Working identified within the Partnership Agreement.

9. Draft Standing Committee Minutes

a) Draft Audit and Risk Committee – 3 September 2024

The Chair of the Audit and Risk Committee spoke to the content of the draft minute. He provided members with an overview of discussions held and highlighted that the College are doing extremely well in overtaking recommendations from previous audits. He added that the Assurance Framework and Insurance Cover had also been considered.

The Chair of the Board of Management informed members that he had sent a letter to the Minister for Higher and Further Education; and Minister for Veterans, on behalf of the Board of Management, in relation to the External Audit Fees paid by the College.

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

b) Chair Approved Learning and Teaching Committee –11 September 2024

The Chair of the Learning and Teaching Committee spoke to the content of the draft minute. She provided members with an overview of discussions held and highlighted the presentation delivered by HMle Ian Beach, on Education Scotland Annual Engagement Report. She added that a report on recruitment and enrolment had been considered and that a live demonstration of Power Bi had been provided to supplement the report.

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

c) Chair approved Finance and Resources Committee – 1 October 2024

The Vice Chair of the Finance and Resources Committee spoke to the content of the draft minute. She provided members with an overview of discussions held and highlighted the lengthy discussion held related to staff absence and the cost to the College. She added that a 10-year Capital Infrastructure Plan for 2024/25 to 2034/35 had also been discussed and endorsed prior to coming to this meeting.

D Grenham asked if the Scottish Public Finance Manual Breach should be referred to the Audit and Risk Committee for further review. H McNeil informed members that it had been discussed fully at the Finance and Resources Committee. J Evans added that it went to the Finance and Resources Committee for consideration as it was related to a Human Resources issue.

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

10. Risk Management

a) Risk Appetite Review / Risk Category

The Director of Estates and Corporate Services spoke to the content of the report that sought approval for the risk categories and risk appetite settings noted in the report. She added that this had been endorsed by the Audit and Risk Committee held on 3 September 2024.

L Clark informed members that this followed on from the Board Development event on risk categories and risk appetite, held on 18 April 2024, that was facilitated by D Archibald, Henderson Loggie. Following on from the session, members who attended, were provided with a survey via MS Form to complete.

She highlighted that 8 out of 9 responses were received and that the results were attached as appendix 1 to the report. She provided members with a summary of the results. She noted that the result of the financial risk category was split between two appetites, cautious and minimal, therefore further discussion had been held.

The Risk Appetite related to Financial Risks should be at Cautious.

In a response to a question from the Chair, J Evans informed members that it was only the Financial risk that was discussed by Audit and Risk Committee members as this was the category that was split between two appetites.

Members of the Board of Management agreed to:

- i) note the contents of this report and links;
- ii) approve the risk categories and risk appetite settings; and
- iii) note that the Risk Management Framework will be amended after the October 2024 Board of Management meeting and will be presented to the November 2024 Audit and Risk meeting.

b) Academic Year 2023/24 Annual Review of Risk Management Update and College Risk Register

The Director of Estates and Corporate Services spoke to the content of the report and reminded members that the College Risk Register is considered at every meeting of the Audit and Risk Committee, as well as the Risk Management Committee twice per year and the Board of Management twice annually. She added that the Senior Management Team review the Risk Register at least once per Quarter.

L Clark provided members with an overview of the risk management activities set out in section 2 of the report.

She highlighted the new risk added, R14 that related to Credits. She added that at the time of writing the report the Industrial Action by EIS was still ongoing, however, she

expected the risk ratings to substantially reduce now that industrial action and ASOS had ended.

She informed members that the Risk Management Committee will review, in detail, the risks related to Industrial Action at their next meeting. The Principal added that the events related to Industrial Action moved quicker than the system can react to.

In addition, she provided members with a summary of the annual review of the College/ Strategic Risk Register undertaken by the Board Standing Committees.

Members of the Board of Management agreed to:

- i) note the contents of this report, appendices and links; and
- ii) note that the Risk Management Committee will review the risks in detail given the EIS pay offer acceptance and the subsequent withdrawal of strike action and ASOS.

11. Policies and Procedures

a) Safeguarding Children, Young People and Vulnerable Adults Policy and Procedure

b) Policy and Procedure for Protection of Vulnerable Groups (PVG) and Criminal Record Checks

The Vice Principal Operations spoke to the content of the report that sought approval to extend the review date of the two policies, noted above; they were due for review in accordance with the agreed Policy and Procedure Review Schedule.

J Evans reminded members that the College develop and review a range of policies and procedures, where appropriate, with its recognised Trade Unions, staff, management and external partners and students.

She further reminded members that the policies and procedures had been considered by the Board of Management in June 2024 and approval had been provided to extend the review date to September 2024.

She informed members that it is recommended to further extend the review of the two policies and procedures, that are intrinsically linked, due to:

- a change in responsibility for safeguarding arrangements due to the transition to a two Faculty Model, this will allow for review of how the process is staffed and might operate; and
- the delay in consultation with EIS/FELA representatives due to Industrial Action, this exercise has commenced.

In addition, she informed that if the policies and procedures are finalised prior to the 30 June 2025 they would be presented to the Board of Management.

H McNeil drew members attention to the Safeguarding Children, Young People and Vulnerable Adults Policy and Procedure, Section 7, bullet point 5. She highlighted the balance of not offering confidentiality to children, young persons and vulnerable adults whilst protecting their confidential information. J Evans agreed it is about finding a balance to protect the students and staff.

The Chair of the Board of Management raised concerns related to a further extension to the review date of the policies and procedures; it is important to undertake reviews within the scheduled timeline. J Evans highlighted that as the responsibility for safeguarding had been passed to a new Director, it was felt this was a good opportunity to undertake a full review of the processes. In addition, due to ASOS, consultation could not be undertaken with EIS/FELA representatives. The Principal informed that this was an administration delay, there was no legal danger. He provided assurance that consultation is being pursued to allow for the review to be concluded.

Members of the Board of Management agreed to approve an extension to the review date of the Safeguarding Children, Young People and Vulnerable Adults Policy and Procedure Policy and Procedure for Protection of Vulnerable Groups (PVG) and Criminal Record Checks to 30 June 2025.

12. Scheme of Delegation

The Vice Principal Operations spoke to the content of the report that sought to provide members with a note of suggested changes and approval for the changes to the Scheme of Delegation.

J Evans took members through the proposed changes set out in section 2 of the report. In addition, she provided feedback and amendments suggested by the Chair of the Board of Management.

She highlighted the disconnect at section 5.1, 5.2 '*Delegations to the Chair of the Board of Management*' and section 8.5 '*Delegations to the Principal and Chief Executive*' that related to the Principal and Chief Executive being absent from the College for four weeks or longer and 'who' has the authority to designate a deputy. The Chair of the Board of Management highlighted that the College may find itself in this position when D Smeall retires, and the new Principal has not yet taken up post.

Members discussed and agreed to the proposal that during periods of absence up to 4 weeks the Principal and Chief Executive has the authority to appoint a deputy, and for absences in excess of that timeframe, the Chair of the Board of Management would approve.

C Breathnach referred to section 8.17 and 8.19 in relation to capability for any other substantial reason and the delegated authority for dismissal. He asked if capability was directly linked to disciplinary action. The Principal informed that disciplinary action does not relate to capability and that the term 'substantial reason' is legal terminology; there are only three categories covered by this term. He added that dismissal is rare. **C Breathnach requested that he be provided with the definition of capability and the capability procedure plus documentation that provides information on 'substantial reasoning' and its categories. J Evans agreed to provide the requested information.**

Members of the Board of Management agreed to:

- i) note the contents of this report and its appendix;
- ii) approve the Scheme of Delegation as per Appendix 1 and subject to the agreed changes to section 5.1 and 5.2.

13. Financial Regulations

The Vice Principal Operations spoke to the content of the report that sought approval for the revised Financial Regulations, attached as appendix 1 to the report, that were due for routine review and re-approval.

J Evans provided members with a summary of the proposed changes to the regulations that were set out in section 2 of the report; no substantive changes had been made.

She informed members that the regulations had been considered and endorsed by the Finance and Resources Committee at their meeting held on 1 October 2024.

Members of the Board of Management are recommended to:

- i) note the contents of this report and its appendices; and
- ii) approve the revised Financial Regulations.

14. Draft 2024-25 Self Evaluation and Action Plan

The Vice Principal Curriculum and Quality Enhancement spoke to the content of the report that sought approval for the College's draft 2024-25 Self Evaluation and Action Plan (SEAP).

He informed members that this forms part of the new national tertiary sector quality arrangements and that the SEAP had been produced following feedback and initial review of curriculum performance data and draft quality enhancement priorities by the Learning and Teaching Committee. He highlighted that the SEAP was required to be submitted to the Scottish Funding Council (SFC) by 30 November 2024.

He took members through the content of the SEAP that was attached to the report and noted that it was intended to show how the College was performing in the four new principles; excellence in learning, teaching and assessment, supporting student success; student engagement and partnership, and enhancement and quality culture. He highlighted that the Action Plan set out high level actions on how the College would achieve the four principles with the planned outcomes and impacts.

D Grenham commented that a huge amount of work had been undertaken in producing the SEAP. He added that **some of the planned outcomes listed in the Action Plan looked like outputs. R Ashton agreed to review this and sharpen these up, link more clearly, prior to submission to the SFC.**

The Chair of the Board of Management invited members to feedback any further comments to R Ashton, prior to submission. He added that it was a well written report and suggested that some practical examples, at section 2.1, may bring the report to life. R Ashton agreed and C Goodwin volunteered to assist with examples for her area.

R Ashton informed members that the updated version of the SEAP would be brought the Board of Management meeting in December 2024 and highlighted this would be following the submission on 30 November 2024 deadline.

Members of the Board of Management agreed to:

- i) consider and feedback on the attached draft evaluation of College performance against the principles of the new Tertiary Quality Enhancement Framework;

- ii) consider and endorse the proposed quality enhancement priorities for 2024-25, subject to any amendments; and
- iii) note that once student outcome data is available, the report will be completed and submitted to the Scottish Funding Council by November 30, 2024.

15. 10-year Capital and Infrastructure Plan to 2024/25 to 2034/35

The Vice Principal Operations spoke to the content of the report that sought approval for a 10-year Capital and Infrastructure Plan for the College. She noted that the report had been considered at the Finance and Resources Committee meeting held on 1 October 2024.

J Evans reminded members that the creation of a long-term Capital and Infrastructure Plan was an action from the 2022/23 Annual External Audit Report from Azets and carried forward by Audit Scotland in 2023/24. She added that this also aligns with the publication of the College Infrastructure Strategy (CIS) by the Scottish Funding Council (SFC) on 24 November 2024.

She provided members with a summary of the background as set out in section 2 of the report that listed the requirements of the Plan as recommended by CIS.

She drew members attention to the condition surveys, undertaken by Watts, attached as appendices to the report. She added that they showed the buildings had been well maintained and looked after.

In addition, she drew members attention to the planned preventative maintenance reports, for all three campuses, accessed via links in the report. She noted that the cost of inflation had not been added to the figures noted in the reports. She highlighted that the 10-year Plan allows for invaluable planning going forward. In addition, she informed members that the Plan did not include sustainability, however, this was being looked at under a separate exercise.

C Breathnach commented on the huge amount of work undertaken in producing the 10-year Plan. He drew members attention to section 3.4 of the report and asked if there was a timeline for the final survey on the cladding panels at Springburn. J Evans informed members that the report is expected to be received by the College next week and that she and L Clark were meeting with the surveyors again prior to this. In a response to a question from C Breathnach, J Evans informed that any position reported in the survey would not be a safety issue.

The Chair of the Board of Management noted that the 10-year Plan is a dynamic document and thanked J Evans and L Clark for leading on this.

Members of the Board of Management are recommended to:

- i) note the contents of this report and its appendices; and
- ii) approve the 10 Year Capital and Infrastructure Plan.

Items for Discussion and Noting

16. Management Accounts to 31 July 2024

The Vice Principal Operations spoke to the content of the report that sought to present the Management Accounts to 31 July 2024. She added that the report had been considered, in detail, by the Finance and Resources Committee on 1 October 2024.

J Evans provided members with an overview of the report that included income and expenditure performance, income and expenditure movements from the Quarter 3 Forecast, departmental staff costs, and other operating expenditure.

She highlighted the Adjusted Operating Surplus, and the variances contained in the table at section 2.2 of the report. In addition, she highlighted the reduction in the forecasted staff costs related to Industrial Action, payroll contingency funds not required, not filling a vacancy and reduction in agency costs. She added that the College had reinvested a proportion of the savings into the curriculum to benefit the students. She noted that the positive upswings and the improvement every quarter has allowed the Principal to update the College Operating Plan and reduce the numbers in relation to Voluntary Severance.

Members of the Board of Management agreed to:

- i) note the actual financial performance for the 12 months of the year reflected in the Management Accounts to 31 July 2024;
- ii) note the Non-SFC income detail for the year;
- iii) note the Projected Cash Flow to 31 July 2024 as at 14 June 2024 and that this is within the underlying cash target; and
- iv) note that these numbers are still being scrutinised as part of the annual statutory external audit and that further adjustments will appear in the statutory accounts to 31 July 2024, primarily relating to pension and asset valuation.

17. Board of Management Recruitment

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 proposed process for the recruitment of Board members. She reminded members that the College are obliged to follow the recruitment processes set by Glasgow College Regional Board (GCRB).

L Ellison informed members that there had been two resignations this current academic year and that two Board members tenure was due to end in July 2025.

She informed members that the proposal was to start the process in January 2025 and stagger the recruitment with two new Board members in April 2025 and two new Board members in August 2025. She added that the 'meet the Board session' held in the previous recruitment round would not be included in the recruitment process this time as it was felt it did not add value.

In addition, she informed members that due to the resignations, the Audit and Risk Committee membership was tight; Marie Docherty has agreed to become a member of this Committee for this academic year. L Ellison highlighted that a member cannot be on both the Finance and Resources Committee and the Audit and Risk Committee.

C Breathnach noted the comment re. the 'meet the Board session' and added the importance of receiving applications from the community. He raised a question on how this could be achieved and what approaches could be taken. The Chair of the Board of Management informed members that he and the Secretary to the Board had met with M Kinnear, Head of Human Resources and Organisation Development, regarding advertising for new Board members. Members discussed approaches and the Chair noted that they would be looking for Board members who are interested in the vision,

mission and ethos of the College; the skills set of the Board of Management would be considered.

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

18. Code of Good Governance - Externally Facilitated Effectiveness Review

The Director of Estates and Corporate Services spoke to the content of the report that sought to provide members with an update on proposals for the Externally Facilitated Effectiveness Review (EFER) and approve the associated process to complete the review during academic year 2024/25.

L Clark informed members that D Archibald from Henderson Loggie would undertake the EFER and that it has been four years since the last review. She provided members with an overview of the proposed process which included David Archibald meeting with each Board member over late October/early November 2024. She added that the final EFER report would be brought to the Board of Management meeting in March 2025.

The Chair of the Board of Management reminded members that this is important exercise for them to engage and participate in.

L Clark informed members that the last EFER was carried out on the 2016 Code of Good Governance and that this EFER would be carried out on the 2022 Code of Good Governance.

Members of the Board of Management agreed that the Board approve that David Archibald from MHA Henderson carries out the EFER as outlined in this paper using the national guidance with a final report scheduled to be presented to the Board of Management on 12 March 2025.

20. Progress Against Targets: College Strategy 2022/2027

The Vice Principal Curriculum and Quality Enhancement spoke to the content of the report that sought to provide a summary of progress made towards the achievement of the College's Strategic Priorities and Objectives.

R Ashton informed members that the update would be presented in two forms; narrative outlined in Annex A of the report and a link to an online platform, Power Bi, providing updated key metrics related to the overarching strategic objectives.

He provided members with an overview of the narrative contained in Annex A. He highlighted the improved performance in recruitment targets for full-time courses and student retention. He noted the College is on track to achieve its Core Credit Target.

H McNeil commented that she was impressed by the information provided by Power Bi, however, she would have liked to have seen sight of more than one KPI. R Ashton informed her that there is a lot of management reports that can be opened up to Board members, they have been provided with the high level KPIs. He added that the Learning and Teaching Committee consider the College KPIs in detail. **The Principal commented that a way forward might be for one or two Board members to meet with members of the Executive Team to consider further the level of information provided to Board members via Power Bi; not all Board members want to see the same level of information provided.** The Chair of the Board commented that a lot of information can be presented effectively via Power Bi.

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

21. Recruitment and Enrolment Update

The Vice Principal Curriculum and Quality Enhancement spoke to the content of the report that sought to provide members with an update on full-time student recruitment and enrolment for academic year 2024/25.

R Ashton invited the Director of Digital Information Services to present members, via Power Bi, the live admissions and enrolment data.

J Quinn provided members with an explanation of the data viewed on screen. He added that the figures are fluid and fluctuate at this time of year; the College is on track to meet its recruitment and credit targets.

R Ashton highlighted section 3 of the report and provided an overview of the evaluation of student demand levels. He also highlighted the target enrolment applications, by subject area, as set out in the table on page 3 of the report; these highlighted areas of high demand, in comparison to available student places.

The Chair of the Board asked to what extent was the College turning students away as there were no available spaces. R Ashton informed that he was not aware of closing courses that had large numbers of students wanting to enrol, it is only classes / courses that are not filling that are closed. The Principal added that the share and distribution of subject areas is changing, therefore what the College is offering the individual, is also changing. R Ashton added that the College continue to optimise support to students; the College has a higher number, in terms of head count, than other colleges due to part-time programmes.

Members of the Board of Management agreed to note the most recent admissions and enrolment data.

22. a) Digital Transformation Strategy – Year 4 Update

Report by Director of Digital and Information Services

(copy attached)

b) <https://audit.scot/news/colleges-financial-challenges-increase-0>

c) <https://audit.scot/publications/scotlands-colleges-2024>

d) [GKC - Regional Strategic Bodies Review Consultation - Response](#)

e) [GKC - Post-School Education and Skills Reform Consultation - Response](#)

f) [Scottish Government Programme for Government 2024-25 Analysis - September 2024.pdf](#)

g) [Colleges Scotland & Employers Scotland - Annual Report 2023-24](#)

h) [Keyfacts 2024 \(collegesscotland.ac.uk\)](https://collegesscotland.ac.uk)

i) [OECD - Future-Proofing the Skills System in the Glasgow City Region](#)

Members of the Board of Management noted the content of Items 22a – 22i provided for their information.

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

Members of the Board of Management agreed that no impact on student issues had arisen as a consequence of the business conducted at the meeting held on 9 October 2024.

- 24. Risk Management – Risk Issues to be considered as a consequence of the consideration of the above agenda**
Members of the Board of Management agreed that no risk management issues had arisen as a consequence of the business conducted at the meeting held on 9 October 2024.
- 25. Equality Management – Equality Issues to be considered as a consequence of the consideration of the above agenda**
Members of the Board of Management agreed that no equality issues had arisen as a consequence of the business conducted at the meeting held on 9 October 2024.
- 26. Data Protection – Data Protection Issues to be considered as a consequence of the consideration of the above agenda**
Members of the Board of Management agreed that no data protection issues had arisen as a consequence of the business conducted at the meeting held on 9 October 2024.
- 27. Environmental and Sustainability – Environmental and Sustainability issues to be considered as a consequence of the consideration of the above agenda**
Members of the Board of Management agreed that no environmental and sustainability issues had arisen as a consequence of the business conducted at the meeting held on 9 October 2024.
- 28. Closure**
The meeting closed at 7.15pm with the Chair thanking members for their attendance and contribution.
- 29. Date of Next Meeting**
Wednesday 11 December, 4.30pm, Springburn Campus