



Glasgow Kelvin College

Board of Management

Minute

Minute of the meeting held in WG1 and WG2 in the Springburn Campus at 4.30pm on Wednesday, 20 March 2024

1. Sederunt

Ian Patrick, Chair;
John McBride, Vice Chair;
Derek Smeall, Principal;
Dr Elaine Clafferty;
Heather McNeil;
Dermot Grenham;
John Hogg (MS Teams);
Steven Caldwell;
Natalie Phillips;
Marie Docherty;
Sonique Noreiga, Student Association President;
Calum Campbell; Student Association President;
Jennifer Lavery, Support Staff Member;
Colm Breathnach, Teaching Staff Member; and
Carol Goodwin, EIS /FELA nominated Member.

In attendance:

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;
Doreen Shiels, Director of People and Culture;
Jason Quinn, Director of Digital and Information Services; and
Annette McKenna, Governance & Executive Support Manager (for recording purposes).

2. Apologies

Rob Doyle;
Dr Marion Allison;
Michael O'Donnell; and
Maree Shepherd, Unison nominated Member.

3. Declarations of Interest

C Goodwin declared that the Secretary to the Board of Management had advised that EIS nominated, staff and student members have a conflict of interest in Item 11 on the agenda. She informed members that in order to participate on this item, and without prejudice, they shall leave the meeting as requested by the Chair and, if agreed by Board members, they will return for the discussion.

The Chair drew members attention to Item 14 on the agenda, the Conflict of Interest Policy. He informed members that the Policy requires members who declare an interest to leave the meeting and for Board members to decide if they are able to return to contribute or observe but not to participate in the decision making process. He added

that this will be considered by Board members when discharging Item 11 and thanked staff and students for adhering to the Policy.

4. Welcome

The Chair welcomed C Goodwin to her first meeting of the Board of Management as the EIS/FELA nominated member.

I Patrick also welcomed C Campbell to his first meeting of the Board of Management in his role as Student Association President of Welfare Community and Sustainability.

He noted that items 19a to 21a had been provided for information and would not be discussed unless there was any comments or questions from members.

5. Minute of the Previous Meeting held on 13 December 2023

J Lavery requested that her statement made on page 3 of the minute be amended to read as per below:

J Lavery stated that, while the College may be the most organised in terms of trade union activity, staff were not particularly embittered compared with staff in other colleges. She noted that this communication had undermined the cooperative spirit of the management - trade union partnership and had created unnecessary strife. She added that she was not on campus when the email went out, but that staff took the time to contact her as they were upset about its contents and felt patronised due to being reminded of the SIMD10 population; they work in this environment daily and staff members live in these areas. She informed that this may now affect any work undertaken on the good will of staff.

Members accepted the minute, following the amendments noted above, as an accurate record of the business conducted at the meeting held on 13 December 2023.

6. a) Matters Arising from the Previous Meeting held on 13 December 2023

Item 16 – 2022-23 Student Outcomes Update

The Vice Principal Curriculum and Quality Enhancement informed members that it had been hoped that the sector PI data would have been published in January / February of this year to allow members to compare against the College information; to date this information has not been published. **He noted his disappointment and added that a report would be brought to the Board of Management meeting on 12 June 2024.**

b) Matters Arising / Action List (*For Noting*)

i) Board of Management Action Log as at March 2024

Members agreed that the action highlighted in green could be removed from the Action Log.

ii) Board of Management and Standing Committee Action Log

Members noted the content of the above noted log.

7. Standing Items

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, that included:

- GCRB - attended a Board meeting; a link to the summary of the meeting is provided at item 20f on the agenda. He added that the Glasgow Region Chairs and Principals have produced a report for G Dey, Minister for Higher and Further Education, on the

future of GCRB. He noted that the report is confidential at present and that he would share it with Board members when he can. He informed members that it was hoped that a decision on GCRB would be made prior to the June meeting of the Board of Management.

- Colleges Scotland (CS) – since their presentation at the December Board of Management meeting they continue to be active with Scottish Funding Council (SFC) and the Scottish Government (SG). He added that the Principal is very actively involved with the work of CS. He regularly attends the meeting of the Chairs of Scotland's Colleges.
- various meetings – he attended catch up meetings with the Principal, meetings with the Secretary to the Board of Management and Vice Chair, meeting with Bob Doris MSP, meeting new Board members and induction with the new trade union nominated members.
- Graduation – he attended the College Graduation ceremony and highlighted the Barony Halls as a fantastic venue.

b) Principal's Update Report

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

D Smeall provided an overview of his report and highlighted:

- Funding Update – the indicative college budget allocations are expected at the end of March 2024; with the final budget allocations by the end of April 2024. He noted that the best estimate at present was a cut of between 1.5% and 5%.
- College Operating Plan (COP) – an update will be provided at the Board of Management meeting held on 12 June 2024; there are too many unknowns at present to bring an update to this meeting.
- Voluntary Severance (VS) – targets set out in the COP have been met and the timeline is progressing.
- Industrial Action – EIS/FELA have announced three further strike dates following the Easter break.
- Graduation – Pam Duncan-Glancy MSP made a positive statement in parliament regarding the College Graduation that she attended; the link to the statement is included in the report.

In a response to a question from E Clafferty, D Smeall provided members with an update on the progress made in relation to the pay award and wording relating to redundancy.

E Clafferty drew members attention to section 7 of the report and highlighted the impressive increase in brand awareness. H McNeil echoed E Clafferty's comments.

Members of the Board of Management agreed to:

- i) note the contents of this update report; and
- ii) note that Appendix A is Not In the Public Domain (NIPD).

c) Students Association Update

The Student Association Presidents 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.

S Noreiga highlighted that the SA have fully recruited eleven volunteers to take up the roles in the Student Executive Committee and provided some examples of progress being made.

She added that the SA were working closely with the Active Campus Coordinator to promote positive mental health and physical wellbeing. In addition, she informed members that they were also working with the Environmental and Sustainability Manager on a number of projects.

C Campbell took members through the SA priorities and next steps. He highlighted the meetings between class representatives and their fellow students, held during down week, were well attended. He added that during block 3, the SA via class representatives, will gather feedback from learners to assist the College to improve the overall student experience.

He informed members that he and S Noreiga will attend the National Union of Students (NUS) Conference being held in Stirling on 27th and 28th March 2024. He further informed members that the SA will be holding elections for the SA Sabbatical President roles in April / May 2024.

C Breathnach noted the valuable work undertaken by the SA earlier in the year in relation to assisting and supporting Ukrainian students who have been affected by the ongoing war and asked if this was still being continued. **C Campbell agreed to find out and provide C Breathnach with an update.**

N Philips commended the work undertaken by the SA to amplify the student voice. She noted the SA engagement with the Block 2 Stop and Check survey and that any issues identified are actioned as soon as possible.

The Chair noted that positive work undertaken by SA Presidents' and thanked them for their report.

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

8. Draft Standing Committee Minutes - NOT IN THE PUBLIC DOMAIN

a) Draft Audit and Risk Committee – Minute of 20 February 2024

The Chair of the Audit and Risk Committee spoke to the content of the draft minute. He informed members it was a good meeting with very positive reports from the Internal Auditors. The Vice Principal Operations reminded members that Henderson Loggie's contract was due to come to an end and provided members with an update on the Internal Auditor recruitment process.

Members of the Board of Management agreed to note the content of the draft minute.

b) Draft Learning and Teaching Committee – Minute of 28 February 2024

The Chair of the Learning and Teaching Committee spoke to the content of the draft minute.

E Clafferty informed members that the Admissions Policy was approved and a lengthy discussion was held by members on the outcomes of the Education Scotland Thematic Review. In addition, members discussed the successful multi college bid, led by the

College, to Further Education Innovation Fund (FEIF) and the significant improvement student withdrawal levels.

In a response to a question from the Chair, the Vice Principal Curriculum and Quality Enhancement informed members that the Education Scotland Glasgow College Region Report had not yet been published.

Members of the Board of Management agreed to note the content of the draft minute.

c) Draft Finance and Resources Committee – Minute of 5 March 2024

The Vice Chair of the Finance and Resources Committee spoke to the content of the draft minute.

H McNeil informed members that a lengthy discussion was held on the Finance Report that included the Quarter 2 Forecast. She highlighted the positive movements in relation to the reduction of funding required from the Arm's Length Foundation (ALF) for academic year 2024/25. She informed members that the Committee did not scrutinise the sale of West Campus or the Scottish Government Energy Efficiency Project as these reports were being considered by the Board of Management.

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

9. Board and Committee Membership

The Secretary to the Board of Management spoke to the content of the report that sought to provide an update on Board and Committee membership including the introduction of nominated Trade Union members to the Board of Management, and a change in the Student Board membership. She added that the report also proposed a change in the membership of the Executive Committee to include a Board member who is also a member of staff.

She provided members with an overview of the report and noted the membership as listed in appendix 2 to the report.

Members of the Board of Management agreed to add recommendation ii) as highlighted in bold below:

- i) note the appointment of Carol Goodwin as the EIS-FELA nominated member and Maree Shepherd as the Unison nominated member of the Board of Management.
- ii) note the appointment of C Campbell as the SA elected member of the Board of Management.**
- ii) note the recommendation to GCRB that Heather McNeil be reappointed for four years commencing 1 August 2024.
- iii) approve the proposed change to the membership of the Executive Committee which will require an amendment to its terms of reference.
- iv) approve the update to the Board's Committee membership for 2023/24 as detailed in Appendix 1.

10. Sale of West End Campus – NOT IN THE PUBLIC DOMAIN

The Vice Principal Operations spoke to the content of the report that sought to provide members of the Board of Management with an update on the sale of West End Campus and covered market appraisal, property marketing, closing date offers and recommended offer, governance and next steps. She added that the report is being withheld from the public domain as it is commercial in confidence.

J Evans took members through the detailed report and informed members that following significant interest in the campus building and consultation with SFC, a closing date was set for noon on Friday, 23 February 2024. She highlighted the summary of offers listed in section 3.1 of the report.

In addition, she highlighted the recommendation being made on the preferred bidder and the reasons for the proposal as set out in section 3.2 of the report. She noted that the College was compliant with the Scottish Public Finance Manual (SPFM) and the principles related to property as contained in the Manual. She added that the decision on the sale would come from the SFC through the SG.

She informed members that if members approved the recommended offer and preferred bidder then the next steps set out at section 5 of the report would be progressed.

Members discussed the retention of funds from the sale of West Campus.

H McNeil noted the positive outcome. She asked if the conclusion of the SFCs Scotland's College Infrastructure Investment Plan would assist the College to retain funds from the sale. J Evans informed that the College are undertaking their own condition surveys to allow for a business case to be created and for a College 10-year Capital Plan to be developed; we would then have a list of projects to prioritise.

C Breathnach thanked all involved. In a response to a question from C Breathnach, the Principal informed members that the College is hopeful it will retain some of the funding from the disposal of the asset but were cautious about how much. The Chair noted that the College were allowed to keep £2m from the sale of City Campus but that City of Glasgow College did not retain any funds from the sale of City Tower Block.

The Chair thanked the Vice Principal Operations and the Director of Estates and Corporate Services for their informative and transparent report. He noted, on behalf of Board members, their thanks to all involved.

Members of the Board of Management agreed to:

- i) note the contents of this report and its appendices;
- ii) approve the recommendation that the College accepts the offer from the preferred bidder; and
- iii) note that, if the recommendation is approved, the College will progress the next steps listed at Section 5.

11. EIS FELA 'resulting boycott' - Consideration of Breach of Contract – NOT IN THE PUBLIC DOMAIN

As discussed at item 3 of the agenda, the EIS, staff and student members of the Board of Management left the room.

The Chair informed members that this action is in line with the College Conflict of Interest Policy. He added that the College Policy is more lenient than that in the Advice Note provided by the Standards Commission. He highlighted that the management view is set out in the report and proposed that EIS nominated, staff and student members be invited to provide their views to assist Board members to come to their decision. Members discussed and agreed to the proposal made by the Chair.

The EIS nominated, staff and student members of the Board of Management returned to the room.

The Chair confirmed that Board members were content for the EIS nominated, staff and student members to contribute to the discussion but not the decision.

The Principal spoke to the content of the report that sought to provide Board members with an update on industrial action currently being pursued by EIS-FELA and the College Management's response.

D Smeall provided members with an overview of his report and highlighted the impact that Action Short of Strike (ASOS), in the form of 'a resulting boycott', would have on the students and the College, as set out in section 2 of the report. He also highlighted the sectoral and political environment that the College is working in at present and noted this has deteriorated since last year when there was similar industrial action taken. He added that the legal opinion provided to the College by our legal advisors and supported by sector legal advice shared with the College, confirms that ASOS, in the form of a resulting boycott is a breach of Glasgow Kelvin College's (GKC's) lecturing staff contract of employment.

He added that, if this form of action continued through to 15 July 2024 and possibly beyond then, up to 80% of GKC's students would not receive their course results and therefore their certification.

The Chair informed members that he would take questions or comments from the EIS nominated, staff and student members in the first instance, then open this up to non-executive members.

C Goodwin stated that Board members were being asked to make a decision without being supplied with the full information required i.e. how will the percentage of non-results and proportion of withheld pay be calculated, what about part time staff and modular units and have the consequences been considered in terms of proportionality and the impact of this on future work/marking scheduling. She highlighted that if staff do not get paid they are being forced not to work by the College. The Principal noted that the amount to be deducted had not been decided yet, the SMT would assess any non-resulting and the impact and damage to the College; the amount recommended to be deducted would be proportionate and can range from 1 – 100% of salary.

C Goodwin raised the impact on the reputation of the College if teaching staff are not paid and don't teach students. The Principal added that the non-resulting boycott already had an effect on the College's reputation and relationships with stakeholders. C Goodwin added that EIS are prepared to incur the costs of taking court action by members if salaries are withheld. D Smeall agreed that this is a risk and has the potential to impact the financial stability of the College. C Breathnach echoed C Goodwin's comments in regard to proportionality of any deductions, how this would be calculated, he added that if the Principal deducts 100% of salaries, with the high number of union members in the College, it is effectively closing the College down; it will have a massive impact on students. He urged Board members to vote against the recommendations contained in the report.

C Campbell commented that he shared the concerns outlined in relation to measurability and what this would entail. He added that students are frustrated by the situation and

that some fully support the lecturers whilst others don't. He added that lecturing and support staff at the College go far beyond what is expected of them.

J Lavery informed members that she was concerned that not all the risks are noted in the report; there is a risk of litigation, staff walking out, and shutting down courses. She added that the report should be amended to include risks against the deduction of staff salaries and members agreed.

The Chair opened the floor to non-executive members for comments and questions.

N Phillips noted the measurability comments made and added that the Principal had informed members that 80% of students would not receive their course results. She highlighted the huge amount of work undertaken to allow students to progress last year; and noted that this would be difficult and almost impossible this time.

In a response to a question from D Grenham, D Smeall informed members that the legal advice confirming the action of non-resulting was a breach of contract and was very clear. He added that he respects the right of staff to strike but he has a duty to secure the operations of the College and mitigate risks to those operations whilst ensuring the appropriate use of public finances, as do the Board of Management.

E Clafferty asked if Board members were being requested to set a precedent as it had been accepted for a long time that teaching staff taught and withheld the marks as part of ASOS; it has been custom and practice.

J McBride thanked members for their input that he found useful and added that in principle he supported the recommendations made by the Principal. He added that it is important to note the complications on measuring deductions and that members are assured that action taken is proportionate. He added that action should be taken as a consequence of breaching a contract.

H McNeil noted that the College are entitled to not accept partial performance. She added that the Principal had shown the impacts on students but that any deduction requires to meet the test of being lawful and proportionate; we have to do what is best for the College.

The Chair confirmed that Board members recognised pursuance of a resulting boycott as a breach of contract. He noted there was a strong case to bring this matter back to the Board of Management rather than delegate authority to the Executive Committee. Members discussed this and agreed that a more detailed report, including all risks, be brought back to the Board of Management for decision. I Patrick noted that due to the timescales involved an extraordinary meeting of the Board of Management would be held in May 2024.

In a response to a question from C Breathnach the Chair confirmed that in relation to EIS nominated, staff and student members of the Board of Management a conflict still stands and although their views had been heard they could not participate in the decision on this matter.

The Chair thanked all for their in-depth and measured discussion.

Members of the Board of Management agreed to the revised recommendations:

- i) note the communications to all Teaching Staff and EIS-FELA Branch members issued by the Principal (Appendices A & B.) and EIS-FELA's letter to the Principal (Appendix C);
- ii) confirm that the Board recognises pursuance of "*a resulting boycott....*" as a breach of GKC's Lecturing Staff Contract of Employment;
- iii) confirm that the Board recognises that withholding of salary on a proportionate basis for such a breach of contract may be necessary if an unacceptable level of risk to College operations persist; and
- iv) that a detailed report be brought to an extraordinary meeting of the Board of Management in May 2024, to seek approval for such deductions of salary and all necessary actions required in advance of such deductions. (This is considered necessary by the Principal to implement such action properly and correctly within necessary timescales).

12. Senior Management Team Restructure – NOT IN THE PUBLIC DOMAIN

The Principal spoke to the content of the report that sought to provide members with an update on the ongoing review of the size, shape, and operations of the Senior Management Team (SMT). This is a continuation of the work presented to the Board of Management (BoM) at their October meeting within the paper *Senior Management Team Restructure, Report by Principal, 11 October 2023*.

D Smeall informed members that the report focuses on the latest opportunities available and seeks approval to implement the next steps of the restructuring.

He informed members that it is recognised that significant downsizing is required at all levels of the College; streamlining of the College's Management Structure has been ongoing since 2019/20. The SMT and Middle Management staff costs have reduced circa 20%. In addition, he noted the proposal to remove a College Director post and reduce the SMT staffing costs by 8.6%; reducing the current three faculties to two.

He took members through the rationale for the restructure and the reduction in faculties as set out in section 6 of the report. He noted if Board members approve the restructure, the SMT will engage with staff and union representatives from April to June 2024 on the best way to implement the transition; the restructure process to be completed by August 2024.

C Breathnach noted that although he is not opposed to the restructure, in his opinion more detail is required; there will be educational implications not just organisational. The Vice Principal Curriculum and Quality Enhancement informed members that the process of staff engagement will provide plenty of opportunities for discussion.

The Chair raised some slight concerns related to the direction of travel with the decrease in the number of senior academic staff. H McNeil informed members that the data provided by the Principal has alleviated any fears, he is taking advantage of personal individual choices and the data had been analysed; they have the evidence. The Vice Principal Curriculum and Quality Enhancement added that the SMT are confident this will work well. The Principal added that he is confident that a robust management system is in place to support the restructure.

Members of the Board of Management agreed to:

- i) approve the restructure of three faculties into two as part of a curriculum review and staff engagement process which will result in any necessary redistribution of curriculum responsibility within each faculty. To be completed by August 2024;
- ii) approve the reduction of the SMT staffing from seven Directors to six by August 2024; and
- iii) note that a business case will be presented to the Remuneration Committee of the Board of Management for the approval of Voluntary Severance for one College Director.

The Vice Principal Curriculum and Quality Enhancement left the meeting at this point.

13. Standing Orders Review / Refresh

The Secretary to the Board of Management spoke to the content of the report that sought approval of proposed changes following a review of the Standing Orders. She reminded members that the document is for regulating the meetings and proceedings of the College Board of Management and its Standing Committees.

L Ellison noted that College Development Network (CDN) had circulated an advice note on Model Standing Orders as noted in appendix 1 to the report. She noted that the advice note was not an instruction and that the College can take its own view.

She highlighted the proposed changes to the College's Standing Orders are denoted in blue text in the report.

She drew members attention to paragraph 32 of the Standing Orders and noted the proposal to extend this section in relation to the management of a conflict of interest; to reflect the model conducted at the meeting tonight¹.

The Chair proposed that at paragraph 37 the length of the Board of Management meetings be extended to discharge the business within 3 hours. He added this will not change the length of the meeting however it will reduce the need to seek board approval to suspend standing orders. Members discussed and agreed to the Chair's proposal.

He highlighted that draft Chair approved minutes would be provided to the Board of Management for their information.

Members of the Board of Management agreed to:

- i) note the contents of this report and appendices;
- ii) approve the amended Standing Order as contained within Appendix 2; and
- iii) approve the extension of the time allocated to discharge business on the agenda to 3 hours.

14. Policies

The Secretary to the Board of Management spoke to the content of the report that sought approval for the Conflict of Interest Policy and the Code of Conduct for the Board of Management.

¹ A member who declares an interest should leave the meeting to enable the remaining members to consider if her/his absence is necessary and/or appropriate; other members should agree how the conflict should be managed. This may include allowing the conflicted member to speak on the matter but not participate in the decision-making process.

L Ellison informed members that both the above noted policies are considered frequently, in detail, as new guidance and model codes are produced. She informed members that they had been reviewed and confirmed they are in order and that no updates are required at present.

The Director of Estates and Corporate Services informed members that following the papers for the meeting being issued to members, a revised and refreshed Model Code of Conduct produced by the Standards Commission had been received by the College. She added that the Code of Conduct would be reviewed again against the refreshed code to ensure all is in order. Any changes which were required would be brought back to the Board of Management once this review was undertaken.

The Chair highlighted that the College Conflict of Interest Policy did not follow the advice note provided by the Standards Commission in its entirety; the College had not adopted the advice in full.

Members of the Board of Management agreed to:

- i) note the contents of this report; and
- ii) approve the policies as attached in Appendix 1;
- iii) note that the Code of Conduct may require to be amended again over the months ahead following advice provided by the Standards Commission at their workshop on 19 March 2024.

15. Quarter 2 Forecast and Management Accounts to 31 January 2024 – NOT IN THE PUBLIC DOMAIN

The Vice Principal Operations spoke to the content of the report that covered the Quarter 2 Forecast, the Management Accounts at 31 January 2024 and the projected Underlying Cash to 31 July 2024.

J Evans informed members that the report formed part of a more detailed report considered at the Finance and Resources Committee meeting held on 5 March 2024. She highlighted the improved position of the Quarter 2 Forecast position and drew members' attention to section 2.2 in the report that set out income and expenditure movements.

She drew members' attention to *item 20b – Glasgow Kelvin College Application for Financial Support* on the agenda. She added that this report had been considered by Glasgow Kelvin Learning Foundation on 21 December 2024 and noted that the positive movements on the Quarter 2 Forecast allowed the College to reduce the funding required from the Arm's Length Foundation (ALF) for 2024/25. She highlighted the importance of the College requesting 'up to' amounts of funds from the ALF; this allows the College to only access the funds required.

In addition, she noted the improved position shown in the Management Accounts at 31 January 2024. She added that the College continued to manage and monitor its finances very carefully.

Members of the Board of Management agreed to:

- i) note the Quarter 2 Forecast;
- ii) note the actual financial performance for the first 6 months of the year reflected in the Management Accounts to 31 January 2024; and
- iii) note the Projected Underlying Cash at 31 July 2024.

16. Progress Against Targets: College Strategy 2022/27

The Director of Digital and Information Services spoke to the content of the report that sought to provide a summary of progress towards the achievement of Strategic Priorities and Objectives stated within Glasgow Kelvin Colleges (GKC) Strategic Plan 2022-27. This report reviews progress against the Strategy 2022-27 covering the period 1 August 2023 until 1 March 2024.

J Quinn informed members that the report provides an update in two forms; narrative in relation to significant activities progressing in relation to the College strategic aims and the other is charts/KPI data related to the overarching strategic objectives. He provided members with an overview of the report and highlighted the significant improvement in retention levels as shown in page 10 of the report. He added that the SFC have not yet published their college leaver destination survey results, this is expected at the end of March 2024.

The Chair commented that he was unsure if some of the charts related directly to the ambitions. **J Quinn informed members that this can be discussed and considered further at the Board Development session on Power Bi being held in June 2024.**

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

17. 2023-24 Credit Activity and Student Withdrawal Update – NOT IN THE PUBLIC DOMAIN

The Director of Digital and Information Services spoke to the content of the report that sought to provide an update on Credit delivery and student retention levels across the current academic year as calculated at the start of March 2024.

J Quinn informed members that the College was on track to meet its credit target for academic year 2023/24; and maybe slightly exceed the target. He added that in part this is supported by the improvement in student retention and the changed date for receiving funding, however this should not retract from the efforts made by staff.

He highlighted the significant improvement in overall student withdrawal levels that suggests the pre-course keep warm and induction activities had been effective.

H McNeil commented that the withdrawal figures are positive and noted the efforts made by staff, she asked if they would be affected by ASOS. C Goodwin informed members that teaching of senior phase school pupils is coming to an end and that teaching staff utilise that time for keep warm activities, ASOS will not affect this. The Chair welcomed the improvements and thanked staff involved for their efforts. The Principal echoed the Chair's comments and noted the overwhelmingly positive direction of travel.

Members discussed and noted that there would be no redistribution of credits for academic year 2023/24.

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

18. Scottish Government Energy Efficiency Project – NOT IN THE PUBLIC DOMAIN

The Vice Principal Operations spoke to the content of the report that sought to provide members with the position related to the Scottish Government Energy Efficiency Grant.

J Evans provided an overview of her report for members that included the background to the project and the grant, procurement and project management, project meetings, timelines and warning signs. She took members through the actions taken from January to March 2024 as set out, in detail, at section 5 of the report. She also provided a summary of the current situation and lessons learned. She highlighted that the College handled the significant challenges appropriately, removing any ongoing financial, operational and reputational risks.

She took members through the follow up actions listed in section 8 of the report.

The Chair noted disappointment on the outcome of the project but recognised that the College had managed it well and that staff involved had taken the necessary steps timeously to mitigate the risks.

H McNeil echoed the Chairs comments and asked if an internal audit of the project would be beneficial to identify lessons learned i.e. where the project had gone wrong. C Breathnach highlighted the list of lessons learned set out in the report, it shows that college staff are blameless. In a response to a question from C Breathnach, J Evans informed that the College had removed the risks by terminating the project with the contractors; the College acted in good faith.

J Evans informed members that she was comfortable to request that Henderson Loggie undertake an Internal Audit if felt appropriate by members. N Phillips highlighted the phenomenal amount of work undertaken by the College and its staff in relation to project management and governance of the project. The Chair commented that Board members are satisfied the College acted appropriately and had reviewed lessons learned. **D Greenham proposed that this be added to the agenda of the next Audit and Risk Committee for members to consider further the requirement for an Internal Audit. Members agreed to the proposal as a way forward.**

Members of the Board of Management agreed to:

- i) note the contents of this paper;
- ii) note the lessons learned; and
- iii) note the actions planned.

19. Items of Correspondence (For Information)

- a) **Letter from EIS.FELA re. Industrial Action**
- b) **Letter from Unison re. Industrial Action**
- c) **Letter to Principals from EIS General Secretary – ASOS**
- d) **Letter to Principal from GKC EIS.FELA Branch – ASOS**

Members of the Board of Management noted the content of the above items provided for information.

20. a) **All Staff Communication Issued on Behalf of the Executive Committee Report by Secretary to the Board of Management**

Members of the Board of Management noted the summary of events associated with the all-staff email issued on 24 November 2023.

- b) **Glasgow Kelvin College – Application for Financial Support**
- c) **Glasgow Kelvin College – Campus Re-investment – Update Report**
- d) **Glasgow Kelvin Learning Foundation – SCIO – Accounts to March 2023 – NOT IN THE PUBLIC DOMAIN**
- e) **Colleges Scotland CEO Report – January 2024**

f) GCRB – Regional Briefing Board Meeting January 2024

Members of the Board of Management noted the content of the above items provided for information.

- 21. Item 21a – College Admissions Policy – Approved by the Learning and Teaching Committee on 28 February 2024**
Members of the Board of Management noted the content of the above item provided for information.
- 22. Impact on Students – key issues to be considered as a consequence of the consideration of the above agenda**
Members agreed that no impact on student's issues had arisen as a consequence of the business conducted at the meeting held on 20 March 2024.
- 23. Risk Management – Risk Issues to be considered as a consequence of the consideration of the above agenda**
Members agreed that no risk management issues had arisen as a consequence of the business conducted at the meeting held on 20 March 2024.
- 24. Equality Management – Equality Issues to be considered as a consequence of the consideration of the above agenda**
Members agreed that no equality management issues had arisen as a consequence of the business conducted at the meeting held on 20 March 2024.
- 25. Data Protection – Data Protection Issues to be considered as a consequence of the consideration of the above agenda**
Members agreed that no data protection issues had arisen as a consequence of the business conducted at the meeting held on 20 March 2024.
- 26. Environmental and Sustainability – Environmental and Sustainability issues to be considered as a consequence of the consideration of the above agenda**
Members agreed that no new environmental and sustainability issues had arisen as a consequence of the business conducted at the meeting held on 20 March 2024.
- 27. Closure**
The meeting closed at 7pm with the Chair thanking members for their attendance and contribution.
- 28. Date of Next Meeting**
The Chair informed members that the next scheduled meeting of the Board of Management is Wednesday 12 June 2024 at 4.30pm – WG1 and WG2, Springburn Campus. He added that there may a requirement to hold an extraordinary meeting in May 2024 as per the discussions held whilst discharging item 11 on the agenda.
- 29. The Chair reminded members of dates for their diary:**
 - Board Session and Board Dinner: Risk Register Refresh/Risk Appetite session followed by a Board Dinner, Thursday 18 April 2024 at 5pm in the Easterhouse Campus; and
 - Board Self-Evaluation Session and Power BI Development Session (date in June to be confirmed)

30. **All Press Releases relating to the College are available to view on the Board Portal via the following link:**
[Press Releases 2023-24](#)